COUNTY OF SAN DIEGO

CAO RECOMMENDED OPERATIONAL PLAN

FISCAL YEARS 2020-21 & 2021-22

Helen N. Robbins-Meyer
Chief Administrative Officer

Tracy M. Sandoval
Assistant Chief Administrative 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 2019

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 2019**. 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 July 2020
Office of Financial Planning
Ebony Shelton, Director

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Board of Supervisors

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District Four

Jim Desmond
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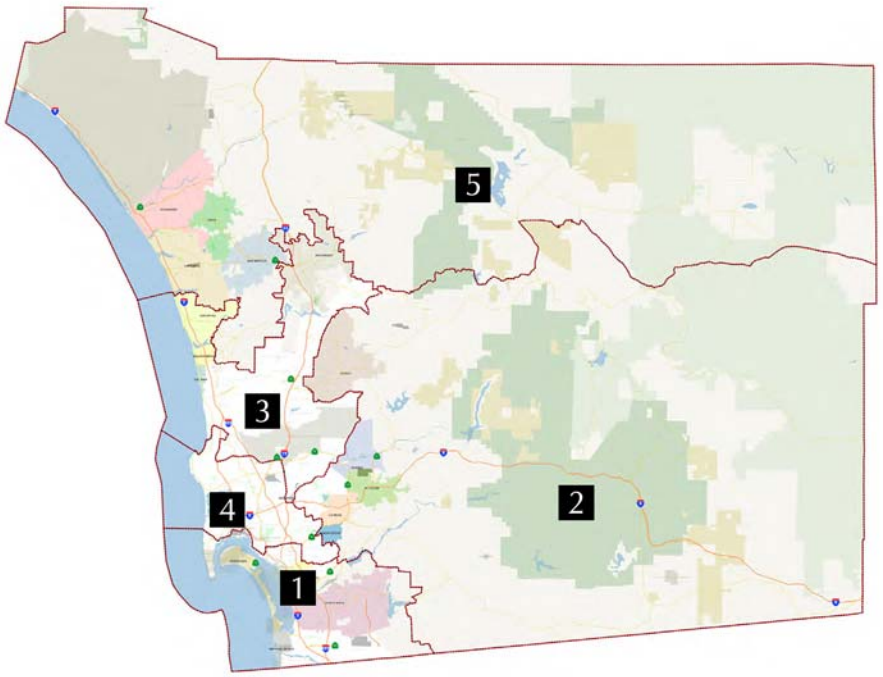
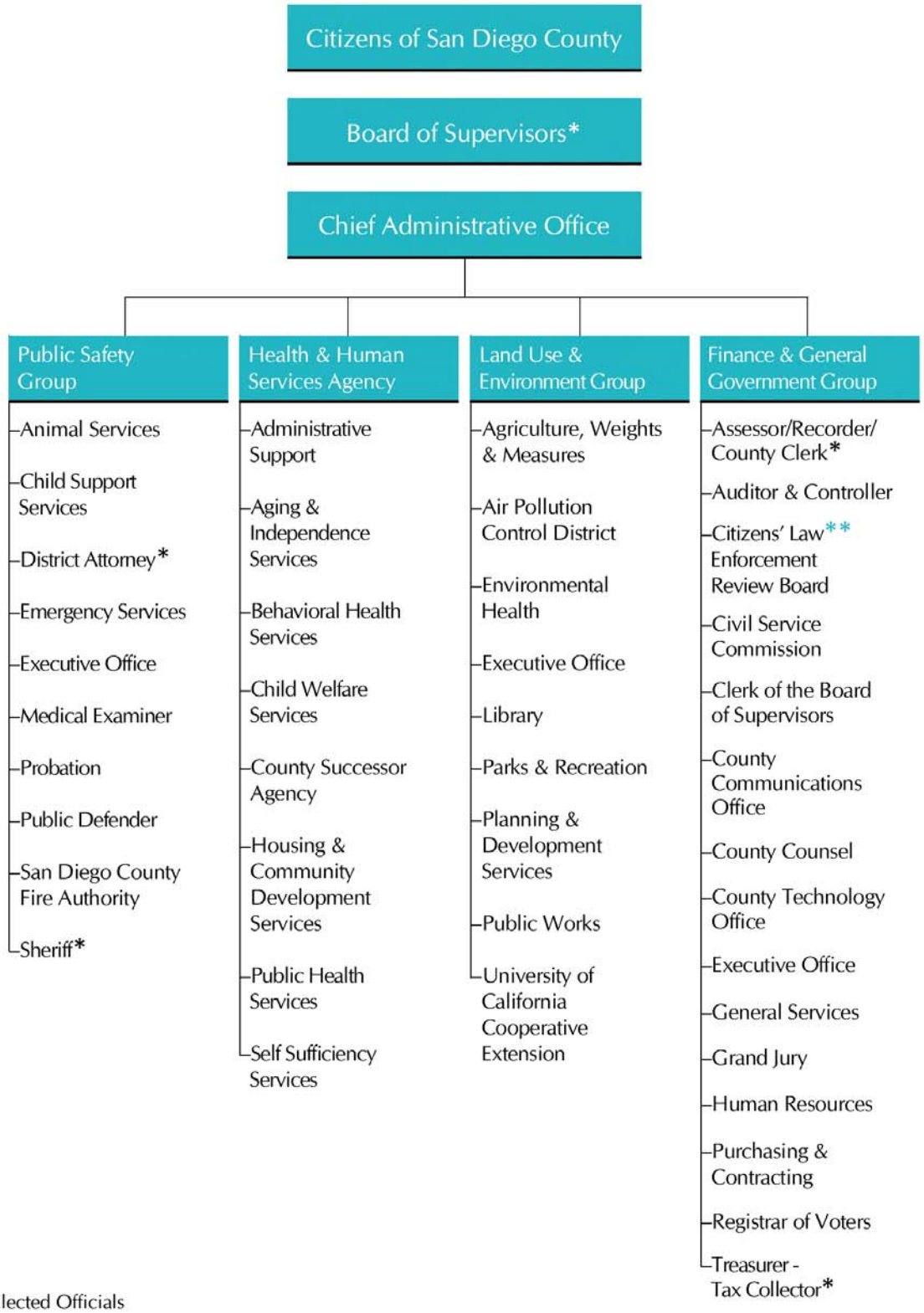
District Five



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

Organizational Chart



*Elected Officials

**Transfer to Finance and General Government Group Effective July 1, 2020. Budget impacts to be reflected in subsequent document updates.

Rev. 6/20

Message from the Chief Administrative Officer

Transformation for Unprecedented Times

We head into a new fiscal year facing unprecedented challenges. We continue to grapple with the local impacts of the global COVID-19 pandemic. With no vaccine, and a surge in new cases, the focus continues to be on protecting the physical and economic health of our residents.

Shutdowns aimed at fighting the virus created enormous shockwaves through the economy, the extent of the fiscal reverberations still unknown. But revenue projections have dropped significantly at a time when unemployment and service needs are escalating.

A reckoning with racism demands an examination of our institutions, our policies, our programs and how we engage and serve our residents.

The world, the nation and our county are in the midst of transformation. Our operations and our budget must transform as well. As you digest this proposed $6.4 billion budget, you will see the complexity of allocating resources to the vast array of services needed across our region. We touch the lives of all San Diegans, and therefore it's more essential than ever that we align our direction with the community's diverse needs.

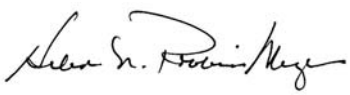
The County has long had a strategy to financially prepare for unforeseen events. That past fiscal stability is helping us to maneuver through these unprecedented times, allowing us to maintain critical services. But even that careful planning has its limits, and our ability to continue all services at current levels can't be sustained indefinitely. To stay balanced, the proposed budget recommends dipping into reserves for the next two years to allow time to make long-term adjustments while not adding additional economic stress to the region. Accordingly, you won't see many new things in this budget. You will see reductions in capital investments, streamlining of administrative functions and elimination of some vacant staff positions. The Health and Human Services Agency is the only group with significant fiscal increases, largely tied to the pandemic response.

Our COVID-19 efforts, and careful spending of CARES Act funding, will remain a dominant feature of County activity, as we work to protect our residents' health and prevent the region's medical systems from being overwhelmed. However, the County will also keep building on its commitment to assist vulnerable populations. We'll have increased housing and public assistance caseloads. And we'll build out the regional continuum of care, focusing on diversionary services such as Crisis Stabilization Units and Mobile Crisis Response Teams to provide early intervention so that we avoid inundating our public safety partners and instead provide proper treatment for those needing behavioral health care.

Across our Public Safety Group, we are developing important reform initiatives while also increasing de-escalation training to strengthen community trust, equity and racial justice. Widespread protests have served to elevate the need for education and change regionwide. We are prioritizing medical and behavioral health treatment so we can administer appropriate services to help stabilize those in crisis, while enabling them to achieve self-sufficiency and avoid justice system involvement. Our juvenile justice transformation continues with investment in future designs for our Juvenile Justice Campus in Kearny Mesa and support for the District Attorney's Juvenile Diversion Initiative. And the District Attorney will invest in the North County Family Justice Center, a regionalized center providing support to victims of crime.

Additionally, $5 million has been identified in the Chief Administrative Office Budget to be used toward new initiatives identified by the newly formed Human Relations Commission. We are enhancing our Citizens' Law Enforcement Review Board and establishing a new Office of Equity and Racial Justice. We'll have significant engagement with the community to develop the mission, goals and new practices for those initiatives. Together we will shape a bold course for our region that ensures every person is healthy, safe and thriving.

In closing, the year ahead will be filled with many challenges. Our agenda for the year forward is ambitious, with a $159 million, or 2.5%, increase in spending from the previous year, driven by CARES Act funding. Negotiated salary and benefit increases are included and one-time reserves are being used to help fill approximately $231 million in revenue gaps due to the economic downturn. This prudent use of reserves for these unprecedented times will provide us the opportunity to establish a new financial base balanced to meet a sustained multiyear economic downturn with the increase in needed services. We look forward to meeting these challenges with an open mind and enthusiastic energy as we enter a new future in partnership with the people we serve.



Helen N. Robbins-Meyer
Chief Administrative Officer

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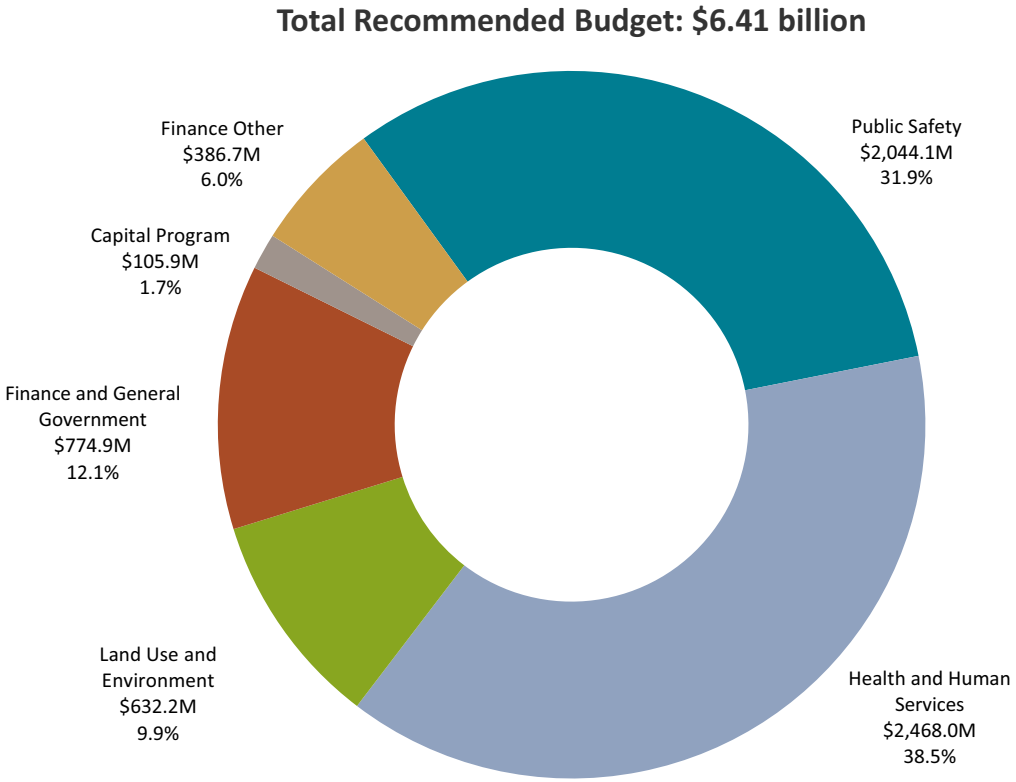
Executive Summary

Recommended Budget by Group/Agency: All Funds



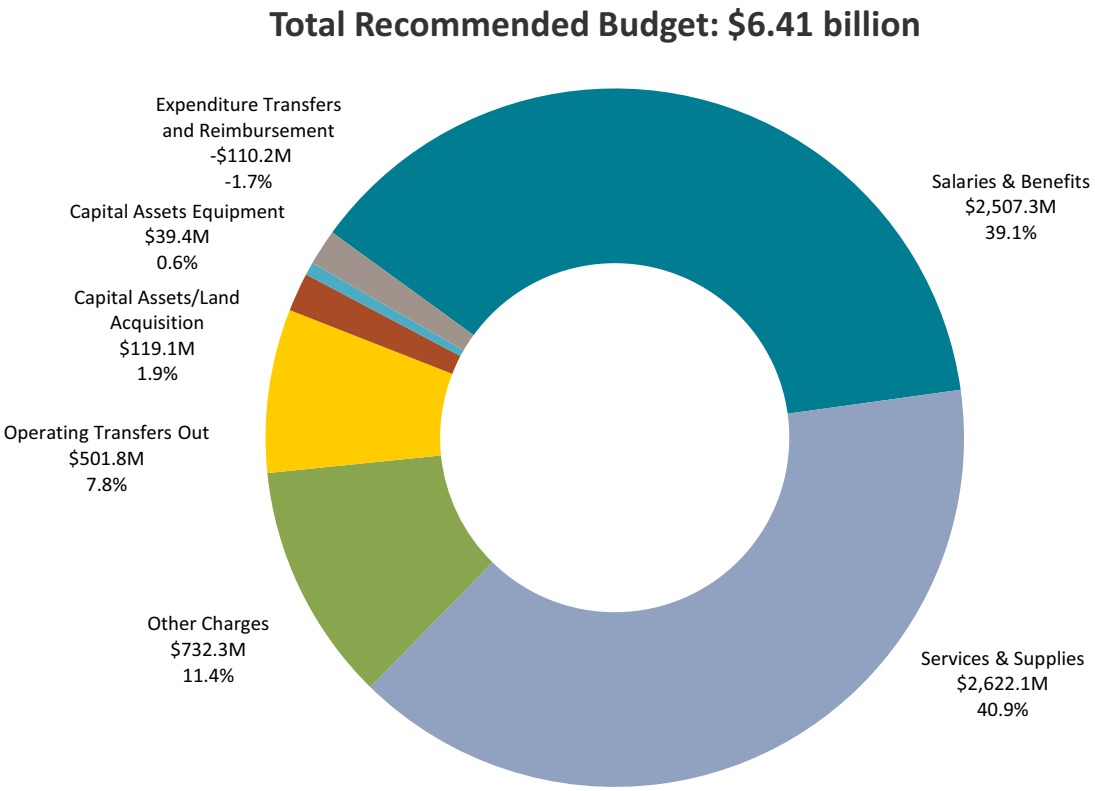
Recommended Budget by Group/Agency: All Funds

		Budget in Millions	Percent of Total Budget
Public Safety	$	2,044.1	31.9
Health and Human Services		2,468.0	38.5
Land Use and Environment		632.2	9.9
Finance and General Government		774.9	12.1
Capital Program		105.9	1.7
Finance Other		386.7	6.0
Total	$	**6,411.8**	**100.0**

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

Appropriations total $6.41 billion in the Recommended Budget for Fiscal Year 2020–21. This is an increase of $159.2 million or 2.5% for Fiscal Year 2020–21 from the Fiscal Year 2019–20 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation decreases in the Public Safety Group, Land Use and Environment Group, Capital Program and Finance Other, while there are increases in the Health and Human Services Agency and Finance and General Government Group.

Recommended Budget by Categories of Expenditures: All Funds



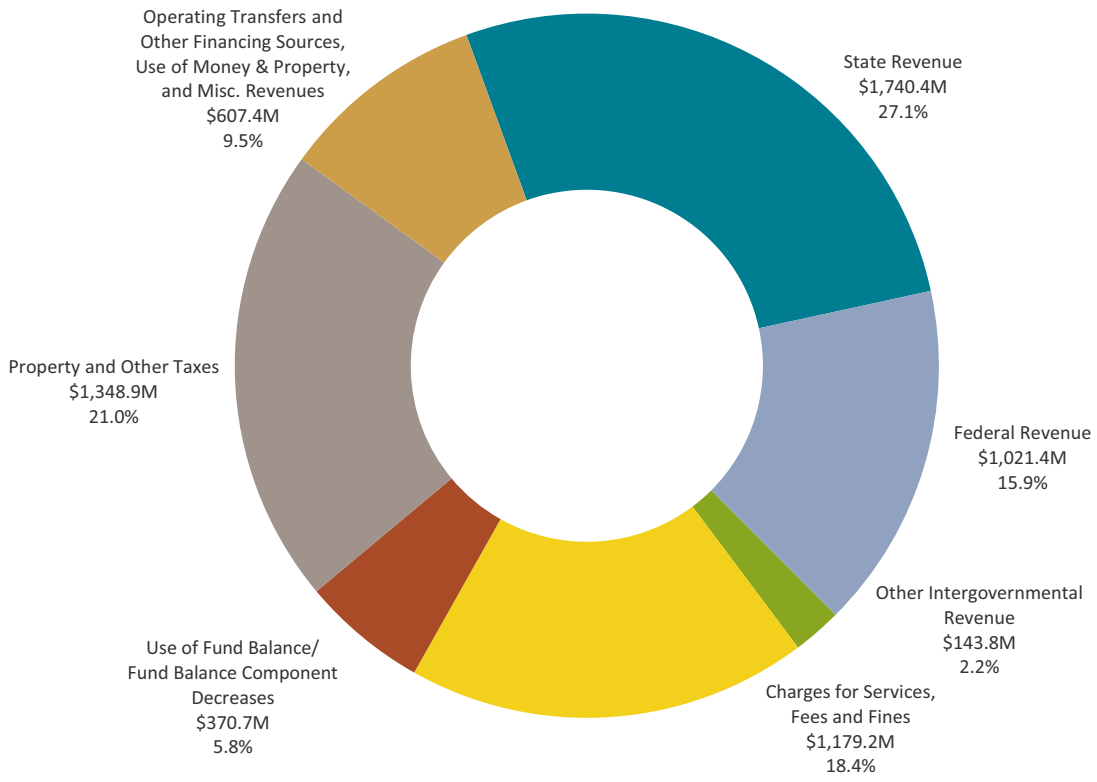
Recommended Budget by Categories of Expenditures: All Funds			
		Budget in Millions	**Percent of Total Budget**
Salaries & Benefits	$	2,507.3	39.1
Services & Supplies		2,622.1	40.9
Other Charges		732.3	11.4
Operating Transfers Out		501.8	7.8
Capital Assets/Land Acquisition		119.1	1.9
Capital Assets Equipment		39.4	0.6
Expenditure Transfers and Reimbursements		(110.2)	(1.7)
Total	$	**6,411.8**	**100.0**

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

The Recommended Budget overall increase is primarily due to increases in Salaries & Benefits of $128.2 million due to negotiated labor agreements, increased retirement contributions, and increases in Services & Supplies of $187.5 million. The Services & Supplies increase is largely for response to the COVID-19 public health emergency, including costs for the Testing, Tracing, and Treatment Strategy (T3) and in Behavioral Health Services to support capital projects for mental health and substance abuse service providers, to provide telehealth capability to respond to the COVID-19 public health emergency, for efforts to address homelessness in the unincorporated area and for planned upgrades to the County's financial and human resources information systems.

Recommended Budget by Categories of Revenues: All Funds

Total Recommended Budget: $6.41 billion



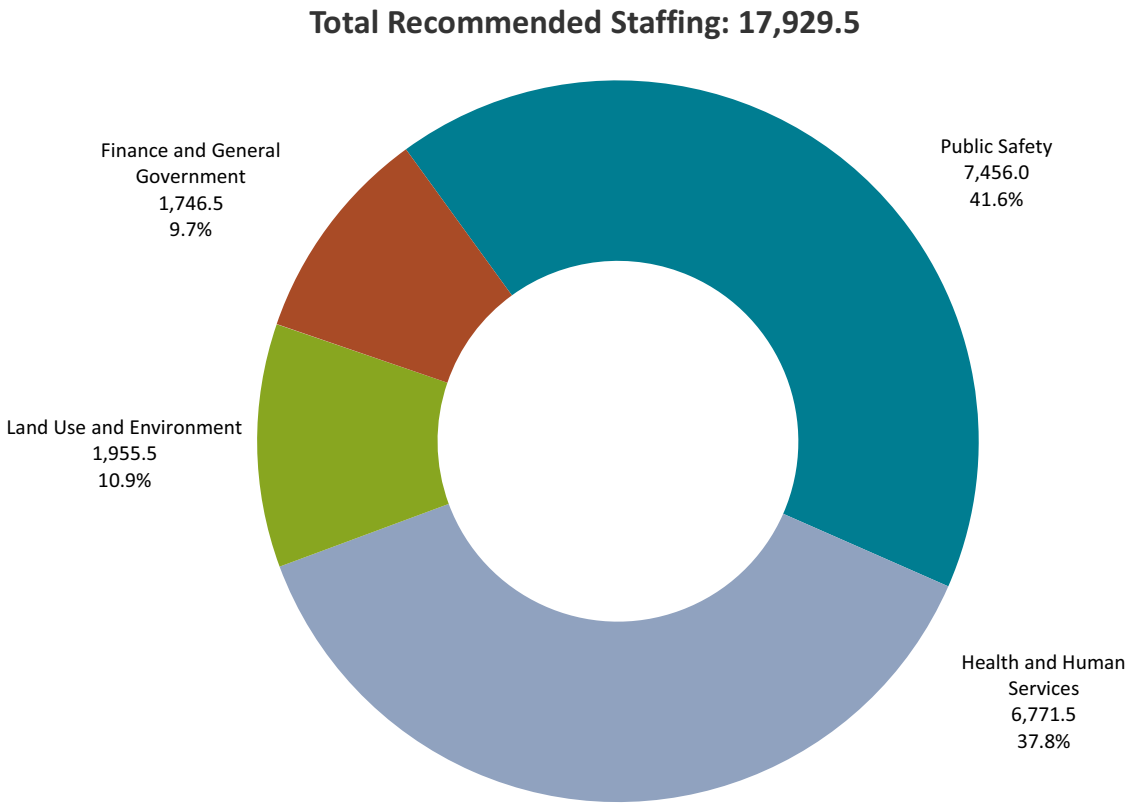
Recommended Budget by Categories of Revenues: All Funds			
		Budget in Millions	**Percent of Total Budget**
State Revenue	$	1,740.4	27.1
Property and Other Taxes		1,348.9	21.0
Charges for Services, Fees and Fines		1,179.2	18.4
Federal Revenue		1,021.4	15.9
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues		607.4	9.5
Use of Fund Balance/Fund Balance Component Decrease		370.7	5.8
Other Intergovernmental Revenue		143.8	2.2
Total	$	**6,411.8**	**100.0**

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

For Fiscal Year 2020-21, the combination of State Revenue ($1.7 billion), Federal Revenue ($1.0 billion) and Other Intergovernmental Revenue ($143.8 million) supplies 45.3% of the funding sources for the County's budget. Another 18.4% ($1.2 billion) comes from Charges for Current Services, and Fees and Fines. These revenue categories represent the most significant

changes. State revenues decrease overall by $79.8 million primarily due to a decrease in PSG for the Proposition 172 Fund which supports regional law enforcement services, in Health Realignment Revenue based on a projected decline in statewide sales tax receipts and due to decreases in anticipated gas tax receipts from the Highway User's Tax Account which support public roads. Federal revenues are increasing overall by $167.9 million primarily due to the inclusion of Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to support the T3 strategy, funds to address homelessness and social services programs. Intergovernmental revenues are increasing by $25.3 million primarily due to continuing growth in pass-through distributions, reduced debt service payments related to a refunding of former redevelopment bond which increase the County's share of available tax increment, and recognition of higher residual revenue from the distribution of former redevelopment funds. Charges for current services are increasing by $47.8 million to reflect the one time use of available Intergovernmental Transfer revenues to offset decreased revenues resulting from current economic conditions and to record revenues in internal service funds associated with one-time information technology projects.

Recommended Staffing by Group/Agency: All Funds



Recommended Staffing by Group/Agency: All Funds

	Staff Years[1]	Percent of Total Staffing
Public Safety	7,456.0	41.6
Health and Human Services	6,771.5	37.8
Land Use and Environment	1,955.5	10.9
Finance and General Government	1,746.5	9.7
Total	**17,929.5**	**100.0**

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

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

Total staff years for Fiscal Year 2020–21 decreased by 95.0 from the Adopted Budget for Fiscal Year 2019–20, a decrease of 0.5% to a total of 17,929.5 staff years. This net decrease is attributable to decreased staffing in the Public Safety Group and Finance and General Government Group, an increase in the Land Use and Environment Group, and the Health and Human Services Agency remaining unchanged.

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San Diego County Facts and Figures

POPULATION[1]:

Year:	2017	2018	2019
Total:	3,309,509	3,337,456	3,351,786

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

Source: California Department of Finance.

INCORPORATED CITIES: 18

CIVILIAN LABOR FORCE:

Year:	2018	2019
Total:	1,592,200	1,590,600

Source: California Employment Development Department.

UNEMPLOYMENT RATE:

Year:	2019	2020
Percentage:	3.2%	15.0%

Source: California Employment Development Department May 2020 unemployment rate.

EMPLOYMENT MIX: (Industry)[1]

	2018 Employees	2019 Employees
Government[2]	252,500	251,600
Professional and Business Services	249,700	261,300
Trade, Transportation and Utilities	233,500	232,900
Educational and Health Services	215,200	220,800
Leisure and Hospitality	200,900	200,600
Manufacturing	114,600	117,300
Financial Activities	76,000	77,500
Construction	83,100	84,800
Other Services	56,100	54,500
Information Technology	24,000	23,500
Farming	8,100	9,000
Mining and Logging	300	400
Total	**1,514,000**	**1,534,200**

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

[2]Excludes the U.S. Department of Defense.

Source: California Employment Development

TEN LARGEST EMPLOYERS:

	2018 Employees	2019 Employees
Qualcomm Inc.	35,400	37,000
Sharp Healthcare	18,364	18,770
County of San Diego	17,584	18,025
City of San Diego	11,420	11,545
Kaiser Permanente	9,606	9,630
San Diego Community College District	4,250	6,805
General Atomics (and affiliated companies)	6,123	6,777
San Diego State University	6,371	6,635
Rady Children's Hospital-San Diego	5,471	5,541
YMCA of San Diego County	5,517	5,517

Sources: San Diego Business Journal Book of Lists (2020) San Diego Business Journal Book of Lists (2020), City of San Diego Fiscal Year 2019 Adopted Budget & County of San Diego Fiscal Year 2019-20 Adopted Operational Plan. Note: The Naval Base San Diego and San Diego Unified School District were excluded.

CONSUMER PRICE INDEX:

Year:	2017	2018	2019
Amount:	283.01 (3.0% increase)	292.55 (3.4% increase)	299.43 (2.4% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, February 2019 (CPI-U for the San Diego-Carlsbad Metropolitan Area, not seasonally adjusted, annual).

MEDIAN HOUSEHOLD INCOME[1]:

Year:	2016[1]	2017[1]	2018[1]
Amount:	$ 66,529	$ 70,588	$ 74,855

[1]Each amount adjusted annually for inflation according to its respective year.
Source: U.S. Census Bureau

MEDIAN HOME PRICE[1]:

Year:	January 2018	January 2019	January 2020
Single Family Homes	$ 595,000	$ 615,000	$ 670,000
Attached Homes	$ 406,000	$ 415,000	$ 435,000

[1]Median 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 2019):

	2019
San Diego Gas & Electric Company	$ 148,307,133
Qualcomm Inc.	$ 25,654,992
Irvine Co.	$ 14,405,994
UTC Venture LLC	$ 10,320,586
Host Hotels and Resorts	$ 10,046,879
Kilroy Realty, LP	$ 9,997,978
Pacific Bell Telephone Co.	$ 9,254,201
BSK Del Partners, LLC	$ 7,861,336
Sorrento West Properties, Inc.	$ 6,965,747
Fashion Valley Mall LLC	$ 6,817,667

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

FISCAL YEAR 2019–20 ASSESSED VALUATION:	$538.0 billion

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

ESTIMATED TOTAL HOUSING UNITS:	1,224,375

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

LAND USE:
(in descending order)[1]

	2019 Acres
Parkland	1,414,058
Vacant or Undeveloped Land	557,309
Residential	378,731
Public/Government	119,448
Agriculture	114,403
Other Transportation	107,872
Commercial/Industrial	33,832
Total	**2,725,653**

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

AGRICULTURAL PRODUCTION:

		2018 Value	2018 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$	1,247,987,124	12,275
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$	332,949,527	33,049
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$	131,260,784	3,217
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$	40,825,539	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	$	18,759,533	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	$	3,763,857	194,013
Apiary (e.g., honey, pollination, bees & queens, etc.)	$	3,437,378	N/A
Timber Products (e.g., firewood and timber)	$	831,974	N/A
Grand Totals	**$**	**1,769,815,716**	**242,554**

Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures.

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, 2018.

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

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

TOTAL VISITORS 2019:	35,093,000

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2019).

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 (18) 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 2019, the County's population estimate for January 1, 2019 was 3.35 million, which grew 0.6 percent from 3.34 million as of the January 1, 2018 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 2018 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 15.0 percent compared to 2019.

SAN DIEGO COUNTY POPULATION:

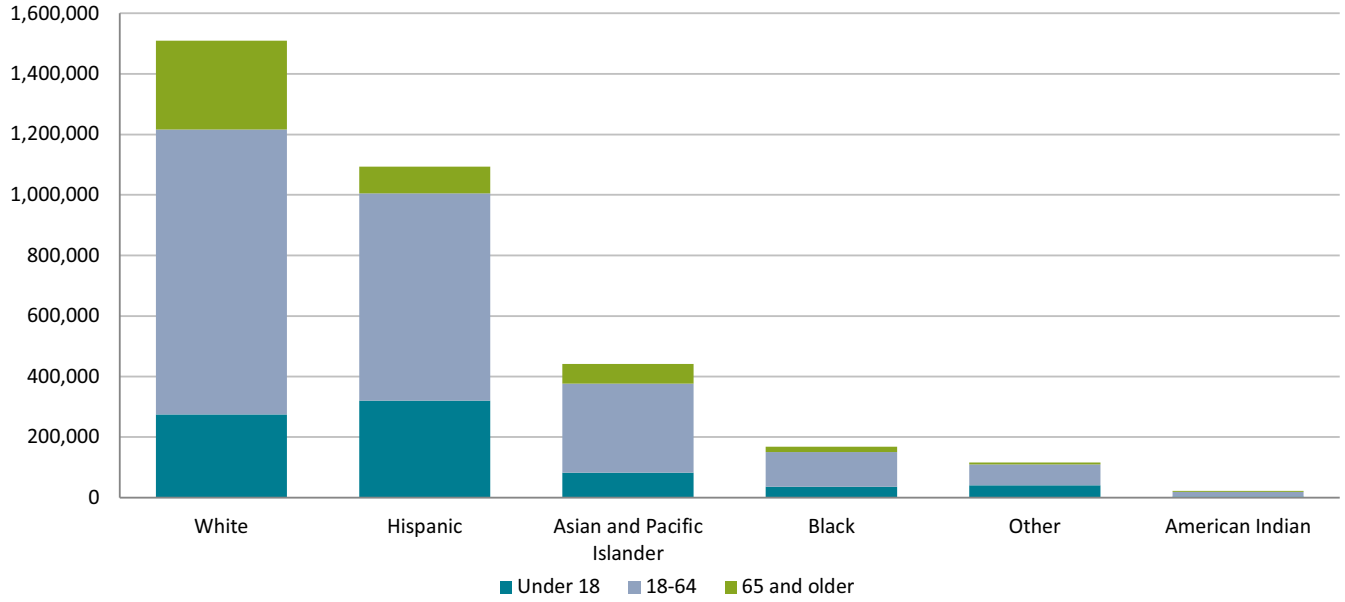
	2000	2017	2018	Year Incorporated
Carlsbad	78,247	113,179	114,622	1952
Chula Vista	173,556	265,357	267,503	1911
Coronado	24,100	24,512	21,683	1890
Del Mar	4,389	4,284	4,322	1959
El Cajon	94,869	105,276	105,557	1912
Encinitas	58,014	62,625	63,158	1986
Escondido	133,559	150,978	151,478	1888
Imperial Beach	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 2019 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

2019 Total Population: 3,351,786

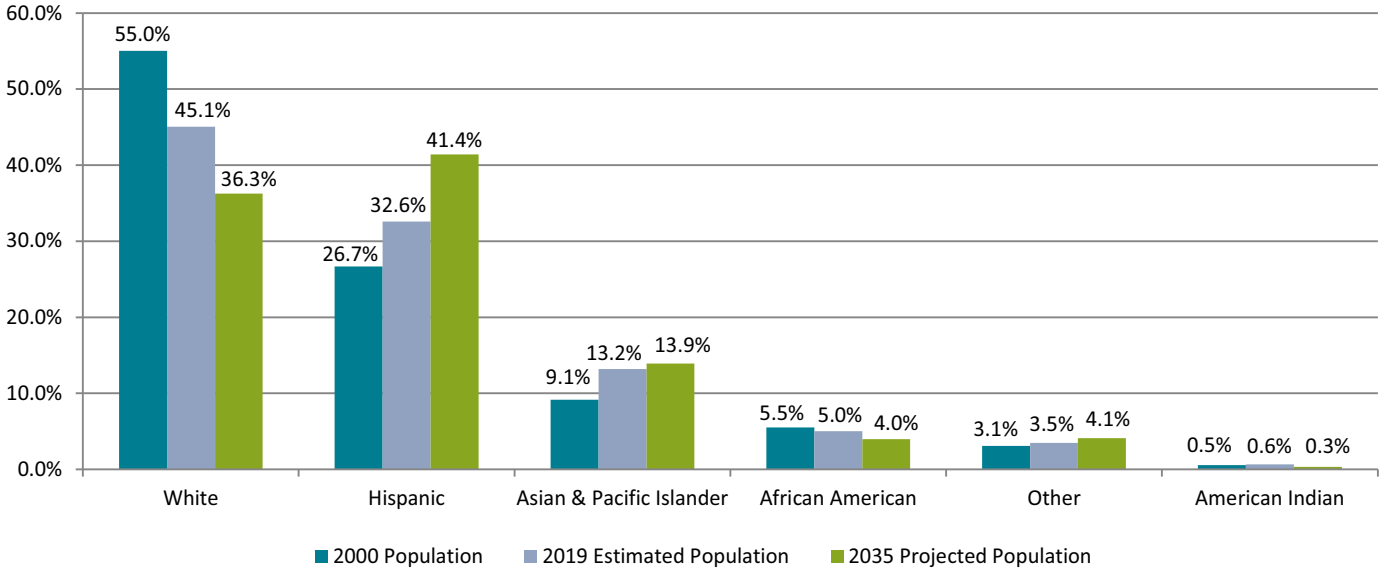


Source: San Diego Association of Governments 2019 Demographic & Socio Economic Estimates (preliminary)

San Diego County Population Distribution by Race and Ethnicity

2000, 2019 and 2035 Projection

Percentage of Total Population



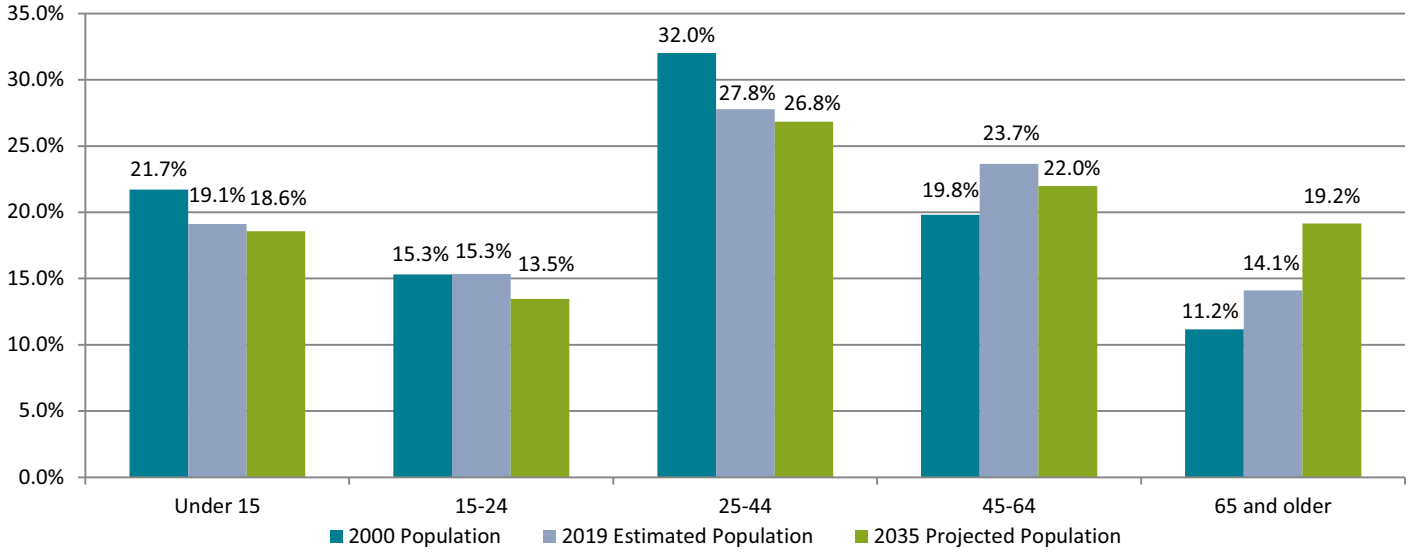
Note: Percentages represent the share of each group compared to the total population.
Sources: U.S. Census Bureau and San Diego Association of Governments

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 2019 estimates, and the number of individuals aged 65 and older estimated to increase by 2035.

San Diego County's population has grown approximately 0.8 percent annually on average since 2005, 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.

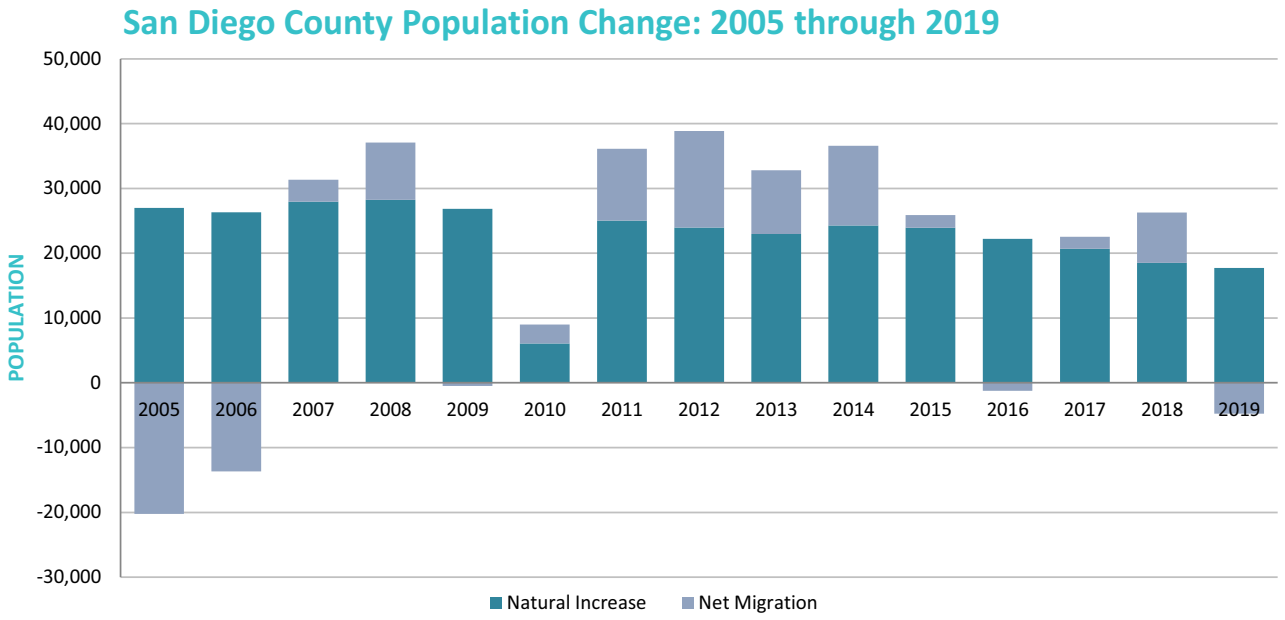
San Diego County Population Distribution by Age

2000, 2019 and 2035 Projection



Sources: U.S. Census 2000; San Diego Association of Governments 2019 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.



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, 2010-2019.

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.

According to the U.S. Department of Commerce Bureau of Economic Analysis (BEA), calendar year 2019 saw an increase in real GDP, closing the year with a 2.3 percent annual growth over the previous year, compared to an increase of 2.9 percent seen in 2018 (GDP Increases In Fourth Quarter, February 27, 2020, <https://www.bea.gov/system/files/2020-02/gdp4q19_2nd_0.pdf>, accessed on March 25, 2020). According to the BEA, "The increase in real GDP in the fourth quarter reflected positive contributions from personal consumption expenditures (PCE), federal government spending, exports, residential fixed investment, and state and local government spending that were partly offset by negative contributions from private inventory investment and nonresidential fixed investment." (ibid).

However, the national economy was significantly impacted by response to the global COVID-19 pandemic beginning in March of 2020. In the first quarter of 2020, real GDP was estimated by the BEA to have decreased at an annual rate of 5.0 percent (May 28, 2020, <-https://www.bea.gov/sites/default/files/2020-05/gdp1q20_2nd_0.pdf>, accessed on June 11, 2020). According to the BEA, "The decline in first quarter GDP reflected the response to the spread of COVID-19, as governments issued "stay-at-home" orders in March. This led to rapid changes in demand, as businesses and schools switched to remote work or canceled operations and consumers canceled, restricted, or redirected their spending." (ibid).

Commenting on the economic impact of the COVID-19 pandemic, the UCLA Anderson March Economic Outlook notes, "real GDP is now on track to decline in the second quarter of 2020 by 7.5% from the previous quarter and an additional 1.25% in the third quarter. (UCLA Anderson March Economic Outlook, April 10, 2020, https://www.anderson.ucla.edu/centers/ucla-anderson-forecast/march-2020-economic-outlook>). In an earlier report, UCLA Anderson announced the beginning of a recession, which they projected to last through September, 2020 (Press Release, < https://www.anderson.ucla.edu/news-and-events/press-releases/ucla-anderson-forecast-announces-the-arrival-of-the-

2020-recession>) UCLA adds, "this contraction will drive the official unemployment rate to a peak of around 13% in the fourth quarter, and total job loss to approximately 17 million" (ibid).

In 2019, the national unemployment rate was historically strong and had dropped to 3.7 percent from 3.9 percent in 2018. However, the impact of the COVID-19 pandemic in 2020 produced dramatic increases in unemployment across the country. According the Bureau of Labor Statistics (BLS), "total nonfarm payroll employment fell by 1.4 million and 20.7 million, respectively in March and April", but announced in June that, "Total nonfarm payroll employment increased by 2.5 million in May, and the unemployment rate declined to 13.3 percent (from 14.7 percent in April) . . . reflecting a limited resumption of economic activity that had been curtailed due to the coronavirus pandemic and efforts to contain it" (BLS News Release, The Employment Situation – May 2020 < https://www.bls.gov/news.release/pdf/empsit.pdf>.

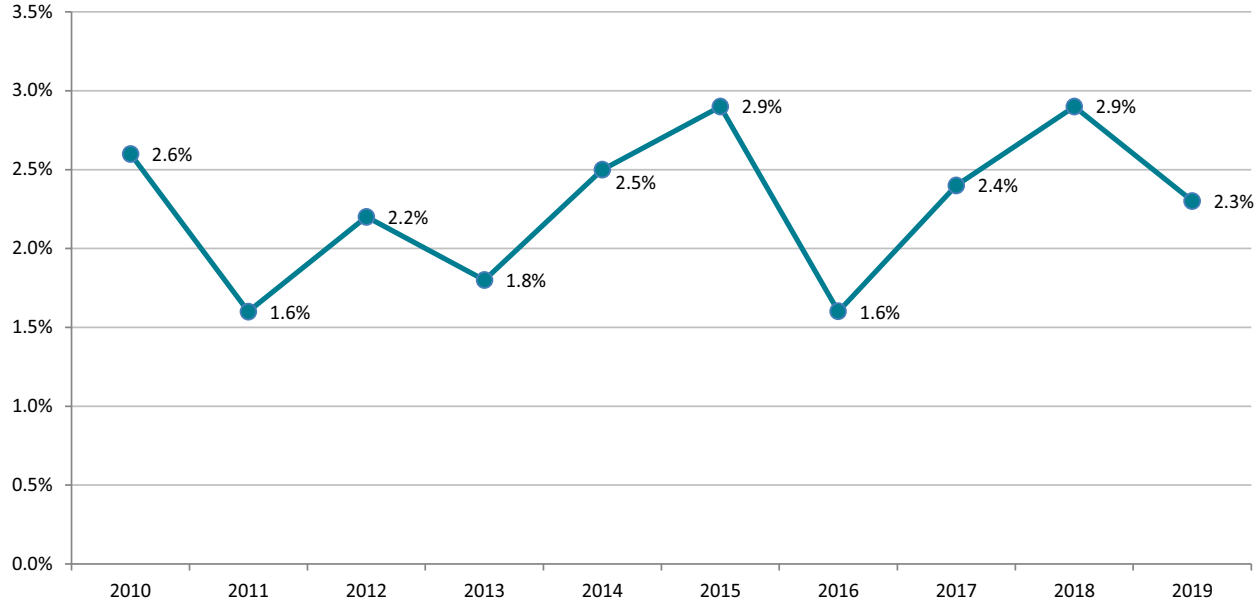
Increased unemployment and slowing economic activity have led to low interest rates. Commenting on the impact of the pandemic, the Federal Open Market Committee (FOMC) stated, "The ongoing public health crisis will weigh heavily on economic activity, employment, and inflation in the near term, and poses considerable risks to the economic outlook over the medium term. In light of these developments, the FOMC decided to maintain the target range for the federal funds rate at 0 to 1/4 percent. The Committee expects to maintain this target range until it is confident that the economy has weathered recent events and is on track to achieve its maximum employment and price stability goals (Federal Reserve Press Release, June 20, 2020 <https://www.federalreserve.gov/monetarypolicy/files/monetary20200610a1.pdf>).

In the May 2020 monthly update of Housing Market Indicators, the U.S. Department of Housing and Urban Development (HUD) stated that activity in the housing markets declined overall. From a year over year basis, housing price increases remained fairly stable with annual gains ranging from 4 to 6 percent; new home construction decreased to its slowest pace since 2015 at 17.2 percent lower than a year earlier; and mortgage rates for a 30-year fixed rates reached an all-time low of 3.31 percent compared to 3.99 percent a year ago. (HUD, Housing Market Indicators Monthly Update, May 2020, p.1) In the housing sector, UCLA Anderson estimated housing starts above 1.35 million units a year, below annual averages of 1.4 – 1.5 million units/year. (The UCLA Anderson Forecast for the Nation and California: March 2020 Report, p. 18) Going forward UCLA Anderson indicates that, "In spite of the weaker economy, the continued robust demand for housing coupled with lower interest rates leads to little change in the forecast for homebuilding" (ibid., p. 61).

Looking forward, the FOMC has forecasted the following; median outlook for the change in real GDP to be -6.5% in 2020, 5.0% in 2021, and 3.5% in 2022, the projected Unemployment rate at 9.3% in 2020, 6.5% in 2021, and 5.5% in 2022, and the personal consumption expenditures (PCE) inflation rate at 0.8% in 2020, 1.6% in 2021 and 1.7% in 2022 (Economic Projections of Federal Reserve Board members and Federal Reserve Bank presidents, June 2020 <https://www.federalreserve.gov/monetarypolicy/files/fomcprojtabl20200610.pdf>).

U.S. Gross Domestic Product Annual Percent Change

2010 through 2019



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2012 dollars.
Source: Bureau of Economic Analysis

The economic impacts of the COVID-19 pandemic prompted federal fiscal stimulus efforts, which will provide substantial support to economic activity in 2020. Federal fiscal policy measures enacted in response to the pandemic have provided income support for households and businesses; increased grants-in-aid to state and local governments including the County of San Diego; and facilitated loans to businesses, households, states, and localities (Federal Reserve System, Monetary Policy Report, June 12, 2020, pg. 19)

While the economic impacts of the COVID-19 pandemic are beginning to be assessed, what remains uncertain is the duration of the public health emergency and pace of any subsequent economic recovery once the pandemic eases.

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: Fourth Quarter and Annual 2019, April 7, 2020, https://www.bea.gov/system/files/2020-04/qgdpstate0420.pdf, accessed on June 17, 2020).

In 2019, California's economy was forecast to grow at a rate of nearly 3.0 percent. According to the LAEDC, "Growth in the California economy has slackened substantially over the previous years, with real GDP growth only achieving about 2.6 percent in 2019, down from 4.3 percent in 2018 (LAEDC, "The 2020 LAEDC Economic Forecast", February 19, 2020, https://laedc.org/2020/02/19/2020-economic-forecast/, p. 14, accessed on June 17, 2020). Slowing in Statewide growth expectations are forecast to include "… real GDP growth of 2.0 percent for 2020 and 1.6 percent the following year" continued the LAEDC (ibid). These projections for Statewide economic slowing include, "employment growth of roughly 283,000 jobs in 2019 and 275,000 in 2020 with associated increases in unemployment to 4.0% and 3.9% in the respective forecast years. These job gains are estimated to occur across all sectors with the largest gains in manufacturing, utilities, business services, education, health and tourism," (LAEDC, p. 30). California's lost sales tax revenue from decreased consumer spending during the COVID-19 pandemic were covered by State budget reserve fund balances. Plans to rebuild State budget reserves identified in 2019-20 will continue to be implemented. ("California Budget Perspective 2020-21," March 2020, https://calbudgetcenter.org/wp-content/uploads/2020/03/CA_Budget_Center_Budget-Perspective-2020-21-Chartbook.pdf, accessed on June 17, 2020, p. 10).

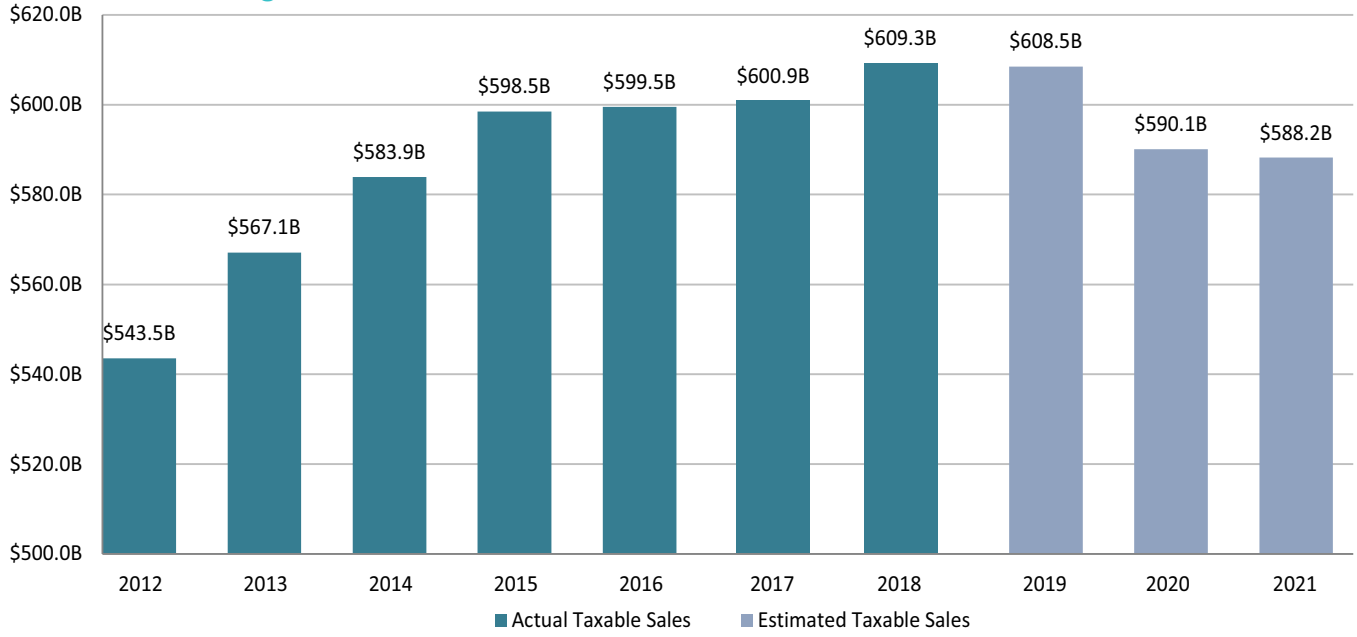
Prior to the COVID-19 pandemic, UCLA Anderson projected California's unemployment rates to "… be at 0.9% and 1.3%..." for 2020 and 2021. (UCLA Anderson, "Financial Outlook for 2020", news release, https://www.anderson.ucla.edu/news-and-events/press-releases/ucla-anderson-forecast-upgrades-outlook-for-the-nation-as-financial-conditions-improve, December 4, 2019, accessed June 17, 2020). However, the mandated shelter-in-place response to the COVID-19 pandemic delivered a swift and harsh blow to California businesses and labor force. As of May 2020, the state unemployment rate was at 15.9 percent which was 12.3 percent higher than May 2020 (3.6) ("Local Area Unemployment Statistics", Bureau of Labor Statistics, <https://www.bls.gov/lau/>, accessed on June 29, 2020).

The employment sector can be expected to slowly rebound as consumer spending restarts and taxable sales restore sales tax revenue, once the pandemic eases later in the year. Many uncertainties remain about when that will occur, and if consumer spending will return to pre-pandemic patterns. The accompanying chart presents the historical trend in taxable sales in California.

As the State progresses through the reopening process, job growth and wage gains may be realized by some Californians. "The reopening of bars, wineries, and gyms, even at a reduced capacity, is expected to increase consumer spending and bring additional jobs back to the economy just as the labor force recovery began to stagnate" (California Economic Forecast, "A Surge of Re-Employment This Month: California Bars and Gyms are Now Open", https://californiaforecast.com/covid-19-economic-analysis/, June 15, 2020, accessed on June 17, 2020). Paycheck Protection Program (PPP) loans and federal or other assistance will further support business sectors and residents with financial recovery. At the national level, the first round of PPP loans will see some business sectors using the funds "…to rehire workers that had been laid off. Other companies will use them to prevent layoffs in the future. Some organizations have undoubtedly applied for loans when they had no intention of laying anyone off at all. And other firms will allocate the funding to finance both payrolls and other perhaps larger expenses such as rent, equipment, materials, and utilities" (California Economic Forecast, "PPP Loans Could Fund 39 Million Jobs", https://californiaforecast.com/covid-19-economic-analysis/, April 24, 2020, accessed June 17, 2020).

California Annual Taxable Sales Trend

2012 through 2021



Note: Taxable sales are stated in calendar year 2012 dollars.
Source: UCLA Anderson Forecast, Recession March 2020

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. "Governor maintains increased funding for housing production included in the 2019-20 budget, but proposes no significant new housing investments" (California Budget & Policy Center, p. 18). Spending related to the planning and production of housing included in the 2019-20 State budget will occur in 2020. "In 2018, the median home in California was 7.3 times the median household income, in contrast to the median home in the United States, which was only 3.7 times the median household income" (LAEDC, p. 16). The LAEDC cautions "the fact that the median Californian household must pay more than seven times its income to afford a home should be grounds for grave concern regarding sustainable economic growth" (ibid). 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. 20).

Continued lack of affordable housing presents near-term and longer-range constraints on the State's economy. The LAEDC comments, "While there are any number of reasons why people choose to leave the state, or to put off having children, the dominant story is one of a housing markets so overheated that it is becoming increasingly less practical for those who do not already own a home to buy one" (LAEDC, p. 16).

San Diego Economy

As of 2019, the San Diego region is home to more than 3.3 million residents, the second largest county in California and fifth largest in the nation in terms of population according to the U.S. Census Bureau ("ACS Demographic and Housing Estimates by All Counties in the United States", US Census Bureau, https://data.census/gov, accessed on June 12, 2020). In 2018, San Diego

County accounted for more than $219.4 billion, or 8.1 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.

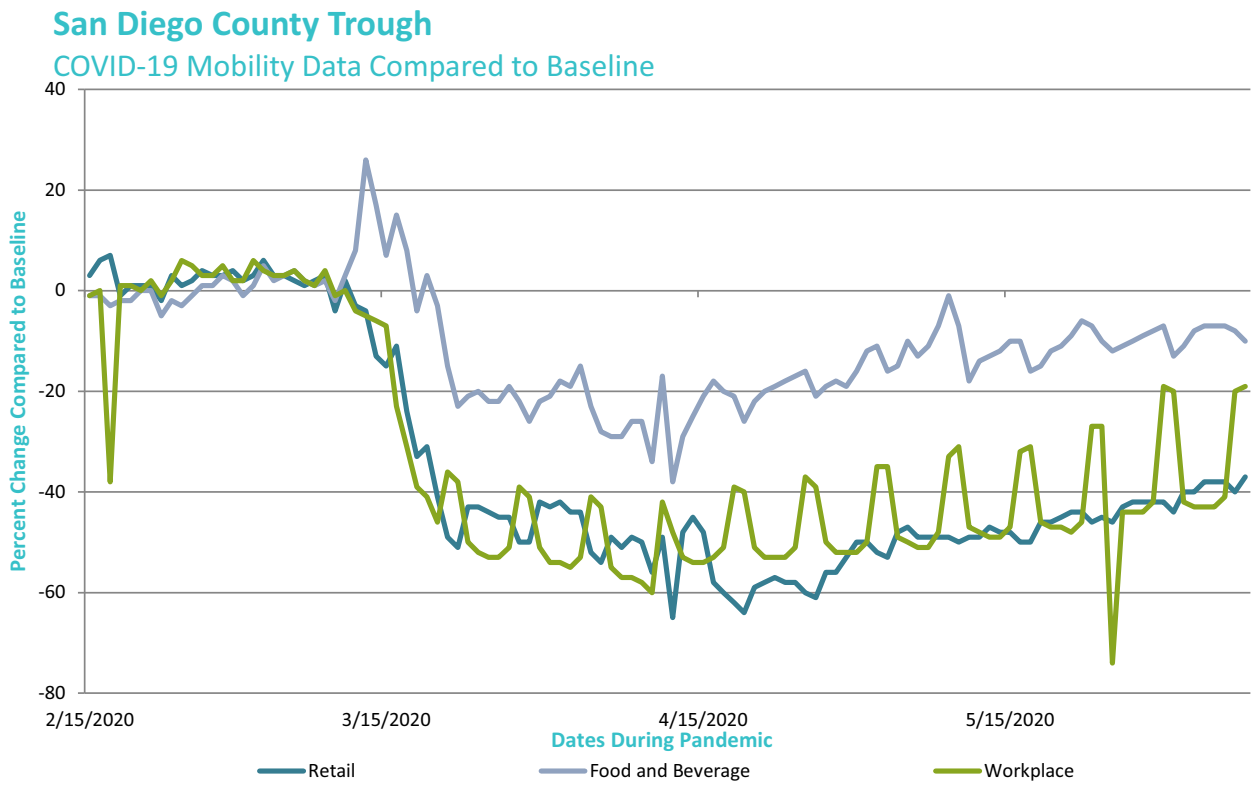
The San Diego region includes the largest concentration of U.S. military in the world, making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the life sciences/biomedical and technology-oriented industries as well as a popular travel destination. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which have contributed to local consumer spending.

In January 2020, the San Diego Business Journal hosted its annual economic forecast and all the panelists gave mostly positive reviews for the local outlook. Some cautioned the economy could slow; others indicated housing and cost of living would continue to be key challenges; but no one predicted a recession let alone the global pandemic which would shut down the local economy for nearly a third of the year so far. Initially, the economic impact of the shutdown and quarantine was underestimated. Economist Tara Sinclair from George Washington University said, "The key is to watch big macro numbers rather than obsessively watching things tied to virus and supply chains. If people aren't getting haircuts anymore, that's a bad sign" ("Will the Coronavirus Cause a Recession? Keep Your Eye on the Barbershops," The New York Times, accessed on March 3, 2020). No one could anticipate that hair salons and barbershops, along with countless other businesses would be closed in San Diego County from March through at least June.

According to the California Employment Development Department, San Diego County went from adding jobs in the month of February to losing jobs by tens, then by hundreds of thousands. Unemployment rose sharply from pre-COVID-19 levels of 3.2 percent to 15.0% at the end of May ("Local Area Unemployment Statistics," State of California Employment Development Department, <https://data.edd.ca.gov/Labor-Force-and-Unemployment-Rates/Local-Area-Unemployment-Statistics-LAUS-/e6gw-gvii/data> accessed on June 21, 2020). In addition, SANDAG estimates taxable sales declined 44 percent during the stay at home orders from pre-COVID-19 levels of $5.3 billion to April 2020 estimates of $3.0 billion ("COVID-19 Impact on the San Diego Regional Economy – Consumer Spending", SANDAG, pg. 2, as of May 28, 2020).

Beacon Economics assesses that job losses in the San Diego region were concentrated in a few key sectors, including leisure & hospitality, retail, and education & health services; by combining the losses in these sectors with those in professional services, one can account for about 78 percent of job losses in the County ("San Diego Regional Outlook, Summer 2020," Beacon Economics, <https://beaconecon.com/publications/regional-outlook/regional-outlook-san-diego/> accessed on June 16, 2020). The analysis from Beacon Economics went on to estimate the number of essential vs. non-essential workers in San Diego County for purposes of determining the keys to recovery. Their examination found roughly half of the essential and non-essential workers in San Diego will not be able to work from home because their type of job requires them to interact directly with customers (ibid). This makes this group of workers not only a higher risk of having their health compromised, but it makes them one of the keys to local economic recovery (ibid). The question is posed to consumers: will you visit a business that requires you to interact with workers who regularly work with other customers? Consumers' answers could either speed or slow the local economic recovery.

Economist Chris Thornberg began tracking alternative measures of consumer activity, including Google Mobility data to show early evidence of a trough (the end of the recession). Google Mobility Data is a source of aggregated, anonymous big data that analyzes the movement of a community based on map location; Google made this data set available during the COVID-19 pandemic. The data in the chart below shows Google Mobility data for Retail, Food & Beverage, and Workplace categories from pre-COVID-19 through June 2020. Certainly, the worst may not yet be over, but early indicators seem to suggest people are shopping, dining, and going back to work as of mid-June 2020, resulting in an uptick in economic activity.



Source: Google COVID-19 Community Mobility Reports as of June 16, 2020

Nonetheless, a recession likely will lead to a slowdown in sales tax collection, as consumers and businesses are more reluctant to spend. Based on a recessionary environment combined with the impact of the COVID-19 pandemic, overall sales tax dollars are expected to be less in 2020 than the same period in 2019. Deepest declines are anticipated in the Food, Auto, and General retail sectors, along with their suppliers. Some individual businesses may not recover and have already begun to permanently close. Job losses are expected to reduce purchases of new cars and other high-cost items. Losses in the high-tech innovation industries may be more modest. And there may be increases in the Food and Drug, and online retail sectors. Looking toward the future, there is much uncertainty about how long consumers may take to fully return to their previous income and spending patterns, if they do at all.

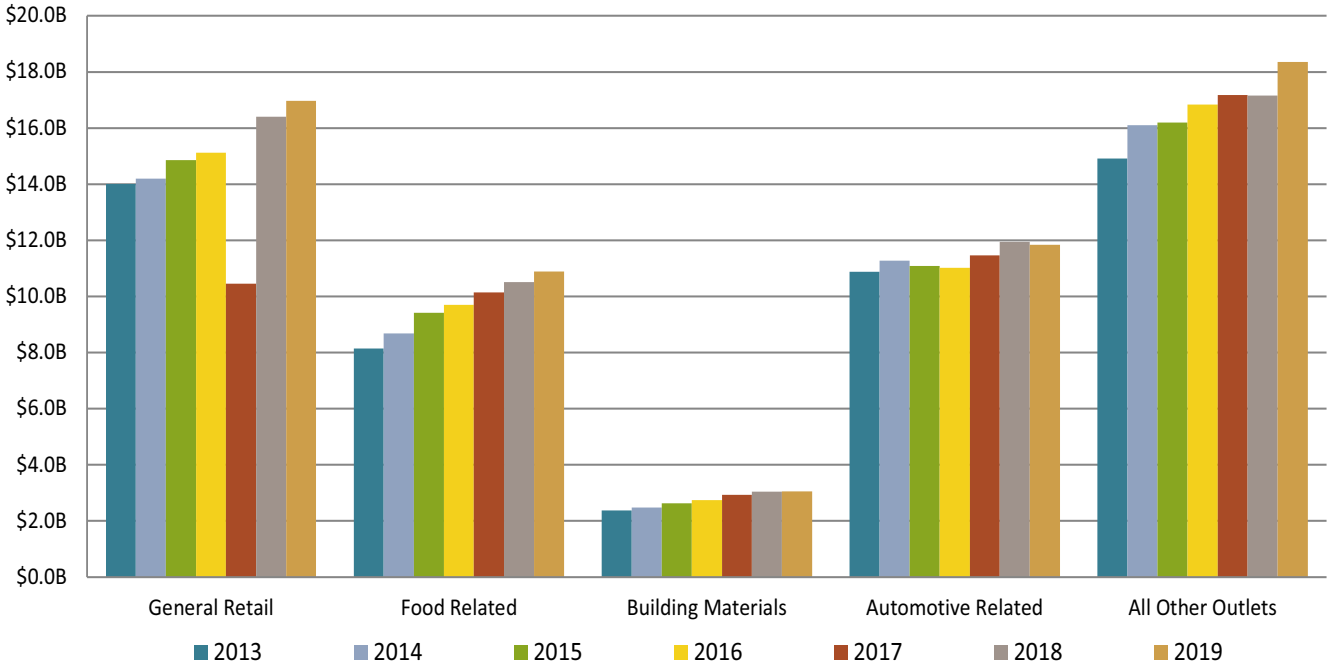
With fewer consumer purchases, less sales tax is collected by San Diego County. As of the Third Quarter report to the Board of Supervisors in mid-May, the County was projected to realize a shortfall in anticipated Sales Tax-based General Purpose Revenue of $3.7 million in Fiscal Year 2019-20 and $4.4 million in Fiscal Year 2020-21. The State is also offering many businesses payment plans and extensions, effectively pushing the collection of current revenue out to the end of the fiscal year, and into Fiscal Year 2020-21. While not a revenue loss, these actions will impact the County's cash flows.

Since the Great Recession, the County's reliance on sales tax revenue has increased. Due to changes in funding and service delivery models by the State, sales tax revenue has become critical to supporting essential program areas in Public Safety, and Health and Human Services through dedicated revenue sources including Prop 172 and Health and Public Safety Realignment. As of Third Quarter, the County expected lower than previously projected levels in these Sales Tax-based program revenues of $82.7 million in Fiscal Year 2019-20 and $161.7 million in Fiscal Year 2020-21. Consumer activity also supports the County's program revenue for Behavioral Health through the Mental Health Services Act and road repair activities through the State Gas Tax. Due to the slowdown in economic activity following the pandemic, these revenue sources combined are expected lower than previously projected levels by $19.6 million in Fiscal Year 2019-20 and $44.0 million in Fiscal Year 2020-21.

The San Diego County Taxable Sales by Category chart nearby records annual, actual data and does not reflect the discussion above; it shows increasing trends in most categories for 2019.

San Diego County Taxable Sales by Category

2013 through 2019



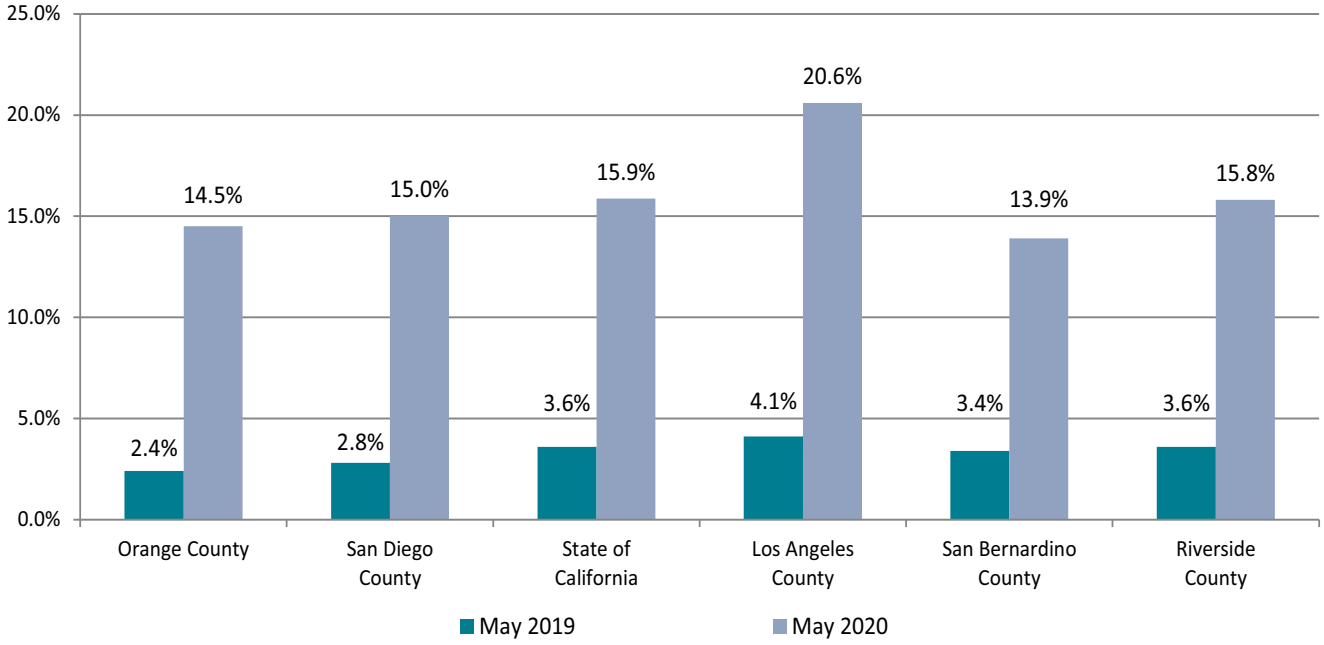
Source: California Department of Tax and Fee Administration.

Pre-COVID-19, the visitor industry was the region's second largest export industry and, employed "199,800 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 2020 Visitor Industry General Facts," San Diego Tourism Authority, pg. 1). San Diego welcomed 35.1 million visitors annually who spent more than $11.6 billion at local businesses (ibid). Before the pandemic, the San Diego Travel Forecast indicated moderate 2 percent growth in visits in 2020 before declining in 2021-2024. Post-COVID-19, the leisure and hospitality sector shut down. According to the San Diego Regional EDC, this sector alone accounted for 96,200 or about 50 percent of job losses in April 2020 ("San Diego's Economic Pulse: May 2020", San Diego Regional EDC <https://www.sandiegobusiness.org/blog/san-diegos-economic-pulse-may-2020/> accessed June 16, 2020). Declining tourism resulting from COVID-19 impacts the County's revenue from Transient Occupancy Tax, the County's hotel room tax collected in the unincorporated area. As of Third Quarter, this revenue source was projected to realize a shortfall of $1.8 million in Fiscal Year 2019-20 and $2.8 million in Fiscal Year 2020-21.

In terms of jobs and employment, the region's numbers look bleak, compared to pre-COVID-19 results. A study using 2019 data and reported by the Union-Tribune found that San Diego County had 23 percent of its workforce in either the retail or leisure & hospitality sectors; this setup left the region headed for a hard fall during the pandemic ("San Diego's reliance on tourism jobs could mean a bigger economic COVID-19 hit," The San Diego Union Tribune, April 21, 2020). According to California Employment Development Department data, the unemployment rate in San Diego County hovered around 3 percent from August through December 2019 and continued at that level through February 2020 ("Local Area Unemployment Statistics," State of California Employment Development Department, <https://data.edd.ca.gov/Labor-Force-and-Unemployment-Rates/Local-Area-Unemployment-Statistics-LAUS-/e6gw-gvii/data> accessed on June 21, 2020). This pre-COVID-19 unemployment rate remained until March when it ticked up slightly to 4.2 percent; in April, the unemployment rate more than tripled to 15 percent (ibid). The preliminary unemployment numbers for May (15 percent unemployment rate) show a potential flattening of job losses, but only time will tell if there will be additional job losses in the San Diego region. The charts compare San Diego with other agencies' pre-COVID-19 unemployment rates. Growing unemployment constrains consumer spending and associated County revenues, while increasing the County's costs due to demand for the County's essential safety net services that residents rely upon in times of uncertainty and need.

Unemployment Rate Comparison by Select California Regions

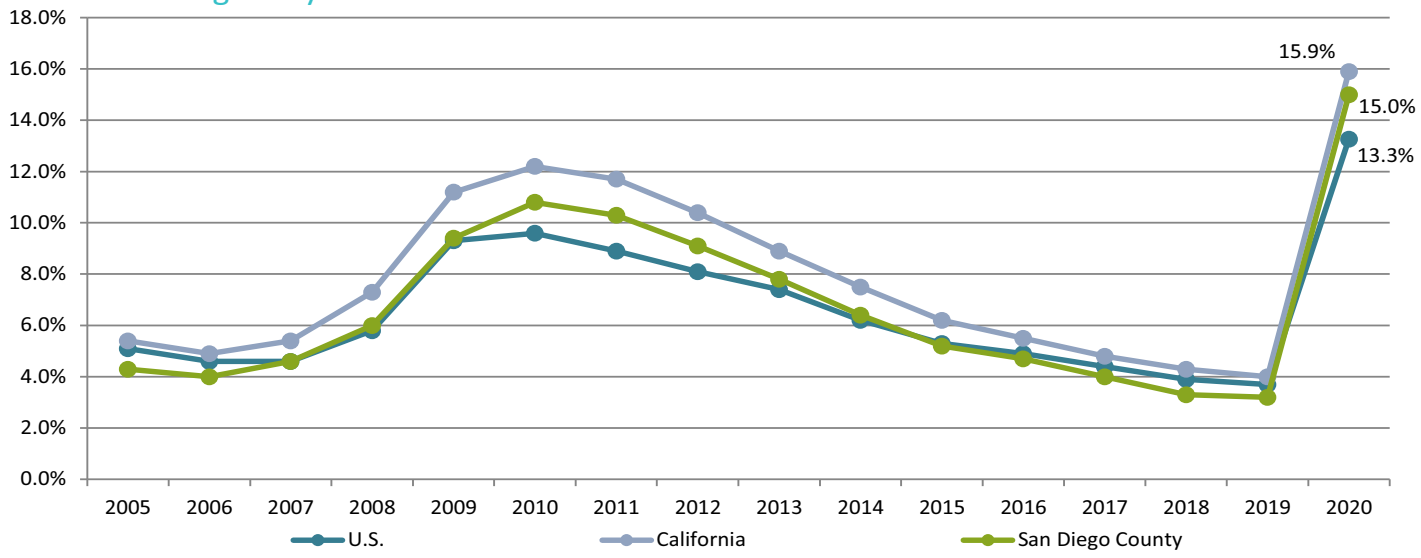
May 2019 and May 2020



Source: California Employment Development Department

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

2005 through May 2020



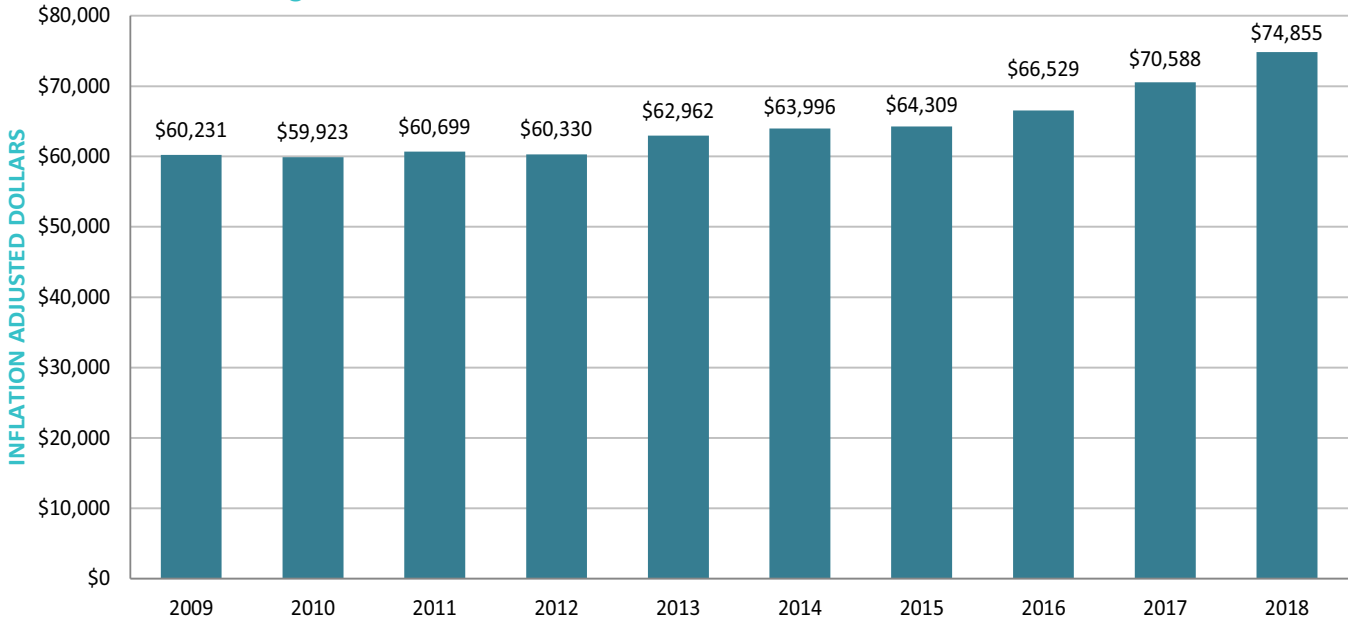
Notes: Unemployment rates are measured by calendar year; for 2020, May monthly data is shown.
Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor.

When it comes to wages, San Diego County workers made about 12 percent more than the national average; that's the good news ("San Diego Business Journal Economic Trends 2020," San Diego Business Journal, February 10, 2020, pgs. 11-24). The bad news: it is about 43 percent more expensive to live in San Diego County than the national average which means a significant portion of the local population feels 30 percent underpaid (ibid). Much of the additional expense to live in San Diego can be attributed to housing and healthcare. Before the pan-

demic, business leaders confirmed a dilemma between the rising cost of housing and the slow (or lack of) growth in wages. Mark Cafferty, President and CEO of the San Diego Regional EDC said, "In San Diego…53 percent of the people we know are paying well over 30 percent of their overall income towards their rent and their mortgage…we've gotten to a point where our cost of living is on par with all of those [Bay Area] metros, and our wages, in many instances are not". The CFO of Kaiser added not only is housing consuming a larger portion of the household budget, but health care costs are increasing by about 6 percent per year too (ibid); it's unclear how COVID-19 may change those projections. The chart shows the median household income for San Diego County in 2018 was nearly $75,000, but diminishing factors including inflation and the real estate market can reduce that overall buying power.

San Diego County Median Household Income

2009 through 2018



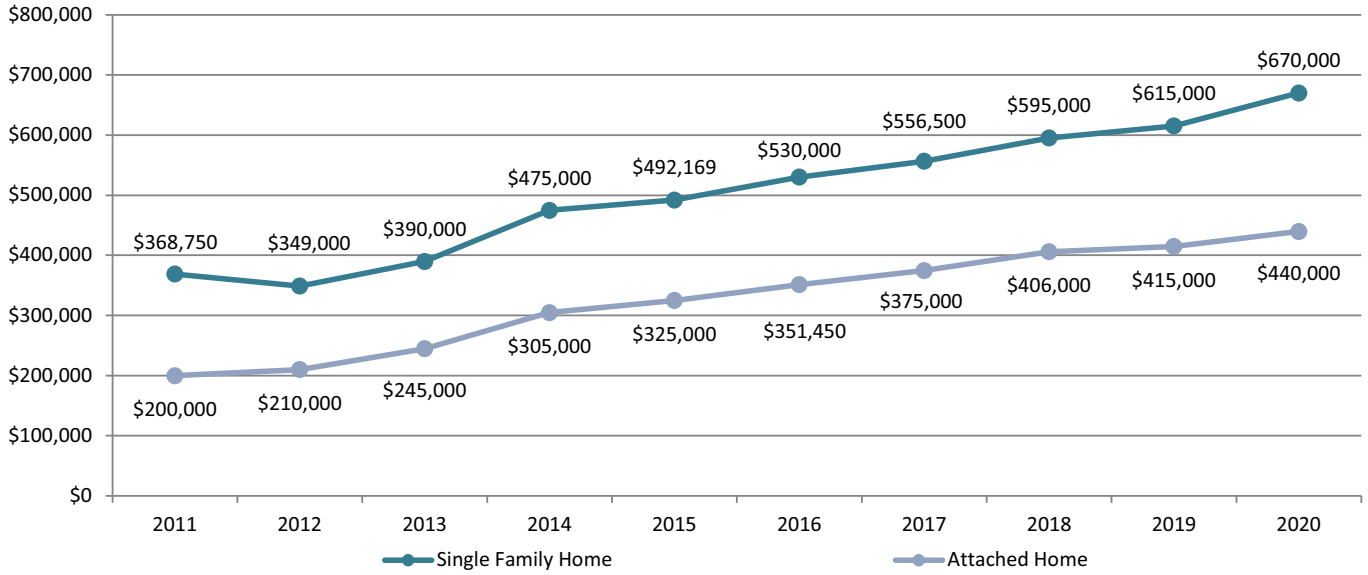
Note: Median Household Income is measured by calendar year and is presented in inflation adjusted dollars.
Source: U.S. Census Bureau

Inflation can have a dampening effect on the region's wage gains; inflation occurs when prices rapidly increase and reduce buying power; economists consider high inflation bad for the economy although some inflation is healthy ("Deflation: Who Let the Air Out", Federal Reserve Bank of St. Louis, pg. 2). Deflation exists when overall prices decrease, and this is also a concern for economists because it encourages consumers to save and wait for lower future prices, which can create a cyclical problem (ibid). Both inflation and deflation are measured by the Consumer Price Index (CPI). As of June 2020, the CPI for San Diego County was down 0.4 percent, indicating slight deflation for April and May ("Consumer Price Index, San Diego Area – May 2020," Bureau of Labor Statistics, pg. 1). While food prices increased 3.2 percent during this period, likely a result of more people eating at home as well as other COVID-19-related food-supply issues, energy prices fell 10.8 percent due primarily to lower gas prices and apparel prices fell 5% due to the economic shut down (ibid). As mentioned earlier, the behavior of consumers will shape the post-COVID-19 recovery for the San Diego region. If consumers save, deflation will snowball and the pace of any economic recovery will slow; if consumers spend, prices will stabilize, and economic recovery will surge.

Increasing unemployment exacerbates the pressure of high housing costs. San Diego housing is among the least affordable. The median price of a home in the region reached $670,000 in the first quarter of 2020, up 8 percent from the prior year and keeping San Diego's housing market as the second most expensive in the nation according to the San Diego Regional EDC ("Economic Snapshot," San Diego Regional EDC, <https://www.sandiegobusiness.org/research/economic-snapshot/> accessed on June 17, 2020). The EDC concludes San Diego has an affordability crisis and housing is at the epicenter. "The cost of housing is the primary driver of the region's high cost of living… if left unaddressed, the region's cost of living pressures will erode its economic competitiveness" ("Addressing San Diego's Affordability Crisis," San Diego Regional EDC, <http://affordability.inclusivesd.org/> accessed on June 17, 2020). "The chart illustrates median home price changes over time.

San Diego County Median Price of Homes Sold

2011 through 2020



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

Prior to COVID-19, economists predicted the local housing market would continue to appreciate at an annual 5 percent rate, similar to prior years ("San Diego Business Journal Economic Trends 2020," San Diego Business Journal, February 10, 2020, pgs. 11-24). Economists anticipated some recessionary activity and predicted the real estate market would slow to 0 percent or flat appreciation (ibid). While the market did slow, appreciation continued; March realized 8 percent year over year growth in sales price, April saw 4 percent growth, and May reached 1 percent gains ("Monthly Indicators," San Diego Association of Realtors, pg.7). In general, buyers of local real estate have been quick to buy listed properties due to historically low interest rates, but sellers have been reluctant to list their properties during the pandemic (ibid). In short, the decreased supply due to COVID-19 slowed market activity but low interest rates increased buyer appetite; combined, these slowed real estate market activity and drove up prices. Continued appreciation in the real estate market is anticipated to continue generating a slow increase in property tax revenue for the County over the Operational Plan period. However, there are some revenue losses associated with COVID-19 property tax delinquencies. In May 2020, the Governor of California instructed counties to stop the collection of late fees for property tax payments; since the County of San Diego relies on the Teeter Program as a source of revenue and expects delinquencies of 4 percent of total property taxes in the coming fiscal year (see the General Purpose Revenue section for more information). In total, as of the third quarter, the County was projected to realize a shortfall in anticipated Property Tax-based General Purpose Revenue of $34.1 million in Fiscal Year 2019-20 and $34.3 million in Fiscal Year 2020-21, compared to projections earlier in the fiscal year.

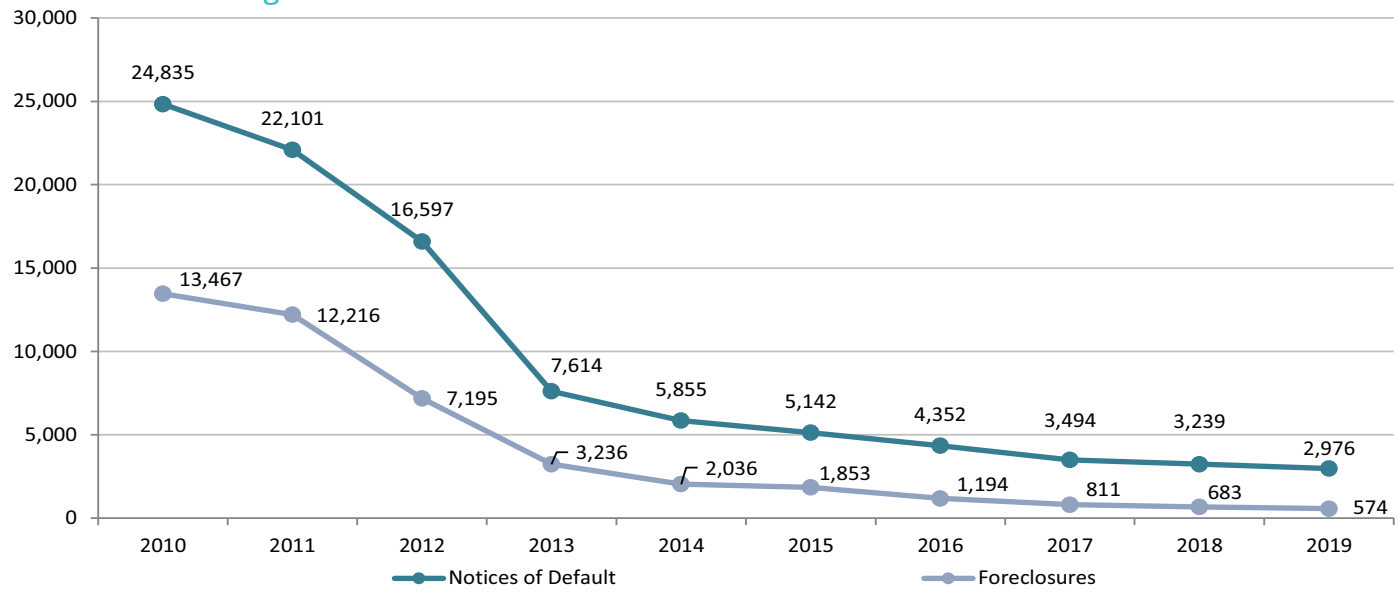
While a boon to consumers looking to purchase real estate, low interest rates impact the County's earnings from interest in various funds. As of Third Quarter, the County was projected to realize a shortfall in anticipated revenue from interest earnings of $4.2 million in Fiscal Year 2019-20 and $21.9 million in Fiscal Year 2020-21.

Looking to construction as an indicator of future activity in the residential real estate market, the San Diego Regional EDC reports that in the first quarter of 2020, "Housing permits increased year-over-year in San Diego by 82 percent, largely due to multi-family housing increasing by 181 percent" ("Economic Snapshot," San Diego Regional EDC, <https://www.sandiegobusiness.org/research/economic-snapshot/> accessed on June 17, 2020). Michael Pugliese, an economist for Wells Fargo said before the pandemic that San Diego is still growing but in many ways its growth is limited by affordability, which is anchored to the high cost of housing; he went on to explain this accounts for some net migration out of San Diego – people can't afford to live in the County (which is also depicted in the San Diego County Population Change chart) ("San Diego Business Journal Economic Trends 2020," San Diego Business Journal, February 10, 2020, pgs. 11-24). He continued, San Diego is "still not back to where we were in terms of single family and even multifamily building permits…you have this kind of strange challenge of a local economy is booming, strong wage growth, strong labor market growth and employment growth. But these affordability chal-

lenges – high rent growth, high home price growth, maybe not as much building as we'd like to see – and that's creating some real challenges" (ibid).

Outside of the single family home sector and pre-COVID-19, according to the San Diego Business Journal, "The asking rent per square foot has been driven up just because this is such an in-demand class, especially kind of the upper end, the class A" ("San Diego Business Journal Economic Trends 2020," San Diego Business Journal, February 10, 2020, pgs. 11-24). However, with more employees potentially working from home permanently and added social distancing requirements for every business, government and non-profit, the market demand will certainly change post-COVID-19.

San Diego County Total Notices of Default and Foreclosures
2010 through 2019



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.

Real estate tracker CoStar predicts a 10 percent drop in rents across San Diego County by the end of the year due to COVID-19 ("Forecast: San Diego rents to drop by 10 percent" The San Diego Union Tribune, May 29, 2020). Falling rental income could increase pressure on property owners to eventually default on their property. 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 2019 were 118,342, an increase of 6.2 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 2,976 Notices of Default in 2019, down 8.1 percent from the 2018 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 19.3 percent in 2019, a decrease of 1.8 percent from 2018. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.

Coronavirus Disease 2019 (COVID-19) and Current Economic Conditions

As discussed, the County was heavily impacted by the Coronavirus Disease 2019 (COVID-19) global pandemic and its resulting business closures and "stay home" orders beginning in March 2020. Under the responsibilities of the region's Public Health Officer, the County was directly responsible for safeguarding health in response to the COVID-19 pandemic through various Public Health Orders and actions under the Local Health Emergency issued in February 2020. Additionally, the County itself underwent significant changes in how core government services were delivered, along with employers across the nation, as businesses shuttered and the majority of employees and the public

remained at home for months. Resulting job losses pushed the County's caseloads higher in many essential public assistance programs residents rely upon in times of uncertainty and need.

Further, many County services were interrupted, prohibited or otherwise impacted by the response to the COVID-19 pandemic's effect on businesses, residents and government. As discussed previously, in many cases the County's revenues from various sources, including for essential public safety and health programs supported by sales tax-related revenues, declined significantly from earlier projections. Intergovernmental revenues were impacted due to the pandemic's widespread impact to the State and federal governments. And a changing operating environment has cut into fee-for-service revenue, among impacts to other revenue sources. Financial market volatility also impacted short-term revenues and long-term costs associated with projected losses in the San Diego County Employee's Retirement Association's retirement fund. At the same time, the County benefited from some unanticipated federal revenue to offset costs of the County's direct COVID-19 response through the Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act).

CAO Recommended Operational Plan and Current Economic Conditions

The fundamental changes to economic conditions and the County's operating environment under the COVID-19 pandemic required substantial revisions to projected expenditures, revenues and delivery of County services planned for Fiscal Year 2020-21, to mitigate the significant revenue shortfalls compared to what was anticipated in projections developed for the Fiscal Year 2020-21 CAO Recommended Operational Plan prior to the onset of COVID-19.

Operational and service impacts of COVID-19 increased unanticipated costs and had a net negative impact on the County's actual revenues in Fiscal Year 2019-20 as compared to the projections from the first half of fiscal year. Reduced operating results coupled with the strategy to address unanticipated costs and address revenue shortfalls in Fiscal Year 2020-21 are expected to reduce the amount of available prior year Unassigned General Fund fund balance. As a result at year end (June 30, 2020), the County is projected to fall below the minimum amount required to be maintained as a General Fund Reserve, which equals a minimum of two months of audited General Fund expenses (equivalent to 16.7%) per San Diego County Code of Administrative Ordinances Section 113.1 General Fund Balances and Reserves. Accordingly, the Fiscal Year 2020-21 CAO Recommended Operational Plan includes the first of an up to three-year strategy to replenish the minimum General Fund Reserve. More information about restoration of the General Fund Reserve is included in the Finance Other and General Fund Reserves and Resources sections of this document.

Unless previously approved by the Board of Supervisors, the core approach to building the CAO Recommended Operational Plan for Fiscal Year 2020-21 for non-essential County services assumed there would be no new programs or expansion of existing programs, and no additional staffing. However, some exceptions were made for previously-approved staffing additions, or for increases necessary for emergency response.

Furthermore the CAO Recommended Operational Plan for Fiscal Year 2020-21 includes overall mitigation for a projected net expenditure and revenue gap totaling $274 million to ensure a balanced budget using a combination of cost containment and revenue enhancement strategies, as highlighted below:

- Use of available one-time resources including leveraging available Unassigned General Fund fund balance ($71 million) and available balances in various trust funds and other funds ($105 million) for essential one-time operational activities and to mitigate the economic impact of the COVID-19 pandemic on various departments, largely in the Public Safety Group (PSG), Health and Human Services Agency (HHSA) and Land Use & Environment Group (LUEG). The details of the use of these available balances and unassigned fund balances are described in each departments' financial narrative. Use of Unassigned General Fund fund balance is also described in the General Fund Financing Sources section of this document and uses of Non-General Fund Balances are summarized in the All Funds Total Funding Sources: Use of Fund Balance section of this document. Additional details can be found in each departments' financial narrative.
- Deferrals and/or suspension of non-mandated avoidable cost increases for services and/or projects and realignment of operational activities ($67 million), largely in HHSA as well as in PSG and LUEG.
- Reductions of services in various areas, including staffing decreases in some departments ($28 million), largely in PSG and also in LUEG which are summarized in the All Funds: Total Appropriations and Total Staffing sections of this document and detailed in each departments' financial narrative.
- Use of Restricted and/or Committed General Fund fund balances as allowable ($3 million) for essential one-time operational activities and to mitigate the economic impact of the COVID-19 pandemic on departments in LUEG. Use of these balances are described in the General Fund Financing Sources and Reserves and Resources sections of this document.

Economic Conditions and Budget Performance: Estimated Impacts and Mitigation Strategies

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

Additionally, County business groups and departments will avoid costs by implementing business process efficiencies in various areas, in part resulting from restructure and redesign necessitated by the expansion of a telework environment while pandemic conditions persist. And the County will leverage available growth in General Purpose Revenue to support one-time department operational requirements, in order to reduce the use of General Fund Reserves to the extent possible.

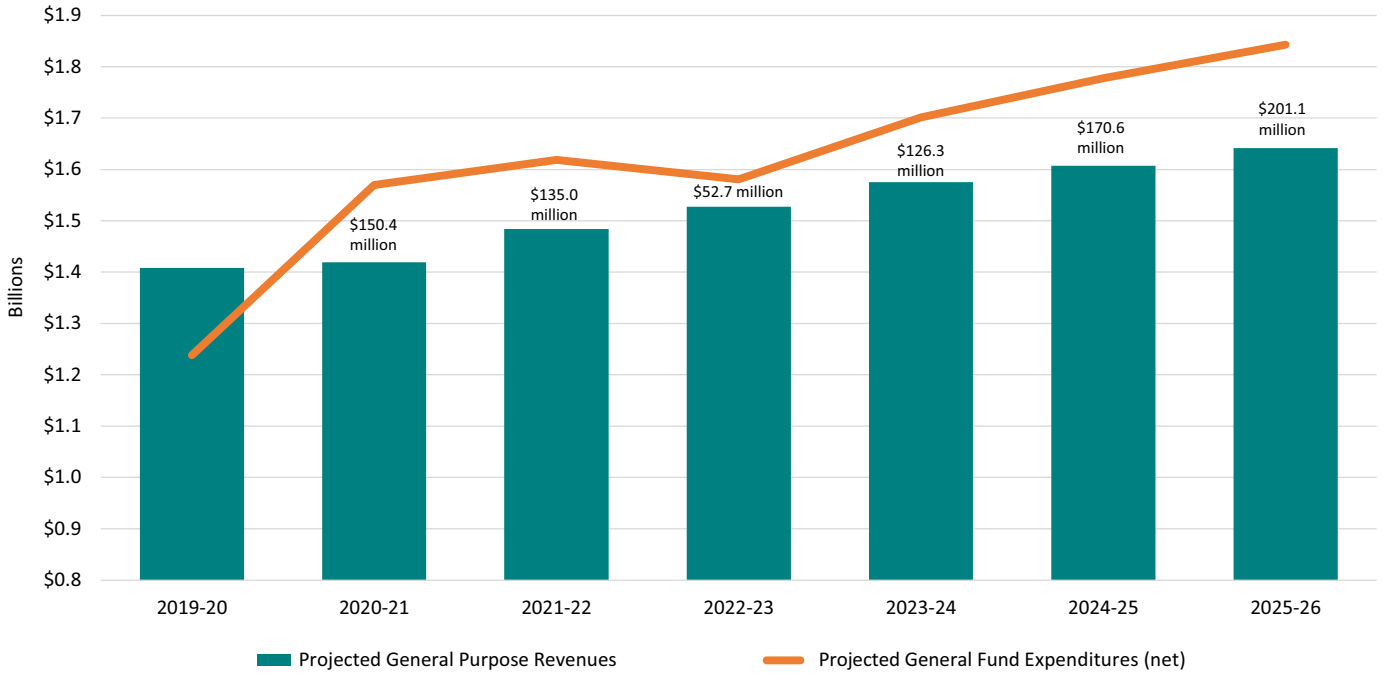
Looking to the future, the operational and economic impacts of the COVID-19 pandemic and the current recessionary environment are anticipated to impact Fiscal Year 2021-22 and future years. Accordingly, a balanced CAO Recommended Operational Plan for Fiscal Year 2021-22 is achieved by applying the identified cost containment and revenue enhancement strategies in various areas.

Combined, these mitigation strategies allow essential County business to continue, including the public health, emergency response and other activities necessary to safeguard public health in the COVID-19 environment, while ensuring the County's short- and long-term fiscal stability including the replenishment and maintenance of required minimum General Fund Reserve.

Risks and Uncertainties

Certainly the scope and duration of the COVID-19 pandemic and any subsequent economic recovery presents major risks to both expenditures and revenues in the County's Operational Plan period. Prior to the onset of COVID-19, the County's projections indicated that General Fund expenditures, i.e. the fixed cost increases required to sustain service levels over the long-term and to address known priorities of the Board, are growing faster than the County's General Purpose Revenue (GPR), the General Fund's main discretionary revenue source. Growth in unavoidable costs in the General Fund is largely driven by Salaries & Benefits growth, while growth in GPR is tied to the performance of the real estate market through projections of revenue from assessed value of real property in the region. Because the County's expenditures and revenues generally do not grow at the same pace, prudent planning for long-term sustainability and solvency is needed. Furthermore, taking into account the significant expenditure and revenue impacts from the COVID-19 pandemic, updated projections show the County simply will not earn enough revenue to cover service costs beginning in the coming Fiscal Year, and for the foreseeable future.

General Fund Net Cost Outlook



The CAO Recommended Operational Plan for Fiscal Years 2020-21 and 2021-22 includes various mitigation strategies to ensure structural balance, address the gap where GPR growth is insufficient and allow critical COVID-19 and other activities to be maintained. Over the long-term, the County must make operational and structural changes to lower its fixed cost structure by reevaluating its priorities, projects and timelines to lower costs; to maximize efficiencies wherever possible; and to align staffing and service capacity with new economic realities. By leveraging use of the County's reserves in the coming two fiscal years, necessary adjustments can be implemented to maintain stability in the County's cost structure.

However, the uncertainties surrounding the severity and length of both the COVID-19 pandemic and the current economic recession present significant financial risks. While economic recovery is anticipated quickly and robustly once the COVID-19 pandemic eases, that is not inevitable. Further, substantial changes in the economy may persist and constrain future growth.

As the County draws on reserves to address one-time and emergent needs to safeguard health and maintain services residents depend upon, the strategy to replenish the minimum amount required to be maintained as a General Fund Reserve will impact available resources through the Operational Plan period and beyond.

Additionally, the County must manage the anticipated long-term increase in retirement costs. Economic distress in the current recession and resulting from the COVID-19 pandemic saw market returns below the San Diego County Employees Retirement Association (SDCERA) retirement fund's current assumed rate of return (ARR) of 7.00% in Fiscal Year 2019-20. The retirement fund will not meet its targeted earnings rate for the valuation year ending June 30, 2020. Further, SDCERA is anticipated to continue lowering the ARR and to make other changes in actuarial assumptions for the retirement fund during future reviews of economic and demographic assumptions, all of which will result in higher annual County retirement costs beginning in Fiscal Year 2021–22.

Another significant risk persists in the County's reliance on State and federal revenue for various program areas, as the County's State and federal partners are not immune from the impacts of the COVID-19 pandemic and current economic conditions.

Changing economic conditions impact the County's revenue and workload, along with the strategies used to manage the public's resources. More detail is included in the remaining All Funds, General Fund and General Purpose Revenue sections, as well as in the individual Group/department sections, and throughout this document that summarize and describe the expenditures, revenues, and staffing levels for Fiscal Years 2020–21 and 2021–22. Budgetary variances from prior year include the net effects of expenditure and revenue impacts due to the COVID-19 pandemic, as well as any planned mitigation strategies.

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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.

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General Management System

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

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

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

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

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.sdcounty.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.

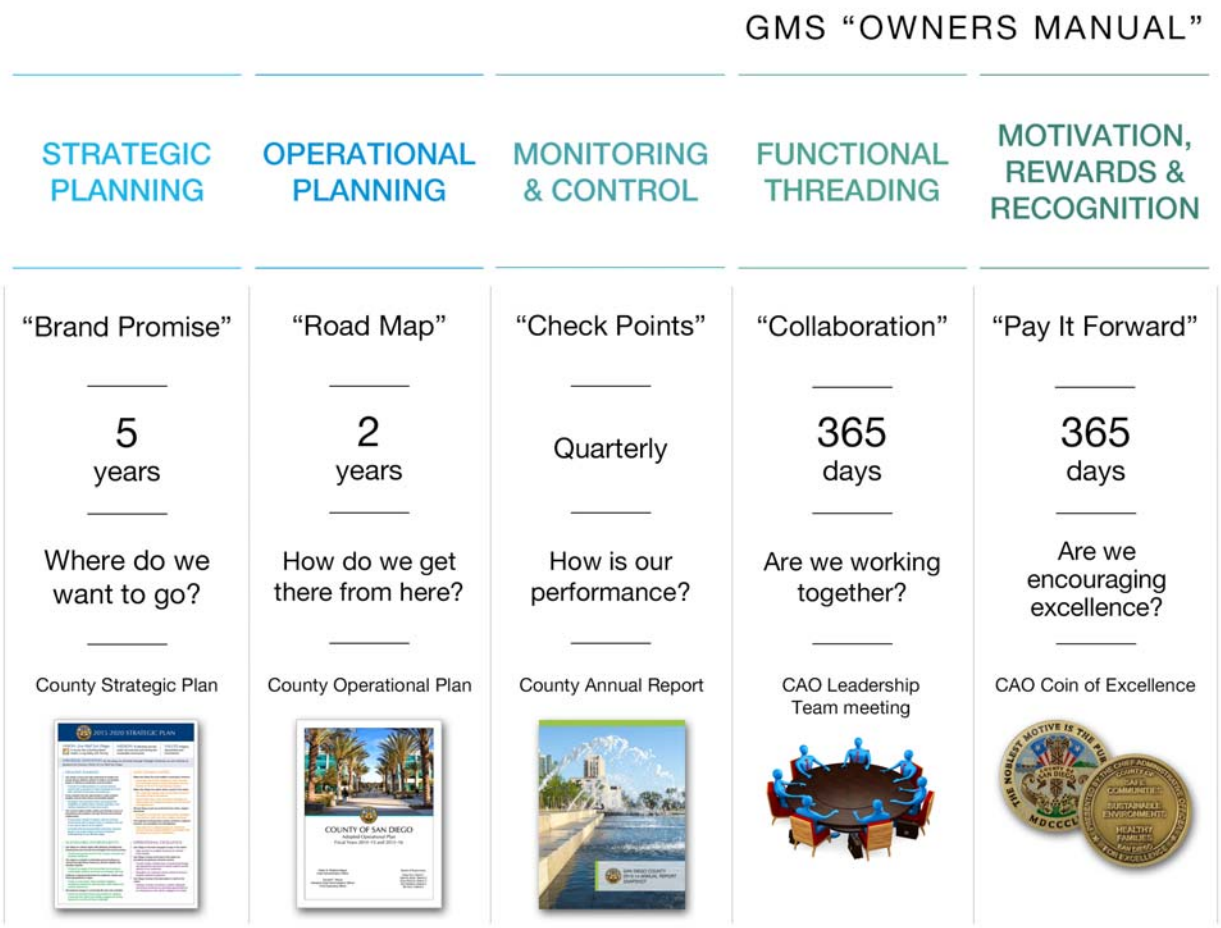
Motivation, Rewards and Recognition

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.



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Strategic Framework and Alignment

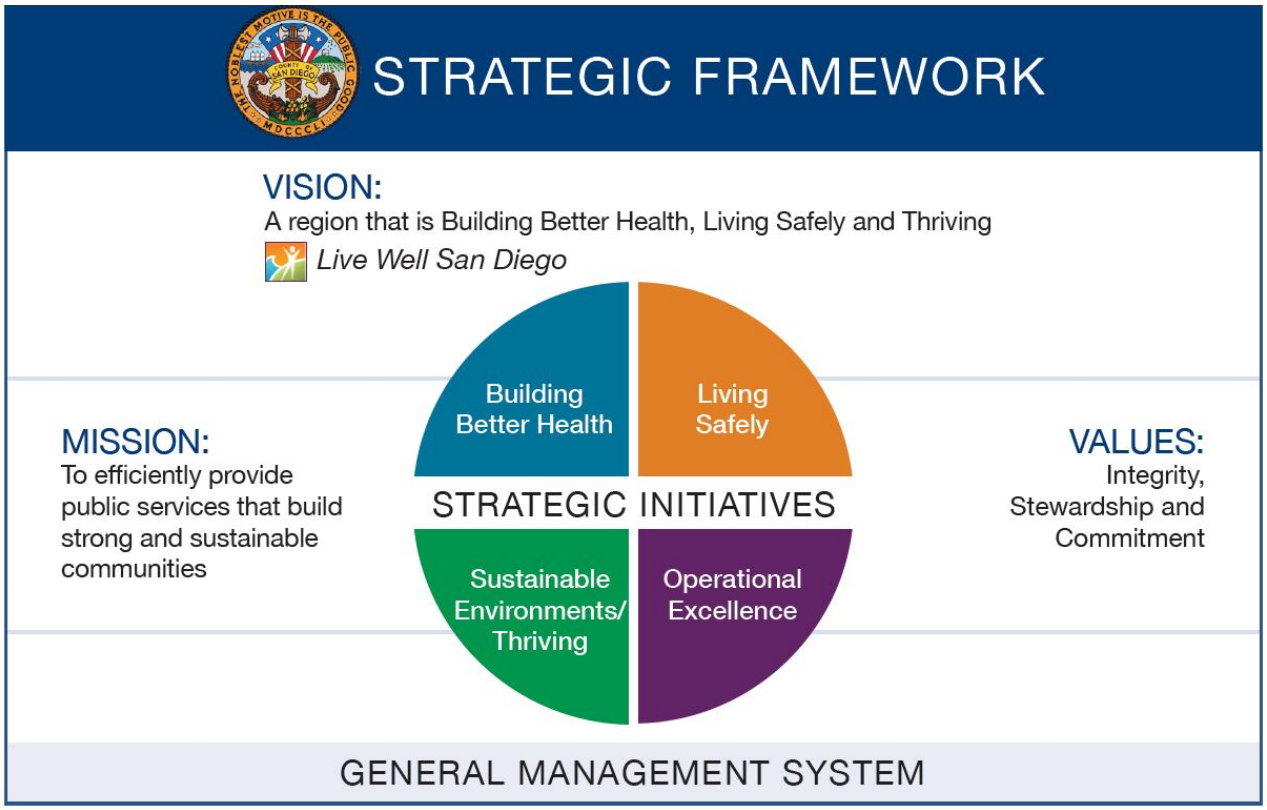
Strategic Initiatives

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.

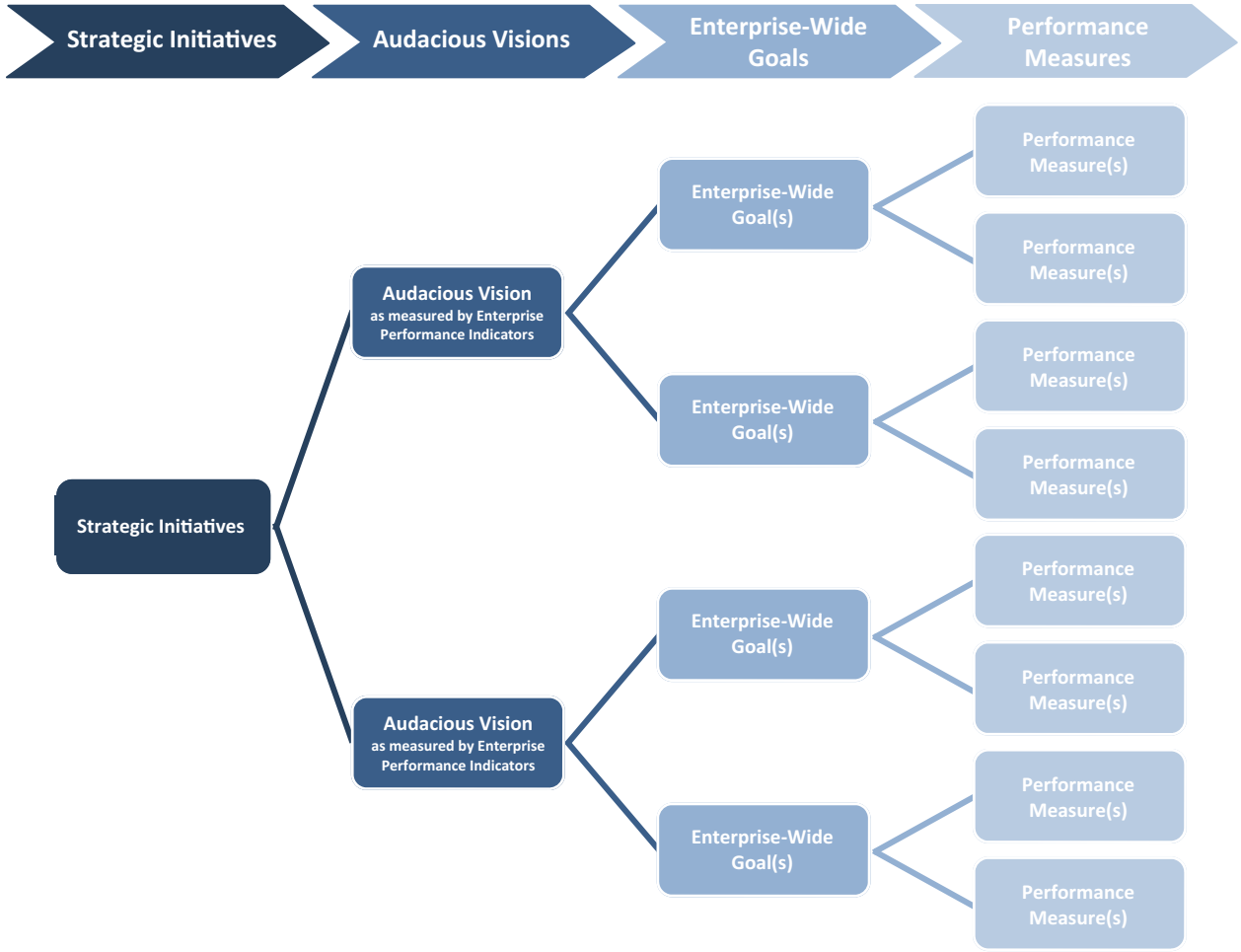


Strategic Alignment

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

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Financial Forecast and Budget Process

Five-Year Financial Forecast

The County's two-year Operational Plan (the first year of which is adopted by the Board of Supervisors as the County's budget) 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. Typically, it is updated annually to help identify opportunities or issues and serves as the foundation to guide decision making during the development of the two-year Operational Plan.

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

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

The forecast is developed by first applying known and anticipated changes to salaries and benefits, operating costs, and revenues. Other factors considered include changes to required levels/scope of services and priorities of the Board of Supervisors (Board), demographic trends, economic indicators, and federal and State policy changes.

Following the development of the 2019 forecast, the San Diego region began to experience effects of the global pandemic caused by the 2019 novel coronavirus (COVID-19). On March 19, 2020, Governor Gavin Newsom issued an Executive Order and Public Health Order directing all Californians to stay home except for essential work or to shop for essential needs. As the region's public health agency, the County mobilized an immediate response. Since then, the County and California public health officials have continued to issue orders and undertake actions to prevent the spread of COVID-19.

The economic impacts of the COVID-19 pandemic and associated "stay home" orders on the County, region, State and nation are only beginning to be assessed in detail, but the known impacts to both the County's costs and revenues are of such significance that revisions to the County's projected expenditures, revenues and budget process were necessary. Accordingly, on April 21, 2020 the Board amended the timeline for adoption of the Fiscal Year 2020-21 Operational Plan (budget).

A summary of factors considered during the development of the County's revenue and expenditure projections include:

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 as affected by the COVID-19 pandemic, refer to the San Diego County Profile and Economic Indicators section.

Forecast of Revenues

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. GPR is the only form of revenue which the Board has discretion on how to spend. Assessed Value is analyzed in conjunction with Five-Year Financial Forecast activities and ongoing planning activities, which in turn provides direction for the budget. Taking into account the known and projected effects of COVID-19 on the housing market, Assessed Value is forecasted to grow at 3.75% in Fiscal Year 2020–21 and 2.00% in Fiscal Year 2021–22.

Other funding sources (i.e. program revenues) are received for specific purposes such as to provide services on behalf of federal or State government. Revenue projections in many program areas have been revised to account for the known and projected economic impacts of the COVID-19 pandemic on various revenue sources.

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

Forecast of Expenditures

The County's ongoing response to the COVID-19 pandemic has revised initial projections of expenditures throughout the Operational Plan period, both to address evolving requirements and service needs, to align services with available revenues, and to address the use of the County's General Fund reserve in Fiscal Year 2019–20 as required by the San Diego County Code of Administrative Ordinances. Additionally, one of the most significant cost drivers in the current long-term outlook remains

increased retirement costs due to market returns below the retirement fund's assumed rate of return (ARR), and a possible decrease in the ARR 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 current ARR of 7.00%. Forecasted retirement expenditures anticipate that the retirement fund will not meet its targeted earnings rate for the valuation year ending June 30, 2020, as well as anticipating that SDCERA will continue to lower the ARR during future reviews of economic and demographic assumptions, both of which will result in higher annual County retirement costs beginning in Fiscal Year 2021–22. 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 2020–21 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 (now restricted) fund balance to help support payments of the POBs, ongoing discretionary revenue is 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 now restricted 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

The following section reflects the revised timeline for the Board's adoption of the Fiscal Year 2020–21 Operational Plan (budget) as adopted by resolution of the Board on April 21, 2020.

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 in August of 2020. It includes:

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

Public Review and Hearing

Prior to adopting a budget, the Board 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 on August 10, 2020.

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, or other actions. 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 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 the Board's 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 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 public meeting of the Board after the conclusion of public hearings. During budget deliberations, the Board discusses the CAO Recommended Operational Plan, any requested amendments and public testimony/recommendations 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 Budget Deliberations are completed on August 25, 2020.

Referrals from Budget

Referrals from Budget are requests made by the Board 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 CAO Recommended Operational Plan received after the close of the public hearings, but prior to adoption require a four-fifths vote of approval by the Board. Budget adoption is scheduled to occur on August 25, 2020 and must legally occur no later than October 2, 2020.

Adopted Operational Plan

The Adopted Operational Plan shows the Board's adopted budget for the immediate fiscal year and the plan approved in principle for the following fiscal year. The Adopted Operational Plan is an update of the CAO Recommended Operational Plan reflecting revisions made by the Board during Budget Deliberations. Unlike the CAO Recommended Operational Plan, which displays the two prior fiscal years' adopted budgets and the recommended amounts for the two upcoming fiscal years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the group/agency and department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year.

The amended budget for each department is the budget at the end of the fiscal year. It reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

Budget Modifications

State Law permits modifications to the adopted budget during the year with approval by the Board 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 which are described in the following sections.

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 after the budget is adopted. Such changes could include requests for additional appropriations as a result of additional unanticipated 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 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's regular agenda and are also posted on the County website.

Financial Planning Calendar

Calendar Year 2020

The 2020 calendar reflects the revised timeline for the Board's adoption of the Fiscal Year 2020–21 Operational Plan (budget) as adopted by resolution of the Board on April 21, 2020.

Jan 21	Office of Financial Planning (OFP) issues Operational Plan instructions PB opens for Operational Plan development
Feb 4	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
Apr 20	PB Opens to Departments Affected by COVID-19
May 26	PB closes to Departments affected by COVID-19 to enable final Group review and preliminary OFP 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
Jun 1	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
Jun 4	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)
Jun 22	Run Legal Ad notifying public of hearing dates and the date/location that the budget document will be available
Jun 30	Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer and Deputy Chief Administrative Officer/Chief Financial Officer
Jul 2	PB opens for Change Letter development
Jul 17	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
Jul 20	Budget document available to the public (no formal Board action)

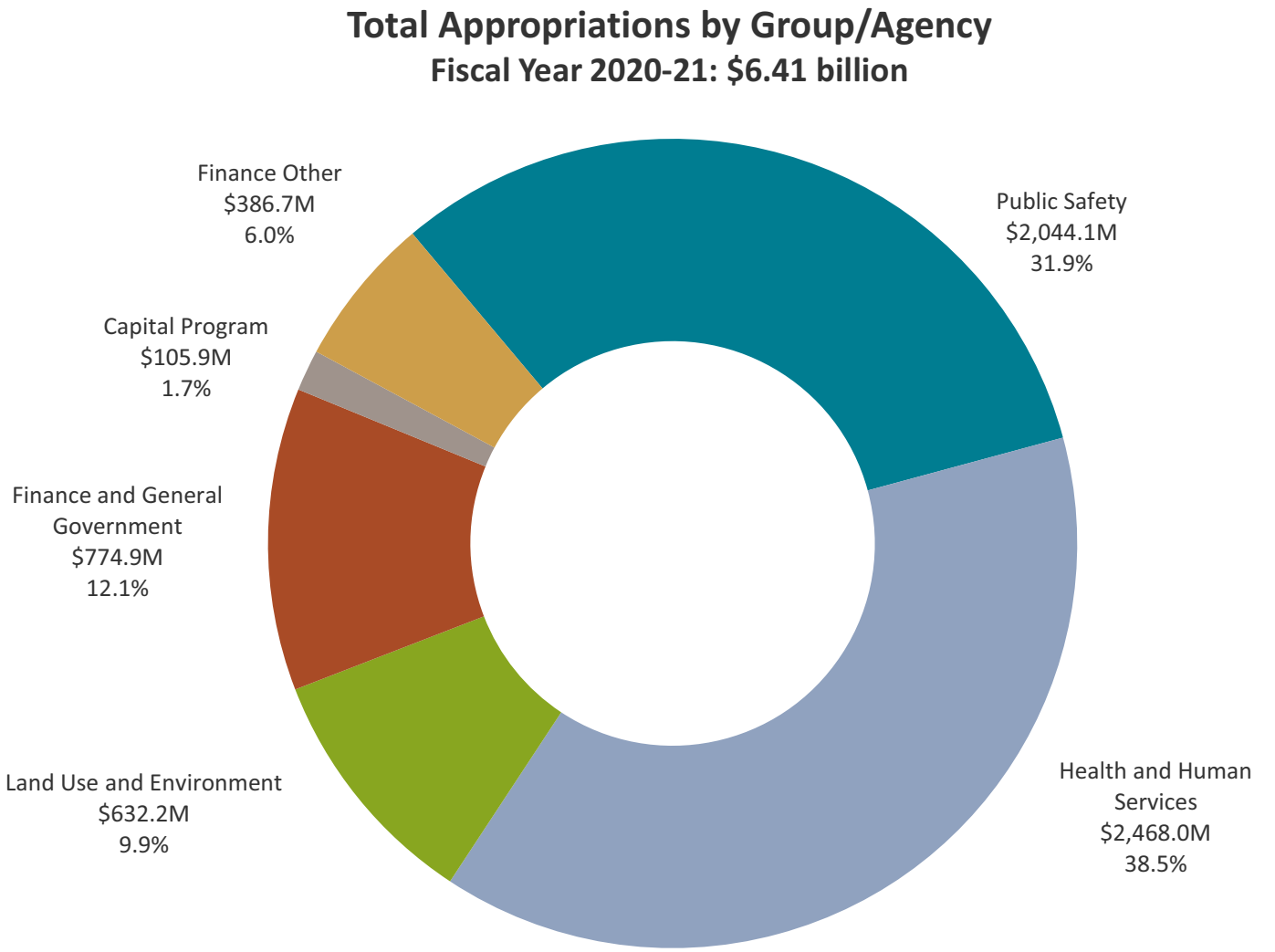
FINANCIAL PLANNING CALENDAR

Jul 24	Deadline for Groups and Departments to submit Classification Activity Reports (CARs) for Change Letter to Department of Human Resources (DHR) in a package
Aug 10	Presentation and Public Hearing on CAO Recommended Operational Plan (9:00 AM)
Aug 10–19	Budget Hearings
Aug 12	Evening Hearing on CAO Recommended Op Plan (5:30 PM)
Aug 17	File/docket Draft Board Letter and resolutions to adopt the budget
Aug 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
Aug 21	Revised Recommended Budget document available to the public
Aug 25	Budget Deliberations (2:00 PM) & Budget Adoption
Oct 2	Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP

All Funds: Total Appropriations

Total Appropriations by Group/Agency

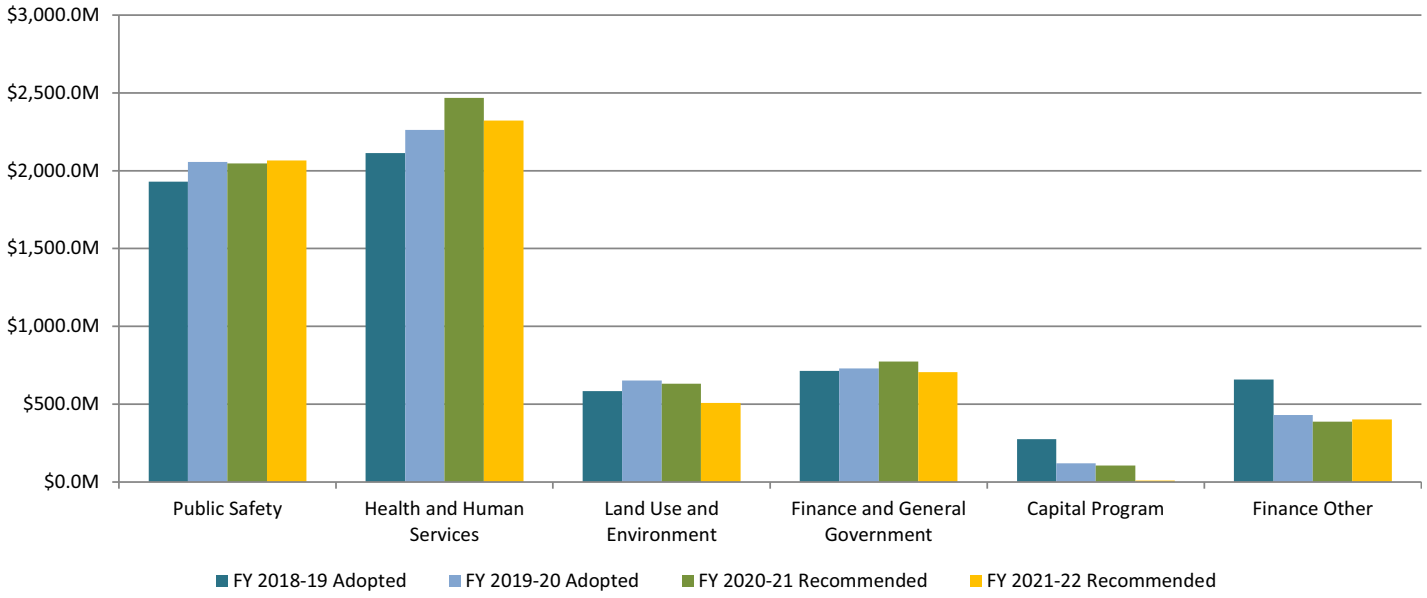
Appropriations total **$6.41 billion in the Recommended Budget for Fiscal Year 2020–21** and $6.01 billion for Fiscal Year 2021–22. This is an increase of $159.2 million or 2.5% for Fiscal Year 2020–21 from the Fiscal Year 2019–20 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation decreases in the Public Safety Group, Land Use and Environment Group, Capital Program and Finance Other, while there are increases in the Health and Human Services Agency and Finance and General Government Group.



The chart above shows each Group/Agency's share of the Fiscal Year 2020–21 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2020–21 and 2021–22 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2020–21 Recommended Budget and the Fiscal Year 2019–20 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2020–21 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 2018-19 through 2021-22



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety	$ 1,928.8	$ 2,057.6	$ 2,044.1	(0.7)	$ 2,064.7
Health and Human Services	2,112.0	2,262.6	2,468.0	9.1	2,322.0
Land Use and Environment	583.2	652.0	632.2	(3.0)	507.8
Finance and General Government	713.4	729.0	774.9	6.3	705.8
Capital Program	274.9	121.5	105.9	(12.9)	8.9
Finance Other	658.6	429.8	386.7	(10.0)	401.3
Total	**$ 6,270.9**	**$ 6,252.7**	**$ 6,411.8**	**2.5**	**$ 6,010.6**

Public Safety Group (PSG)

A **net decrease of $13.5 million or 0.7%** from the Fiscal Year 2019–20 Adopted Budget. This includes an increase in Salaries & Benefits of $47.7 million due to increased negotiated labor costs and retirement contributions offset by the reduction of 100.0 staff years. The Public Safety Group departments reliant on sales tax related revenues have been acutely impacted by the economic downturn resulting from the COVID-19 pandemic. As a result, activities supported by these sales tax-based revenue sources, including Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993* funds and funds received through 2011 Public Safety Realignment have been directly impacted. Use of departmental one-time resources, expenditure reductions, deferral or suspension of projects as well as use of General Fund unassigned fund balance were strategically applied to mitigate the revenue shortfalls in order to maintain essential public safety services. Changes in service delivery include decreases in the Sheriff's Department in detention related services, administrative and facility costs, changes in services pro-

vided by the Sheriff's Department to the Superior Court for court security and changes in operations in the Probation Department. Core public safety services are sustained through the use of General Fund unassigned fund balance.

Major changes to service delivery as a result of the deployment of these mitigation strategies include:

- Net staffing decrease in the Sheriff's Department (30.0 staff years) is primarily due to the termination of the food services memorandum of agreement with the Probation Department, changes in law enforcement services requested by contract cities and the State of California 22nd District Agricultural Association due to economic impacts caused by the COVID-19 pandemic and based on operational needs. Sheriff's department staffing changes include an increase of 9.0 staff years for the Homeless Assistance Resource Team (HART). Further decreases are reflected in detention, pretrial assessments and reports, civil process service support and administrative activities. Changes in operation of court security across the regional court facilities are also reflected to operate within available funds, along with a reduction in the number of training academies, and delays in the replacement of equipment to adjust to fewer available resources.
- The staffing decrease in the Probation Department (70.0 staff years) is in response to the revenue losses driven by current economic conditions and to align with changes in operations and workload. The decreases in the Probation Department will end oversight of work activities of adults not supervised by Probation and staff oversight of youth not supervised by Probation in community diversion programs, change intake practices at juvenile institutions and require case-carrying officers to directly support juvenile court functions, end less effective supervision practices and programs and reduce administrative support.

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 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 resources and connection to the Drug Medi-Cal Organized Delivery System for ongoing behavioral health care.
- 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 historically low crime rates including low juvenile crime rates.
- Design and implement an earthquake early warning system pilot program to be integrated into the existing SD Emergency mobile app.
- 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 community partners, families, schools and law enforcement to ensure this positive trend persists.
- Provide superior wildfire response. The County has made significant investments in fire and emergency response. 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.
- Develop and lead a post-disaster economic recovery plan, working with regional partners, which is consistent with the National Recovery Framework and based on best practices.
- Develop high-quality facilities designed to support efficient and effective service delivery that improve public safety services including, the Mount Laguna, Palomar Mountain and Sunshine Summit Fire Stations, and Rock Mountain Detention Facility renovations and improvements.
- Continue the planning and implementation of the District Attorney North County Family Justice Center, a regionalized victim services center providing support to victims of crime.
- Implementation of the District Attorney Juvenile Diversion Initiative to support reconciliation and restoration in juvenile justice.

Health and Human Services Agency (HHSA)

A **net increase of $205.4 million or 9.1%** from the Fiscal Year 2019-20 Adopted Budget. Salaries & Benefits are up $54.3 million due to required retirement contributions and negotiated labor increases. Services & Supplies are up by $156.2 million, largely driven by costs for COVID-19 response efforts including the Testing, Tracing, and Treatment Strategy (T3) funded by the Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue, as well as costs reflecting recent Board of Supervisors initiatives including Capital project investments in the Behavioral Health provider community to increase treatment capacity, and initiatives expanding housing and homelessness interventions. Charges for assistance payments are up $14.8 million reflecting increased caseloads in safety net programs. These increases are offset by decreases that do not impact services including removing Management Reserves which were previously set aside for

emergent one-time operational requirements and making adjustments for one-time costs, including those funded outside of the HHSA General Fund.

In light of the economic downturn resulting from the pandemic, HHSA is contending with significant revenue shortfalls in realignment revenues driven by dedicated sales tax receipts to support health and human services programs. While this has curtailed the amount of new requests outside of COVID-19 CARES Act funded response efforts, measures have been taken to ensure the progress made over the last several years with significant investments in Child and Family Strengthening, Affordable Housing/Homelessness, Behavioral Health, and Protecting Public Health is not unwound. One-time funds will be used where feasible to glideslope services while awaiting a clearer economic picture and further clarity around available stimulus packages. Additionally, while a more measured approach is required, HHSA will still strategically move forward with investments in the Behavioral Health Services Continuum of Care (BHS CoC) and housing and homelessness efforts among other efforts that are expected to generate additional revenue or contain costs in the long term. HHSA will continue to work to maximize service delivery efficiency, building upon a telework environment and reducing facility costs to allow for a greater amount of long-term ongoing savings.

Major changes include:

- Increases for efforts tied to responding to COVID-19, including costs for the T3 Strategy (T3), costs to provide the technology infrastructure, software, and staff training for telehealth capabilities in Behavioral Health Services, and costs for housing and homelessness efforts tied to the response.
- Increases to continue to address homelessness in the unincorporated area, including expansion of the County's Hotel/Motel Voucher program, establishment of a local rental subsidy program, and a storage and service site, as approved by the Board of Supervisors on May 19, 2020.
- Increase for the Behavioral Health Impact Fund which will pay for capital projects for mental health and substance abuse service providers as approved by the Board of Supervisors on April 7, 2020.
- Increases to align benefit payments with projected caseload trends in CalWORKs and General Relief.
- Increases in Public Health services for various grant funded contracts including the Overdose Data to Action program, HIV/AIDS prevention, and Tobacco Prevention programs and for IT related costs supporting the San Diego Immunization Registry, San Diego Health Connect, Vital Records, the Laboratory Information System, and the Vaccine Inventory Database which will bolster efforts to protect public health by strengthening and enhancing the current infrastructure to communicate, share data, coordinate and collaborate between the County and other community partners.
- Increases in Child Welfare Services to expand respite services, forensic interviews and medical exams, efforts to reduce disproportionality, and efforts to enhance the Resource Family Approval process.

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:

- Protecting public health by continuing to enhance the Agency's ability to manage public health emergencies with a focus on continuing pandemic response efforts under the T3 Strategy.
- Strengthening the Behavioral Health Continuum of Care to transform Behavioral Health from a Crisis system to a Chronic and Continuous system of care, including continued progress under the Drug Medi-Cal Organized Delivery System for substance use disorders, building of mental health service capacity, 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, continuing to promote food security and senior nutrition with an emphasis on coordinating support for those particularly at risk because of the pandemic, providing access to home-based and caregiver services through the IHSS program, and assisting in the effort to implement a Geriatric Emergency Department Accreditation certification program as part of the Aging Roadmap.
- Focusing on affordable housing and homelessness through participation in the State's NPLH program and by implementing affordable housing projects funded through the Innovative 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 strengthening housing supports for homeless in the unincorporated area.
- Promoting child and family strengthening by partnering with the Child and Family Strengthening Advisory Board and continuing investments to improving service delivery by identifying and implementing best practices that are culturally competent, family-centered, child focused and trauma-informed.

- Enhancing service delivery and reducing administration and infrastructure costs through efforts to maximize telework opportunities and continue strategic IT investments 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 decrease of $19.8 million or 3.0%** from the Fiscal Year 2019–20 Adopted Operational Plan. The Land Use and Environment Group departments reliance on transportation funding from State gas tax related revenues and fees for services have been acutely impacted by the economic downturn resulting from the COVID-19 pandemic. These impacts resulted in a net decrease of $19.8 million or 3.0% from the Fiscal Year 2019–20 Adopted Operational Plan. As a result, activities supported by these revenue sources, including maintenance of roadway infrastructure, road repairs, and Building Permit Services have been directly impacted. Use of one-time resources, expenditure reductions, deferral, or suspension of projects as well as use of General Fund Unassigned fund balance were strategically applied to mitigate the revenue shortfalls to maintain essential services to the community. While revenues are decreasing, certain categories of expenditures have increased. This includes a $13.2 million increase in Salaries & Benefits due to costs associated with negotiated labor agreements, retirement contributions as well as the addition of 9.0 staff years. LUEG will continue to work to maximize service delivery efficiency including implementing cost containment measures to allow for greater long-term effectiveness and efficiency.

Major changes include:

- The addition of 9.0 staff years in the following departments: Air Pollution Control District to support implementation of Assembly Bill (AB) 423, San Diego County Air Pollution Control District: members and duties (2019), which amended State law to restructure and expand the governing board of the APCD and require it to operate independently from the County of San Diego; Parks and Recreation to support a new park under construction for the Sweetwater Place Community Facilities District; Planning & Development Services to support implementation of the Climate Action Plan (CAP); and in the Department of Public Works for wastewater management at the Live Oak Springs Water System.
- Continued investments related to the Watershed Protection Program to fund Total Maximum Daily Load (TMDL) 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 CAP and Housing Affordability Action Plan.

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 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.
- 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 $45.8 million or 6.3%** from the Fiscal Year 2019–20 Adopted Budget. The increase is primarily due to required retirement contributions and negotiated labor agreements, increase in one-time IT projects, support of the November 2020 Presidential General election, investments to

support the expansion of electric vehicle (EV) use, and various one-time major maintenance and operational costs tied to County-owned facilities. These increases are offset by a reduction of $2.5 million in General Purpose Revenue allocations to FGG departments which previously supported enterprise costs. These reductions include a net reduction of 4.0 staff years primarily in reduced support capacity of financial services, human resources, information technology and communications. Additional reductions are tied to strategic planning for capital projects, enterprise facility maintenance at the CAC, and enterprise information technology costs.

Major changes include:

- Planned IT services for County departments through the County's information technology outsourcing contract including one-time upgrade projects tied to the County's financial system and the County's human resources system.
- Increased need of equipment, supplies, staffing and printing services in support of November 2020 Presidential General election including costs of polling locations and mail ballot drop off locations to support the election process.
- Investments to support the expansion of EV charging infrastructure and the use of EV.
- Planned investments in various major maintenance projects and alignment of resources to support contracted services, operation and maintenance, and utilities at County-owned facilities.
- Investment of $5.0 million in the Chief Administrative Office to strengthen and promote positive human relations, respect, and the integrity of every individual in the community. The newly established Leon L. Williams San Diego County Human Relations Commission will be tasked with developing the mission of the to be formed Office of Equity and Racial Justice in support of these efforts.

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.
- 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 **$15.7 million or 12.9%** from the Fiscal Year 2019–20 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 and available resources. The Fiscal Year 2020–21 Capital Program includes $97.4 million for capital projects and $8.5 million for the Edgemoor 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 2020-21 total $105.9 million. The projects included in the Capital Program funds are as follows:

- $22.3 million for the Rock Mountain Detention Facility;
- $15.0 million for the design and construction of the Innovative Residential Rehabilitation Program;
- $2.1 million for the Lincoln Acres Park Expansion;
- $2.0 million for the conversion of one unit into a Psychiatric Impatient Unit at Edgemoor Skilled Nursing facility;
- $1.5 million for the design and construction of The Sweetwater Lane County Park Energy Upgrades;
- $1.4 million for the expansion and construction at the Rancho San Diego Library;
- $0.2 million for the acquisition and development of the Lamar County Park Fitness Loop Connection;
- $0.7 million to construct a fitness trail at the South Lane Park;
- $0.6 million for the electric vehicle installation and improvements at various County facilities; and
- $14.9 million for various other projects including major maintenance projects to be capitalized.

The Fiscal Year 2020–21 Capital Program also includes partial funding for the following capital projects:

- $14.5 million for the County Administration Center (CAC) phased renovations;
- $7.5 million for North Coastal Live Well Health Center Improvements;
- $4.2 million for the construction of Mt. Laguna Fire Station #49;
- $3.4 million for the improvements at Lindo Lake;
- $2.8 million for the construction of the Palomar Mountain Fire Station;

- $2.0 million for Third Avenue Mental Health Inpatient Facility Hub, Hillcrest;
- $0.6 million for the acquisition and construction of the Sweetwater Loop Trail: Segments 5-10;
- $0.5 million for the Otay Valley Regional Park Bike Skills Course;
- $0.4 million for the development of Four Gee Park;
- $0.4 million for the design of the San Diego Juvenile Justice Campus (Phase II);
- $0.3 million for construction of new library to be named Casa De Oro Library; and
- $0.2 million for the East Otay Mesa Fire Station # 38.

In Fiscal Year 2021–22, the program includes funding of $8.9 million for the Edgemoor Development Fund only.

Finance Other

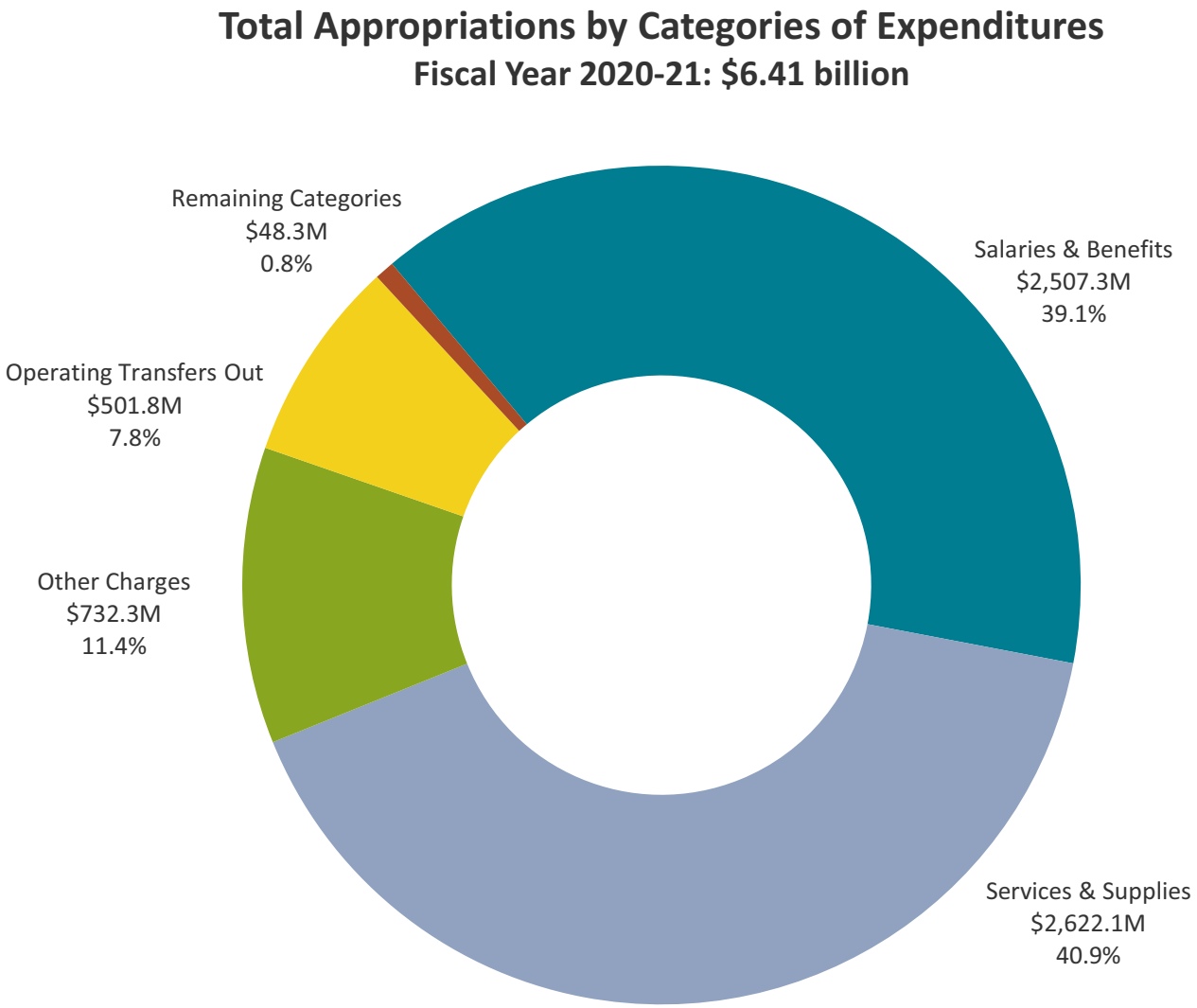
A **net decrease of $43.1 million or 10.0%** from the Fiscal Year 2019–20 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

The majority of the decrease in the Fiscal Year 2020–21 budget is in Countywide General Expense due to the non-recurrence of a $34.8 million commitment of fund balance that was set-aside in Fiscal Year 2019-20 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 demolition of Crime Lab and Energy Efficiency Projects; in Community Enhancement program due to the effects of COVID-19 pandemic to the hotel industry; the non-recurrence of contribution to the following: (1) Innovative Housing Trust Fund for Notice of Funding Availability (NOFA) for affordable housing development, (2) investments to address critical areas of vulnerability and immediately increase housing solutions for three extremely vulnerable populations, (3) 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 to support one-time department operational requirements including various Major Maintenance projects and various IT projects; appropriations for the Chula Vista Bayfront Project; and increases to Employee Benefits ISF due to an anticipated significant increase in claims.

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 2020–21 CAO Recommended Budget is increasing overall by $159.2 million or 2.5% to $6.41 billion from the Fiscal Year 2019–20 Adopted Budget and decreasing by $401.2 million or 6.3% to $6.01 billion in Fiscal Year 2021–22.



Salaries & Benefits

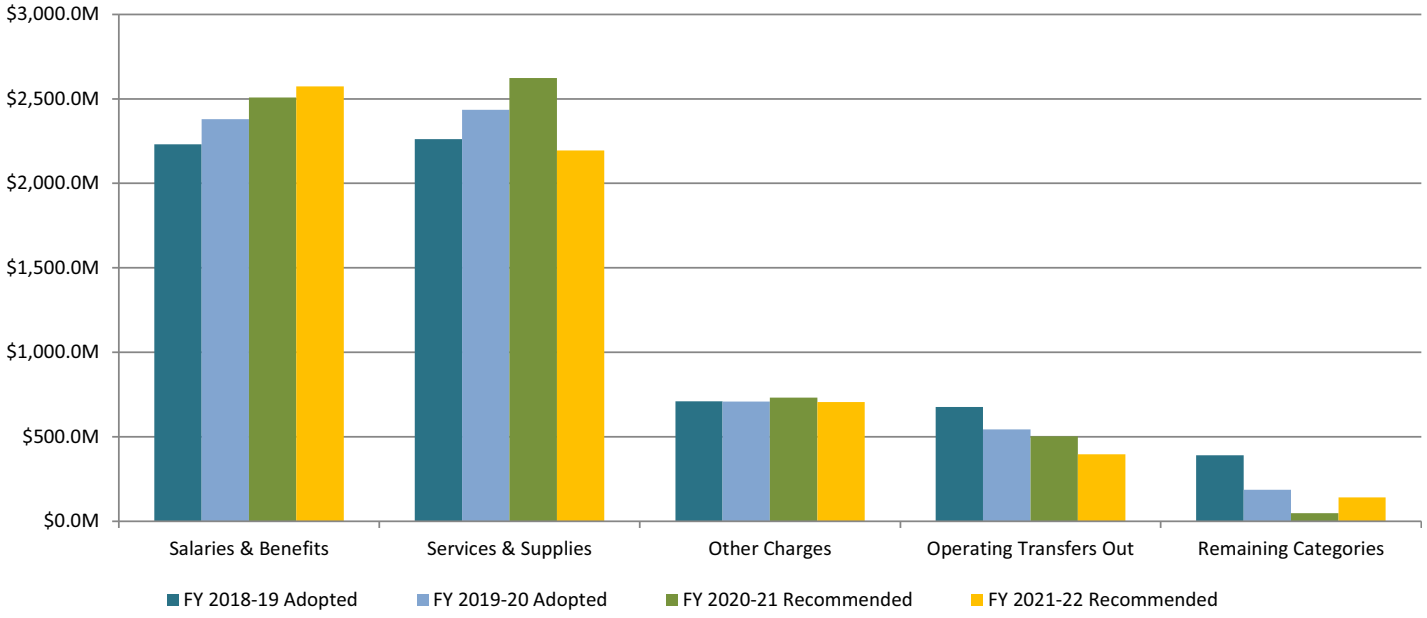
Salaries & Benefits are **increasing by a net of $128.2 million or 5.4%** in Fiscal Year 2020–21. This change reflects negotiated labor agreements, increased retirement contributions and a net staffing decrease of 95.0 staff years. This net decrease is primarily attributable to decreased staffing in the Public Safety Group (PSG) and the Finance and General Government Group (FGG), partially offset by increased staffing in the Land Use and Environment Group (LUEG). There is no change in staffing recommended in the Health and Human Services Agency (HHSA).

In Fiscal Year 2021–22, Salaries & Benefits are increasing by a net of $67.6 million or 2.7%, which reflects negotiated salary and benefit costs. A reduction of 164.0 staff years in Fiscal Year 2021–22 is due to the State-mandated restructuring of the Air Pollution Control District (APCD).

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

Total Appropriations by Categories of Expenditures

Fiscal Years 2018-19 through 2021-22



Total Appropriations by Categories of Expenditures (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 2,231.1	$ 2,379.1	$ 2,507.3	5.4	$ 2,574.9
Services & Supplies	2,262.1	2,434.5	2,622.1	7.7	2,194.8
Other Charges	710.0	709.2	732.3	3.3	705.3
Operating Transfers Out	676.8	544.4	501.8	(7.8)	395.1
Remaining Categories:					
Capital Assets/Land Acquisition	279.9	150.2	119.1	(20.7)	148.8
Capital Assets Equipment	37.3	39.9	39.4	(1.2)	25.7
Expenditure Transfer & Reimbursements	(37.0)	(38.0)	(110.2)	190.3	(34.0)
Contingency Reserves	7.3	10.7	0.0	(100.0)	0.0
Fund Balance Component Increases	76.4	0.4	0.0	(100.0)	0.0
Management Reserves	27.0	22.2	0.0	(100.0)	0.0
Total	**$ 6,270.8**	**$ 6,252.7**	**$ 6,411.8**	**2.5**	**$ 6,010.6**

Services & Supplies

Services & Supplies are **increasing by a net of $187.5 million or 7.7%** in Fiscal Year 2020–21. 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: $156.2 million in HHSA primarily in Administrative Support largely for response to the COVID-19 public health emergency, including costs for the Testing, Tracing, and Treatment Strategy (T3); in Behavioral Health Services primarily for support of capital projects for mental health and substance abuse service providers through the Behavioral Health Impact Fund as approved by the Board of Supervisors on April 7, 2020 and to provide telehealth capability to respond to the COVID-19 public health emergency as approved by the Board of Supervisors on May 19, 2020; in Housing & Community Development Services for efforts to address homelessness in the unincorporated area; and in Public Health Services for various grant-funded public health contracts including the Overdose Data to Action program, HIV/AIDS prevention, and Tobacco Prevention programs, and for IT-related costs including for the San Diego Immunization Registry, San Diego Health Connect, Vital Records, the Laboratory Information System, and the Vaccine Inventory Database; $56.8 million in FGG primarily in the County Technology Office, IT ISF and in the FGG Executive Office based on Countywide expenditures under the IT Outsourcing contract including planned upgrades to the County's financial and human resources information systems; as well as in the Registrar of Voters to support the November 2020 Presidential General election; in the Assessor/Recorder/County Clerk for the restoration/preservation and redaction of official records, system costs for archive collection management, major maintenance costs for tenant improvements and replacement of the roof and HVAC at the Chula Vista branch office; and in the Chief Administrative Office for ramp-up costs to promote positive human relations, respect, and the integrity of every individual in the community; and $8.4 million in Finance Other, Countywide General Expenses for Countywide projects and other Countywide needs including replenishment of the minimum General Fund Reserve, the Countywide component of the IT outsourcing contract costs, various one-time Major Maintenance and IT projects, increased workers' compensation and retirement costs.

A decrease of $427.3 million or 16.3% in Fiscal Year 2021–22 is primarily due to the anticipated completion of one-time projects.

Other Charges

Other Charges are **increasing by a net of $23.0 million or 3.3%** in Fiscal Year 2020-21. 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 increase is largely driven by $14.9 million in HHSA primarily in Self Sufficiency Services for CalWORKs and General Relief assistance payments based on anticipated caseload increases; and in Child Welfare Services for the Adoption Assistance Program to align with caseload trends; and an increase of $5.9 million in Finance Other largely in the Public Liability ISF due to an increase in settlements relating to liability payments and to increase the fund's contingency reserve, and in the Employee Benefits ISF based largely on an anticipated increase in unemployment insurance claims.

A decrease of $27.0 million or 3.7% is projected in Fiscal Year 2021–22.

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 $42.6 million or 7.8%** in Fiscal Year 2020–21. The most significant decreases are in the Public Safety Group Executive Office associated with the Proposition 172 Fund and due to completion of one-time major facility maintenance projects; and related to the County's capital program for Fiscal Year 2020–21 including a decrease of $20.2 million in Finance Other for Contributions to the Capital Program.

A decrease of $106.7 million or 21.3% is projected for Fiscal Year 2021–22 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 $31.0 million or 20.7%** in Fiscal Year 2020–21.

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.

An increase of $29.6 million or 24.9% is projected for Fiscal Year 2021–22 due to planned appropriations to support one-time projects.

Capital Assets Equipment

Capital Assets Equipment is **decreasing by $0.5 million or 1.2%** in Fiscal Year 2020–21. 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 $13.7 million or 34.6% is anticipated in Fiscal Year 2021–22.

Expenditure Transfers & Reimbursements

Expenditure Transfer & Reimbursements are **decreasing by $72.2 million or 190.3%** in Fiscal Year 2020–21. Activity in this account reflects the transfer of expenses for services provided to another department within the same fund. A transfer can occur because a department's funding source requires the expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

An increase of $76.2 million or 69.1% is anticipated in Fiscal Year 2021–22.

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 **decreasing by $10.7 million or 100.0%** in Fiscal Year 2020–21. Contingency Reserves appropriated in the Employee Benefits ISF and the Public Liability ISF will be transferred to more accurately align with anticipated actuals in Fiscal Year 2020–21.

There are no Contingency Reserves budgeted in Fiscal Year 2021–22.

Fund Balance Component Increases

Fund Balance Component Increases are **decreasing by $0.4 million or 100.0%** in Fiscal Year 2020–21. These can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2020–21, the most significant decrease to the commitment of fund balance is in the APCD Operations Fund due to postponing building repairs and replacement.

There are no significant fund balance commitments anticipated in Fiscal Year 2021–22.

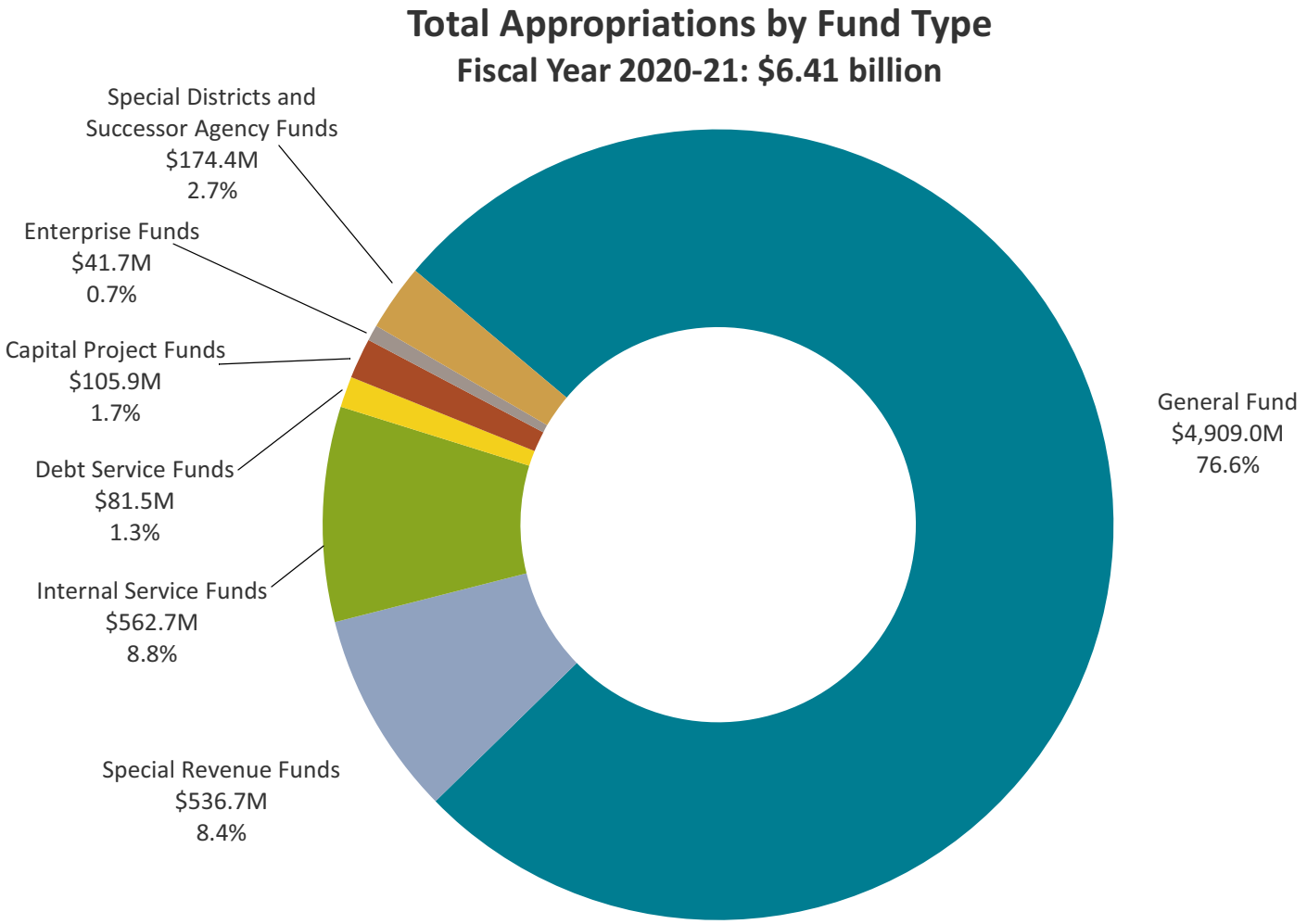
Group Management Reserves

Management Reserves are **decreasing by $22.2 million or 100.0%** in Fiscal Year 2020–21. 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.

There are no business group or department Management Reserves budgeted in Fiscal Year 2021–22.

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.)



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.

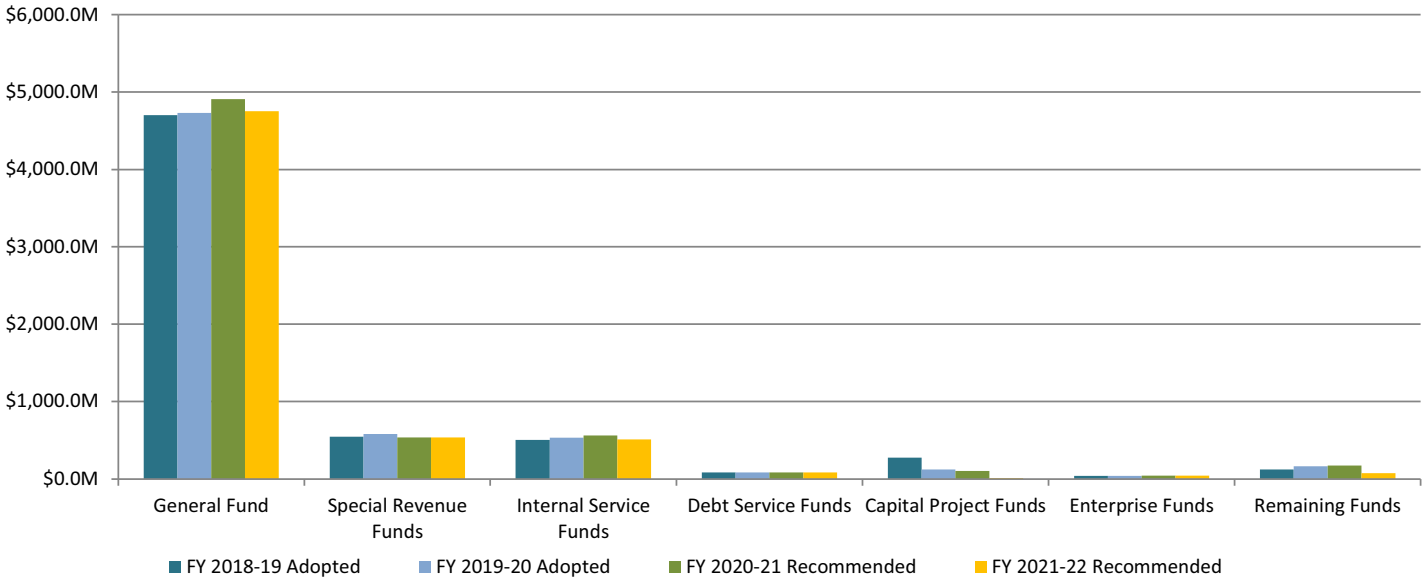
Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Asset Forfeiture and Proposition 172 funds.

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 the County's 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 2018-19 through 2021-22



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 4,699.5	$ 4,728.7	$ 4,909.0	3.8	$ 4,750.8
Special Revenue Funds	546.2	581.9	536.7	(7.8)	537.9
Internal Service Funds	505.8	535.9	562.7	5.0	513.3
Debt Service Funds	81.5	81.5	81.5	0.0	81.5
Capital Project Funds	274.9	121.5	105.9	(12.9)	8.9
Enterprise Funds	39.5	39.1	41.7	6.6	41.9
Special Districts and Successor Agency	123.5	164.0	174.4	6.4	76.4
Total	**$ 6,270.9**	**$ 6,252.7**	**$ 6,411.8**	**2.5**	**$ 6,011.6**

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.

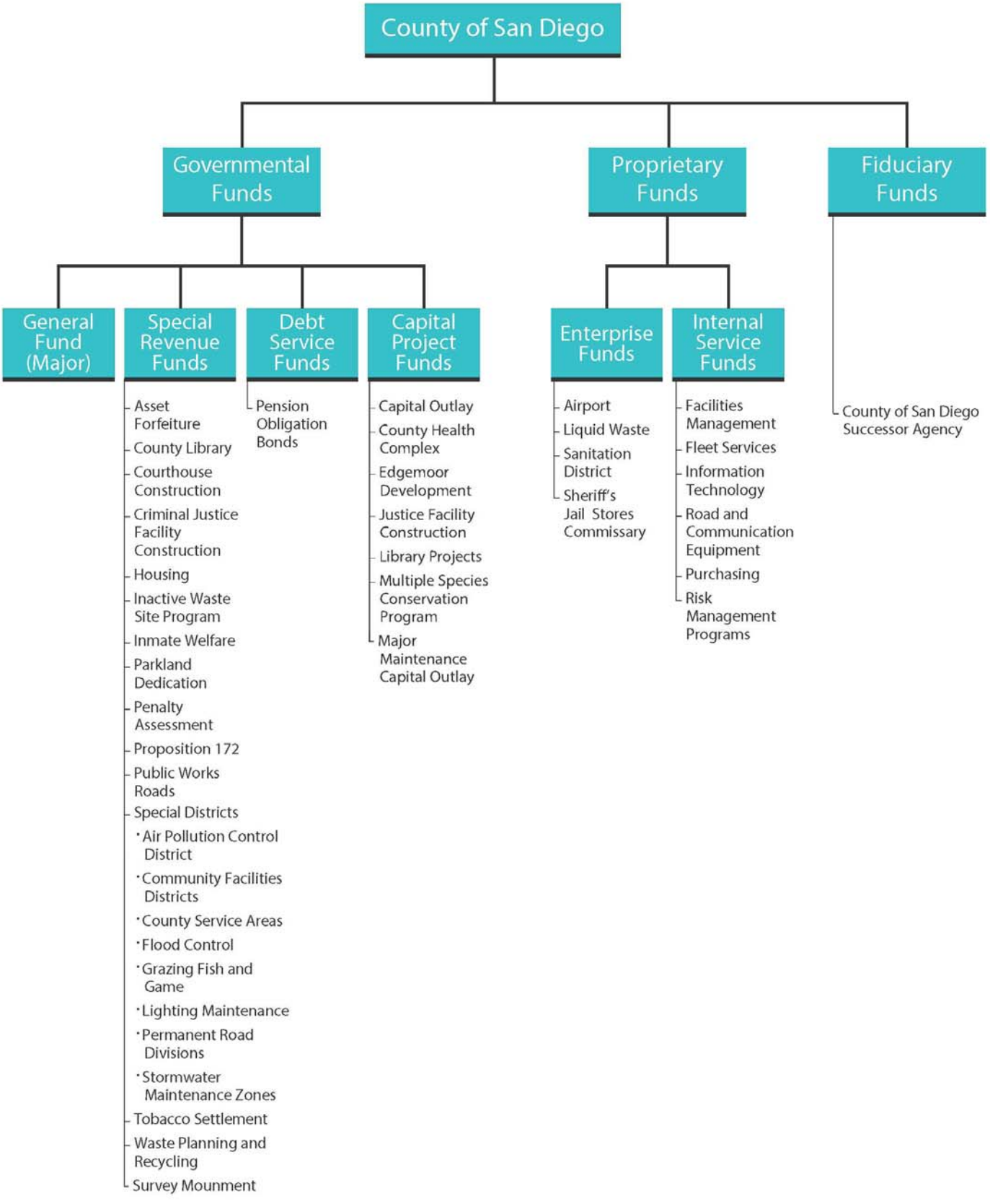
Examples include the Airport, Wastewater and Jail Commissary Funds.

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 including 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, 2020. 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 and Measures	✓	✓					
Air Pollution Control District		✓					
County Library		✓					

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)

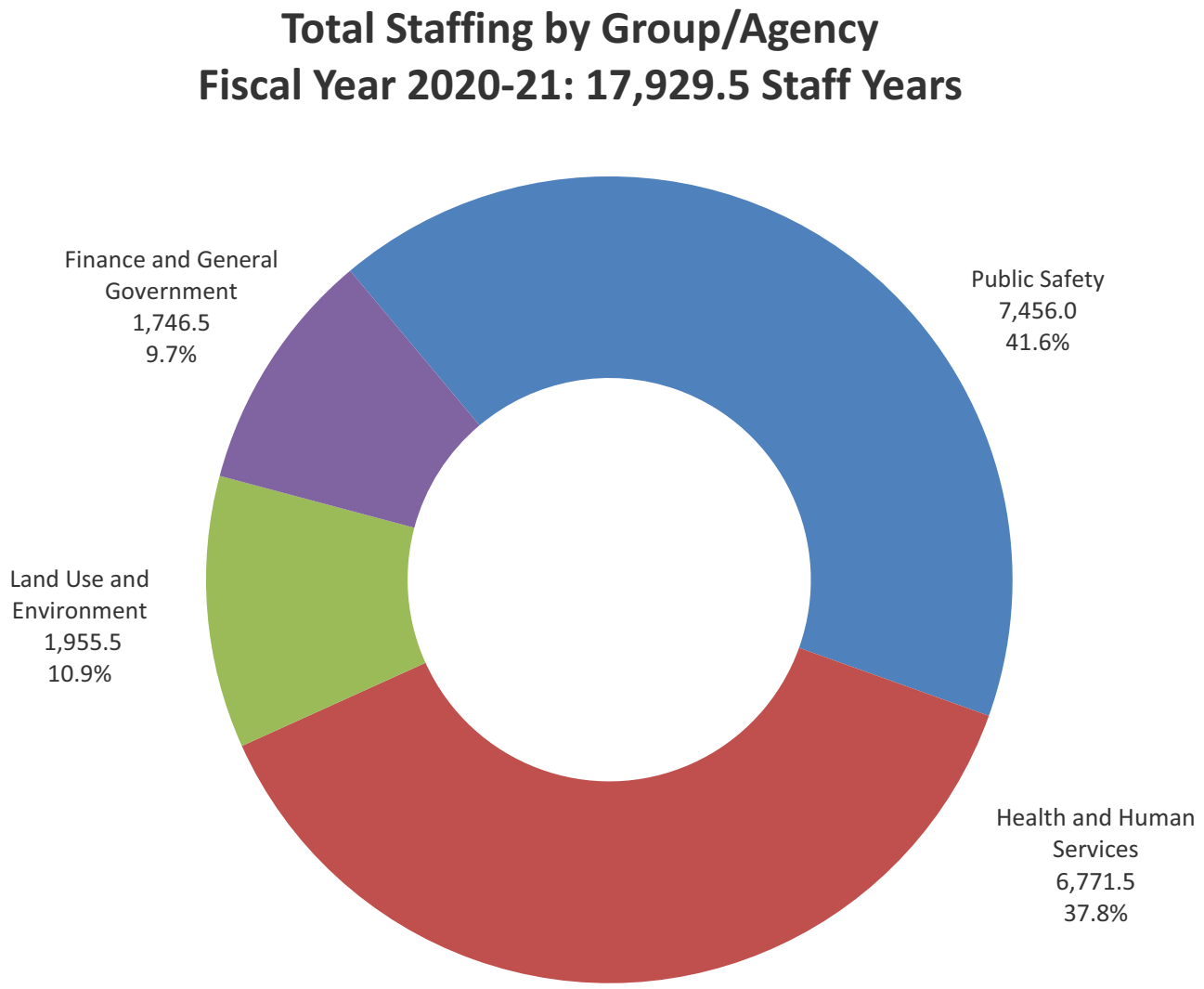
	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20
Gann Limit	$ 4,737	$ 5,030	$ 5,264	$ 5,509	$ 5,752
Appropriations subject to the limit	$ 1,727	$ 1,796	$ 1,967	$ 2,121	$ 2,264

All Funds Total Staffing

Total Staffing by Group/Agency

Total staff years[1] for **Fiscal Year 2020–21 decreased by 95.0** from the Adopted Budget for Fiscal Year 2019-20, a decrease of 0.5% to a total of 17,929.5 staff years.

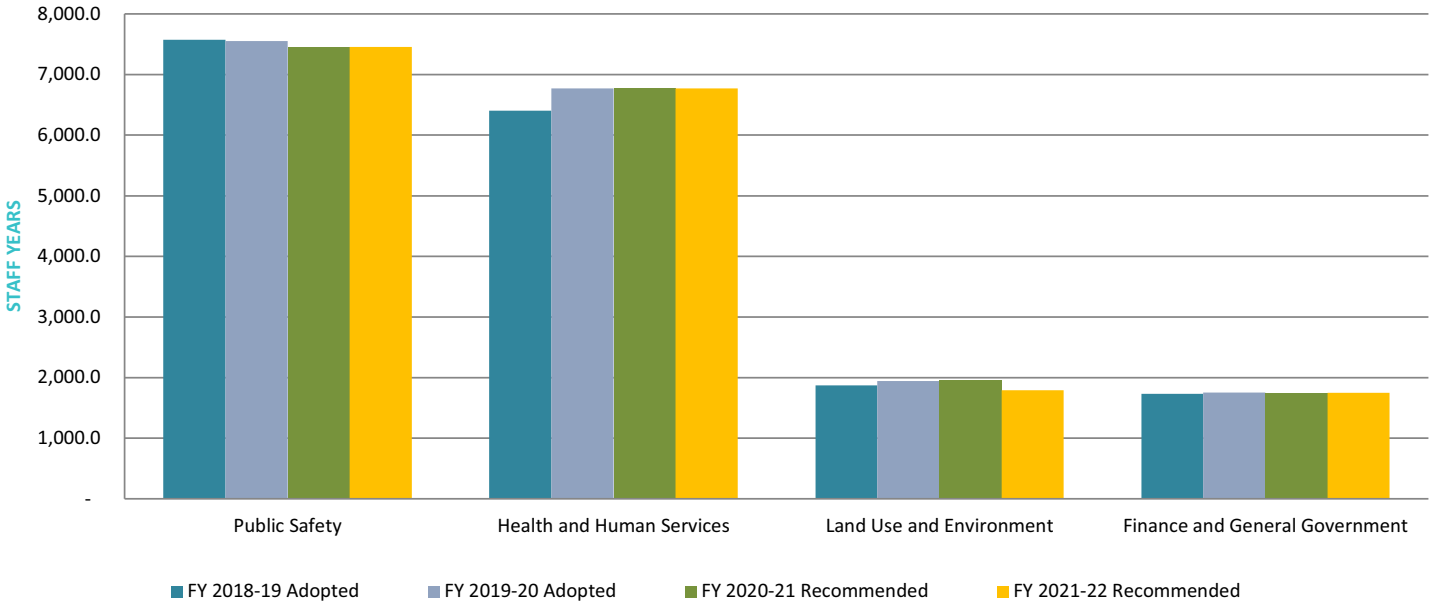
This net decrease is attributable to decreased staffing in the Public Safety Group and Finance and General Government Group, an increase in the Land Use and Environment Group, and the Health and Human Services Agency remaining unchanged. The staffing changes are summarized by business group in the chart below.



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

Total Staffing by Group/Agency

Fiscal Years 2018-19 through 2021-22



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety	7,573.0	7,556.0	7,456.0	(1.3)	7,456.0
Health and Human Services	6,405.5	6,771.5	6,771.5	0.0	6,771.5
Land Use and Environment	1,870.5	1,946.5	1,955.5	0.5	1,791.5
Finance and General Government	1,734.5	1,750.5	1,746.5	(0.2)	1,746.5
Total	**17,583.5**	**18,024.5**	**17,929.5**	**(0.5)**	**17,765.5**

Public Safety Group (PSG)

PSG has a **net decrease of 100.0 staff years, or 1.3%**, to align staffing with available revenues and to address key operational requirements.

- Sheriff's Department: decreases by a net of 30.0 staff years.
  - Net decrease of 39.0 staff years in Detention Services due to the termination of the food services memorandum of agreement with the Probation Department, the reduction in reentry programs and services based on operational needs, and transfers to the Management Services Bureau and the Office of the Sheriff Bureau to meet additional operational needs.
  - Net increase of 3.0 staff years in Law Enforcement Services Bureau which includes Homeless Assistance Resource Team (HART) to provide outreach and services to the homeless populations in the unincorporated area, decrease in law enforcement services requested by contract cities and the State of California 22nd District Agricultural Association due to economic impacts caused by the COVID-19 pandemic, and transfers to the Office of the Sheriff Bureau and the Management Services Bureau based on operational needs.

- Increase of 2.0 staff years in the Sheriff's Court Services Bureau due to an increase in law enforcement security services requested by the Health and Human Services Agency at the San Diego County Psychiatric Hospital.
- Net increase of 2.0 staff years in the Management Services Bureau due to the transfers from the Law Enforcement Services Bureau and the Detention Services Bureau based on operational needs and decreases due to the re-distribution of workload related to the processing of medication orders, and in law enforcement services requested by contract cities.
- Increase of 2.0 staff years in the Office of the Sheriff Bureau due to transfers from the Detention Services Bureau and the Law Enforcement Services Bureau based on operational needs.

- Probation Department: decreases by a net of 70.0 staff years.
  - During FY 2019–20 the department restructured operations by creating two new leadership teams - Youth Development and Community Support Services (which includes the Youth Detention and Development team) and Adult Reintegration and Community Supervision Services. There are large shifts in positions across divisions to accomplish this change. The restructuring also eliminated the Institutional Services program and staff were transferred to Youth Detention & Development and Youth Development & Community Support Services while Department Administration staffing transferred across the teams.
  - Probation is also reducing staff in response to the COVID-19 pandemic revenue losses and to align with changes in operations and workload.
    - A total of 31.0 staff years are decreased to end the oversight of work activities of persons not on probation supervision, to delete positions specializing in employee wellness and community activities and transfer those functions within the department and to reduce investigative and administrative resources.
    - A total of 39.0 staff years are decreased by restructuring the Detention Control Unit in juvenile institutions, changes to the transportation unit, changes to Home Supervision of youth in the community. Probation will not assign staff to oversee youth not on probation supervision, will reduce officers assigned to fixed courtrooms, will end less effective supervision practices and transfer duties associated with Resource Family approval to the Health and Human Services Agency.

In Fiscal Year 2021–22, no change in staffing is recommended.

Health and Human Services Agency (HHSA)

HHSA has **no net change in staff years**. There were transfers within the Agency that occurred mid-year among divisions to meet operational needs. With the onset of the pandemic, HHSA will be closely monitoring the resulting needs in safety net programs tied to the economic downturn, as well the expected increased need in Child Welfare Services and Behavioral Health services.

- Self-Sufficiency Services (SSS): decrease of 3.0 staff years; 2.0 staff years transferred to Administrative Support and 1.0 staff year transferred to Housing & Community Development Services (HCDS) to support operational needs.
- Behavioral Health Services (BHS): decrease of 1.0 staff year to Public Health Services (PHS) to support operational needs.
- Child Welfare Services (CWS): decrease of 1.0 staff year due to a transfer to PHS to support operational needs.
- Public Health Services (PHS): increase of 2.0 staff years; 1.0 staff year transferred from BHS and 1.0 staff year transferred from CWS to support operational needs. Moving forward, HHSA is committed to identifying 80 positions transfer to PHS from other areas in the Agency to further augment capacity in areas such as Epidemiology, Immunizations, and Public Health Preparedness and Response. This will augment PHS staffing capacity with no net change in overall HHSA staff years.
- Administrative Support: increase of 1.0 staff year: increase of 2.0 staff years due to transfer from SSS and decrease of 1.0 staff year due to transfer to HCDS. Both transfers were made to support operational needs.
- Housing & Community Development Services (HCDS): increase of 2.0 staff years; 1.0 staff year transfer from Administrative Support and 1.0 staff year transfer from SSS to support operational needs.

In Fiscal Year 2021–22, no change in staffing is recommended

Land Use and Environment Group (LUEG)

LUEG has an **increase of 9.0 staff years or 0.5%**.

- Air Pollution Control District: increases by 5.0 staff years to support implementation of Assembly Bill 423 San Diego County Air Pollution Control District: members and duties which requires that the Air Pollution Control District operate independently from the County of San Diego.
- Parks and Recreation: increases by 1.0 staff year in the Operations Division to support daily operations and maintenance of the new park under construction in the Sweetwater Place Community Facilities District.
- Planning & Development Services: increases by 2.0 staff years in Advance Planning to support implementation of the Climate Action Plan.
- Public Works: increases by 1.0 staff year in the Wastewater Management Program for maintenance and operations of the Live Oak Springs Water System.

- In Fiscal Year 2021–22, there is a net decrease of 164.0 staff years due to the restructuring of the Air Pollution Control District governing board, finances and operations to comply with AB 423.

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

Finance and General Government Group (FGG)

FGG has a **net decrease of 4.0 staff years or 0.2%**.

- Board of Supervisors, District 1: increase by 1.0 staff year to provide support to residents located in District 1.
- Board of Supervisors, District 4: increase by 2.0 staff years to provide outreach to historically disadvantaged communities.
- Office of County Counsel: increase by 1.0 staff year due to the transfer of the position from Grand Jury to align program coordination support between County Counsel and Grand Jury.
- Grand Jury: decrease by 1.0 staff year due to a transfer of the position to the Office of County Counsel to align program coordination and support.
- Various departments: decrease by 7.0 vacant staff years due to realignment of departmental operations resulting from repurpose of General Purpose Revenue for enterprise support functions. Operational impacts associated with these staffing reductions are described in the Total Appropriations section of this document.
  - Auditor and Controller: decrease by 2.0 staff years
  - County Communications Office: decrease of 2.0 staff years
  - County Technology Office: decrease of 1.0 staff year
  - Civil Service Commission: decrease by 1.0 staff year
  - Department of Human Resources: decrease by 1.0 staff year

In Fiscal Year 2021–22, no change in staffing is recommended.

Total Staffing by Department within Group/Agency

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

Total Staffing by Department within Group/Agency (staff years)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety	**7,573.0**	**7,556.0**	**7,456.0**	**(1.3)**	**7,456.0**
Public Safety Executive Office	14.0	14.0	14.0	0.0	14.0
District Attorney	982.0	991.0	991.0	0.0	991.0
Sheriff	4,404.0	4,415.0	4,385.0	(0.7)	4,385.0
Child Support Services	512.0	497.0	497.0	0.0	497.0
Citizen's Law Enforcement Review Board*	5.0	5.0	5.0	0.0	5.0
Office of Emergency Services	21.0	21.0	21.0	0.0	21.0
Animal Services	60.0	61.0	61.0	0.0	61.0
Medical Examiner	57.0	57.0	57.0	0.0	57.0
Probation	1,108.0	1,068.0	998.0	(6.6)	998.0
Public Defender	388.0	400.0	400.0	0.0	400.0
San Diego County Fire Authority	22.0	27.0	27.0	0.0	27.0
Health and Human Services	**6,405.5**	**6,771.5**	**6,771.5**	**0.0**	**6,771.5**
Self Sufficiency Services	2,517.0	2,532.0	2,529.0	(0.1)	2,529.0
Aging & Independence Services	420.0	449.0	449.0	0.0	449.0
Behavioral Health Services	864.0	1,007.5	1,006.5	(0.1)	1,006.5
Child Welfare Services	1,368.0	1,493.0	1,492.0	(0.1)	1,492.0
Public Health Services	666.5	694.0	696.0	0.3	696.0
Administrative Support	453.0	468.0	469.0	0.2	469.0
Housing & Community Development Services	117.0	128.0	130.0	1.6	130.0
Land Use and Environment	**1,870.5**	**1,946.5**	**1,955.5**	**0.5**	**1,791.5**
Land Use and Environment Executive Office	12.0	13.0	13.0	0.0	13.0
Agriculture, Weights and Measures	175.0	179.0	179.0	0.0	179.0
Air Pollution Control District	150.0	159.0	164.0	3.1	0.0
County Library	283.5	284.5	284.5	0.0	284.5

** Transfer to Finance and General Government Group Effective July 1, 2020 to be reflected in subsequent document updates.*

ALL FUNDS TOTAL STAFFING

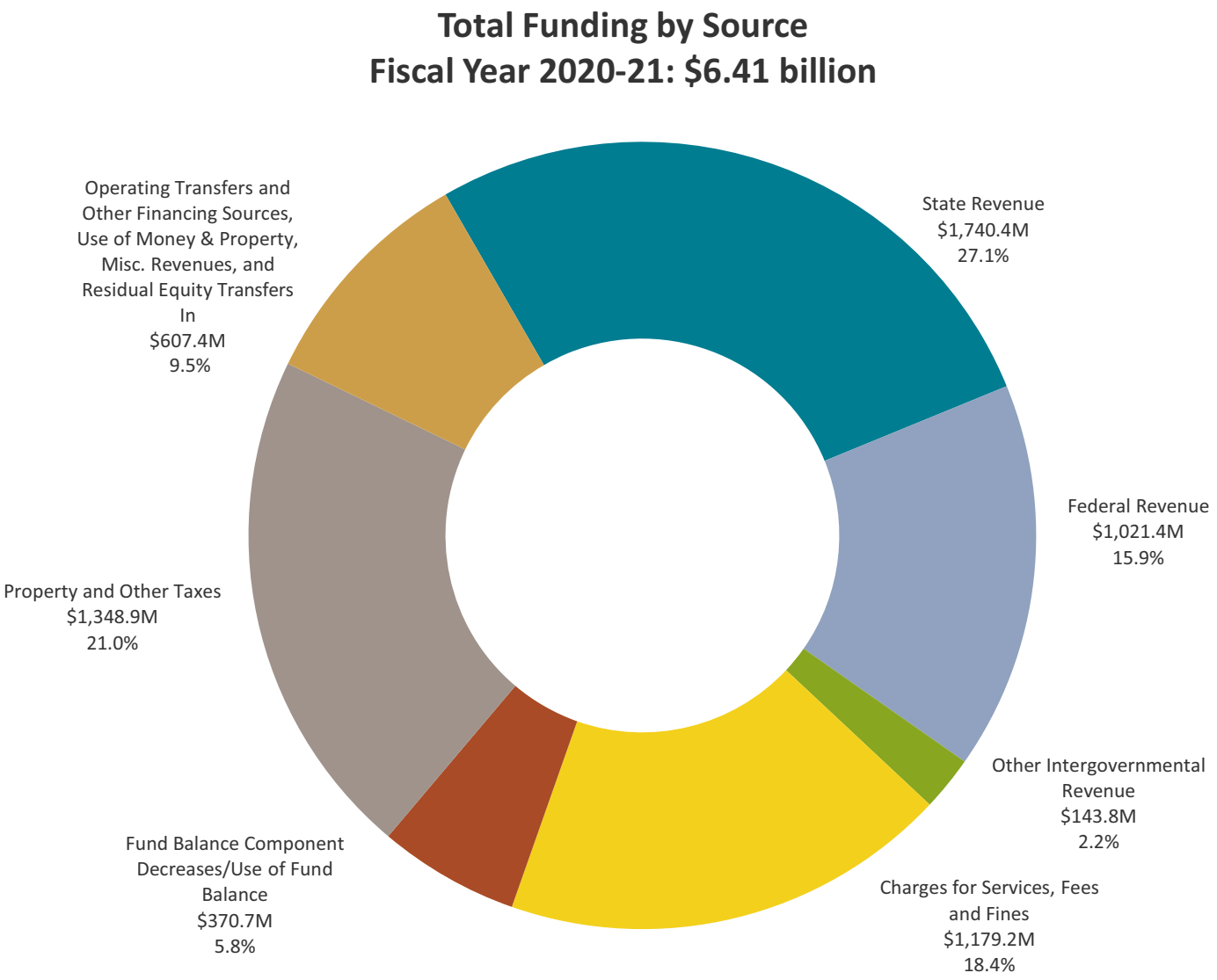
Total Staffing by Department within Group/Agency (staff years)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Environmental Health	297.0	308.0	308.0	(0.0)	308.0
Parks and Recreation	205.0	234.0	235.0	(0.4)	235.0
Planning & Development Services	223.0	230.0	232.0	0.9	232.0
Public Works	525.0	539.0	540.0	0.2	540.0
Finance and General Government	**1,734.5**	**1,750.5**	**1,746.5**	**(0.2)**	**1,746.5**
Finance and General Government Group Executive Office	31.0	25.0	25.0	0.0	25.0
Board of Supervisors	56.0	57.0	60.0	5.3	60.0
Assessor/Recorder/County Clerk	410.5	419.5	419.5	0.0	419.5
Treasurer-Tax Collector	123.0	123.0	123.0	0.0	123.0
Chief Administrative Office	15.5	16.5	16.5	0.0	16.5
Auditor and Controller	238.5	238.5	236.5	(0.8)	236.5
County Technology Office	15.0	15.0	14.0	(6.7)	14.0
Civil Service Commission	4.0	4.0	3.0	(25.0)	3.0
Clerk of the Board of Supervisors	28.0	28.0	28.0	0.0	28.0
County Counsel	145.0	147.0	148.0	0.7	148.0
Grand Jury	1.0	1.0	0.0	(100.0)	0.0
Human Resources	120.0	123.0	122.0	(0.8)	122.0
County Communications Office	23.0	23.0	21.0	(8.7)	21.0
General Services	395.0	395.0	395.0	0.0	395.0
Purchasing and Contracting	61.0	66.0	66.0	0.0	66.0
Registrar of Voters	68.0	69.0	69.0	0.0	69.0
Total	**17,583.5**	**18,024.5**	**17,929.5**	**(0.5)**	**17,765.5**

All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for **Fiscal Year 2020–21 are $6.41 billion, an increase of $159.2 million or 2.5%** from the Fiscal Year 2019–20 Adopted Budget. Total resources decrease by $401.2 million or 6.3% to $6.01 billion in Fiscal Year 2021–22. For Fiscal Year 2020–21, the combination of State Revenue ($1.7 billion), Federal Revenue ($1.0 billion) and Other Intergovernmental Revenue ($143.8 million) supplies 45.3% 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 9.5% of the funding sources ($607.4 million). Another 18.4% ($1.2 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 5.8% ($370.7 million) of the funding sources.



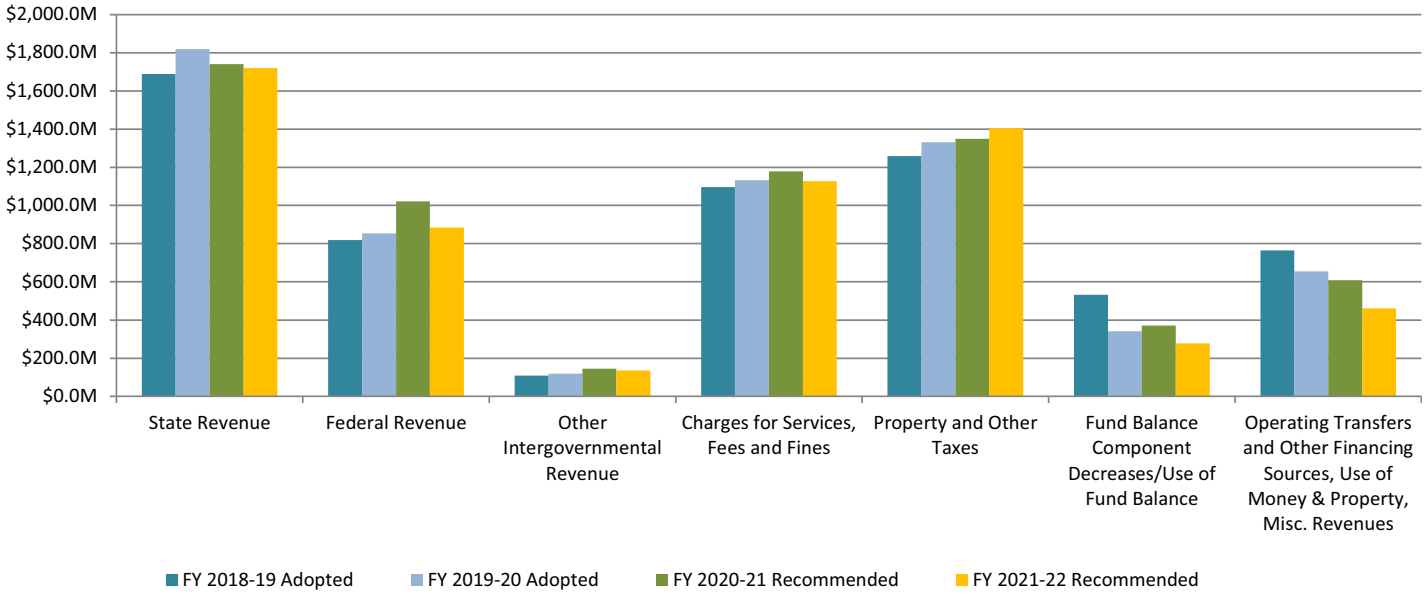
Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 21.0% ($1.3 billion) of the financing sources for the County's budget. The majority of the revenues in this category (95.1%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.

ALL FUNDS: TOTAL FUNDING SOURCES

Total Funding by Source (in millions)						
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Program Revenue	$ 4,418.2	$ 4,502.2	$ 4,621.6	2.7	$ 4,249.3
Use of Fund Balance/Fund Balance Component Decrease	533.1	342.1	370.7	8.3	277.6
General Purpose Revenue	1,319.6	1,408.4	1,419.5	0.8	1,483.7
Total	**$ 6,270.9**	**$ 6,252.7**	**$ 6,411.8**	**2.5**	**$ 6,010.6**

Total Funding by Source

Fiscal Years 2018-19 through 2021-22



Total Funding by Source (in millions)					
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
State Revenue	$ 1,690.0	$ 1,820.2	$ 1,740.4	(4.4)	$ 1,720.4
Federal Revenue	819.0	853.5	1,021.4	19.7	884.0
Other Intergovernmental Revenue	108.9	118.5	143.8	21.4	135.7
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	764.2	654.8	607.4	(7.3)	461.7
Charges for Services, Fees and Fines	1,096.1	1,131.5	1,179.2	4.2	1,127.2
Property and Other Taxes	1,259.7	1,332.0	1,348.9	1.3	1,404.0
Fund Balance Component Decrease	95.6	63.2	91.6	44.9	62.7
Use of Fund Balance	437.5	278.9	279.1	0.1	214.9
Total	**$ 6,270.9**	**$ 6,252.7**	**$ 6,411.8**	**2.5**	**$ 6,010.6**

Overall Change

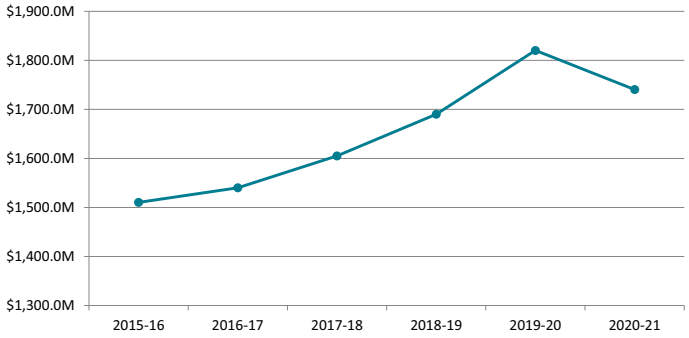
In the Total Funding by Source table, the $159.2 million increase in the Fiscal Year 2020–21 Recommended Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **decreases by $79.8 million or 4.4%** overall in Fiscal Year 2020–21. The decreases in State Revenue are in the Public Safety Group (PSG) of $38.0 million, in the Health and Human Services Agency (HHSA) of $34.0 million, in the Land Use and Environment Group (LUEG) of $10.9 million, and in the Capital Program of $4.4 million partially offset by an increase in the Finance and General Government Group (FGG) of $7.5 million. The decrease of $33.4 million in the General Fund is described in the next section.

All Funds:
State Revenue History

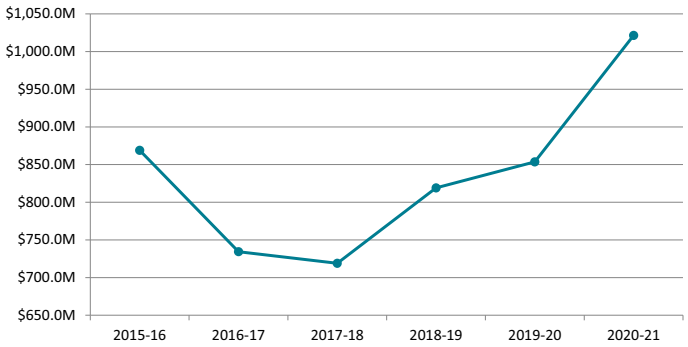


State revenues outside of the General Fund decrease by $46.4 million. Decrease of $30.1 million in PSG for the Proposition 172 Fund which supports regional law enforcement services, $11.7 million in LUEG for Department of Public Works (DPW) for anticipated gas tax receipts from the Highway User's Tax Account, $4.4 million in the Capital Program for one-time expenditures and $0.2 million in FGG 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 $167.9 million or 19.7%** overall in Fiscal Year 2020–21. Of the increases in Federal Revenue, $169.2 million are in the General Fund which is described in the next section.

All Funds:
Federal Revenue History

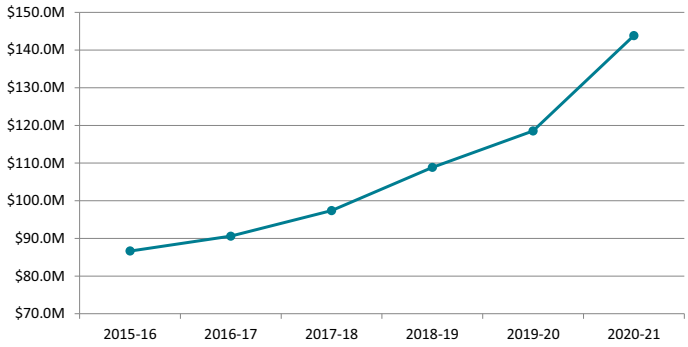


The overall decrease of $1.3 million outside of the General Fund includes a $1.1 million decrease in LUEG for DPW due to fewer Federal Highway Administration projects in the Road Fund and $0.2 million in HHSA for Public Health Services due to ending of Ground Emergency Transport (GEMT) program.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $25.3 million or 21.4%** overall in Fiscal Year 2020–21. Of the increases, $26.3 million are in the General Fund.

All Funds:
Other Intergovernmental Revenue History

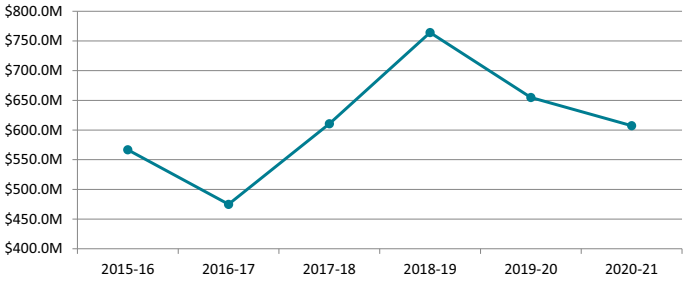


The overall decrease of $1.0 million outside the General Fund is primarily in HHSA for Public Health Services due to completion of one-time projects.

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 $47.5 million or 7.3%** overall in Fiscal Year 2020–21.

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 $45.4 million or 8.8%. The General Fund decreases by $27.2 million. The most significant changes outside of the General Fund include decreases of $13.6 million in the Capital Program for one-time projects. In LUEG, $3.4 million decrease in DPW due to completed one-time transfer from the DPW General Fund to the San Diego County Sanitation District for TMDL implementation of structural BMP. In FGG, the $1.1 million decrease primarily in DGS is due to the completion of one-time projects. In PSG, $0.3 million decrease is primarily due to a decrease in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Inmate Welfare Fund. The increase of $0.2 million in HHSA is in the County Successor Agency due to principal and interest payments.
- Revenue from Use of Money & Property decreases by $21.4 million or 30.0% in Fiscal Year 2020–21. The General Fund decreases by $23.1 million. Outside of the General Fund, an increase of $2.1 million is in LUEG mainly for increases in rents, leases and landing fees in County Airports and interest on deposits in the DPW, $0.2 million in PSG for interest on deposits for Executive Office and Inmate Welfare Fund. These are partially offset by decrease of $0.4 million in Finance Other due to anticipated decrease in the interest earnings in the Employee Benefits ISF, and $0.2 million is in FGG for DGS due to interest on deposits.
- Miscellaneous Revenues increase by a net of $18.8 million or 28.4% in Fiscal Year 2020–21. The General Fund increases by $21.8 million. A decrease of $3.0 million outside of the General Fund primarily includes:
  - Decrease of $1.2 million in LUEG primarily for tribal grant-funded projects in the Road Program.

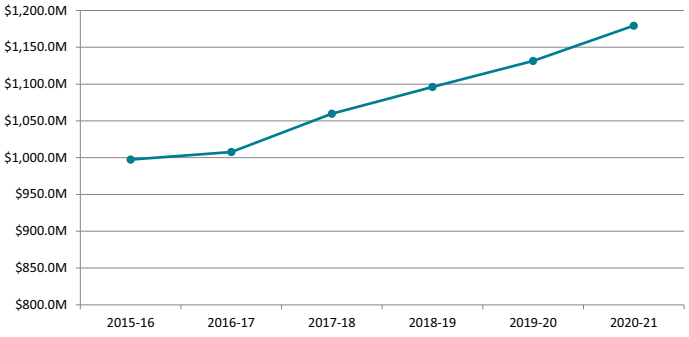
- Decrease of $1.0 million in PSG primarily for the Sheriff's Jail Stores Commissary Enterprise Fund due to decrease in sales of commissary goods to inmates.
- Decrease of $1.1million in the Capital Program for one-time projects.
- Increase of $0.3 million in FGG for Purchasing and Contracting due to an increase of auction proceeds from surplus property and usage rebates.

- Residual Equity Transfers In increase by $0.6 million or 35.3% in Fiscal Year 2020-21 in FGG for DGS to recover the replacement cost of vehicles and equipment. There is no change in the General Fund.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of $47.8 million or 4.2%** overall in Fiscal Year 2020-21.

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



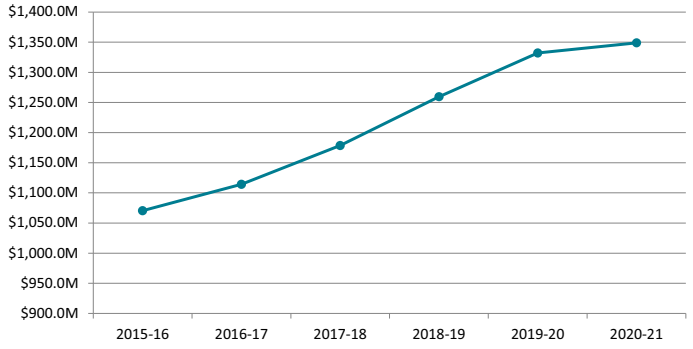
- Charges for Current Services increase by a net of $67.3 million or 6.6% in Fiscal Year 2020–21. There is an overall increase of $31.5 million in the General Fund. Outside of the General Fund, the overall increase is $35.8 million. An increase of $23.9 million is in FGG primarily in Information Technology ISF due to increase in departmental operation and maintenance costs and one-time costs related to the County's financial system and human resources information system and in Purchasing ISF due to the decrease of use of departmental fund balance to lower ISF procurement rates partially offset by decrease in DGS due to the number of projects reflected in the Major Maintenance Capital Outlay Fund, $4.1 million is in Finance Other in Public Liability ISF due to an increase in settlements relating to liability payments and amount collected to offset the unfunded actuarial liability and in Employee Benefits ISF due to the anticipated significant increase in unemployment claims, $4.0 million in Capital Program for one-time projects, $3.1 million is in LUEG primarily for DPW due to an increase in sewer service charges in the Sanitation District, for increased work funded by the Wastewater Management Enterprise and Airport Enterprise Funds and for contributions from property owners for capital projects in the Harmony Grove Village CFD, and $0.7 million is in HHSA for PHS due to a 2.4% Consumer Price Index (CPI) annual increase. These are partially offset by $0.1 million decrease in PSG for San Diego County Fire Authority to provide fire and emergency services.

- Licenses, Permits & Franchises decrease by $5.5 million or 9.3% in Fiscal Year 2020–21. There is an overall $6.1 million decrease in the General Fund. A $0.6 million increase outside of the General Fund is in LUEG primarily for the Road Fund due to increased San Diego Gas and Electric (SDG&E) impact fees for road maintenance work.
- Fines, Forfeitures & Penalties decrease by net of $14.0 million or 30.3% in Fiscal Year 2020–21. There is an overall $10.7 million decrease in the General Fund. A $3.3 million decrease outside of the General Fund is in PSG for Public Safety Group Executive Office ($3.4 million) primarily due to decrease in penalty assessment revenue partially offset by $0.1 million increase in LUEG for DPW for the Solid Waste Management Program from an anticipated increase in the number of construction and demolition recycling permits.

Property and Other Taxes

Property and Other Taxes **increase by $16.9 million or 1.3%** in Fiscal Year 2020–21.

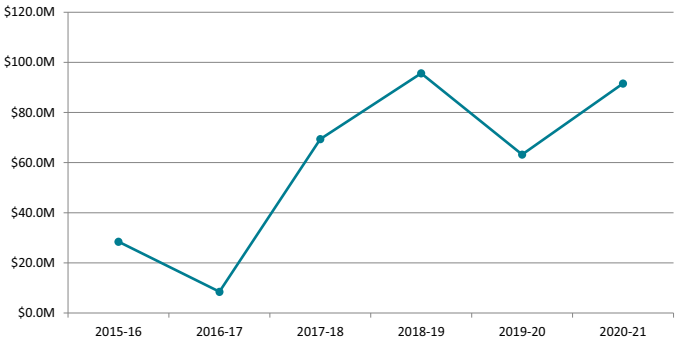
All Funds:
Property and Other Taxes Revenue History



The overall increase of $17.4 million is in the General Fund. Outside of the General Fund, there is a decrease of $0.5 million. The decrease of $1.2 million in LUEG is for DPW ($3.2 million) for TransNet-funded projects in the Road Fund due to the completion of right-of-way acquisition partially offset by increase in County Library ($1.5 million) from property taxes and in the Department of Parks and Recreation ($0.5 million) due to increased property tax collections. This is partially offset by increases in HHSA for Public Health Services ($0.5 million) to support services in CSA 17 and 69 and for County Successor Agency ($0.1 million) for payment of enforceable obligations approved

by California Department of Finance and in PSG for San Diego County Fire Authority ($0.1 million) due to anticipated increase in property tax apportionments.

All Funds:
Fund Balance Component Decreases Revenue History



Fund Balance Component Decreases

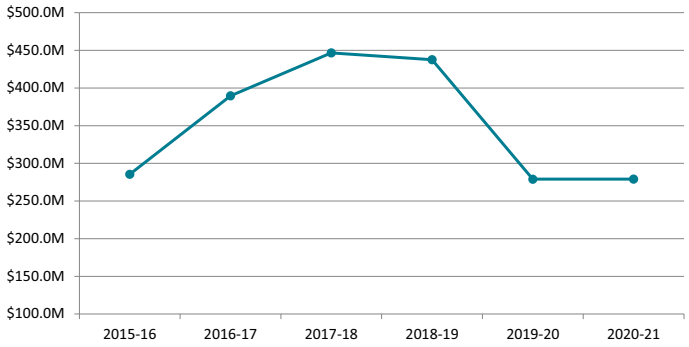
The Use of Fund Balance Component Decreases **increase by $28.4 million or 44.9%** in Fiscal Year 2020–21.

The increase of $13.7 million in the General Fund is primarily due to the use of committed fund balance for Chula Vista Bayfront project and use of committed fund balance to PDS Building Services to offset decreased revenue from the economic impact of the COVID-19 public health emergency. The $14.7 million increase outside of the General Fund is in LUEG for DPW ($13.5 million) mainly due to the use of committed Road Fund fund balance associated with the $28.0 million General Fund contribution for the Road Resurfacing Program and APCD ($1.2 million) to replace roof and HVAC system.

Use of Fund Balance

Finally, the Use of Fund Balance **increases by a net of $0.2 million or 0.1%** in Fiscal Year 2020–21. There is a decrease of $0.6 million in the General Fund as described in the next section.

All Funds:
Use of Fund Balance Revenue History



Outside of the General Fund, there is a Use of Fund Balance of $128.7 million or a net increase of $0.8 million. Uses of Fund Balance outside of the General Fund are primarily in LUEG ($50.6 million) in Public Works, County Library, and APCD; in PSG ($38.5 million) primarily in the Proposition 172 Special Revenue Fund, Penalty Assessment, Criminal Justice Facility, and Sheriff Asset Forfeiture; in FGG ($18.8 million) in the General Services and Purchasing Internal Service Funds; in HHSA ($13.9 million) primarily in the Tobacco Securitization Special Revenue Fund; in the Capital Program ($6.3 million) in the Edgemoor Development Fund and in the Pension Obligation Bond Debt Service Fund ($0.6 million).

In certain instances, these funds are being leveraged to mitigate the impact of current economic conditions. Specific details regarding the use of these funds are included within each department's specific financial narrative.

Fiscal Years 2020-21 All Funds by Department & Funding Source

Public Safety Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Public Safety Executive Office	$ 53,313,678	$ 261,238,268	$ 60,711,690	$ 375,263,636
Animal Services	1,437,199	–	7,734,906	9,172,105
Child Support Services	1,357,602	46,064,629	–	47,422,231
Citizens' Law Enforcement Review Board	34,682	–	1,017,627	1,052,309
District Attorney	91,331,685	23,536,166	117,381,958	232,249,809
Medical Examiner	777,041	–	11,367,302	12,144,343
Office of Emergency Services	956,064	4,975,914	2,041,357	7,973,335
Probation	48,493,984	101,192,368	82,571,155	232,257,507
Public Defender	6,538,176	1,922,239	86,946,072	95,406,487
San Diego County Fire Authority	16,491,483	2,213,100	34,846,194	53,550,777
Sheriff	460,145,899	84,379,249	433,124,811	977,649,959
Group Total	**$ 680,877,493**	**$ 525,521,933**	**$ 837,743,072**	**$ 2,044,142,498**

Health and Human Services Agency

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Administrative Support	$ 50,579,095	$ 234,900,253	$ 11,798,591	$ 297,277,939
Aging & Independence Services	9,185,295	172,314,411	10,819,272	192,318,978
Behavioral Health Services	109,562,250	621,859,826	30,742,232	762,164,308
Child Welfare Services	8,689,761	365,869,091	25,803,337	400,362,189
County Successor Agency	7,778,656	–	–	7,778,656
Housing & Community Development Services	14,870,147	63,523,801	5,346,581	83,740,529
Public Health Services	38,270,801	119,640,424	17,664,608	175,575,833
Self-Sufficiency Services	11,354,376	504,916,270	32,534,698	548,805,344
Group Total	**$ 250,290,381**	**$ 2,083,024,076**	**$ 134,709,319**	**$ 2,468,023,776**

Land Use and Environment Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Land Use and Environment Executive Office	$ 1,449,746	$ –	$ 4,015,916	$ 5,465,662
Agriculture, Weights and Measures	6,143,863	11,810,110	8,105,725	26,059,698
Air Pollution Control District	32,446,984	47,107,000	–	79,553,984
County Library	49,172,890	3,473,521	–	52,646,411
Environmental Health	48,493,402	4,864,484	2,191,501	55,549,387
Parks and Recreation	19,887,194	2,219,013	33,692,238	55,798,445
Planning and Development Services	25,335,742	1,531,739	20,015,703	46,883,184
Public Works	197,087,550	99,339,412	12,805,981	309,232,943
University of California Cooperative Extension	160,000	–	869,971	1,029,971
Group Total	**$ 380,177,371**	**$ 170,345,279**	**$ 81,697,035**	**$ 632,219,685**

Finance and General Government Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Finance & General Government Executive Office	$ 1,649,890	$ –	$ 23,342,251	$ 24,992,141
Assessor/Recorder/County Clerk	52,958,401	–	27,983,321	80,941,722
Auditor and Controller	8,063,826	–	30,972,022	39,035,848
Board of Supervisors	412,808	–	10,571,174	10,983,982
Chief Administrative Office	5,407,767	–	5,409,283	10,817,050
Civil Service Commission	62,824	–	516,234	579,058
Clerk of the Board of Supervisors	847,290	–	3,326,795	4,174,085
County Communications Office	667,062	–	3,284,122	3,951,184
County Counsel	17,278,851	–	15,515,408	32,794,259
County Technology Office	224,046,645	–	8,802,415	232,849,060
General Services	218,118,810	3,647,908	3,195,000	224,961,718
Grand Jury	2,178	–	758,008	760,186
Human Resources	13,326,185	–	16,635,244	29,961,429
Purchasing and Contracting	15,349,055	–	594,000	15,943,055
Registrar of Voters	10,372,736	8,188,300	20,188,616	38,749,652
Treasurer - Tax Collector	16,543,043	–	6,842,870	23,385,913
Group Total	**$ 585,107,371**	**$ 11,836,208**	**$ 177,936,763**	**$ 774,880,342**

Finance Other

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Community Enhancement	$ –	$ –	$ 3,155,662	$ 3,155,662
Contributions to Capital Program	10,665,554	–	47,385,000	79,553,984
Countywide General Expense	8,333,333	–	113,600,449	52,646,411
Lease Payments-Bonds	11,815,396	–	12,756,245	55,549,387
Local Agency Formation Commission Administration	–	–	483,914	483,914
Neighborhood Reinvestment Program	–	–	10,000,000	10,000,000
Pension Obligation Bonds	81,499,123	–	–	81,499,123
Public Liability ISF	36,664,543	–	–	36,664,543
Workers Compensation Emp Ben ISF	50,323,114	–	–	50,323,114
Group Total	**$ 199,301,063**	**$ –**	**$ 187,381,270**	**$ 386,682,333**

Capital

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Capital Program	$ 101,742,274	$ 4,130,110	$ –	$ 105,872,384
Group Total	**$ 101,742,274**	**$ 4,130,110**	**$ –**	**$ 105,872,384**

Countywide Totals

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	County Total
County Total	**$ 2,197,495,953**	**$ 2,794,857,606**	**$ 1,419,467,459**	**$ 6,411,821,018**

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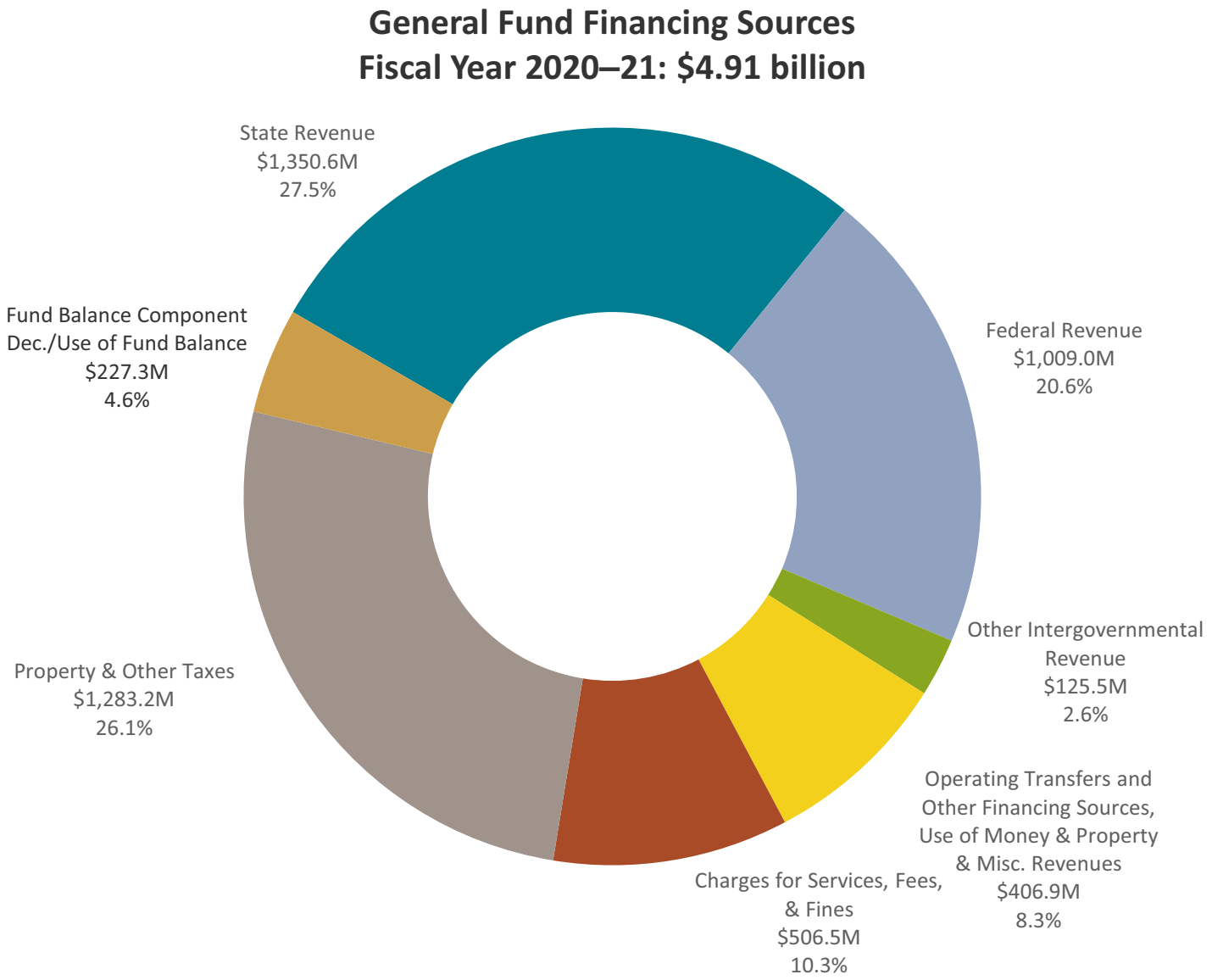
COUNTY OF
SAN DIEGO
MDCCCLI

General Fund

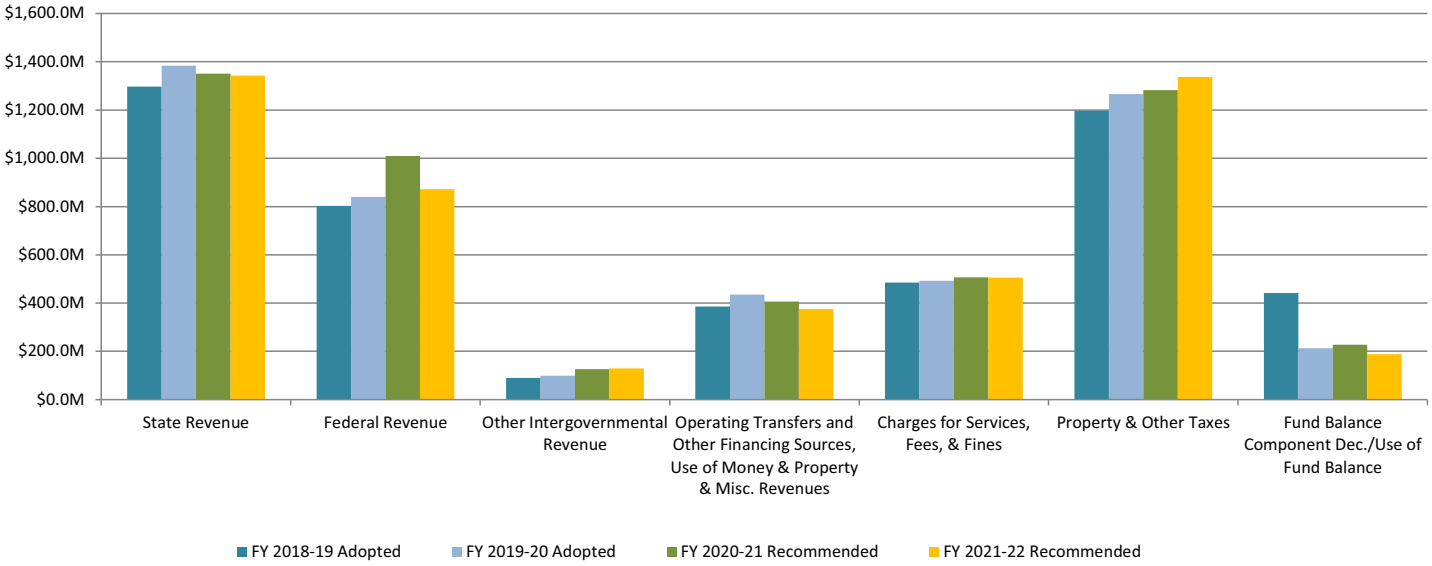
Overview of General Fund Financing Sources

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 $4.91 billion for Fiscal Year 2020-21, a $180.3 million or 3.8% increase** from the Fiscal Year 2019-20 Adopted Budget. In comparison, the ten-year average annual growth rate through Fiscal Year 2019-20 was 2.3%. General Fund Financing Sources decrease by $158.2 million or 3.2% in Fiscal Year 2021-22 primarily due to reduction in the use of one-time resources.



General Fund Financing by Sources

Fiscal Years 2018-19 through 2021-22



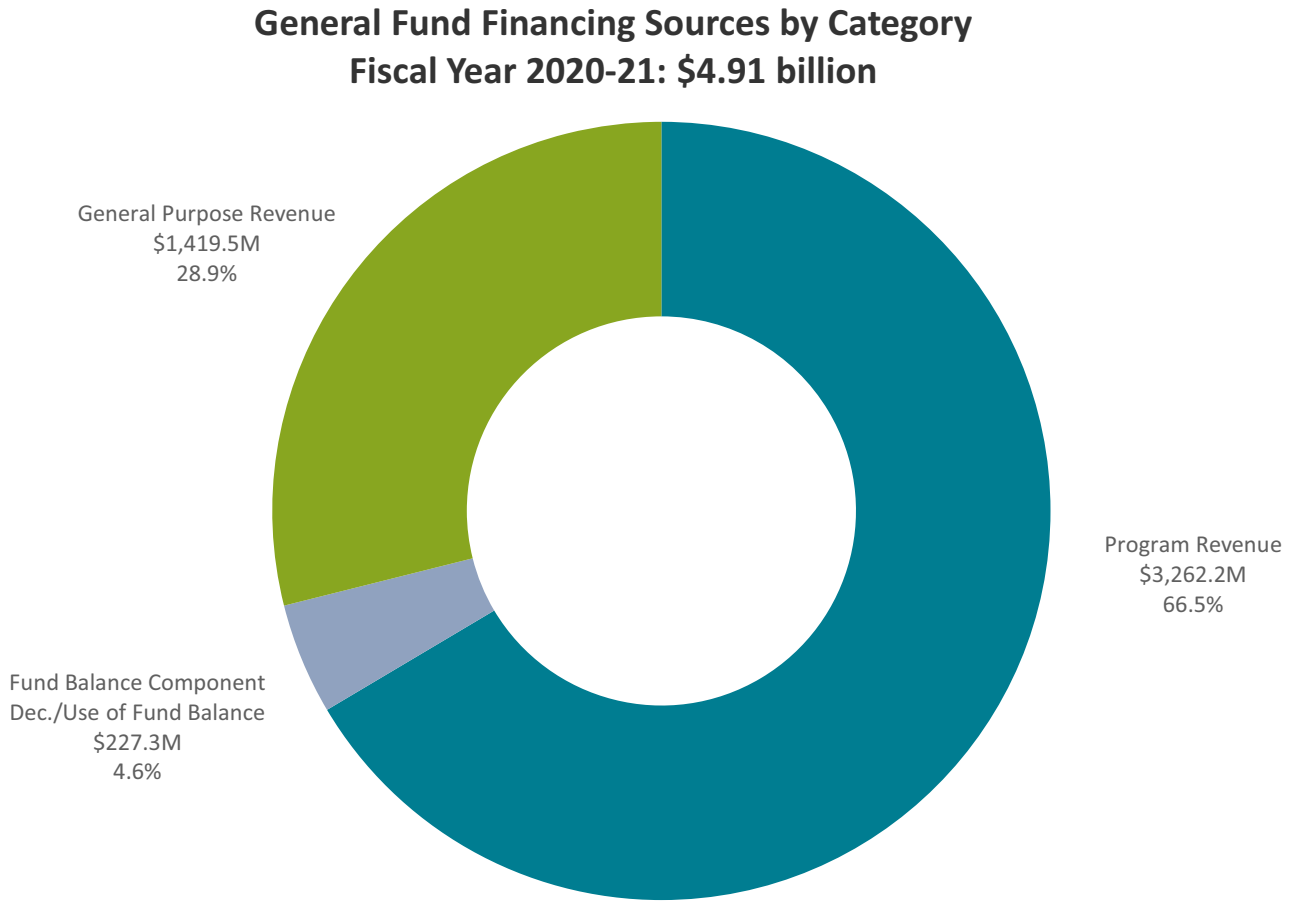
General Fund Financing Sources (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
State Revenue	$ 1,296.9	$ 1,384.0	$ 1,350.6	(2.4)	$ 1,343.1
Federal Revenue	802.9	839.8	1,009.0	20.1	871.9
Other Intergovernmental Revenue	90.1	99.2	125.5	26.5	128.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	385.7	435.4	406.9	(6.5)	376.0
Charges for Services, Fees, & Fines	484.6	491.8	506.5	3.0	506.1
Property & Other Taxes	1,197.7	1,265.8	1,283.2	1.4	1,337.4
Fund Balance Component Decreases	95.6	63.2	76.9	21.7	52.8
Use of Fund Balance	346.0	149.5	150.4	0.6	135.0
Total	**$ 4,699.5**	**$ 4,728.7**	**$ 4,909.0**	**3.8**	**$ 4,750.8**

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 2020-21, Program Revenue increased by $154.6 million or 5.0%, while General Purpose Revenue (GPR) increased by $11.1 million or 0.8% and the Fund Balance Component Decreases/Use of Fund Balance increased by $14.6 million or 6.9% from the Fiscal Year 2019-20 Adopted Budget.



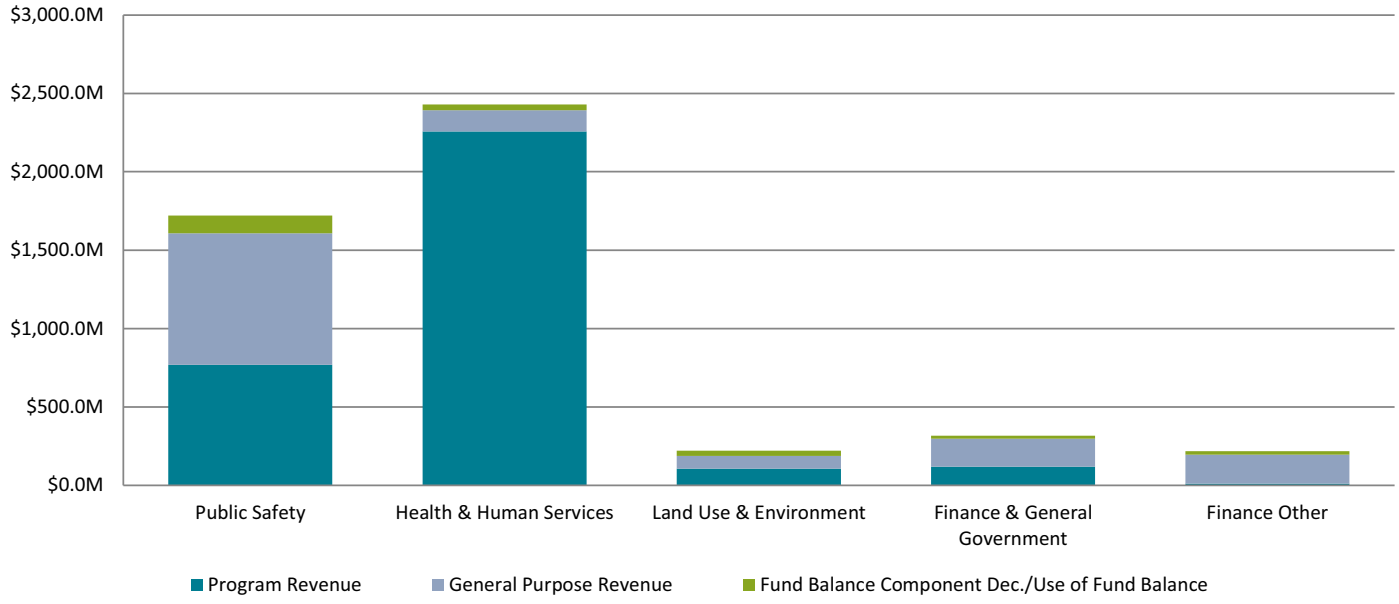
General Fund Financing Sources by Category (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Program Revenue	$ 2,938.3	$ 3,107.6	$ 3,262.2	5.0	$ 3,079.3
Use of Fund Balance/Fund Balance Component Decreases	441.7	212.7	227.3	6.9	187.8
General Purpose Revenue	1,319.6	1,408.4	1,419.5	0.8	1,483.7
Total	**$ 4,699.5**	**$ 4,728.7**	**$ 4,909.0**	**3.8**	**$ 4,750.8**

In Fiscal Year 2021-22, GPR increased by 4.5% ($64.2 million), Program Revenue decreased by 5.6% ($182.9 million) and the planned Use of Fund Balance declined by 17.4% ($39.5 million). Uses of fund balance in Fiscal Year 2021-22 are tentative and subject to revision during the next Operational Plan development cycle.

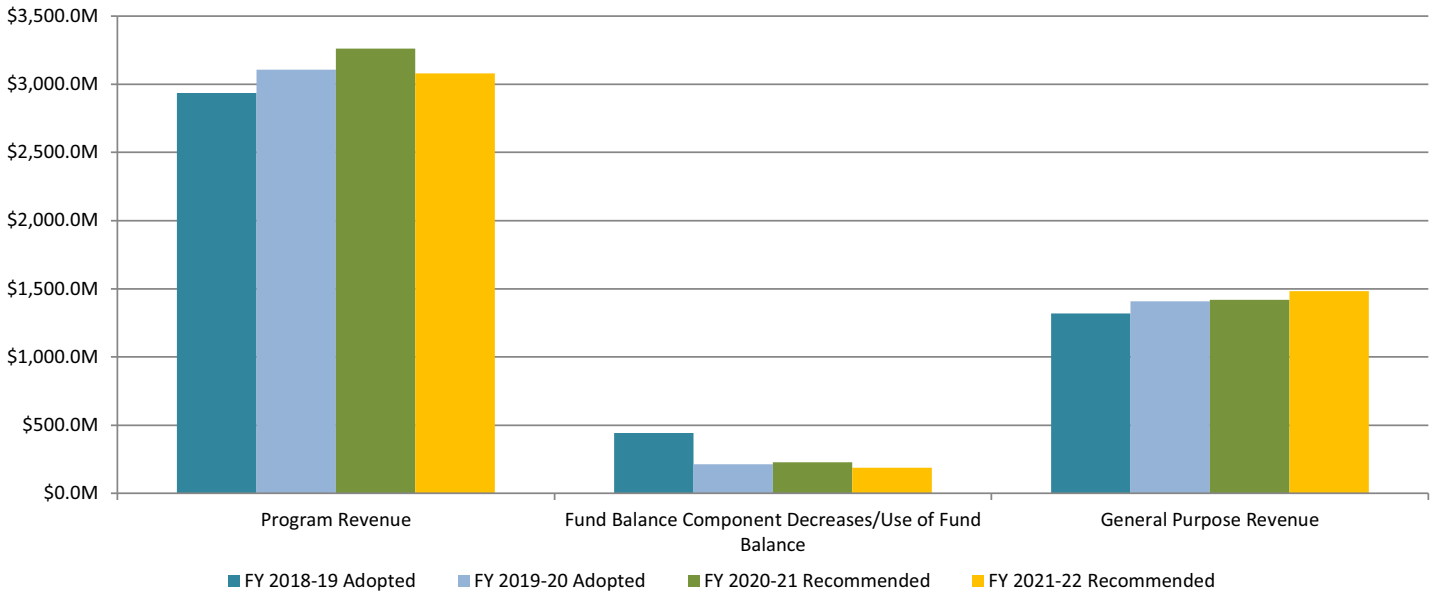
General Fund Financing by Group and Category

Fiscal Year 2020-21: $4.91 billion



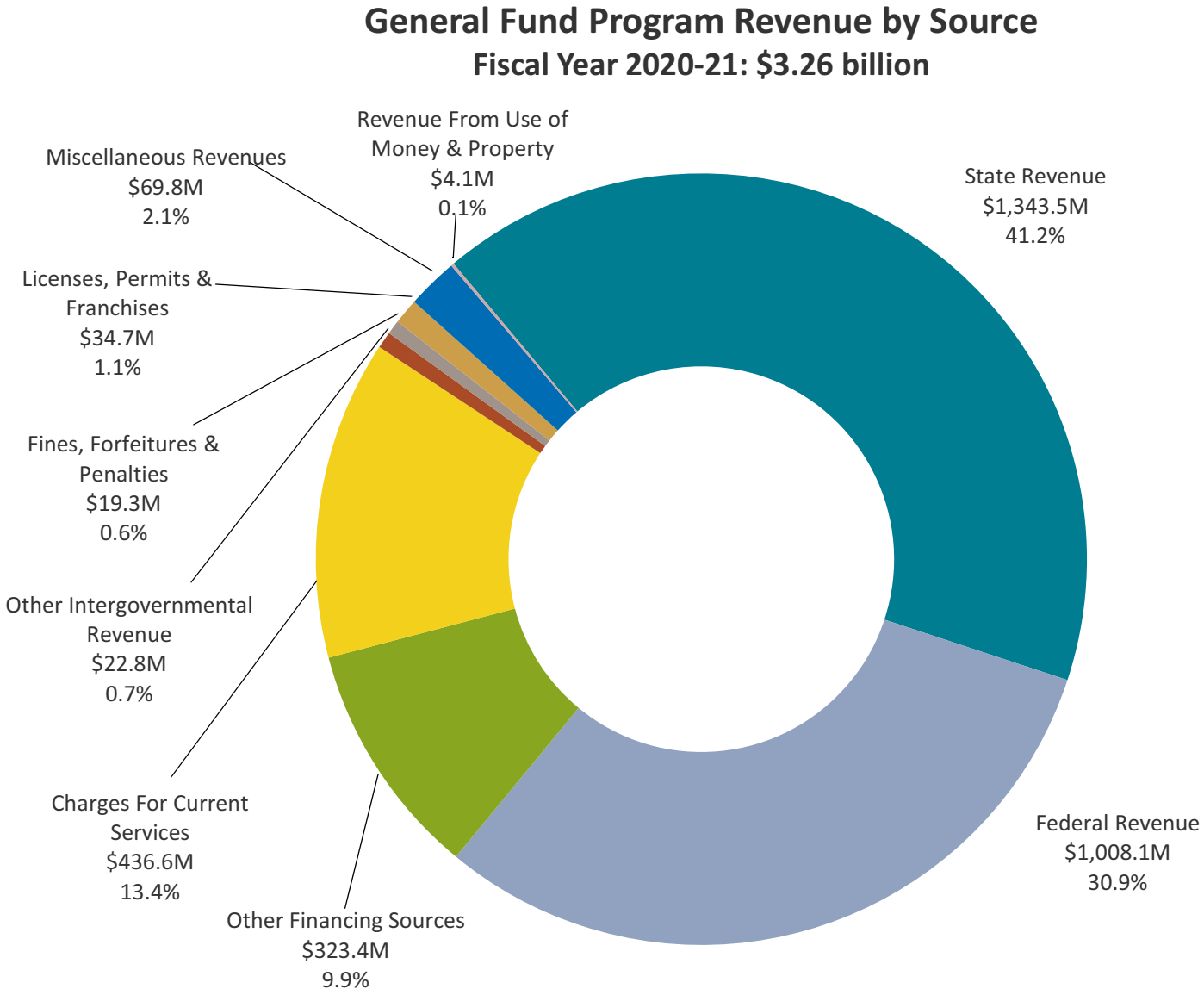
General Fund Financing Sources by Category

Fiscal Years 2018-19 through 2021-22



General Fund Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which it is associated. This revenue makes up 66.5% of General Fund financing sources in Fiscal Year 2020-21, and is derived primarily from State and federal subventions, grants, and fees charged by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 69.2%, the Public Safety Group manages 23.6% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 5.0% ($154.6 million) from the Fiscal Year 2019-20 Adopted Budget compared to an average annual growth for the last ten years of 2.3%.



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
State Revenue	$ 1,289.7	$ 1,376.9	$ 1,343.5	(2.4)	$ 1,335.9
Federal Revenue	802.0	838.9	1,008.1	20.2	871.0
Other Financing Sources	328.6	350.5	323.4	(7.8)	332.7
Charges For Current Services	401.2	405.0	436.6	7.8	423.7
Other Intergovernmental Revenue	20.6	20.8	22.8	9.6	22.8
Fines, Forfeitures & Penalties	21.5	22.5	19.3	(14.5)	18.4
Licenses, Permits & Franchises	38.2	40.7	34.7	(14.8)	40.6
Miscellaneous Revenues	32.1	48.1	69.8	45.3	30.0
Revenue From Use of Money & Property	4.4	4.1	4.1	(1.1)	4.1
Total	**$ 2,938.3**	**$ 3,107.6**	**$ 3,262.2**	**5.0**	**$ 3,079.3**

General Fund Change in Program Revenue

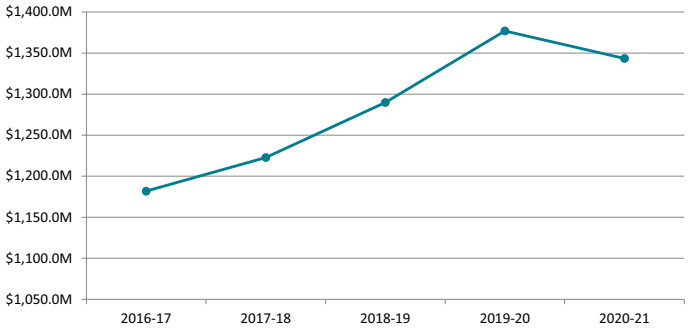
The $154.6 million increase in Program Revenue in the Fiscal Year 2020-21 Recommended Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue **decreases by $33.4 million or 2.4%.**

General Fund Program Revenue:
State Revenue History



There is an overall net decrease of $34.0 million in the Health & Human Services Agency (HHSA) primarily in Realignment revenue based on projected decline in statewide sales tax receipts dedicated to Health and Human Services programs partially offset by increases in revenue associated with anticipated growth in CalWORKs, CalFresh and Medi-Cal, funds supporting efforts to address homelessness, various public health programs and Older Americans Act revenues tied to anticipated allocation and grant funding.

An overall net decrease of $7.9 million in Public Safety Group (PSG) primarily in the Probation Department as a result of the COVID-19 pandemic economic impact to sales tax and vehicle license fees including the Community Corrections Subaccount, in the Enhancing Law Enforcement Activities Subaccount Fund for juvenile activities; in other Realignment revenues, and in the Youth Offender Block Grant; offset by a slight increase in Sheriff's Department from the Department of State Hospitals to reimburse costs of providing a jail-based competency treatment program.

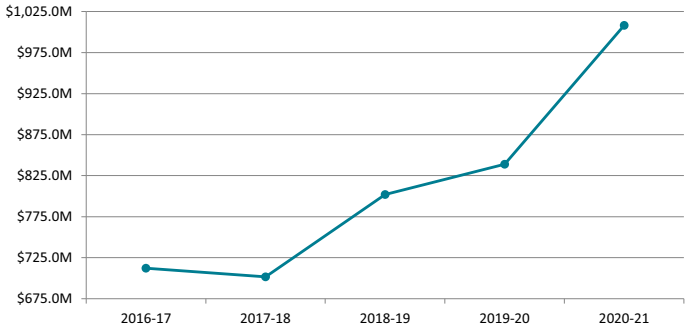
An overall net increase of $7.8 million in Finance and General Government Group (FGG) primarily in Registrar of Voters in Help America Vote Act (HAVA) funding for the purchase of minor equipment and several envelope extractors and other reimbursable costs tied to the November 2020 Presidential General election.

An overall net increase of $0.7 million in Land Use and Environmental Group (LUEG) primarily in the Department of Parks and Recreation in State grant revenue for the Tijuana River Valley Invasive Species Removal and Restoration Plan and the Habitat Conservation Fund Nature Explore.

Federal Revenue

Federal Revenue **increases by a net of $169.2 million, or 20.2%**.

General Fund Program Revenue:
Federal Revenue History



The net increase of $172.4 million in HHSA is primarily in Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue to support COVID-19 response efforts including costs for the Testing, Tracing, and Treatment Strategy (T3), funds supporting efforts to address homelessness, revenue associated with anticipated growth in CalWORKs, CalFresh and Medi-Cal, temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act, one-time federal revenue to help transition from the Title IV-E California Well-Being Project to Family First Prevention Services Act (FFPSA), various public health programs and Older Americans Act revenues tied to anticipated allocation and grant funding, and in revenues dedicated for the In-Home Supportive Services program partially offset by a loss of federal revenue tied to the end of the Title IV-E California Well-Being Project.

The net increase in LUEG of $0.8 million is primarily in Environmental Health related to Homeland Security Grant Program funding.

A net decrease in PSG of $4.0 million is in Probation due to the loss of federal revenue resulting from the end of the Title IV-E California Well-Being Project, in Child Support Services to align with anticipated reduction in reimbursements based on the revised allocation provided by the California Department of Child Support Services, and in the Sheriff's Department mainly for the Urban Areas Security Initiative Grant, Homeland Security Grant Program and the Operation Stonegarden Grant Program, offset by increases in the District Attorney's office in Crime Victim Assistance to support the Victim Assistance Program and in the San Diego Fire Authority due to anticipated grant funds from Assistance to Fire Fighter and Community Development Block Grant.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **decreases by a net of $27.2 million or 7.8%**.

The net decrease of $35.3 million in PSG includes a decrease of $24.2 million primarily in the Proposition (Prop) 172 Fund, the Local Public Safety Protection and Improvement Act of 1993, resulting from anticipated decline in sales tax receipts due to the economic impacts of the COVID-19 pandemic. Prop 172 supports regional law enforcement and detention services. Decreases are in Sheriff ($26.0 million) and Probation ($2.2 million) offset by an increase in District Attorney ($4.0 million). More information about Proposition 172 funding appears in the following section. Outside of Prop 172, other decreases include $11.1 million in Sheriff's Department due to the prior year one-time use of fund balance available in the Criminal Justice Facility Construction Fund for renovation of various Sheriff's facilities, a decrease in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Inmate Welfare Fund and decrease in funds to be transferred from the Inmate Welfare Fund to the General Fund associated with a reduction in positions and positions that will be held vacant offset by increases to replace the CAD System and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility.

The net decrease of $1.3 million in Finance Other as a result of decreases in the annual lease payment for the 2011 MTS Tower Refunding Certificates of Participation (COPs), refunding of the 2009 Justice Facilities Refunding (COP), and additional interest revenue earned which is used to offset annual payments.

The net increase of $9.1 million in HHSA is primarily due to Securitized Tobacco Settlement for health-related services in Public Health Services ($5.1 million) and Behavioral Health Services ($4.0 million).

A net increase of $0.3 million in LUEG primarily in the Department of Parks and Recreation due to increased support for County Service Areas (CSA) and Community Facility District (CFD) parks including one additional staff year.

Charges For Current Services

Charges For Current Services **increases by a net of $31.5 million or 7.8%**. Revenues increase by $31.0 million in HHSA, and $7.0 million in FGG, offset by decreases of $5.8 million in PSG and $0.7 million in LUEG.

- In HHSA the net increase of $31.0 million is primarily tied to an increase of $25.2 million in available Intergovernmental Transfer (IGT) revenue helping to offset decreased revenue from the economic impacts of the COVID-19 public health emergency, an increase of $2.8 million for revenue in the Edgemoor Distinct Part Skilled Nursing Facility to align with increases in the Medi-Cal daily bed rate, $2.5 million in IGT revenue tied to efforts advancing the Behavioral Health Con-

tinuum of Care and an increase of $1.3 million for revenue tied to higher utilization of forensic evaluation services provided to the Superior Court.

- In FGG, the net increase of $7.0 million includes an increase of $7.0 million in the Assessor/Recorder/County Clerk primarily in trust fund revenues due to restoration/preservation of old books & recorder microfilm, redaction of records prior to 1980, archive collection management system, recorder/county clerk integrated system and major maintenance projects for tenant improvements and replacement of the roof and HVAC at the Chula Vista branch and in Recording Document revenues due to increased recordings and increased fee as a result of the Recorder fee study; and an increase of $1.0 million in County Counsel due to an anticipated increase in legal services relating to constitutional claims, and contracts, real estate and road liability matters. These are offset by decreases of $0.5 million in FGG Executive Office in cost allocation plan revenues for reimbursement of administrative services provided to other County departments and $0.5 million in Treasurer-Tax Collector primarily due to realignment of Banking Services Pooled Money revenue tied to expenditures.
- In PSG, the net decrease of $5.8 million includes a $5.2 million decrease in PSG Executive Office in Contribution to Trial Courts to align to anticipated revenues impacted by delays in processing cases and assessing fees and the projected reduction of total actions to be brought before the court due to the COVID-19 pandemic; $2.6 million decrease in the San Diego County Fire Authority due to decreased revenues from the Jamul Indian Village, Fire Protection Districts agreements and building inspection and plan review services; $2.0 million decrease in Probation due to the reduction in fee collection related to Work Projects based on anticipated actuals and the Board of Supervisors action to cease collection of fees for the care of minors in the facilities; and $0.3 million in Child Support Services due to decrease in anticipated levels of child support collections. These are offset by an increase of $4.3 million in the Sheriff's Department primarily to recover negotiated salaries and benefit costs and service adjustments for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd District Agricultural Association and tribes and in Jail Bed Leasing revenue from the City of San Diego due to increased reimbursement rates for housing misdemeanor inmates and to align the budget with actuals.
- In LUEG, the net decrease of $0.7 million includes a decrease of $2.7 million in Planning & Development Services due to the impact of current economic conditions on fee-based revenue. This is offset by increases of $1.7 million in Environmental Health primarily due to increase in settlement funds to offset decreased fee revenue in the Certified Unified Program Agency (CUPA) program and $0.3 million increase in Public Works primarily due to the sewer service charges in the Sanitation District.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $2.0 million or 9.6%**. A net increase of $1.6 million in LUEG is primarily in Public Works in Aid From Other Government Agencies in the Watershed Protection Program for the San Diego River Investigative Order as required by the San Diego Regional Water Quality Control Board and in Planning & Development Services from SANDAG grants for Valley Center and Alpine Community Plan updates and for the Casa de Oro Specific Plan. And an increase of $0.4 million in HHSA primarily in the Housing and Community Development Services tied to the HEAP grant to provide immediate emergency assistance to people experiencing homelessness or who are at imminent risk of homelessness.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of $3.3 million or 14.5%**, primarily in the PSG Executive Office ($3.3 million) due to the continuing decline in fine and fee revenues accelerated by the current economic downturn resulting from the COVID-19 pandemic, along with the delays in processing cases and assessing fees and the projected reduction of total actions to be brought before the court due to the COVID-19 pandemic.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **decreases by $6.0 million or 14.8%.** A net decrease of $5.3 million in LUEG primarily in Environmental Health ($2.7 million), Planning & Development Services ($2.1 million) and Agriculture Weights and Measures ($0.5 million) due to the impacts of current economic conditions on fee-based revenues. A net increase of $0.4 million in FGG in the County Communication Office ($0.3 million) from Public Educational Governmental (PEG) Access Fee revenue primarily due to the nonrecurrence of one-time capital expenditures for CNC TV production equipment and in the Assessor/Recorder/County Clerk ($0.1 million) due to reduced number of marriage licenses issued. And a net decrease of $0.3 million in PSG in the Department of Animal Services ($0.2 million) due to projected decrease in collections and in the Sher-

iff's Department ($0.1 million) due to decrease in anticipated permit and license fees to align the budget with actuals.

Miscellaneous Revenues

Miscellaneous Revenues **increases by a net of $21.8 million or 45.3%**.

The net increase of $25.5 million in HHSA includes an increase of $26.3 million in the Behavioral Health Services primarily due to an increase from the Behavioral Health Impact Fund established by the Board of Supervisors to fund capital projects for mental health and substance abuse service providers, $0.6 million in the Housing & Community Development Services to align with anticipated loan repayments for HOME Investment Partnership (HOME) and Community Development Block Grant (CDBG) programs, and $0.5 million in the Self-Sufficiency Services in recoupment of payments for the General Relief program; offset by a decrease of $1.8 million in Child Welfare Services primarily based on an adjustment to transfer grant funding to Intergovernmental Revenue.

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.

The net decrease of $4.3 million in PSG includes a decrease of $3.0 million in the Sheriff's Department primarily due to the completion of one-time NextGen RCS site improvement, relocation, and acquisition projects in Fiscal Year 2019-20 reimbursed from the RCS Trust Fund, $2.3 million in the San Diego County Fire Authority due to one-time revenue from Firestorm 2007 Trust Fund and $0.1 million in Child Support Services to align with remaining funding for a digital marketing project funded by the State. These are offset by increases of $0.6 million in the District Attorney in recovered expenditures for Consumer Fraud Prevention and Prosecution activities and $0.5 million in Public Defender from the Indigent Defense fund to support operations.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by $0.05 million or 1.1%**. The primary source of the decrease is in PSG in the Sheriff's Department for Interest On Deposits & Investments to align the budget with actuals.

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 **decreases by a net of $97.4 million of 14.3%**, with $585.0 million in Fiscal Year 2020-21 and $603.8 million in Fiscal Year 2021-22 projected to be received from the State to support health and social services programs.

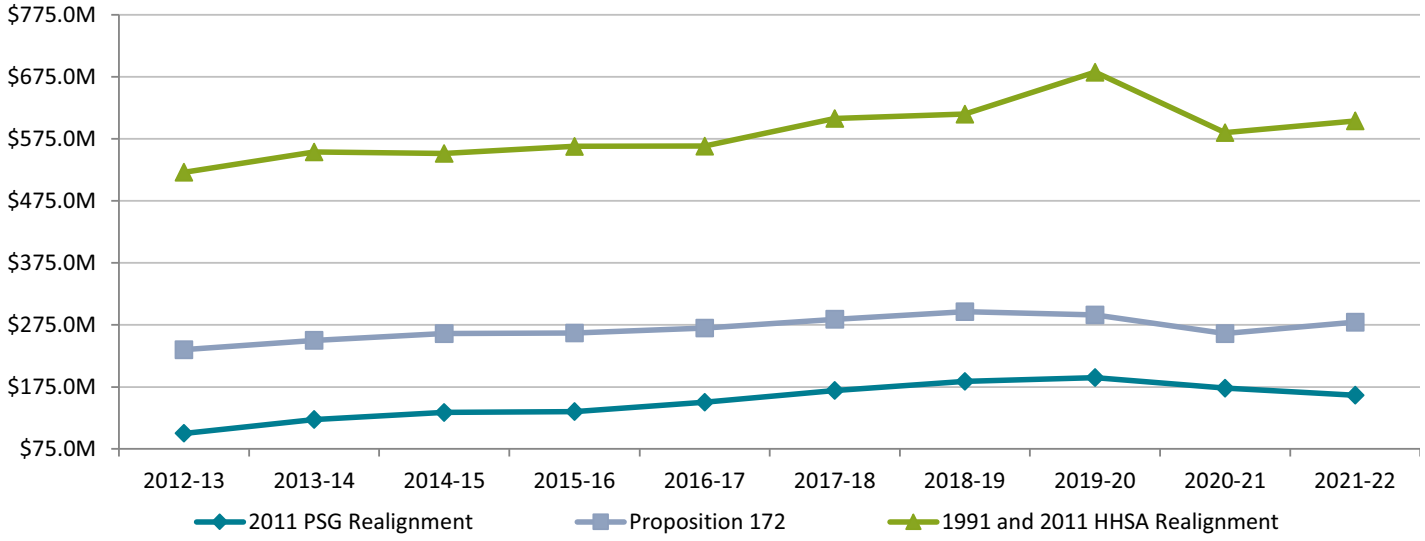
The term "1991 Realignment" refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these services. In Fiscal Year 2011-12 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 2020-21, it is projected that 24.1% 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. The decline in sales tax revenue and vehicle license fees is due to the economic downturn resulting from the COVID-19 pandemic and based on formulaic assumptions provided by the State of California and assumes an underlying statewide sales tax decline rate of 1.8% for Fiscal Year 2020-21 following a decline of 8.2% in Fiscal Year 2019-20. It is anticipated that these revenues will have a slight growth in Fiscal Year 2021-22 as the economy slowly recovers from the economic downturn resulting from the COVID-19 pandemic.

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 2012-13 to Fiscal Year 2021-22



Note: Fiscal Year 2012–13 to 2018–19 figures represent actual revenues. Fiscal Year 2019–20 through Fiscal Year 2021–22 figures represent projected revenue as included in the Fiscal Years 2021–22 Recommended Operational Plan. Starting in 2011, the 1991 Realignment was adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding was incorporated into the 1991 Realignment.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment Revenues (**$173.2 million in Fiscal Year 2020–21 and $161.7 million in Fiscal Year 2021–22**) 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 decrease in Fiscal Year 2020–21 by 8.74% ($16.6 million) compared to Fiscal Year 2019–20. The Fiscal Year 2020–21 revenue assumes the use of fund balance to support essential services provided by Public Safety Group departments. The decline in sales tax revenue and vehicle license fee is due to the economic downturn resulting from the COVID-19 pandemic and based on formulaic assumptions provided by the State of California and assumes an underlying statewide sales tax decline rate of 1.8% for Fiscal Year 2020–21 following an 8.2% decline in Fiscal Year 2019–20. A slow economic recovery is expected with no significant increases in Fiscal Year 2021–22.

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 (**$261.0 million in Fiscal Year 2020–21 and $279.2 million in Fiscal Year 2021–22**) 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 2020–21, these revenues are projected to decrease by 10.34% ($30.1 million) from Fiscal Year 2019–20 budgeted amount. This assumes an underlying statewide sales

tax decrease rate of 1.8% for Fiscal Year 2020–21 following a decline of 8.2% in Fiscal Year 2019–20. It is anticipated that these revenues will have a slight growth in Fiscal Year 2021–22 as the economy slowly recovers from the economic downturn resulting from the COVID-19 pandemic. The previous chart shows the realized revenues for Proposition 172 for Fiscal Years 2010–11 through 2018–19 and projected levels for Fiscal Years 2019–20 through 2021–22.

Tobacco Settlement Revenues

Tobacco Settlement Revenues (**$16.6 million in Fiscal Year 2020–21 and $15.1 million in Fiscal Year 2021–22**) 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 $16.6 million budgeted in Fiscal Year 2020–21 reflects $1.5 million in non-securitized Tobacco Settlement funds to fund the Whole Person Wellness (WPW) pilot project and $15.1 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. This is a net increase of $8.6 million to reflect an increase of $9.1 million in Securitized Tobacco Settlement to support various Health and Social Services programs offset by a $0.5 million decrease in non-securitized Tobacco Settlement funds to align with funding needs in the WPW pilot project.

General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 28.9% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**$227.3 million in Fiscal Year 2020–21 and $187.8 million in Fiscal Year 2021–22**), represents 4.6% of General Fund Financing Sources in Fiscal Year 2020–21. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The Fund Balance Component Decrease of $76.9 million in Fiscal Year 2020–21 consists of:

- $42.8 million from fund balance restricted 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.
- $19.3 million from committed realignment to support one-time IT projects to modernize electronic health records and data sharing, to support one-time negotiated labor agreements, to assist with reducing the disproportionality of African American children and immigrant/refugee children involved with Child Welfare Services (CWS), 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, for the San Pasqual Academy evaluation contract and for the North Coastal Live Well Health Center Improvements.
- $8.3 million from fund balance committed for Chula Vista Bayfront project.
- $2.0 million from fund balance committed to Planning & Development Services (PDS) Building Reserves to perform mandated building inspections for permits paid in a previous fiscal year, to offset decreased revenue.

- $1.9 million from fund balance committed for Department of Environmental Health to fund for one-time information technology projects, space improvements and offset of fee-based revenue for mandated inspections of regulated facilities in the Food and Housing Division.
- $1.0 million from fund balance committed for San Diego County Fire Authority Equipment Replacement to replace fire equipment apparatus and medical services minor equipment.
- $0.8 million from fund balance committed for Parks Expansion and Improvement to fund capital projects for South Lane Park and Four Gee Park.
- $0.8 million from fund balance Assigned to Hall of Justice Lease Payments for the 2009 Justice Facilities Refunding.

The following list details the one-time operational activities of General Fund Use of Fund Balance budgeted for Fiscal Year 2020–21 ($79.7 million):

- Labor costs due to negotiated salary and benefit payments.
- Provisional and temporary Help.
- Overtime/Backfill for Tabletop Exercise.
- Forensic Pathology Fellow.
- Various projects related to the Climate Action Plan (CAP).
- Various projects related to TMDL Implementation.
- Consultant services and overtime to work on Codes backlog cases.
- Housing Affordability - Resource Protection Ordinance Biological Mitigation Ordinance Future Update and Housing Affordability - Comprehensive Land Development Code Update - Phase 3.
- Rental Assistance/Disadvantaged Community Needs.
- Printing costs for 2-card ballot.
- 5 satellite locations for the November 2020 Presidential General election.
- Increase in precincts related to upcoming election.
- PC 3051 Cases - cost for youth offenders' parole hearings.
- Bridge Funding-Juvenile Fees.
- State Mandated Payments - Maintenance of Effort & Court Facilities Payment.
- General prosecution and investigation services.
- Neighborhood Reinvestment Program.
- Community Enhancement Program.
- Various information technology (IT) projects, including:
  - Case Management System in the Cloud.
  - AEM Platform - upgrade, enhancements, one time efforts.
  - Oracle EBS Financials: 12C DB Upgrade.
  - Upgrade of PeopleSoft PeopleTools and PUM Images.
- Various facilities, maintenance and upgrades which include:
  - Public housing Maintenance.
  - Annual dredging of Smugglers Gulch drainage channel in the Tijuana River Valley..
  - ADA Accessibility Improvements - Year 5.
  - Energy Efficiency Program Continuation for County facilities.
  - MMIP Shared Projects.
  - PSG Major Maintenance needs.
  - Public Defender Tenant Improvements and Facility Improvements.
  - Rock Mountain Detention Facility Renovation and Improvement.
  - HHSA Major Maintenance.
  - Unincorporated Homeless Strategy Efforts.
- Various equipment purchase/replacement including:
  - Next Generation Radio Replacement.
  - Refrigerated trailer to store mobile morgue tent.
  - Radio Upgrades - Replace all non-Phase II capable radios by Sheriff's Wireless.
  - HART Deputies Vehicles and Equipment.
  - Live Oak Springs Water System - Vehicle and Equipment.
  - Repairs and improvements to the Live Oaks Water System.
  - NCRC Generator Replacement.
- Various rebudget items including:
  - Tarquinio TF for Sr. Volunteers.
  - STIC Next Gen equip & migration costs.
  - JIMS Replacement.
  - AB885 Onsite Wastewater Treatment.
  - Tribal Liaison.
  - Fire Victim Fee Waiver.
  - Litigation Support.
  - Urban Agriculture Incentive Zone Fee Waiver program.
  - Various IT Projects.
  - Purchase of program vehicles for new staff.
  - Pesticide disposal collection event.
  - Fire and Emergency Medical Service expenses.
  - Fee Subsidies for County-wide expenses (DEH).

The following list details the various General Fund Use of Unassigned Fund Balance budgeted to mitigate the economic impacts of COVID-19 pandemic on various departments for Fiscal Year 2020–21 ($70.7 million):

- $0.2 million in Animal Services to mitigate revenue loss from fees for operations of animal care.
- $6.6 million in Fire Authority to support fire and emergency services for Jamul Indian Village, to support Fire Marshall services provided to Fire Protection Districts, and for building inspection and plan review services
- $0.4 million in Emergency Services for cost related to ongoing emergency operational activities such as temporary staff to provide administrative support, Emergency Operations Center audio-visual break fix/upgrade, and various public outreach projects

- $15.9 million in Probation to support for one year of behavioral health treatment services previously funded by the Local Revenue Fund 2011, Community Corrections Subaccount and to fund essential positions related to adult supervision, youth supervision and youth detention.
- $8.3 million in PSG Executive Office – Contribution to Trial Courts to support the statutorily required county facility payments.
- $24.4 million in Sheriff to mitigate decreases in Proposition 172 fund to sustain core services in law enforcement, detention, courtroom security and weapons screening to the Superior Court; for services and activities required by counties due to Public Safety Realignment 2011 and certain individuals being sentenced to local custody rather than prison; and in transfers from Penalty Assessment to partially support facility costs.
- $11.0 million HHSA to support various Alzheimer's programs, for sustainability and emergency preparedness efforts, for Community Care Coordination (C3), for respite services to support caregivers licensed by the State, for the First Responder Pool of Funds, for the support of the Mental Health Senior Team to provide in home crisis assessment and assistance for persons aged sixty and older, for landlord engagement and recruitment efforts, for housing navigation services, to support various intergenerational activities across all regions, to support Feeling Fit and Chronic Disease Self-Management classes for seniors, for contracted parenting education and peer support program costs, to support the Residential Care Facilities for the Elderly Rating System, for the support of the Linkages program to provide critical social support services and care coordination to disabled adults aged 18 and older, for diabetes prevention activities, for performance management efforts and for Live Well @ Work.
- $0.7 million in Agriculture, Weights and Measures for one-time departmental expenditures for mandated inspections of agricultural operations, pesticide use and retail price scanning systems to offset decreased permit fee revenue.
- $1.6 million in Environmental Health for one-time departmental expenditure to maintain response times for complaints, food borne illness investigations and permit reviews for septic and wells to offset decreased revenue.
- $0.3 million in Parks & Recreation for operational needs related to Otay Lakes, Lincoln Acres Park, and Tijuana River Valley Regional Park Campground.
- $0.5 million in Planning & Development Services for operational needs in discretionary project reviews for land development projects.
- $0.8 million for the semiannual payments of principal and interest for the Certificates of Participation named the 2019 Justice Facilities Refunding.

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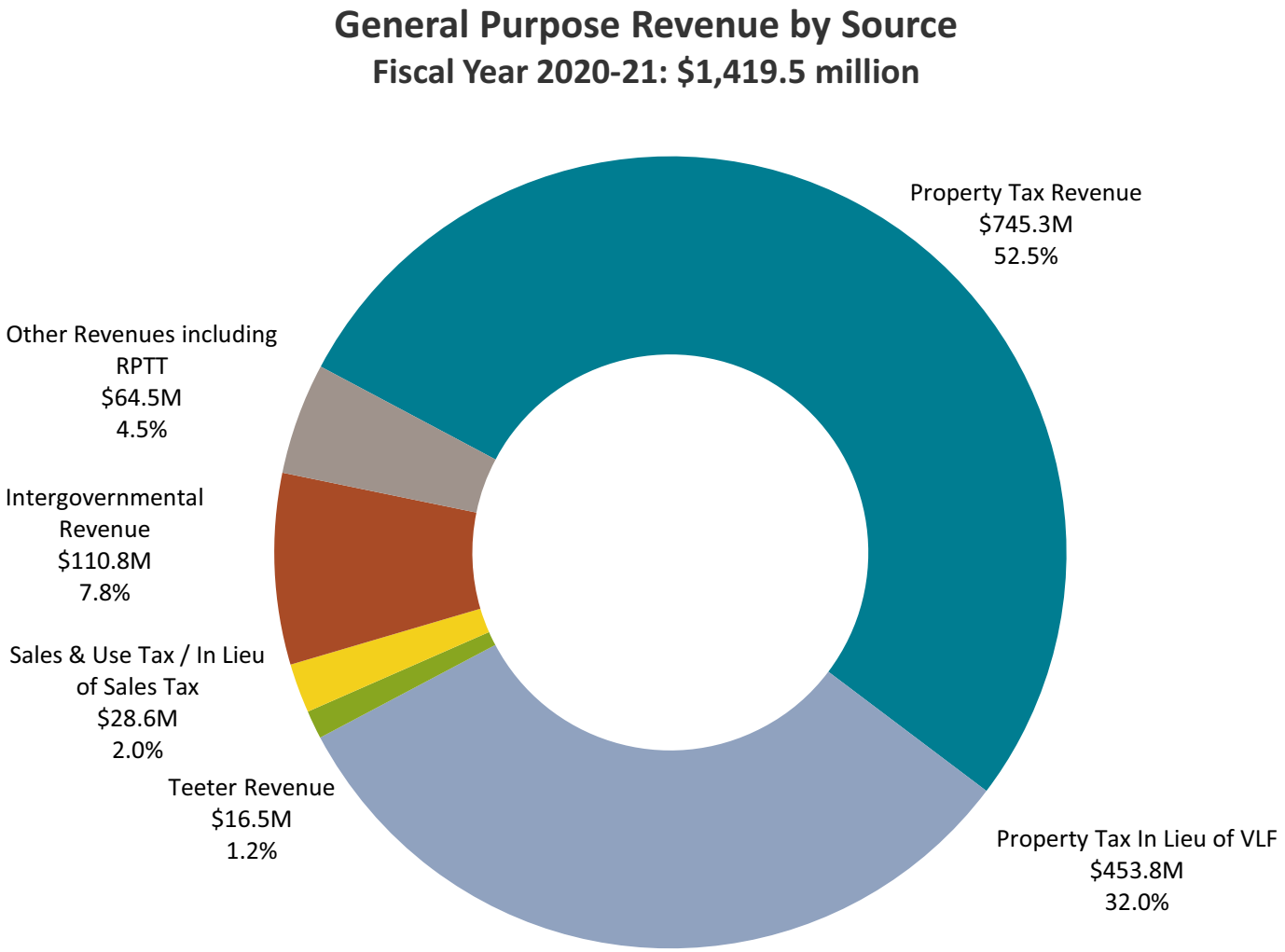
General Purpose Revenue

General Purpose Revenue by Source

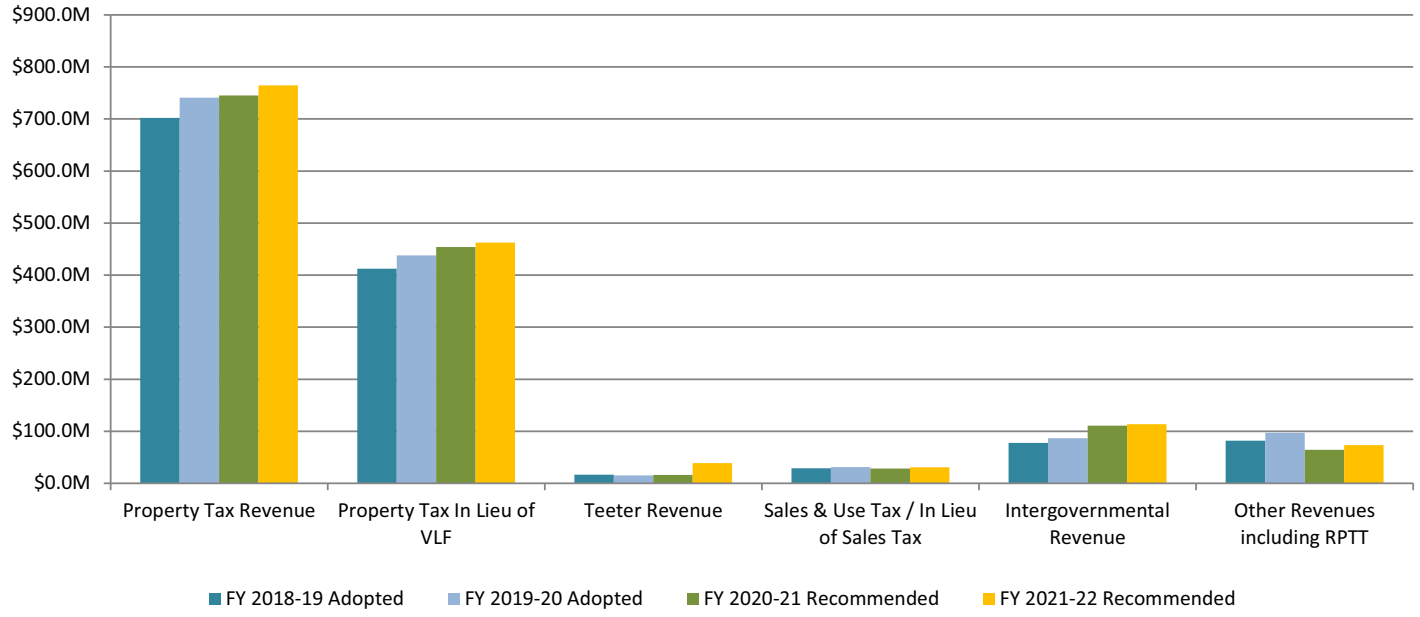
General Purpose Revenue (GPR) represents approximately 28.9% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor 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.



For Fiscal Year 2020-21, the $1,419.5 million budgeted for GPR is an increase of $11.1 million or 0.8% from the Fiscal Year 2019-20 budgeted amount of $1,408.4 million. The modest increase is primarily due to continuing growth in pass-through distributions from former redevelopment agency and recognition of higher residual revenue from the distribution of former redevelopment funds. Several revenue categories for GPR were impacted by the coronavirus disease (COVID-19) pandemic including an anticipated decrease in property tax collection from unemployed homeowners or closed businesses, decreases in interest earnings from a combination of lower cash on hand and lower interest rates and decreases in Sales and Use Tax from lower spending in multiple industries such as the restaurants and automobile industry. These resources are projected to increase to $1,483.7 million in Fiscal Year 2021-22. 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.

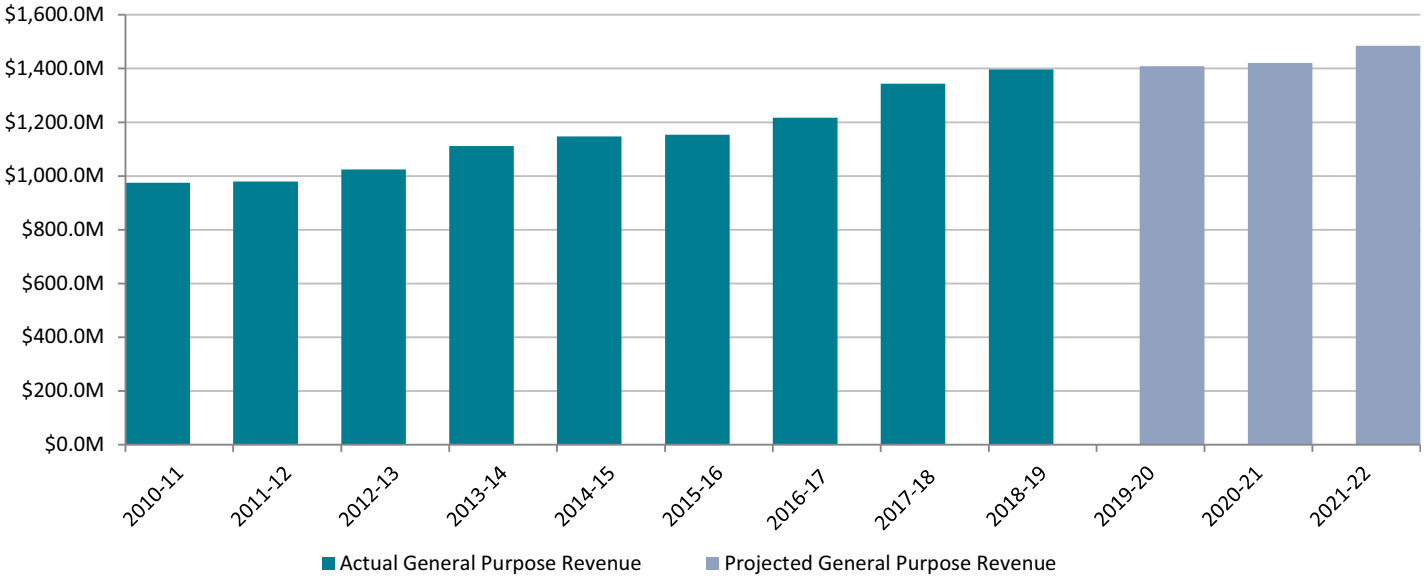
General Purpose Revenue by Source

Fiscal Years 2018-19 through 2021-22



General Purpose Revenue History

Fiscal Year 2010-11 to Fiscal Year 2021-22



Notes: General Purpose Revenue (GPR) for Fiscal Years 2010–11 through 2018–19 represents actual revenue. For Fiscal Years 2019-20 to 2021-22, the projections are included in the Fiscal Years 2020-22 Recommended Operational Plan.

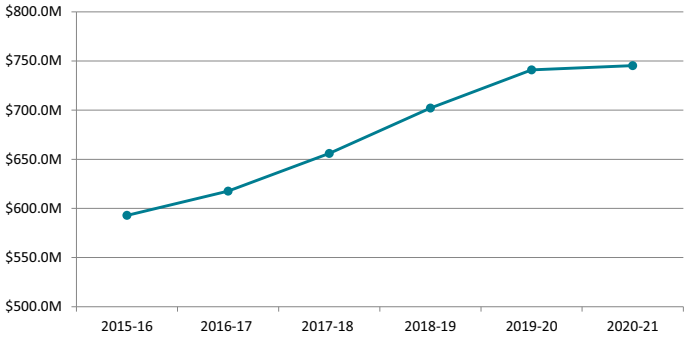
General Purpose Revenue

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Property Taxes Current Secured	$ 675,375,815	$ 714,168,136	$ 717,228,809	0.4	$ 736,472,304
Property Taxes Current Supplemental	8,889,993	8,978,893	7,786,494	(13.3)	8,002,362
Property Taxes Current Unsecured	17,876,687	17,807,609	20,253,714	13.7	20,191,184
Property Taxes Current Unsecured Supplemental	54,672	55,492	56,325	1.5	57,169
Total Property Tax Revenue	**$ 702,197,167**	**$ 741,010,130**	**$ 745,325,342**	**0.6**	**$ 764,723,019**
Total Property Tax In Lieu of VLF	**$ 412,221,092**	**$ 437,826,006**	**$ 453,778,023**	**3.6**	**$ 462,604,805**
Teeter Tax Reserve Excess	$ 12,339,590	$ 10,473,604	$ —	(100.0)	$ 22,347,413
Teeter Property Tax All Prior Years	4,287,788	4,428,768	16,463,777	271.7	16,378,512
Total Teeter Revenue	**$ 16,627,378**	**$ 14,902,372**	**$ 16,463,777**	**10.5**	**$ 38,725,925**
Total Sales & Use Tax/In Lieu of Sales Tax	**$ 28,823,419**	**$ 31,018,014**	**$ 28,567,283**	**(7.9)**	**$ 30,574,644**
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	922,548	0.0	922,548
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	66,997,299	75,864,374	100,198,270	32.1	103,204,219
Total Intergovernmental Revenue	**$ 77,594,915**	**$ 86,461,990**	**$ 110,795,886**	**28.1**	**$ 113,801,834**
Property Taxes Prior Secured	$ 400,000	$ 400,000	$ 400,000	0.0	$ 400,000
Property Taxes Prior Secured Supplemental	7,897,097	7,976,068	7,520,357	(5.7)	7,717,956
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	2,797,568	2,303,461	2,268,909	(1.5)	2,234,875
Transient Occupancy Tax	5,100,057	5,373,163	2,585,395	(51.9)	3,873,163
Real Property Transfer Taxes (RPTT)	21,098,246	24,442,090	25,718,441	5.2	25,975,626
Franchises, Licenses, Permits	5,469,355	4,989,355	4,914,515	(1.5)	4,840,797
Fees, Fines & Forfeitures	1,323,673	1,257,488	1,194,615	(5.0)	1,134,884
Penalties & Cost Delinquency Taxes	16,916,448	15,600,806	8,179,610	(47.6)	15,823,876
Interest On Deposits & Investments	20,079,556	32,166,954	9,105,307	(71.7)	8,610,706
Interfund Charges/Miscellaneous Revenues	500,000	2,100,000	2,100,000	0.0	2,100,000
Total Other Revenues including RPTT	**$ 82,132,000**	**$ 97,159,385**	**$ 64,537,149**	**(33.6)**	**$ 73,261,883**
Total General Purpose Revenue	**$ 1,319,595,971**	**$ 1,408,377,897**	**$ 1,419,467,459**	**0.8**	**$ 1,483,692,110**

Property Tax Revenue

Property Tax Revenue, (**$745.3 million in Fiscal Year 2020-21 and $764.7 million in Fiscal Year 2021-22**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 52.5% of the total General Purpose Revenue in Fiscal Year 2020-21 and 51.5% in Fiscal Year 2021-22.

General Purpose Revenue:
Property Tax Revenue History

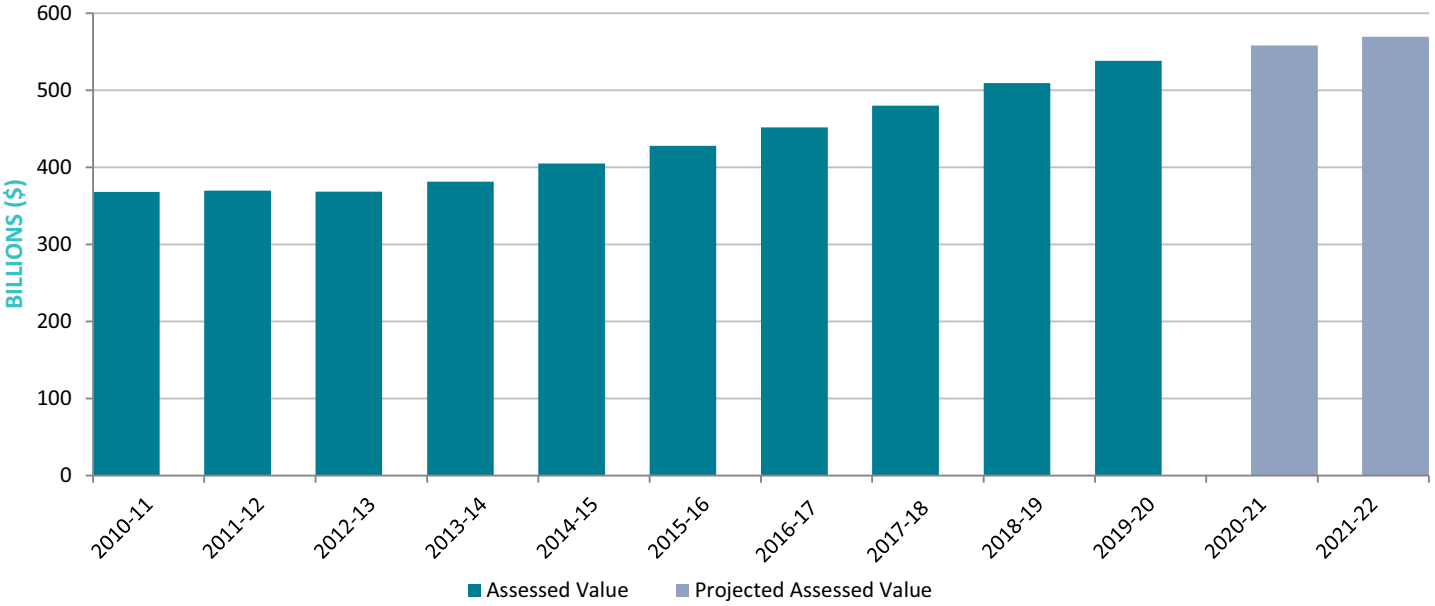


The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2020-21, property tax revenue is budgeted to be $4.3 million or 0.6% higher than the budget for Fiscal Year 2019-20. The increase is mainly due to the 3.75% Assessed Value (AV) growth in Fiscal Year 2020-21 offset by a decrease due to the effects of COVID-19 on property tax payers assuming a delinquent property tax payment of 4.0% of total property taxes due this Fiscal Year. Property tax revenue is projected to increase 2.6% or $19.4 million for Fiscal Year 2021-22. 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, 2018, and 2019 the final growth rate was 5.7%, 5.6%, 6.35%, 6.13% and 5.72% respectively. For Fiscal Year 2020-21, an assumed rate of 3.75% is projected in overall assessed value of real property. The Fiscal Year 2021-22 revenue is estimated using a 2.00% assessed value growth based on projected slowdown in residential and commercial change in ownership and new construction activity and decrease in the Consumer Price Index (CPI) rate due to the effects of COVID-19 on the housing market.

Locally Assessed Secured Property Values

Fiscal Year 2010-11 to Fiscal Year 2021-22



Note: The projected locally assessed secured values assume a 3.75% growth rate for Fiscal Year 2020–21 and 2.0% growth rate for Fiscal Year 2021–22.
Source: San Diego County Auditor and Controller

Current Secured Property Tax Revenue

Current Secured property tax revenue (**$717.2 million in Fiscal Year 2020-21 and $736.5 million in Fiscal Year 2021-22**) is expected to increase by $3.1 million in Fiscal Year 2020-21 from the adopted level for Fiscal Year 2019-20.

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 2020-21 revenue amount assumes an increase of 3.75% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2019-20 of 5.72%. The revenue increase from the 3.75% AV growth is offset by a decrease due to the effects of COVID-19 on property tax payers assuming a delinquent property tax payment of about 4.0% of total property taxes due this Fiscal Year. The Fiscal Year 2019-20 current secured revenue assumed a 5.00% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2018-19; however, the actual current local secured assessed value increased by 6.13% (gross less regular exemptions). For Fiscal Year 2021-22, local secured assessed value is assumed to grow by only 2.00% based on projected slowdown in residential and commercial change in ownership and new construction activity and decrease in the CPI rate due to COVID-19. 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.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**$7.8 million in Fiscal Year 2020-21 and $8.0 million in Fiscal Year 2021-22**) is expected to decrease by $1.2 million in Fiscal Year 2020-21 from the adopted level for Fiscal Year 2019-20, this is mainly due to the effects of COVID-19 on property tax payers assuming a delinquent property tax payment of about 4.0% of total property taxes due this Fiscal Year. 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 (**$20.3 million in Fiscal Year 2020-21 and $20.2 million in Fiscal Year 2021-22**) is not based on a lien on real property and is expected to increase by $2.5 million in Fiscal Year 2020-21 from the adopted level for Fiscal Year 2019-20 based on prior year actual receipts. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants.

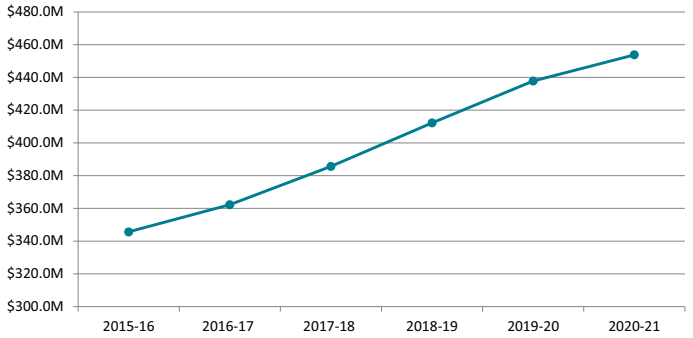
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**$0.1 million in Fiscal Year 2020-21 and $0.1 million in Fiscal Year 2021-22**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or a subsequent change in ownership following the initial change in ownership occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 32.0% (**$453.8 million**) of the General Purpose Revenue amount in Fiscal Year 2020-21 and 31.2% of the projected amount (**$462.6 million**) in Fiscal Year 2021-22.

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 3.75% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2020-21, revenues are anticipated to be $16.0 million higher than budgeted for Fiscal Year 2019-20. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2019-20 which increased by 5.72% compared to a budgeted increase of 5.00%. The Fiscal Year 2021-22 revenue is estimated using a 2.00% assessed value growth based on projected slowdown in residential and commercial change in ownership and new construction activity and decrease in the CPI rate due to the effects of COVID-19 on the housing market.

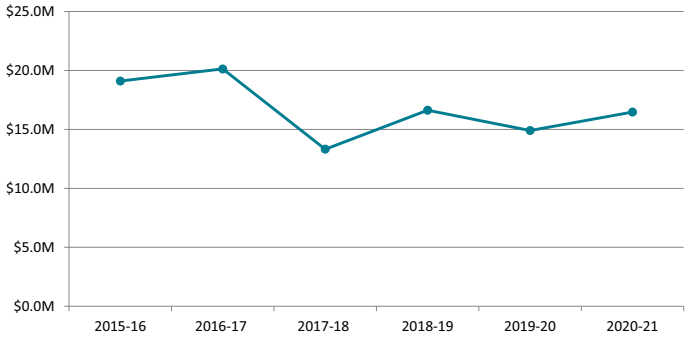
Teeter Revenue

Teeter Revenue (**$16.5 million in Fiscal Year 2020-21 and $38.7 million in Fiscal Year 2021-22**) represents approximately 1.2% of General Purpose Revenue in Fiscal Year 2020-21 and 2.6% of the projected amount in Fiscal Year 2021-22. Teeter Revenue is expected to increase by $1.6 million in Fiscal Year 2020-21 from the adopted level for Fiscal Year 2019-20 primarily due to collection of a higher Teeter Receivable based on higher delinquent property taxes from prior fiscal year due to the effects of COVID-19. Teeter Revenue is expected to increase by $22.3 million in Fiscal Year 2021-22 from the recommended lever for Fiscal Year 2020-21 primarily due to the assumption that penalties and interest will resume this Fiscal Year and from collection of a higher Teeter Receivable based on higher delinquent property taxes from prior fiscal year.

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

Teeter Revenue is projected based on the anticipated collection of the County's portion of the Teetered taxes from all prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the General Purpose Revenue table for the amount of revenue pertaining to these components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default and is sold for less than the amount of outstanding taxes and assessments. Throughout the year, all interest and penalties collected on Teetered secured and supplemental property taxes are first deposited into the Teeter Tax Loss Reserve Fund. Any excess amounts above 25% of the total delinquent secured taxes and assessments may be transferred to the General Fund.

General Purpose Revenue:
Teeter Revenue History

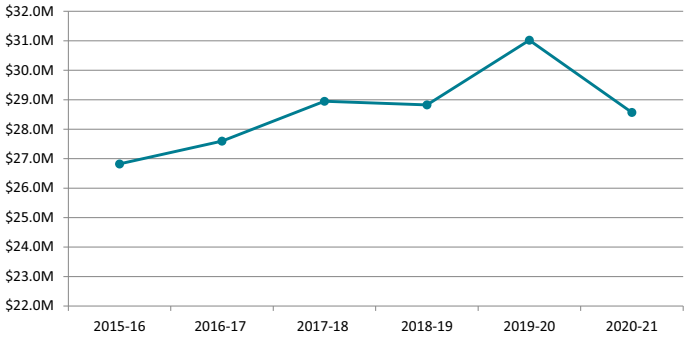


Sales and Use Tax Revenue

Sales & Use Tax Revenue (**$28.6 million in Fiscal Year 2020-21 and $30.6 million in Fiscal Year 2021-22**) represents approximately 2.0% of General Purpose Revenue in Fiscal Year 2020-21 and 2.1% in Fiscal Year 2021-2022. This revenue is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county, or from use taxes from consumers who purchase tangible personal property from out of State. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer.

Sales & Use Tax Revenue in Fiscal Year 2020-21 is estimated to be $2.5 million or 7.9% lower than the Fiscal Year 2019-20 Adopted Operational Plan and is estimated to be $2.0 million higher in Fiscal Year 2021-22. The decrease in Fiscal Year 2020-21 is primarily due to lower spending from record high unemployment rate and from small businesses shutting down restaurants due to the effects of COVID-19.

General Purpose Revenue:
Sales and Use Tax Revenue History

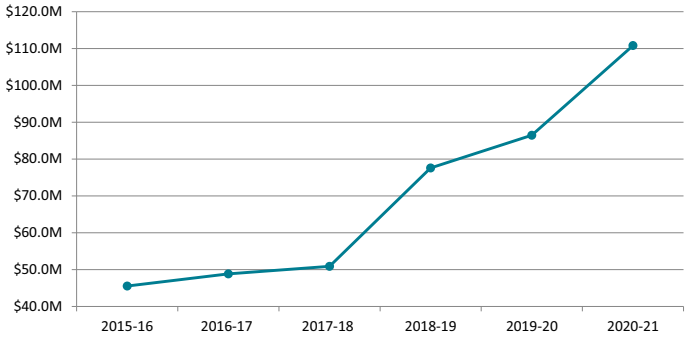


Intergovernmental Revenue

Intergovernmental Revenue (**$110.8 million in Fiscal Year 2020-21 and $113.8 million in Fiscal Year 2021-22**) comprises 7.8% of the General Purpose Revenue amount in Fiscal Year 2020-21 and 7.7% of the projected amount in Fiscal Year 2021-22. For Fiscal Year 2020-21, the amount budgeted is $24.3 million or 28.1%

higher than the Fiscal Year 2019-20 Adopted Operational Plan due to continuing growth in pass-through distributions, reduced debt service payments related to a refunding of former redevelopment bond which increase the County's share of available tax increment, and recognition of higher residual revenue from the distribution of former redevelopment funds. Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] related to the County's Central Jail), the federal government (Payments in Lieu of Taxes [PILT] for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief [HOPTR] program). Under the HOPTR program, homeowners are exempted from paying property taxes on the first $7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue.

General Purpose Revenue:
Intergovernmental Revenue History



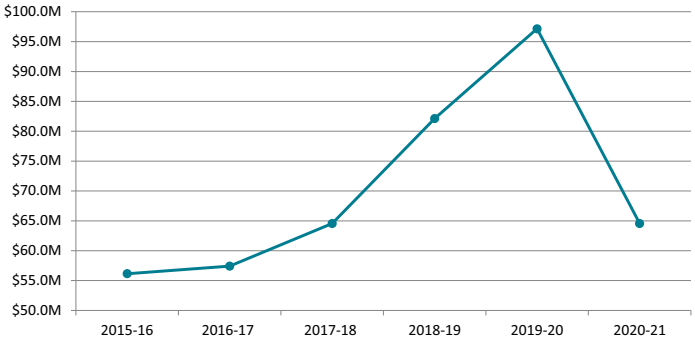
The largest portion of this funding is from aid from Redevelopment Successor Agencies generated by “pass-through” agreements in place prior to redevelopment dissolution.

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 2020-21 total $64.5 million and increase to $73.3 million in Fiscal Year 2021-22** and are approximately 4.5% of the total General Purpose Revenue amount in Fiscal Year 2020-21 and 4.9% in Fiscal Year 2021-22. The Fiscal Year 2020-21 amount represents a 33.6% or $32.6 million decrease from the Fiscal Year 2019-20 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 and investments, fees, fines, forfeitures, prior year property taxes, penalties and cost on delinquency taxes, franchise fee revenue and other miscellaneous revenues.

Interest on Deposits & Investments

Interest on deposits and investments **($9.1 million in Fiscal Year 2020-21 is $23.1 million or 71.7% lower than the Fiscal Year 2019-20 Adopted Operational Plan and $8.6 million in Fiscal Year 2021-22)** is expected to decrease significantly due to a lower projected interest rate applied to a projected cash balance in various funds in the County Pool. The low interest rate is based on the Federal interest rate which is near zero while the low cash balance can be attributed to higher spending to help fight the effects of COVID-19 in San Diego. 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 (**$25.7 million in Fiscal Year 2020-21 and $26.0 million in Fiscal Year 2021-22**) is anticipated to increase from the Fiscal Year 2019-20 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 (**$8.2 million in Fiscal Year 2020-21 is $7.4 million or 47.6% lower than the Fiscal Year 2019-20 Adopted Operational Plan and $15.8 million in Fiscal Year 2021-22**) are projected to decrease from the Fiscal Year 2019-20 Adopted Operational Plan, based on the assumption that a significant portion of penalties will be waived to help alleviate tax payers hardships associated with current economic conditions. 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).

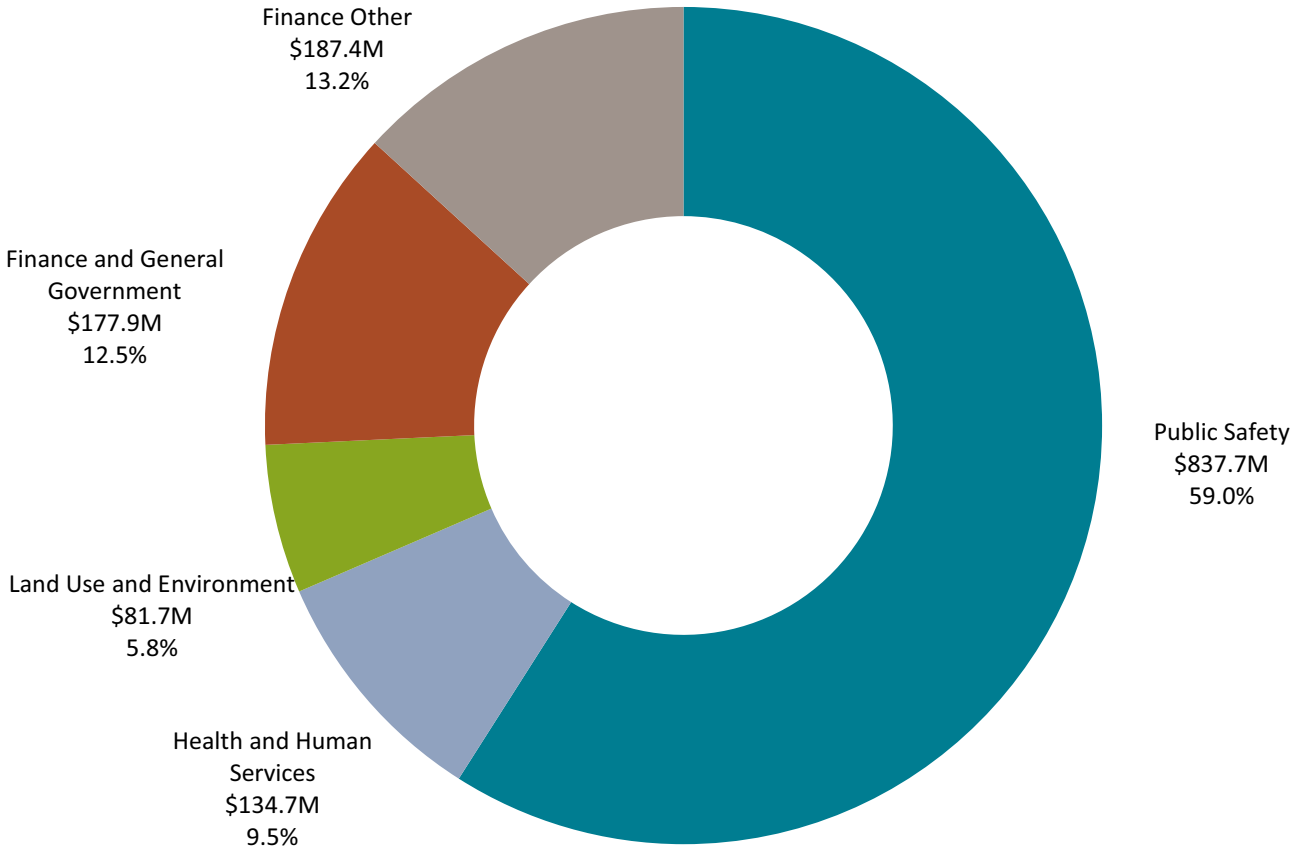
Other Miscellaneous Revenues

Other Miscellaneous Revenues are projected to be $**21.5 million in Fiscal Year 2020-21 and $22.9 million in Fiscal Year 2021-22**, which is a decrease of $3.4 million or 13.7% from the Fiscal Year 2019-20 Adopted Operational Plan. This decrease is primarily due to the Transient Occupancy Tax (TOT) from the effects of COVID-19 on the tourism industry especially hotels which is the revenue source of TOT.

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 2020-21 budget for the Public Safety Group represents 31.9% of total County expenditures, the allocation of GPR for services in that Group equals 58.7% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 38.5% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 9.5% of total GPR.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2020-21: $1,419.5 million

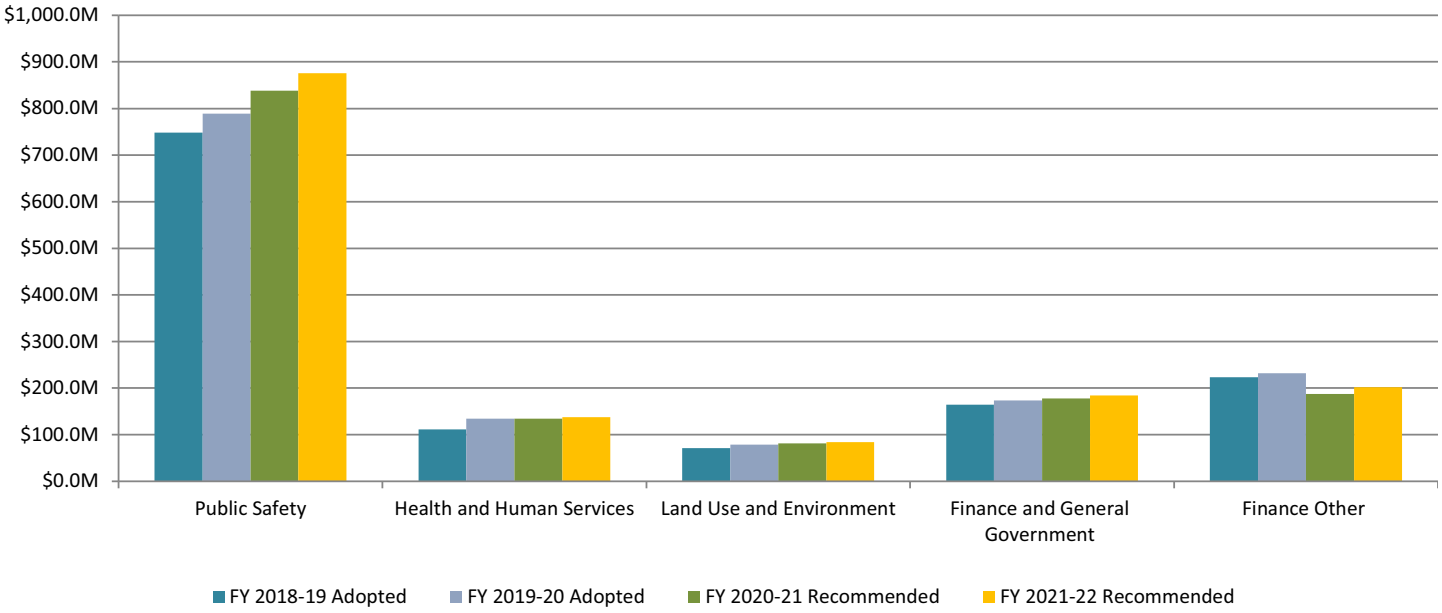


The allocation of GPR for Fiscal Years 2020-21 and 2021-22 reflects a multi-year strategy to manage County resources including strategies to partially mitigate the effects of COVID-19 on the local economy. The primary goals of this strategy are to preserve essential core services to the public, while limiting expansion of new or existing nonessential programs/staffing unless approved by the board prior to COVID-19, maintaining the commitment to the County's capital program, and addressing increases in contributions to the retirement fund.

GPR is budgeted at $1,419.5 million in Fiscal Year 2020-21, an increase from Fiscal Year 2019-20 budget of $1,408.4 million. While in Fiscal Year 2020-21 employer contributions to the retirement fund are budgeted to increase by 11.2%, the annual rate of increase beyond Fiscal Year 2020-21 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 2018-19 through 2021-22



General Purpose Revenue Allocations by Group/Agency (in millions)

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety	$ 748.2	$ 789.0	$ 837.7	6.2	$ 875.7
Health and Human Services	111.8	134.7	134.7	0.0	137.6
Land Use and Environment	70.9	78.9	81.7	3.5	84.1
Finance and General Government	164.8	173.6	177.9	2.5	184.1
Finance Other	223.9	232.2	187.4	(19.3)	202.2
Total	**$ 1,319.6**	**$ 1,408.4**	**$ 1,419.5**	**0.8**	**$ 1,483.7**

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

- The Fiscal Year 2020-21 Recommended Operational Plan allocates $50.0 million of GPR to fund growth in salary and benefit costs including retirement and negotiated labor agreements ($51.5 million) as well as allocation for programs ($5.8 million) offset by a reduction in allocations to Finance and General Government Group ($2.5 million) to reflect the reduction to enterprise support costs and in Finance Other for countywide expenses such as debt service and the Community Enhancement Program ($4.8 million). GPR stabilization remaining as of Fiscal Year 2019-20 was $170.5 million. The Fiscal Year 2020-21 GPR stabilization balance is reduced by $38.9 million to reflect the allocation of GPR net of GPR growth of $11.1 million, leaving a remaining balance total stabilization resources to $131.6 million. In Fiscal Year 2020-21, these resources will be spent on a one-time basis to support capital, retirement, to address COVID-19 related expenses and other various one-time operational expenses.
- The Fiscal Year 2021-22 Recommended Budget allocates $51.0 million of GPR to fund increases in negotiated labor agreements and to support salary and benefit growth. GPR Stabilization is anticipated to increase slightly to $144.8 million in Fiscal Year 2021-22 and will be used to replenish the General Fund Reserves per Administrative Code Section 113.3 Restoration of General Fund Reserve Minimum Balance. In subsequent budget years these amounts will be used to address anticipated increases in retirement costs and

negotiated labor agreements. It is not anticipated that there will be sufficient GPR stabilization or GPR growth to meet fixed cost requirements on a long-term basis. See the long-term outlook for more information on the planned uses of GPR stabilization.

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.

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Summary of Financial Policies

Background

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

On February 14, 2020, the County of San Diego declared a local public health emergency due to COVID-19. In response to the declared emergency and the economic impacts of COVID-19 on County finances, on May 19, 2020 the Board of Supervisors ratified the Chief Administrative Officer's suspension of sections 113.2, 113.5(a), and 113.5(b) of the San Diego County Administrative Code and any other provision of local law pertaining to General Fund balance, reserves, commitments, assignment and management practices until further notice.

Financial Planning and Budget

The County is actively engaged in ongoing 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 recommended 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 non-operating 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 non-operating 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 Planning and B-37, *Use of the Capital Program Funds*. On May 19, 2020 (19), portions of the Board Policy G-16 were revised to reflect the changes to the Capital Improvement Needs Assessment (CINA) Program and update the County's current standards and practices for the Capital Program. 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 2020–21 capital projects budget for the County is $97.4 million. This excludes the $8.5 million appropriated in Fiscal Year 2020–21 and $8.9 million in Fiscal Year 2021–22 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 2020–21)		Dollar Amount	Number of Projects
Capital Outlay Fund	$	46,027,000	13
Major Maintenance Capital Outlay Fund		37,202,074	23
Justice Facility Construction Fund		630,000	3
Library Projects Capital Outlay Fund		1,765,000	3
County Health Complex Capital Outlay Fund		11,790,000	4
Multiple Species Conservation Program Fund		—	—
Total	**$**	**97,414,074**	**46**

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.

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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, 2019, 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, 2019)
Nonspendable	$ 47,019
Restricted	608,729
Committed	637,450
Assigned	418,718
Unassigned	712,149
Total General Fund Balance	**$ 2,424,065**

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. General Fund Balances as of June 30, 2019, reflect one-time appropriations included in the Fiscal Year 2019–20 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 $712.1 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. Balances reported as of June 30, 2020 are anticipated to further decline as a result of current economic conditions.

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, mandates and requirements; 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. It is anticipated that the amount set aside of General Fund Unassigned Fund Balance for Fiscal Year 2020–21 General Fund Reserve will

not equate to 16.7% of audited General Fund expenses and therefore will not be in compliance with the code. This is a result of a draw in funding from the General Fund Reserve to cover budget shortfalls due to the effect of the COVID-19 pandemic. Final results will be reported in the June 30, 2020 Comprehensive Annual Financial Report which will be published in the fall, subsequent to the adoption of this budget.

Fiscal Year 2020–21 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 Fiscal Year 2020–21 total $370.7 million Uses of fund balance and fund balance components includes amounts within and outside of the general fund. Outside of the General Fund, $143.4 million uses are primarily in Public Works, County Library, APCD, Proposition 172, Penalty Assessment, Criminal Justice Facility, Sheriff Asset Forfeiture, General Services/Purchasing Internal Service Funds, Tobacco Securitization, and Edgemoor Development. The remaining balance represents the use of General Fund resources including $76.9 million of balances restricted for Pension Obligation Bonds; committed for Health Realignment, Chula Vista Bayfront, Land Use, Fire Authority equipment, parks and debt service.

The remaining $150.4 million in Fiscal Year 2020–21 represents use of General Fund Unassigned fund balance used to fill budget gaps as well as to fund capital projects and other one-time operational needs which are detailed in the "General Fund" section of this document. In Fiscal Year 2021-22 $135 million of Unassigned Fund balance has been used to balance the budget. These uses are anticipated to result in the General Fund minimum falling short of its target by $231 million ($96 million by the fiscal year ending 2019–20 and an additional $135 million by the fiscal year ending 2020-21). The General Fund net cost long-term outlook assumes these amounts will be replenished over a three-year period. If the General Fund Reserve falls below the minimum required balance, the Administrative Code requires the CAO to present a plan to the Board for replenishment. Over the next three years, general purpose revenue growth will need to be used to replenish reserves but that means this money won't be available to be spent on other activities.

Decreases (Uses) in Fund Balance Commitments and Assignments

Fund balance component decreases of $76.9 million are recommended for Fiscal Year 2020–21. The table below lists those fund balance components and respective amounts that are recom-

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

	Fiscal Year 2020–21 Adopted Budget	Source
Assigned: Hall of Justice Lease Payment	$ 0.8	Assigned
Restricted: Pension Stabilization	42.8	Restricted
Committed: Chula Vista Bayfront Proj Pub Infra Imps	8.3	Committed
Committed: Realignment Health, Mental Health, and Social Services	19.3	Committed
Committed: SDCFA Equipment Replacement	1.0	Committed
Committed: PDS Building Services	2.0	Committed
Committed: Environmental Health	1.9	Committed
Committed: Park Expansion & Improvement	0.8	Committed
Total	**$ 76.9**	

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.

There are no management reserves recommended for Fiscal Year 2020–21.

General Fund Status Update

Projected General Fund Unassigned Fund Balances is an indicator of resources available. This section describes the impact of budget recommendations on projected unassigned balances. Starting with the year-end balance as of June 30, 2019, which was $712.1 million, through various actions the Board of Supervisors has approved the use of $74 million of last year's balance which must be subtracted. Next, the projected year end operating results in the general fund of $123.8 million are added. And finally, the $150.4 million planned to balance next year's budget must be subtracted. The final net impact of these types of adjustments will ultimately drive the final figures reported on the balance sheet for June 30, 2020. Financial Statements for Fiscal Year 2019-20 will not be available prior to the adoption of the budget; however, preliminary unaudited projections indicate that the unassigned fund balance will be approximately $611.5 million. Final audited balances will be reported when the financial statements are released following final year end close out activities which will not occur prior to the adoption of the budget. The Administrative Code requires maintaining a minimum reserve equal to two months operating expenses. We project that the minimum will be $707 million which means that we will not meet the requirement based on these assumptions ($96 mil). In addition, under the worse-case scenario if revenues do not recover estimates indicate that further draws below the minimum are needed to cover the Fiscal Year 2021-22 estimated budget shortfall which assumes a use of $135 million of unassigned fund balance. Overall, under this scenario the County would be required to replenish the minimum reserve by a total of $231 million over three years. The following section describes the replenishment strategy.

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 to three 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.

To minimize the impact of the economic crisis on the County's fiscal stability, the Chief Administrative Officer has set forth a broad framework of financial disciplines that are being adhered to as the County plans for the upcoming fiscal year. Unless previously approved by the Board of Supervisors, the budget for Fiscal Year 2020-21 for non-essential services or programs assumes the following: 1) no new programs, 2) no expansion of existing programs, and 3) no additional staffing. This general approach and plan is intended to prevent increases to avoidable fixed costs such as the implementation or expansion of new, non-mandated programs or services which would further compound the impacts of the economic crisis.

To restore the General Fund Reserves minimum required balance, the plan detailed in the table below also includes an update of the Administrative Code to direct that over-realized General Purpose Revenue (GPR) be maintained as General Fund Unassigned fund balance to replenish target levels, to limit the future capital and one-time investment during the replenishment period and to consider replenishment plan layers for future draws beyond planned uses. This plan is assumes no further deterioration in the economic conditions and relies heavily on the assumption that property tax revenues will remain stable and that the assessed values of properties will continue to grow at a moderate pace.

Restoration of Fund Balance & Reserves (in millions)

Fiscal Year		Amount
2020–21	$	25.0
2021–22		170.0
2022–23		36.0
Total	**$**	**231.0**

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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.

On February 14, 2020, the County of San Diego declared a local public health emergency due to COVID-19. In response to the declared emergency and the economic impacts of COVID-19 on County finances, on May 19, 2020 (19) the Board of Supervisors ratified the Chief Administrative Officer's suspension of sections 113.2, 113.5(a), and 113.5(b) of the San Diego County Administrative Code and any other provision of local law pertaining to General Fund balance, reserves, commitments, assignment and management practices until further notice.

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 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(GPR) 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. This requirement has been suspended until further notice due to the COVID-19 public health emergency.
- The County shall invest one-time over-realized GPR generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability. This requirement has been suspended until further notice due to the COVID-19 public health emergency.
- 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 2019 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 low to 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 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22
Net Bonded Debt (in millions)[1]	$ 939.0	$ 878.0	$ 813.0	$ 745.0	$ 675.1	$ 675.1
Net Bonded Debt per Capita[2]	$ 286	$ 267	$ 245	$ 223	$ 201	$ 201
Ratio of Net Bonded Debt to Assessed Value[3]	0.22%	0.18%	0.15%	0.13%	0.12%	0.12%

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

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

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

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

Bond and Debt Service Ratios

The Bond Ratios table presents bond ratios useful to County management, gaging 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	Fiscal Year 2021–22 Recommended Budget
General Fund Revenue[1]	$ 3,970.6	$ 4,247.1	$ 4,422.6	$ 4,681.7	$ 4,563.0
Total Debt Service	$ 112.6	$ 111.8	$ 109.9	$ 106.8	$ 106.7
Ratio of Total Debt Service to General Fund Revenue	2.84%	2.63%	2.48%	2.28%	2.38%
General Fund Share of Debt Service Cost[2]	$ 86.2	$ 89.2	$ 87.6	$ 84.1	$ 84.4
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.17%	2.10%	1.98%	1.80%	1.85%

[1]General Fund Revenue excludes fund balance and reserve/designation decreases.

[2]General Fund Share of Debt Service Cost excludes debt service chargeable to special revenue funds, enterprise funds, special districts and external funding sources.

Outstanding Principal Bonded Debt (in millions)		
	Projected as of June 30, 2020	Projected as of June 30, 2021
Certificates of Participation	$ 139.4	$ 128.6
Lease Revenue Bonds	92.0	88.1
Pension Obligation Bonds	456.0	400.1
Redevelopment Successor Agency Bonds	8.9	8.9
Total	**$ 696.3**	**$ 625.7**

Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2020, and projected as of June 30, 2021, 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, 2020, the County is anticipated to have $231.4 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) retirement fund 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 SDCERA's 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 issuance, 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, 2020, the County is anticipated to have $456.0 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 implemented a pen-

sion stabilization strategy, wherein a portion of GPR is set aside each year to mitigate any significant changes in retirement costs. In the subsequent fiscal year, the unused amounts of these annual set-asides are committed as fund balance in the General Fund, 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. This management practice has been suspended until further notice due to the COVID-19 public health emergency.

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.

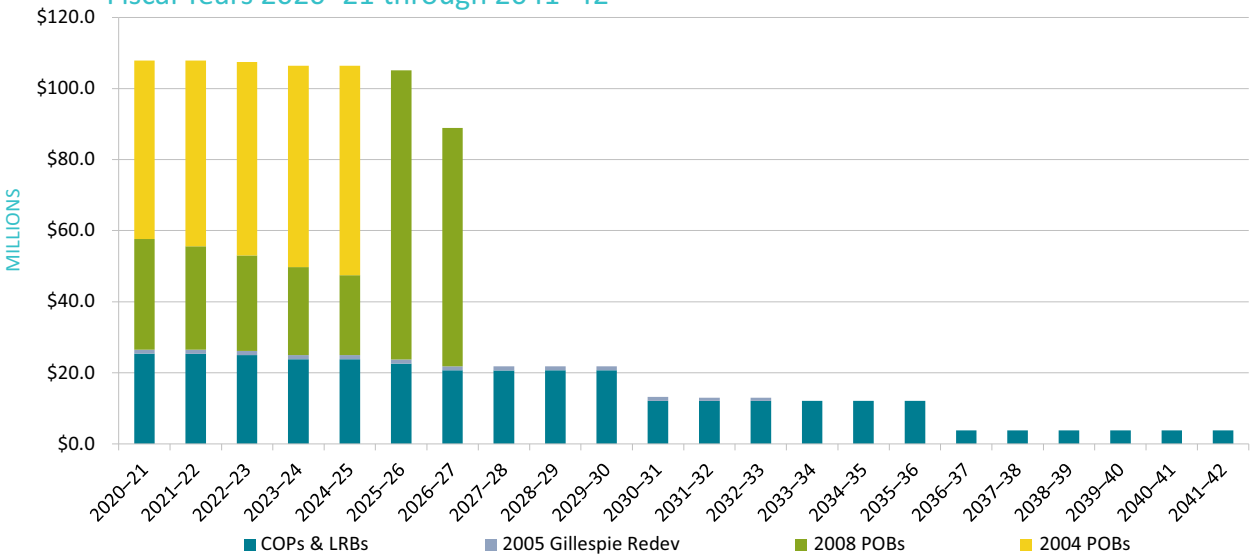
General Obligation Bonds (GO Bonds)

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, 2020, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The Outstanding County Financings table details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

Long-Term Debt Obligations[1]

Fiscal Years 2020–21 through 2041–42



[1]Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2020. Details of these obligations are provided in the Outstanding County Financings table nearby.

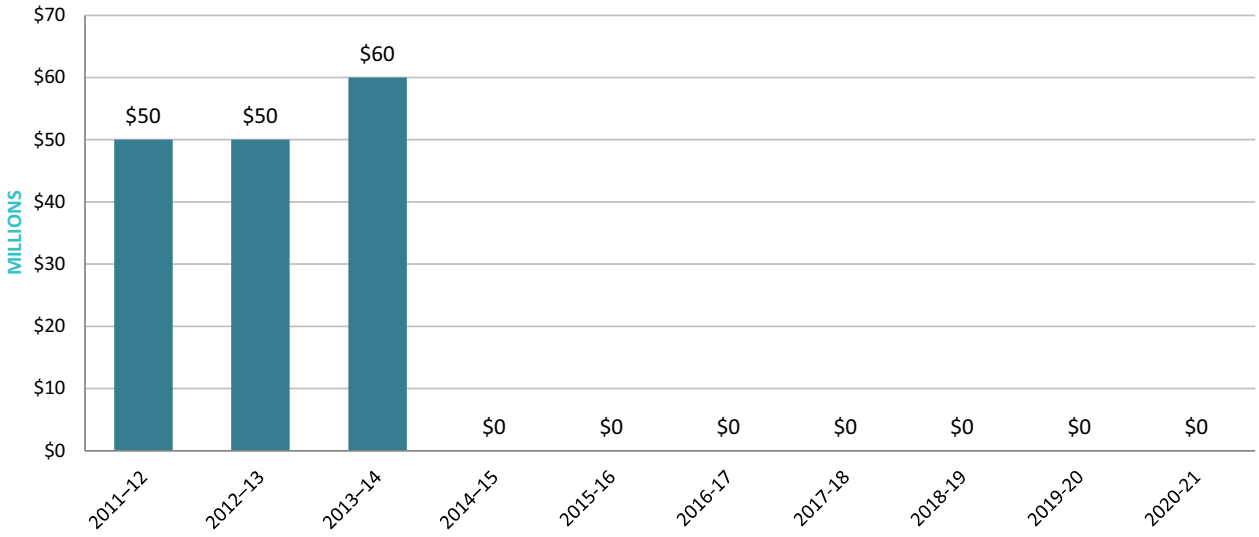
Outstanding County Financings (in thousands)

	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2011 County Administration Center Waterfront Park	2042	32,665	27,545
2012 Cedar and Kettner Development Project	2042	29,335	24,860
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	67,505
2016 COC Refunding, issued March 2016	2035	105,330	91,990
2019 Justice Facility Refunding	2025	19,450	19,450
Total Certificates of Participation and Lease Revenue Bonds		**$ 280,530**	**$ 231,350**
Taxable Pension Obligation Bonds			
Series 2004	2024	$ 454,113	$ 235,080
Series 2008	2027	343,515	220,960
Total Pension Obligation Bonds		**$ 797,628**	**$ 456,040**
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$ 16,000	$ 8,905
Total Tax Allocation Bonds		**$ 16,000**	**$ 8,905**

[1]This table reflects the County's outstanding financings as of June 30, 2020.

Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing

2011–12 through 2020–21



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 above shows TRANs borrowing since 2011-12. The County has not issued TRANs on its own behalf for the past seven 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, 2020, 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 nonprofit 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

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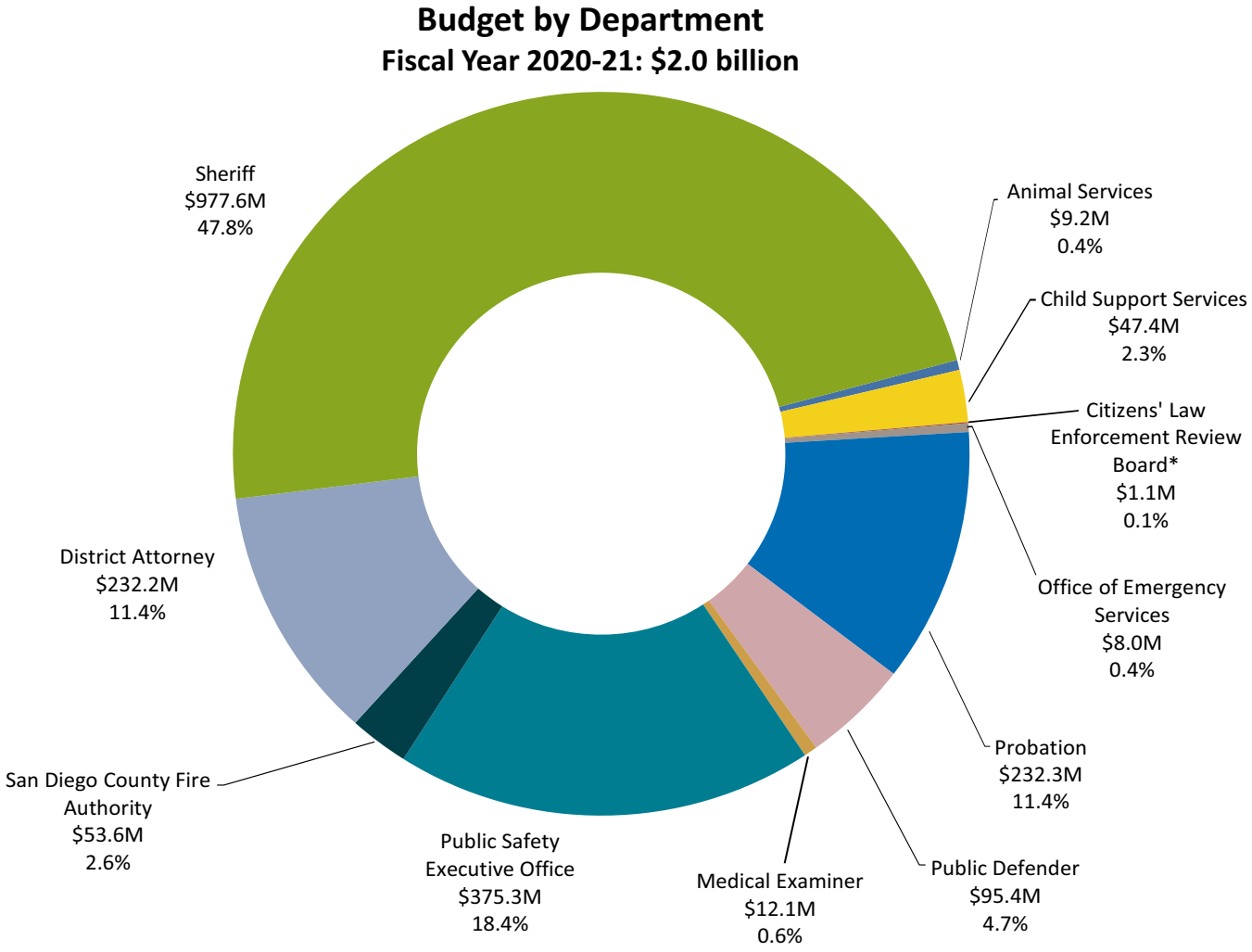
Public Safety Group at a Glance

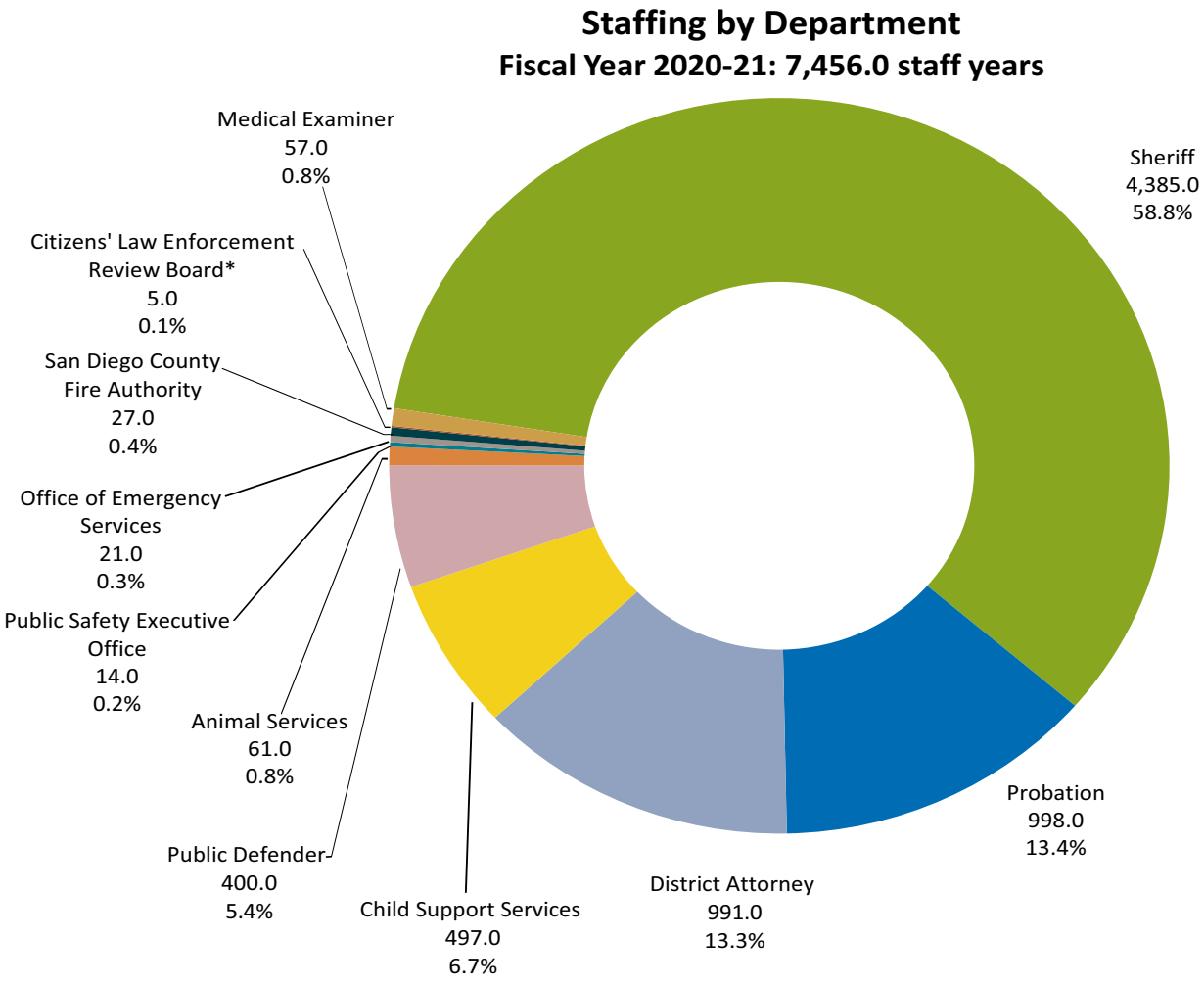
Recommended Budget by Department



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

*Transfer to Finance and General Government Group Effective July 1, 2020. Budget impacts to be reflected in subsequent document updates.

Recommended Staffing by Department



*Transfer to Finance and General Government Group Effective July 1, 2020. Budget impacts to be reflected in subsequent document updates.

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 persons from the justice system to 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 youth and young adults.

Strategic Framework and Alignment

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

Living Safely

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

Maintain San Diego region's status as one of the nation's safest
The San Diego region's crime rates are among the lowest in the United States. We will continue to practice the crime prevention and interruption strategies that helped us reach this milestone. And we will work to extend our historically low local crime rates, including 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 trafficking and organized criminal activity
- Increasing opportunities for community engagement and working with all County agencies to support individuals at risk of or experiencing homelessness
- Building trusted and open partnerships with communities to address their public safety needs

Enhance Emergency Response Capabilities

Design and implement an earthquake early warning system as a pilot program to be integrated into the existing SD Emergency mobile app

- 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 we will continue to work with families, community organizations, schools 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 innovative community-based service options for youth on probation supervision to support their success such as the addition of a third Achievement Center location
- Transforming juvenile probation practices in partnership with justice agencies, community partners and national experts in juvenile justice practices

Public Safety Priorities

During the upcoming year, actions and initiatives will be designed to provide public safety to all residents while advancing racial and social equity. Planned actions include the Probation Department's continued transformation of juvenile justice practices and the development of leadership teams focused on youth development and adult reintegration into communities. The Citizens' Law Enforcement Review Board will, following Board of Supervisors' direction, be provided additional authorities and has transferred to the Finance General Government Group. The Public Defender will continue to provide post-conviction relief through their Fresh Start program. The Department of Child Support will partner with County departments and community organizations to address intergenerational poverty and homelessness among customers. The Sheriff will develop department video trainings that include understanding bias and cultural awareness. The District Attorney and Sheriff will continue their support of various initiatives outlined above and in their department's narratives, and provide key assistance in the design and implementation of countywide non-law enforcement Mobile Crisis Response Teams.

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 16 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
- Increased community resiliency with strategic actions to help communities prepare for and rapidly recover from wildfires

Operational Excellence

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

Regional Economic Recovery planning

Develop and lead a post-disaster economic recovery plan, working with regional partners, which is consistent with the National Recovery Framework and based on best practices.

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 updated Juvenile Justice Campus in Kearny Mesa that incorporates best practices in youth services across the country
- An Emergency Vehicle Operations Course, a training facility consisting of paved roadways, concrete skid pad and a multi-purpose asphalt area
- Renovations and improvements to Rock Mountain Detention Facility which will provide flexibility within the detention system to address population needs and necessary facility flexibility to address future maintenance project at other facilities
- The construction of a new Mt Laguna fire station and facility upgrades and renovations at Palomar Mountain and Sunshine Summit fire stations

Related Links

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

- www.sandiegocounty.gov/public_safety

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

Staffing

No change in staffing.

Expenditures

Net decrease of $47.5 million

- Salaries & Benefits—decrease of $0.7 million due to temporary staffing partially offset by the increase in negotiated labor agreements and required retirement contributions.
- Services & Supplies—decrease of $4.8 million.
  - Decrease of $3.5 million due to the completion of PSG shared major maintenance projects.
  - Decrease of $1.0 million to align operational costs with available resources.
  - Decrease of $0.3 million in facility maintenance costs related to the transfer of Family Court to the County.
- Other Charges—increase of $0.1 million due to statutorily required county facility payments.
- Expenditure Transfer & Reimbursements—increase of $2.1 million associated with centralized General Fund support of shared major maintenance project costs and to offset the decline in revenues supporting the statutorily required county facility payments. Since this is a transfer of expenditures, it has a net effect of $2.1 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfers Out—decrease of $40.0 million.
  - Decrease of $27.5 million in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993,* available funds to support regional law enforcement services and public safety focused services, information technology, facility costs, fleet and other operational costs.
  - Decrease of $12.0 million due to completion of one-time major facility maintenance projects in Fiscal Year 2019–20.
  - Decrease of $0.5 million due to the decrease in receipts from Courthouse Construction Special Revenue Fund.

Revenues

Net decrease of $47.5 million

- Fines, Forfeitures & Penalties—decrease of $6.7 million due to the continuing decline in fine and fee revenues accelerated by the current economic downturn related to the COVID-19 pandemic, delays in processing cases and assessing fees and the projected reduction of total actions to be brought before the court due to the COVID-19 pandemic.
- Revenue From Use of Money & Property—increase of $0.1 million in interests on deposits.
- Intergovernmental Revenues—decrease of $30.2 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement services.
- Charges for Current Services—decrease of $5.2 million in Contribution to Trial Courts to align to anticipated revenues impacted by delays in processing cases and assessing fees and the projected reduction of total actions to be brought before the court due to the COVID-19 pandemic.
- Other Financing Sources—increase of $0.5 million in Criminal Justice Facility Construction Special Revenue Fund due to the transfer from Penalty Assessment Special Revenue Fund.
- Fund Balance Component Decreases—increase of $14,827 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $86,781 is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $3.5 million. A total of $38.9 million is budgeted.

- $25.5 million in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993,* for costs related to regional law enforcement services and public safety focused services such as a Family Justice Center, Juvenile Diversion Services, information technology, facility costs, fleet and other operational costs. The use of fund balance supports the revenue shortfall in Proposition 172 Fund resulting from the current economic condition.
- $8.3 million in Contribution to Trial Courts is based on unassigned General Fund fund balance to offset the decline in revenues supporting the statutorily required county facility payments caused by current economic conditions.
- $3.2 million in Penalty Assessment Special Revenue Fund to fund Rock Mountain Detention Facility Improvements and to offset the decline in revenues caused by current economic conditions.
- $1.8 million in Criminal Justice Facility Construction Special Revenue Fund for the maintenance of county criminal justice facilities and to mitigate a decrease in revenue caused by current economic conditions.
- $0.1 million in Courthouse Construction Special Revenue Fund for debt service payments.

- General Purpose Revenue—decrease of $2.5 million primarily due to the transfer of allocations to the San Diego County Fire Authority for fire and emergency medical services.

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

Net increase of $8.2 million primarily in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support ongoing regional law enforcement services. Fiscal Year 2021–22 budget amounts reflect continuing the mitigation strategies applied in Fiscal Year 2020–21 such as the use of remaining departmental one-time resources as well as one-time support from the County General Fund. Specifically, the Fiscal Year 2021–22 budget reflects a total of $19.7 million in the use of Proposition 172 Fund fund balance and $1.1 million in unassigned General Fund fund balance to support the statutorily required county facility payments and one-time negotiated labor agreements. If costs can no longer be supported by one-time resources, significant service and program reductions from the current level of regional law enforcement and public safety services may be required.

Group Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety Executive Office	14.00	14.00	14.00	0.0	14.00
District Attorney	982.00	991.00	991.00	0.0	991.00
Sheriff	4,404.00	4,415.00	4,385.00	(0.7)	4,385.00
Animal Services	60.00	61.00	61.00	0.0	61.00
Child Support Services	512.00	497.00	497.00	0.0	497.00
Citizens' Law Enforcement Review Board	5.00	5.00	5.00	0.0	5.00
Office of Emergency Services	21.00	21.00	21.00	0.0	21.00
Medical Examiner	57.00	57.00	57.00	0.0	57.00
Probation	1,108.00	1,068.00	998.00	(6.6)	998.00
Public Defender	388.00	400.00	400.00	0.0	400.00
San Diego County Fire Authority	22.00	27.00	27.00	0.0	27.00
Total	**7,573.00**	**7,556.00**	**7,456.00**	**(1.3)**	**7,456.00**

Group Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety Executive Office	$ 386,061,395	$ 422,720,910	$ 375,263,636	(11.2)	$ 383,505,073
District Attorney	193,092,715	209,436,130	232,249,809	10.9	236,538,076
Sheriff	902,578,778	967,106,780	977,649,959	1.1	977,515,424
Animal Services	8,320,364	9,120,023	9,172,105	0.6	9,283,359
Child Support Services	51,804,642	51,229,266	47,422,231	(7.4)	50,796,263
Citizens' Law Enforcement Review Board	917,060	986,564	1,052,309	6.7	1,068,201
Office of Emergency Services	8,411,474	7,741,836	7,973,335	3.0	7,481,471
Medical Examiner	11,468,578	11,668,771	12,144,343	4.1	12,416,809
Probation	231,715,925	233,755,671	232,257,507	(0.6)	235,924,023
Public Defender	90,334,891	92,976,849	95,406,487	2.6	97,840,165
San Diego County Fire Authority	44,142,048	50,904,872	53,550,777	5.2	52,325,518
Total	**$ 1,928,847,870**	**$ 2,057,647,672**	**$ 2,044,142,498**	**(0.7)**	**$ 2,064,694,382**

Executive Office Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety Executive Office	14.00	14.00	14.00	0.0	14.00
Total	**14.00**	**14.00**	**14.00**	**0.0**	**14.00**

Executive Office Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Public Safety Executive Office	$ 11,845,657	$ 20,038,748	$ 12,381,054	(38.2)	$ 11,595,895
Penalty Assessment	4,168,552	4,662,751	5,457,442	17.0	4,107,885
Criminal Justice Facility Construction	7,618,387	15,708,507	4,295,998	(72.7)	910,987
Courthouse Construction	1,039,016	1,015,117	559,172	(44.9)	910,988
Public Safety Proposition 172	294,370,302	314,020,434	286,542,427	(8.8)	298,840,922
Contribution for Trial Courts	67,019,481	67,275,353	66,027,543	(1.9)	67,138,396
Total	**$ 386,061,395**	**$ 422,720,910**	**$ 375,263,636**	**(11.2)**	**$ 383,505,073**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,384,211	$ 4,510,066	$ 3,801,320	(15.7)	$ 5,055,051
Services & Supplies	8,912,721	13,889,988	9,050,762	(34.8)	6,172,442
Other Charges	70,178,604	70,444,745	70,625,168	0.3	70,635,748
Expenditure Transfer & Reimbursements	—	—	(2,110,853)	0.0	—
Operating Transfers Out	303,585,859	333,876,111	293,897,239	(12.0)	301,641,832
Total	**$ 386,061,395**	**$ 422,720,910**	**$ 375,263,636**	**(11.2)**	**$ 383,505,073**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fines, Forfeitures & Penalties	$ 11,925,126	$ 12,672,727	$ 5,993,303	(52.7)	$ 12,134,364
Revenue From Use of Money & Property	500,000	646,361	765,447	18.4	727,173
Intergovernmental Revenues	284,565,490	291,421,514	261,238,268	(10.4)	279,200,918
Charges For Current Services	10,715,927	10,685,713	5,442,105	(49.1)	10,301,013
Miscellaneous Revenues	123,000	123,000	123,000	0.0	123,000
Other Financing Sources	1,039,602	1,533,801	2,000,000	30.4	—
Fund Balance Component Decreases	46,567	71,954	86,781	20.6	86,565
Use of Fund Balance	18,497,682	42,364,542	38,903,042	(8.2)	20,783,023
General Purpose Revenue Allocation	58,648,001	63,201,298	60,711,690	(3.9)	60,149,017
Total	**$ 386,061,395**	**$ 422,720,910**	**$ 375,263,636**	**(11.2)**	**$ 383,505,073**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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District Attorney

Mission Statement

The San Diego District Attorney is dedicated to the pursuit of equal and fair justice for all and to build safe neighborhoods in partnership with the communities we serve, by ethically prosecuting criminals, protecting victims and preventing crime.

Department Description

The Office of the District Attorney serves the citizens of San Diego County by ethically prosecuting criminals, protecting victims and preventing 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 $232.2 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Initiated 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.
  - Developed and implemented 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
  - Developed and implemented the San Diego Opioid Project, a public outreach campaign focused on the dangers of opioid use under the umbrella of the County's Live Well initiative. In addition, partnered 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
  - Continued 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.
  - Continued 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.

- Implemented the San Diego County Elder and Dependent Adult Abuse Blueprint protocols which included 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.
- Implemented 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. This partnership included the development of Power League youth mentorship program in each region to encourage student participation in school and healthy lifestyles.

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Worked 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 addresses the impacts of mental illness on public safety and aids in the development of strategies to combat and minimize involvement by persons with mental illness in the justice system. In addition, participated in the opening of 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.
  - Expanded 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.
  - Continued 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.
  - Continued 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.
  - Implemented 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.
  - Provided training to personnel from all regional law enforcement agencies on best practices of de-escalation tactics when intervening during mental health crises.
  - Expanded 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.
  - Leveraged the Animal Cruelty Prosecution Unit through regular meetings and trainings for law enforcement in best practices related to the investigation and reporting of animal abuse crimes.
  - Achieved a 94% (10,849 of 11,542) rate of conviction on felony cases prosecuted, exceeding the goal of 90%.
  - Achieved a 77% (16,342 of 21,223) rate of conviction on misdemeanor cases prosecuted, falling short of the goal of 80% due to an increased number of misdemeanor cases per person that were dismissed as a result of negotiated plea agreements.
  - Resolved 75% (8,657 of 11,542) of adult felony cases prior to the preliminary hearing, exceeding the goal of 65%.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Plan and implement leasehold improvements for the North County Family Justice Center (NCFJC), a regionalized one-stop victim services center providing support for victims of violent and other crimes, to address risk factors and provide interventions including justice and social services, as well as referrals to medical services and victim advocacy. NCFJC will enhance collaboration and provide support to victims of crime through improved victim-centered philosophies and practices that are specific, culturally appropriate, physically accessible and driven by the needs of individuals and neighborhoods impacted by crime and violence.
  - Implement, in partnership with San Diego Office of Education, the Handle with Care program, a partnership between law enforcement and area schools to better ensure that children who are exposed to traumatic events in their home or community receive appropriate interventions.

Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Implement a Workplace Justice Initiative to address the needs of vulnerable workers in San Diego County to enhance education and awareness around wage theft and other workplace activities.

- Continue the San Diego Opioid Project, a public outreach and education campaign focused on educating the community on the dangers of opioid use with the goal of reducing overdose deaths and saving lives.
- Implement Data Driven Justice Initiative to reduce recidivism and maintain public safety by analyzing available data to aid in aligning justice, health and human services, and other systems to address risk factors and access to services or interventions for justice involved individuals.
- Complete the District Attorney's Sexual Assault kit inventory testing program, ensuring all available DNA evidence inventory in San Diego County is tested.

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Continue the Community Partnership Prosecutor (CPP) program in each region of the County. CPPs work alongside law enforcement partners, local governments, community leaders, residents and non-profit organizations to address quality of life issues that often have a nexus to crime.
  - Collaborate with victims, survivors of crimes, and community stakeholders to identify gaps and needs in comprehensive victim services. This collaboration will result in a plan of action that enhances victim services by addressing the intersection of pre-crime intervention/prevention, law enforcement contact, criminal justice system contact and post-crime care.
  - Create an initiative that builds upon the San Diego County Elder and Dependent Adult Abuse Blueprint by aiding in the protection of seniors and dependent adults against financial fraud. By analyzing financial fraud crime data and collaborating with local law enforcement agencies and the Health and Human Services Agency, recommendations will be made for a comprehensive awareness campaign and implementation of an action plan to learn about and proactively deal with current fraud trends.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Implement Behavioral Health Court Diversion, a court supervised mental health diversion program for felony offenders living with certain types of serious mental illness who are willing and able to engage in intensive monitoring and community-based treatment without posing an unreasonable risk of danger to public safety.
  - Expand the Homeless Court Program, an opportunity for people experiencing homelessness to resolve outstanding minor offenses and warrants.
  - Continue to collaborate 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 addresses the systematic gaps in meeting the needs of individuals living with mental illness and their impact on public safety, and aids in the development of strategies to better serve persons with mental illness in the justice system.
  - Continue to provide training to regional law enforcement officers on best practices of de-escalation tactics when intervening during mental health crises.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
  - Implement pre-file Juvenile Diversion Initiative, a program that approaches juvenile justice interventions through the values of reconciliation, restoration and reintegration by addressing the underlying cause of risk behaviors.

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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Total number of victims served by the District Attorney's Victim Assistance Program[1]	N/A	N/A	N/A	11,000	11,000
Achieve a conviction on felony cases (defendants) prosecuted[2]	94% of 11,546	90%	94% of 11,542	90%	90%
Achieve a conviction on misdemeanor cases (defendants) prosecuted[2, 3, 4]	78% of 22,391	80%	77% of 21,223	N/A	N/A
Resolve adult felony cases (defendants) prior to the preliminary hearing[2, 4]	73% of 11,546	65%	75% of 11,542	N/A	N/A
Recidivism rate for graduates of the Community Justice Initiative Program[1, 5]	N/A	N/A	N/A	10%	10%
Total grant and other revenues dedicated to consumer fraud activities (in millions)[1]	N/A	N/A	N/A	$14	$14

Table Notes

[1] This is a new measure for Fiscal Year 2020–21 to more accurately reflect District Attorney Office performance.

[2] "Cases" refers to the number of people prosecuted.

[3] Proposition 47, *The Safe Neighborhoods Act*, has reduced many felonies to misdemeanors. This resulted in an increased number of misdemeanor cases per person that were dismissed as a result of negotiated plea agreements.

[4] This measure will be discontinued in Fiscal Year 2020–21 to more accurately reflect District Attorney Office performance.

[5] "Recidivism" refers to the number of graduates that get charged with a new crime within 12 months.

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

Staffing

No net change in staffing

- Specialized Criminal Prosecution—decrease of 1.00 staff year due to a transfer to Juvenile Courts to meet operational needs.
- Juvenile Court—increase of 1.00 staff year due to transfer from Specialized Criminal Prosecution to meet operational needs.

Expenditures

Net increase of $22.8 million

- Salaries & Benefits—increase of $16.9 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—net increase of $0.5 million in contracted services to support the North County Family Justice Center and Juvenile Diversion Initiative.
- Capital Assets/Land Acquisition—increase of $7.3 million for one-time tenant leasehold improvements for the North County Family Justice Center facility.
- Expenditure Transfer & Reimbursements—decrease of $0.1 million associated with the reimbursement of expenditures for Public Assistance Fraud Prosecution by the County Health and Human Services Agency. Since this is a reimbursement, it has the effect of $0.1 million increase in expenditures.

- Management Reserves—net decrease of $2.0 million due to completion of the District Attorney's Sexual Assault Kit inventory testing program and completion of a one-time facility renovation projects.

Revenues

Net increase of $22.8 million

- Intergovernmental Revenues—increase of $1.8 million in Crime Victim Assistance to support the Victim Assistance Program and from the California Department of Insurance to support Insurance Fraud Prosecution.
- Charges For Current Services—increase of $0.3 million for anticipated revenue to support Real Estate Fraud Prosecution.
- Miscellaneous Revenues—increase of $0.6 million in recovered expenditures for Consumer Fraud Prevention and Prosecution activities.
- Other Financing Sources—net increase of $4.0 million in Proposition 172*, the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement services.
  - $9.3 million net reduction in ongoing revenue due to current economic conditions.
  - $2.2 million increase in use of one-time revenue to partially mitigate funding decreases in transfer from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993.*
  - $10.0 million increase in use of one-time funding for the North County Family Justice Center tenant improvements and services.
  - $1.1 million increase in use of one-time funding for the Juvenile Diversion Initiative.
- Fund Balance Component Decreases—increase of $0.6 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $6.0 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $7.7 million. A total of $14.8 million is budgeted.
  - $2.5 million in use of unassigned General Fund fund balance to support provisional general prosecution and investigation.
  - $2.7 million in use of unassigned General Fund fund balance for one-time negotiated salaries and benefits payments.
  - $8.5 million to mitigate funding decreases in transfer from Prop 172, *the Local Public Safety Protection and Improvement Act of 1993* to sustain general prosecution and investigation services.
  - $1.1 million in Asset Forfeiture funds to support law enforcement activities.
- General Purpose Revenue Allocation—increase of $7.8 million as a result of negotiated labor agreements and required retirement contributions.

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

Net increase of $4.3 million primarily due to negotiated labor agreements and contracted service changes, offset by the reduction in one-time costs for projects completed in the prior year.

The budget changes in Fiscal Year 2021–22 amounts reflect mitigation strategies applied in Fiscal Year 2020–21 to reduce ongoing expenditures and to use remaining departmental one-time resources. These mitigation strategies may not be available in Fiscal Year 2021–22 and may lead to significant service reductions to core District Attorney services.

The budget includes use of unassigned General Fund fund balance in the amount of $5.3 million for one-time negotiated Salary & Benefits payments and to support general prosecution and investigation.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Criminal Prosecution	616.00	630.00	630.00	0.0	630.00
Specialized Criminal Prosecution	270.00	261.00	260.00	(0.4)	260.00
Juvenile Court	43.00	45.00	46.00	2.2	46.00
District Attorney Administration	53.00	55.00	55.00	0.0	55.00
Total	**982.00**	**991.00**	**991.00**	**0.0**	**991.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Criminal Prosecution	$ 119,196,047	$ 133,776,363	$ 152,890,214	14.3	$ 155,128,404
Specialized Criminal Prosecution	55,912,771	55,932,404	58,196,783	4.0	59,394,907
Juvenile Court	6,901,516	7,708,091	8,411,559	9.1	8,897,364
District Attorney Administration	10,332,381	11,369,272	11,601,253	2.0	11,967,401
District Attorney Asset Forfeiture Program	750,000	650,000	1,150,000	76.9	1,150,000
Total	**$ 193,092,715**	**$ 209,436,130**	**$ 232,249,809**	**10.9**	**$ 236,538,076**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 165,969,232	$ 176,912,312	$ 193,860,230	9.6	$ 202,487,364
Services & Supplies	24,091,568	28,558,903	29,028,642	1.6	32,028,642
Other Charges	2,278,594	2,211,594	2,211,594	0.0	2,211,594
Capital Assets/Land Acquisition	—	—	7,288,867	0.0	—
Capital Assets Equipment	281,500	531,500	531,500	0.0	481,500
Expenditure Transfer & Reimbursements	(778,179)	(778,179)	(671,024)	(13.8)	(671,024)
Management Reserves	1,250,000	2,000,000	—	(100.0)	—
Total	**$ 193,092,715**	**$ 209,436,130**	**$ 232,249,809**	**10.9**	**$ 236,538,076**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 20,073,643	$ 21,739,484	$ 23,536,166	8.3	$ 24,045,489
Charges For Current Services	1,120,000	1,120,000	1,370,000	22.3	1,370,000
Miscellaneous Revenues	2,041,000	2,041,000	2,663,000	30.5	2,663,000
Other Financing Sources	56,113,895	62,478,613	66,466,546	6.4	70,754,042
Fund Balance Component Decreases	3,673,016	5,462,635	6,030,641	10.4	6,097,825
Use of Fund Balance	5,188,773	7,067,021	14,801,498	109.4	6,454,042
General Purpose Revenue Allocation	104,882,388	109,527,377	117,381,958	7.2	125,153,678
Total	**$ 193,092,715**	**$ 209,436,130**	**$ 232,249,809**	**10.9**	**$ 236,538,076**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
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Sheriff

Mission Statement

We provide the highest quality public safety service 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 3.5 million. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department operates seven detention facilities, 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 over 4,300 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 5,450 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 4,385.00 staff years and a budget of $977.6 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Living Safely

- ○ All San Diego children, youth and older adults are protected from neglect and abuse
  - ■ Performed elder abuse and financial crime community presentations
  - ■ The Sheriff's Department Juvenile Services Unit hosted youth day camps and mentorship programs, such as the RESPECT Project.
- ● Make San Diego the safest urban county in the nation
  - ■ Engaged in more than 1,300 community outreach events such as school events, coffee with the community, library story-time, National Night Out, and presentations to local community groups.
- ● Plan, build, and maintain safe communities to improve the quality of life for all residents
  - ■ Created the Homeless Assistance Resource Team (HART). The deputies were tasked with conducting homeless outreach operations in the unincorporated areas of the San Diego County. These operations were used to identify the population of the homeless, conduct environmental clean-ups, and work with service providers to offer resources to assist homeless individuals with a path to permanent housing. Deputies worked in partnership with several agencies and service providers during these operations.
- ● Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - ■ Utilized existing video platforms to enhance law enforcement and investigative operations in order to counter criminal threats to the community. Implemented the digital evidence collection portal and worked with business and community partners to share evidence to solve reported crimes and prevent future incidents of crime.

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Made significant progress towards achieving the National Commission on Correctional Health Care (NCCHC) Accreditation by achieving compliance on a substantial number of compliance indicators. We continue to work toward full compliance with accreditation standards. Many of the standards require new policies and procedures to be written and this process continues. To better meet NCCHC requirements, the department expanded mental health care service hours. We have also improved the intake screening process to more effectively identify inmates who pose a risk for suicide. In addition, changes were made to the suicide prevention training provided to staff to align with the guidelines established by the NCCHC. One of the most significant changes instituted in 2019 was the implementation of a new electronic health record system. The system helps the department provide the best possible housing, treatment, and care for each individual inmate.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Fully implemented and deployed the electronic health records system to increase efficiencies in managing and providing necessary medical and mental health services to those in custody. In September 2019, the department implemented and deployed the electronic health records system, Techcare, after over two years of development and collaboration with the vendor. This new system assists staff in timely gathering of an inmate's health history to ensure appropriate access to care and treatment. In addition, the capabilities of a stand-alone electronic health record assists providers in identifying trends and issues to prevent complications from potential chronic disease. Techcare substantially increases operational efficiencies that give health providers more time to spend with patients to address their needs.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Enhanced De-escalation training and provided the training to over 2,000 deputies in order to better respond to and manage critical incidents in an effort towards achieving positive outcomes in crises. De-escalation is a combination of tactical communication with a balanced use of force response to critical situations in order to achieve positive outcomes. This thought process has been taught for years to our sworn personnel, but has been more recently formalized in naming, policy, and training. In August 2018, the department created a working group to develop a formal plan to incorporate formal de-escalation training. Members of that group attended the Los Angeles Police Department's (LAPD) De-escalation course at the Granada Hills Academy. The department worked with LAPD to develop its own course with both class instruction and practical exercise components. In 2019, the approved course began to be provided to deputies through both the Continued Professional Training and Standards and Training for Corrections training cycles and will continue to be provided in these training cycles. De-escalation training was also included in the academy's curriculum.
  - Provided cyber security and risk awareness training to all 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. In 2019, the department's Data Services Division developed a Cyber Security and Risk Awareness Training for employees. The training is a mitigation strategy and a tool to equip employees with knowledge to better prevent against cyber threats to the department. This training was specifically designed to enhance employee awareness of cyber threats and to inform them of best practices to avoid allowing any type of intrusion to the department's network. A cyber-attack would not only degrade the integrity of data systems but it could adversely affect the delivery of services to the community. This training was provided to all employees by December 2019, and will continue to be refreshed as part of ongoing training for employees.
- The County makes health, safety, and thriving a focus of all policies and programs through internal and external collaboration
  - The Sheriff's Department partnered with the San Diego History Museum and San Diego Pride to utilize the LGBTQ+ Triumphs and Struggles exhibit as part of a LGBTQ+ awareness training provided to more than 650 Detention Services sworn and professional staff.
  - Partnered with the International Rescue Committee (IRC) to empower and support the education of refugee newcomers in terms of public safety, their rights, and when to call 9-1-1 for emergency law enforcement services.
  - Hosted two cohorts from Africa in collaboration with the San Diego Diplomacy Council that focused on traffic services and youth mentorship, such as the Sheriff's Department RESPECT Project and Explorer Program.
  - Hosted a Public Safety Fair in partnership with the District Attorney's Office, and San Diego Police Department for community members from the Oromo and Somali communities that touched on street drugs, "Know Your Rights", and hate crimes.

- Station Crime Prevention Specialists performed educational presentations on topics such as Neighborhood Watch, the Take Me Home program, Crime Prevention Through Environmental Design, scams, and prescription drug abuse.
- Hosted a joint Citizens' Academy with the District Attorney's Office that focused on topics such as the role of the Sheriff's Department, human trafficking, de-escalation, use of force, and office involved shootings.
- Regularly attended community group meetings impacting immigrant and refugee communities. Collaborated with local nonprofits and collations, such as the Vista Community Clinic and the East County Multicultural Fair, to host community outreach events specific to members of these communities.
- Hosted domestic violence awareness classes in partnership with the Mano A Mano Foundation.
- Regularly attended the Mexican Consulate's Mobile Consulate Services to provide public safety resources and material.
- Crafted resources (print and video) in English and Spanish on what to expect at a traffic stop.
- Hosted virtual Deputy Storytime events, as well as a Community Connection community outreach event during the COVID-19 public health order.

2020–22 Objectives

Living Safely

- Make San Diego the safest urban county in the nation
  - Maintain historic-low crime rates
  - Extend programs and engagement with our underserved and diverse communities
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Diversifying the Sheriff's LGBTQ+ Advisory Council by recruiting more people of color.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Integrate technology in the deployment of public safety response. Among these tools is the Alert Response Tool (ART) mobile app which takes the public safety grid book and puts it in the hands of first responders out in the field. First responders can use ART mobile app in the field to accurately select and alert areas for evacuation orders. ART reduces delays and creates efficiencies for managing large evacuation events, such as wildfires. In addition, the department will further integrate existing platforms and expand its partnerships on the digital evidence collection program, which allows business and community partners to share evidence to solve reported crimes and prevent future incidents of crime.
  - Reduce the entry of contraband into jail facilities and mitigate the threat posed by the contraband for the safety of inmates and staff. These efforts include internal procedural changes such as identifying "high risk arrests" entering the facility, further screening of "high risk arrests," creating alerts in the booking processes to identify potential smugglers, and enhancing the operations of the Mail Processing Center. Additionally, the department will engage in training staff to identify indicators of activity, will continue its informational campaign with partner agencies to educate them about "high risk arrests," and will continue to educate inmates on the dangers associated with narcotics in facilities. As part of the education campaign, the department will continue to post educational material on the dangers of narcotics and will continue providing surrender boxes for those wishing to voluntarily dispose of contraband. The department also acquired new body scanners to assist with identifying smuggled contraband on individuals entering the jail facilities.

Operational Excellence

- The County makes health, safety and thriving focus of all policies and programs through internal and external collaboration
  - Increase youth engagement and diversion opportunities.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop efficient and accessible portals for customers to obtain Sheriff's Department services and resources. These portals include, but are not limited to the department's GovQA webpage, SB 978 webpage, Permitium Portal, and Civil Division's public portal. Senate Bill 978 required all local law enforcement agencies and the Commission on Peace Officer Standards and Training (POST) to provide on their websites all current standards, policies, practices, operating procedures, and education and training materials. Over the next year, the department will further build its GovQA and SB 978 webpages. The department created the GovQA webpage to allow for a more streamlined approach to California Public Records Act (CPRA) requests. Making this information available online and easily accessible to the public helps educate the public, increases communication and community trust, and enhances transparency, while saving on costs and labor associated with responding to individual CPRA requests for this information. In the next year, the department will continue to expand the content and enhance the customer service aspects of its GovQA and the department's SB 978 web-

page. The Permitium Portal was created for the public to apply online for their Carrying a Concealed Weapon (CCW) permit. This online application process went live on April 1, 2020 and will be refined over the course of the next year to enhance the public's user experience and build overall efficiency. The Civil Division is developing a portal to better allow for the public to submit their document processing requests.

- Open a new facility dedicated to the Sheriff's RESPECT Project in North County that provides a continuum of care for youth and their families that are part of the program.
- Create a new website that takes into account the user-experience and ability for language translation.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Provide career seminars for entry level classifications throughout the Department to inform current employees about internal career opportunities to best retain talent. These seminars will focus on assisting employees identify potential career paths, set career goals, and establish skills that are requisite to their chosen paths.
  - Implement department video trainings and/or program that address cultural/diversity and accountability.

Related Links

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

- www.sdsheriff.net

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Mental Health Clinician contacts and referrals for psychiatric services[1]	10,786	N/A	N/A	N/A	N/A
Number of Jail "A" Bookings[2]	80,257	81,000	64,500	75,000	80,000
Deputy Initiated Activity[3]	209,448	N/A	N/A	N/A	N/A
Public Calls for Service[4]	226,935	236,000	200,000	215,000	225,000
Calls answered within 15 seconds[5]	96%	95%	95%	N/A	N/A

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. This measure was discontinued in Fiscal Year 2019–20 as it was no longer tied to a future operational plan goal.

[2] "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. This measure was lower than projected due to operational impacts caused by the COVID-19 pandemic and with changes to the booking criteria as well as other court order release mandates.

[3] 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 was discontinued in FY 2019–20 as it was no longer tied to a future operational plan goal.

[4] Calls for service reflect the demand for law enforcement services by the public. This measure was lower than projected due to impacts caused by the COVID-19 pandemic.

[5] In order to provide the fastest and most reliable service, 95% of incoming 9-1-1 calls will be answered within 15 seconds. This goal will be discontinued in Fiscal Year 2020–21 as the department has consistently met or exceeded the State of California's Public Safety Answering Point Standards as defined in the States 9-1-1 Operations Manual.

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

The Sheriff's Department experienced a significant revenue shortfall due to the economic downturn resulting from the COVID-19 pandemic. Use of departmental one-time resources, expenditures reductions, deferral or suspension of projects, as well as use of unassigned General Fund were strategically applied to mitigate the revenue shortfalls in order to maintain essential public safety services. Changes in service delivery include decreases in the detention related services, administrative and facility costs, and changes in services provided by the Sheriff's Department to the Superior Court for court security.

Staffing

Net decrease of 30.00 staff years

- Decrease of 39.00 staff years in the Detention Services Bureau.
  - Decrease of 32.00 staff years due to the termination of the food services memorandum of agreement with the Probation Department.
  - Decrease of 4.00 staff years due to the reduction in reentry programs and services based on operational needs.
  - Decrease of 3.00 staff years due to the transfers to the Management Services Bureau and the Office of the Sheriff Bureau based on operational needs.
- Net increase of 3.00 staff years in the Law Enforcement Services Bureau.

- Increase of 9.00 staff years for the Homeless Assistance Resource Team (HART) to provide outreach and services to the homeless populations in the unincorporated area.
- Decrease of 4.00 staff years due to the transfers to the Office of the Sheriff Bureau and the Management Services Bureau based on operational needs.
- Decrease of 2.00 staff years due to a decrease in law enforcement services requested by contract cities and the State of California 22nd District Agricultural Association due to economic impacts caused by the COVID-19 pandemic.

- Increase of 2.00 staff years in the Sheriff's Court Services Bureau due to an increase in law enforcement security services requested by the Health and Human Services Agency at the San Diego County Psychiatric Hospital.
- Net increase of 2.00 staff years in the Management Services Bureau.
  - Increase of 5.00 staff years due to the transfers from the Law Enforcement Services Bureau and the Detention Services Bureau based on operational needs.
  - Decrease of 2.00 staff years due to re-distribution of workload related to the processing of medication orders.
  - Decrease of 1.00 staff year due to a decrease in law enforcement services requested by a contract city.
- Increase of 2.00 staff years in the Office of the Sheriff Bureau due to transfers from the Detention Services Bureau and the Law Enforcement Services Bureau based on operational needs.

Expenditures

Net increase of $10.5 million.

- Salaries & Benefits—net increase of $32.2 million.
  - Increase of $41.4 million due to required retirement contributions and negotiated labor agreements
  - Increase of $1.9 million for one-time negotiated salary and benefit payments.
  - Decrease of $9.1 million due to decreases for positions that will be held vacant and decreases in the volume of cadets attending planned training academies due to economic impacts caused by the COVID-19 pandemic and a decrease in funding for nurses to provide vaccinations.
  - Decrease of $2.0 million due to the net deletion of 30.00 staff years described above and for operational needs. This includes the addition of sworn staff years related to HART and to support the San Diego County Psychiatric Hospital.
- Services & Supplies—net decrease of $6.2 million.
  - Decrease of $13.4 million for one-time projects in Fiscal Year 2019–20 including costs for the refurbishment of a helicopter, to renovate the Vista Detention Facility, major maintenance projects, equipment and migration costs related to the Sheriff Technology and Information Center (STIC), radio replacements, and information technology (IT) projects.
  - Decrease of $3.5 million due to reduced vehicle orders and the continued use of fully depreciated vehicles; postponed major maintenance projects due to a decrease in funding caused by the COVID-19 pandemic; and reduced costs for electronic monitoring and software licenses.
  - Decrease of $2.9 million due to the completion of the Regional Communication System (RCS) one-time projects and purchases in Fiscal Year 2019–20 based on reimbursement from the RCS Trust Fund.
  - Decrease of $2.1 million primarily in Professional & Specialized Services related to contracts for educational and psycho-social programs associated with the Inmate Welfare Program.
  - Decrease of $0.7 million for prior year one-time costs related to State and federal homeland security initiatives.
  - Decrease of $0.2 million in sales of commissary goods to inmates.
  - Increase of $7.3 million for increased costs for Public Liability insurance, Facilities Management Internal Service Fund (ISF) and IT.
  - Increase of $4.1 million due to one-time costs to replace the Computer Aided Dispatch (CAD) System, for additional costs to replace the Records Management System (RMS), for upgrades to detention facilities, and costs associated with various IT projects.
  - Increase of $2.8 million in the Asset Forfeiture Funds for future projects that are permissible by the guide to equitable sharing and the Health and Safety Code 11489.
  - Increase of $1.5 million for increased costs of inmate clothing, personal supplies and bedding, negotiated transportation and parking reimbursements, contracted forensic medical exams and phlebotomy services costs.
  - Increase of $0.9 million due to increased costs in Medicines, Drugs & Pharmaceuticals and Special Departmental Expense associated with Medi-Cal Inmate Program administrative fees and increased needs for medication.
- Other Charges—net increase of $0.7 million.
  - Increase of $2.1 million for increased inmate medical costs.
  - Decrease of $1.3 million due to a decrease in planned vehicle purchases.
  - Decrease of $0.1 million due to a realignment to Services & Supplies for the principal portion of the annual RCS lease purchase payment for the Next Generation RCS.
- Capital Assets Equipment—net decrease of $8.4 million.
  - Decrease of $6.0 million due to a one-time helicopter purchase in Fiscal Year 2019–20.
  - Decrease of $2.1 million due to the completion of one-time projects and purchases including State and federal homeland security initiatives in Fiscal Year 2019–20.
  - Decrease of $0.8 million due to the prior year one-time purchase of vehicles.

- Increase of $0.3 million for communication equipment to include RCS test equipment and to replace the paging system server.
- Increase of $0.2 million for a forensic imaging tool and genetic analyzer associated with the 2019 DNA Backlog Reduction Program.

- Expenditure Transfer & Reimbursement—increase of $18.4 million in expenditure reimbursements.
  - Increase of $22.0 million associated with centralized General Fund support to partially offset the security upgrades and the renovation of the Rock Mountain Detention Facility ($19.3 million) and to partially offset costs related to the replacement of the Jail Information Management System (JIMS) ($2.7 million). The central funding is supported by resources in Countywide Finance Other.
  - Increase of $0.5 million for law enforcement security services to the San Diego County Psychiatric Hospital from the Health and Human Services Agency.
  - Decrease of $4.1 million resulting from the termination of the food services memorandum of the agreement with the Probation Department. Since this is a transfer of expenditures, it has the effect of a $18.4 million decrease in expenditures.
- Operating Transfers Out—net increase of $10.6 million.
  - Increase of $11.3 million for one-time capital major maintenance projects. This includes an increase of $22.3 million for Rock Mountain Detention Facility and $0.2 million for Ridgehaven generator pad projects offset by a decrease of $11.2 million in one-time projects funded in Fiscal Year 2019-20.
  - Increase of $0.5 million to be transferred to the Department of General Services Fleet Services ISF for the one-time purchase of vehicles for HART.
  - Decrease of $1.2 million for transfers between the Asset Forfeiture, Jail Commissary Enterprise Fund, Inmate Welfare Fund and the General Fund.

Revenues

Net increase of $10.5 million

- Licenses, Permits & Franchises—decrease of $0.1 million in anticipated permit and license fees to align the budget with actuals.
- Fines, Forfeiture & Penalties—net increase of $0.3 million.
  - Increase of $0.4 million due to an increase in reimbursement from the Sheriff's Disbursement Fees Trust Fund associated with vehicle replacement costs.
  - Increase of $0.2 million due to an increase in planned expenditures for the Cal-ID program.
  - Decrease of $0.3 million due to a decrease in Sheriff's Warrant Automation Trust Fund revenue as a result of lower reimbursement for overtime costs.
- Revenue from Use of Money & Property—increase of $0.1 million in the Inmate Welfare Fund for Interest On Deposits & Investments to align the budget with actuals.
- Intergovernmental Revenues—no net change.
  - Increase of $1.9 million from the Department of State Hospitals to reimburse costs of providing a jail-based competency treatment program.
  - Increase of $0.8 million due to an increase in grant revenues for the Selective Traffic Enforcement Program, the Disarming Prohibited Persons Task Force, the Public Safety Power Shutoff Resiliency Program and reimbursement for participating on Federal task forces.
  - Decrease of $2.0 million in State and federal revenues to support the Urban Areas Security Initiative Grant, State Homeland Security Grant Program and the Operation Stonegarden Grant Program.
  - Decrease of $0.6 million in anticipated revenue from the United States Department of Justice for the State Criminal Alien Assistance Program (SCAAP) due to changes in the requirements of the program.
  - Decrease of $0.1 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to the economic impacts of the COVID-19 pandemic resulting in the anticipated decline in sales tax receipts.
- Charges for Current Services—increase of $4.3 million.
  - Increase of $7.5 million to recover negotiated salaries and benefit costs and service adjustments for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd District Agricultural Association and tribes.
  - Increase of $0.9 million in Jail Bed Leasing revenue from the City of San Diego due to increased reimbursement rates for housing misdemeanor inmates and to align the budget with actuals.
  - Decrease of $4.1 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount and Supplemental Trial Court Security due to the economic impacts of the COVID-19 pandemic resulting in anticipated decline in sales tax receipts.
- Miscellaneous Revenues—net decrease of $4.0 million.
  - Decrease of $3.2 million due to the completion of one-time NextGen RCS site improvement, relocation, and acquisition projects in Fiscal Year 2019–20 reimbursed from the RCS Trust Fund.
  - Decrease of $1.0 million due to a decrease in sales of commissary goods to inmates and from the closure of the print shop.
  - Increase of $0.2 million for licensing fees to align the budget with actuals.

- Other Financing Sources—net decrease of $37.8 million.
  - Decrease of $10.0 million due to the prior year one-time use of fund balance available in the Criminal Justice Facility Construction Fund for renovation of various Sheriff's facilities offset by increases to replace the CAD System and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility.
  - Decrease of $0.5 million due to a decrease in funds to be transferred from the Inmate Welfare Fund to the General Fund associated with a reduction in positions and positions that will be held vacant offset by an increase to partially offset security upgrades and renovation of the Rock Mountain Detention Facility.
  - Decrease of $0.7 million due to a decrease in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Inmate Welfare Fund.
  - Decrease of $0.7 million due to the economic impacts of the COVID-19 pandemic resulting in the anticipated decline in Penalty Assessment revenue.
  - Decrease of $25.9 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services. The decrease of $23.2 million is due to the economic impacts of the COVID-19 pandemic resulting in the anticipated decline in sales tax receipts. This includes a decrease of $2.7 million in the use of one-time fund balance available for one-time projects and to provide temporary funding for operational costs. A total of $9.7M one-time fund balance is budgeted, including $6.1 million to sustain core services.
- Fund Balance Component Decreases—increase of $2.3 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $20.0 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $13.6 million. A total of $36.1 million is budgeted.
  - $29.9 million in General Fund fund balance.
    - $23.6 million to partially offset the decreases in Proposition 172, Community Corrections and Trial Court Security Subaccount revenues due to the economic impacts of the COVID-19 pandemic resulting in the anticipated decline in sales tax receipts, in order to sustain the core services in law enforcement services, detention services, courtroom security and weapons screening services to the Superior Court and for services and activities required by counties due to Public Safety Realignment 2011 and certain individuals being sentenced to local custody rather than prison.
    - $3.8 million for one-time negotiated salaries and benefits payments.
    - $0.9 million for one-time start-up and vehicle costs related to the Homeless Assistance Resource Team.
    - $0.7 million to mitigate a decrease in Penalty Assessment revenue caused by the current economic conditions.
    - $0.6 million to partially offset rebudgeted costs related to the replacement of the Jail Information Management System.
    - $0.3 million to rebudget equipment and migration costs related to STIC.
  - $3.8 million in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund as described above.
  - $2.3 million in the Inmate Welfare Fund to support core services and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility.
  - $0.1 million in various County Service Areas 135 800 MHz funds for cost related to one-time support of NextGen infrastructure, consultant and Network Operating Costs.
- General Purpose Revenue Allocation—increase of $31.8 million primarily due to negotiated labor agreements and required retirement contributions, and for HART to provide outreach and services to the homeless populations in the unincorporated area.

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

While there are no significant overall changes, the Fiscal Year 2021-22 reflects continuing the mitigation strategies applied in Fiscal Year 2020-21 including positions held vacant pending operational changes. The Fiscal Year 2021-22 budget includes $24.6 million in the Use of Fund Balance of which $19.5 million in unassigned General Fund fund balance is to supplement the revenue shortfall. If costs can no longer be supported by one-time resources in Fiscal Year 2021-22, there is a risk to essential regional law enforcement and detention services.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Detention Services	2,118.00	2,120.00	2,081.00	(1.8)	2,081.00
Law Enforcement Services	1,432.00	1,438.00	1,441.00	0.2	1,441.00
Sheriff's Court Services	418.00	418.00	420.00	0.5	420.00
Human Resource Services	133.00	133.00	133.00	0.0	133.00
Management Services	259.00	260.00	262.00	0.8	262.00
Sheriff's ISF / IT	17.00	17.00	17.00	0.0	17.00
Office of the Sheriff	27.00	29.00	31.00	6.9	31.00
Total	**4,404.00**	**4,415.00**	**4,385.00**	**(0.7)**	**4,385.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Detention Services	$ 333,173,658	$ 351,250,018	$ 369,395,031	5.2	$ 382,743,193
Law Enforcement Services	283,796,081	306,227,733	316,048,197	3.2	305,713,490
Sheriff's Court Services	68,693,107	72,581,170	73,179,972	0.8	75,509,958
Human Resource Services	30,269,757	30,618,206	30,359,632	(0.8)	31,233,364
Management Services	48,284,794	49,637,331	46,243,669	(6.8)	43,746,261
Sheriff's ISF / IT	104,916,377	126,767,457	112,378,649	(11.4)	113,285,008
Office of the Sheriff	6,903,412	7,525,731	8,174,895	8.6	8,190,206
Sheriff's Asset Forfeiture Program	5,277,262	1,079,496	3,800,000	252.0	—
Jail Commissary Enterprise Fund	11,088,808	10,360,321	9,583,492	(7.5)	9,583,492
Sheriff's Inmate Welfare Fund	9,909,022	10,776,517	8,206,372	(23.8)	7,289,075
Countywide 800 MHZ CSA's	266,500	282,800	280,050	(1.0)	221,377
Total	**$ 902,578,778**	**$ 967,106,780**	**$ 977,649,959**	**1.1**	**$ 977,515,424**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 666,669,686	$ 709,478,834	$ 741,655,207	4.5	$ 764,108,661
Services & Supplies	188,506,788	202,255,290	196,071,959	(3.1)	177,743,341
Other Charges	30,241,049	30,168,512	30,903,136	2.4	31,894,136
Capital Assets Equipment	9,833,827	12,010,615	3,558,938	(70.4)	270,000
Expenditure Transfer & Reimbursements	(8,171,121)	(7,809,686)	(26,165,010)	235.0	(4,200,223)
Operating Transfers Out	15,498,549	21,003,215	31,625,729	50.6	7,699,509
Total	**$ 902,578,778**	**$ 967,106,780**	**$ 977,649,959**	**1.1**	**$ 977,515,424**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 500,500	$ 500,500	$ 409,183	(18.2)	$ 409,183
Fines, Forfeitures & Penalties	6,506,482	6,921,879	7,266,082	5.0	2,633,211
Revenue From Use of Money & Property	3,927,906	3,800,395	3,828,755	0.7	3,869,273
Intergovernmental Revenues	78,939,501	84,352,981	84,379,249	0.0	67,899,468
Charges For Current Services	155,071,979	162,591,770	166,869,771	2.6	172,492,486
Miscellaneous Revenues	21,050,318	20,474,516	16,503,996	(19.4)	13,459,714
Other Financing Sources	233,898,474	247,038,885	209,197,892	(15.3)	212,373,707
Fund Balance Component Decreases	12,392,359	17,644,181	19,974,002	13.2	19,974,002
Use of Fund Balance	18,826,432	22,493,208	36,096,218	60.5	24,594,952
General Purpose Revenue Allocation	371,464,827	401,288,465	433,124,811	7.9	459,809,428
Total	**$ 902,578,778**	**$ 967,106,780**	**$ 977,649,959**	**1.1**	**$ 977,515,424**

Animal Services

Mission Statement

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

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Historically, approximately 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 $9.2 million.

Strategic Initiative Legend

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

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

2019–20 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 two free rabies vaccination and free microchip events with registration promotions in February 2020.

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
  - Partnered with unincorporated communities and used community input to develop an Evacuation Disaster Plan by providing disaster planning education to the communities of Ramona in October 2019 and Morro Hills in November 2019. In addition, the department staffed disaster preparedness booths at the Fire Safety Fair, Vista Palomar Riders, and three SDG&E Disaster Fairs in Valley Center, Ramona and Alpine. Staff and volunteers also provided disaster preparedness information at two dog shows.

  - Collaborated with Office of Emergency Services, San Diego County Fire Authority, and Sheriff's Department to create a large animal evacuation plan for use in emergencies. DAS is part of the San Diego County Evacuation Planning Multi-Agency Working Group and the Wildfire Resilience Working Group.
  - Supported the Land Use and Environment Group on the Ocean Breeze Ranch and Equestrian Center project by reviewing project materials, fire protection plans and attended the County Planning Commission hearing in December 2019. DAS provided support at commission by addressing community questions on animal evacuations.
- 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.
  - Responded to 98% (5,806 of 5,924) of patrol calls on time according to department protocols.
  - Ensured that 91% (5,151 of 5,660) of sheltered dogs and cats are reunited with their owner, adopted into a new home or transferred to a rescue partner, exceeding the goal of 85%.

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
  - Continued to implement business process improvements to enhance DAS' Volunteer Program and increase volunteer and staff engagement.

- Hosted five New Volunteer Orientations, recruiting 60 dog walking, cat enrichment and equestrian, and 29 disaster volunteers for both shelters.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Conducted a feasibility study of facility and operational needs to inform the design of a new animal shelter facility.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued an annual training program for new employees and implemented a dog behavior training for staff and volunteers to foster professional development and consistency in core competencies.
  - DAS animal care and volunteers attended eight canine behavior trainings focusing on identifying aggressive behavior, proper leash handling and confidence building.
  - All DAS staff completed Compassion Fatigue training to bring awareness and coping skills to help combat physical and mental exhaustion and emotional withdrawal experienced by those who care for animals.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - 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 and their families for the first 72 hours during a disaster
  - Partner with unincorporated communities to better prepare evacuations and shelters in the event of a disaster.
- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Achieve a goal of 0% euthanasia of any healthy or treatable animals by reuniting lost pets with their owner, 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 90% of sheltered dogs and cats are reunited with their owner, 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
  - 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 delivery to our customers
  - Research opportunities to update the department's case management system to increase efficiency and functionality.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continue annual training program for new employees and dog behavior training for staff and volunteers to foster professional development and consistency in core competencies.

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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Sheltered dogs and cats either adopted or reunited with owners	93% of 5,247	85%	91% of 5,660	90%	90%
On-time patrol response[1]	98% of 6,698	98.0%	98% of 5,924	98.0%	98.0%
Healthy or treatable animals euthanized[2]	0.0%	0.0%	0.0%	0.0%	0.0%
Customer Satisfaction Rating[3]	4.95	4.75	4.75	N/A	N/A

Table Notes

[1] Patrol time response standards, varying by urgency of call, are established by the department.

[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". This measure will be discontinued in Fiscal Year 2020–21 as a new countywide process has been developed for providing customer experience feedback, which includes a different rating system.

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

Staffing

No change in staffing

Expenditures

Net increase of $50,000

- Salaries & Benefits—increase of $0.4 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—decrease of $0.2 million due to reduction of vehicle depreciation, fuel and maintenance.
- Capital Assets Equipment—decrease of $0.1 million due to the completion of equipment purchases.
- Operating Transfers Out—decrease of $0.1 million due to the completion of major maintenance project.

Revenues

Net increase of $50,000

- Licenses, Permits & Franchises—decrease of $0.2 million due to projected decrease in collections.
- Charges for Current Services—decrease of $0.1 million due to projected revenue losses.
- Miscellaneous Revenue—decrease of $0.1 million due to the completion of feasibility study funded by Animal Services Trust Fund.
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental cost of the County's existing pension obligation bond (POB) debt. A total of $0.2 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $0.1 million. A total of $0.5 million is budgeted in unassigned General Fund fund balance.
  - $0.3 million for one-time salaries and benefits payments
  - $0.2 million to offset revenue loss from fees due to economic impact of COVID-19 pandemic for the operations of animal care.
- General Purpose Revenue Allocation—increase of $0.2 million due to negotiated labor agreements and required retirement contributions.

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

No significant overall changes. The budget reflects a total of $0.3 million in the use of unassigned General Fund fund balance for one-time negotiated labor agreements.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Animal Services	60.00	61.00	61.00	0.0	61.00
Total	**60.00**	**61.00**	**61.00**	**0.0**	**61.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Animal Services	$ 8,320,364	$ 9,120,023	$ 9,172,105	0.6	$ 9,283,359
Total	**$ 8,320,364**	**$ 9,120,023**	**$ 9,172,105**	**0.6**	**$ 9,283,359**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 6,146,264	$ 6,444,019	$ 6,879,991	6.8	$ 7,133,516
Services & Supplies	2,174,100	2,507,504	2,292,114	(8.6)	2,149,843
Capital Assets Equipment	—	85,000	—	(100.0)	—
Operating Transfers Out	—	83,500	—	(100.0)	—
Total	**$ 8,320,364**	**$ 9,120,023**	**$ 9,172,105**	**0.6**	**$ 9,283,359**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 553,390	$ 553,390	$ 375,290	(32.2)	$ 512,390
Fines, Forfeitures & Penalties	325	325	160	(50.8)	325
Charges For Current Services	344,566	362,523	244,691	(32.5)	328,726
Miscellaneous Revenues	17,035	200,535	117,281	(41.5)	131,926
Fund Balance Component Decreases	53,087	75,531	189,785	151.3	190,947
Use of Fund Balance	3,274,289	437,496	509,992	16.6	284,992
General Purpose Revenue Allocation	4,077,672	7,490,223	7,734,906	3.3	7,834,053
Total	**$ 8,320,364**	**$ 9,120,023**	**$ 9,172,105**	**0.6**	**$ 9,283,359**

Child Support Services

Mission Statement

Help today for a successful tomorrow by empowering our team to have a positive impact.

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 $47.4 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to the individuals' needs
  - Established parentage on 100% (43,434) of children in the caseload, exceeding the statewide goal of 99%.
  - Achieved 88% (55,340 of 63,034) of open cases with an enforceable order, consistent with the statewide goal.
  - Maintained the percentage of current support collected to current support owed at 71% ($120 million of $169 million), consistent with statewide goal.
  - Collected a payment on 74% (34,431 of 46,755) of arrears cases, falling short of the goal of 75% due to a continued decrease in federal intercept collections which are often the only payment source for cases with only past due support owed.
  - Collected $177 million in child support.
  - Maintained the percentage of cases not paying current support at 14% (4,464 of 31,886).
  - Continued to expand partnerships with community organizations such as the YMCA, The Workforce Partnership and Neighborhood House Association and County departments to offer our customers wraparound services and resources that have a direct impact on improving their quality of life. Child Support and its partners continued to explore new methods for a shared electronic referral system to streamline customer "warm handoff" between organizations.
  - Implemented new tools and strategies aimed at breaking the cycle of intergenerational poverty among our customers such as providing staff a list of community partners who may assist with various customer needs and keeping the office open on various Saturdays during the year for better access.

- Partnered with County agencies and community organizations in efforts to address intergenerational poverty among our customers in the areas of childcare, employment and access to other County services. This included the collaboration with the 2Gen Workgroup that assists in connecting the County and community organizations focused on assisting customers in common, with a goal of breaking the cycle of intergenerational poverty. During the COVID-19 pandemic, work continued with 2Gen with a new emphasis to address customers in common most affected by the pandemic.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collected $3.90 for every $1.00 spent on operations, exceeding goal of $3.50 by ensuring child support orders are correct and reliable, which improves child support payment consistency.
  - Identified areas to increase operational efficiency and effectiveness of case processing through an internal restructure that merged functions responsible for early case intervention and case intake.
  - Reduced the number of days from initial order to first payment from the previous fiscal year average of 33 days to 31 days, allowing custodial parent (s) to receive child support payments faster and increasing customer confidence. This fell short of the goal of 30 days due to delays in payments from non-custodial parents or employers. The department will 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 worked with the 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 customers, through the implementation of texting and online chat communication options.
  - Implemented a case management system for the Bureau of Public Assistance Investigations, which included the integration of data and processes from four legacy systems and establishment of the new system in the government cloud environment.
  - Expanded the use of an automated check in kiosk system for customers attending court hearings.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Continued to explore issues surrounding the homeless population to identify innovative ways to improve customer service to homeless customers, including outreach and referral processing. The Outreach Team continued to address 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.
  - Opened 15 college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood, and aid in ending the cycle of intergenerational poverty.
  - In partnership with the San Diego County Library, awarded 12 scholarships to enable participants to earn a high school diploma, enhancing the prospect of higher income earnings and in turn leading to self-sufficiency.
- Strengthen our customer service culture to ensure a positive customer experience
  - Disseminated news stories via the department's employee intranet regarding the work employees do in assisting customers.
  - Expanded departmental social media presence and public facing digital signage in office locations to better reach and inform customers.

2020-22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to the individuals' needs
  - Establish parentage on 100% of children in the caseload, consistent with the statewide goal.
  - Achieve 91% 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.
  - Leverage community partner relationships to develop strategies aimed at offering services and resources to foster care youth and primary caregivers.
  - Partner with County departments and community organizations to address intergenerational poverty and homelessness among customers. Seek ways to partner using digital means to further safeguard the health of the community and staff.

- Continue to expand and create new partnerships with community organizations, County departments, the State of California, and non-traditional partners to offer our customers services and resources that have a direct impact on improving quality of life.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect at least $3.75 for every $1.00 spent on operations.
  - Identify areas for training opportunities to increase operational efficiency in the case opening process while maintaining quality customer service.
  - Reduce the number of days from initial order to first payment from the previous fiscal year average of 31 days to 29 days, allowing custodial parent (s) to receive child support payments faster thereby 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 customers by expanding the use of an automated check-in and self-service system at all branch locations.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Continue to explore issues surrounding the homeless population to identify innovative ways to improve 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 pursuit of ending cycles of intergenerational poverty among families.
  - In partnership with the San Diego County Library, award at least 12 scholarships to enable participants to earn a high school diploma.
  - In an effort to increase participation, partner with the San Diego Bar Association, the Superior Court Family Support Division, the Family Law Facilitator and other community organizations to inform future customers on the benefits of opening a child support case. Continue working with the San Diego Superior Court and the San Diego Workforce Partnership to build awareness of employment programs for customers.
  - Continue to expand the use of texting and email with customers to inform them of resource fairs and other opportunities to access services within their communities.
  - Explore new approaches in case management to improve customer service and program performance.
- Strengthen our customer service culture to ensure a positive customer experience
  - Disseminate news stories via the department's employee intranet and public facing digital signage regarding the work employees do in assisting customers.
  - Explore the use of new media platforms for customers focused on co-parenting, parenting alone, and available programs and resources to support family self-sufficiency.

Related Links

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

- www.sandiegocounty.gov/dcss

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Current support collected (federal performance measure #3) (in millions)[1]	71% of $166	71%	71% of $169	71%	71%
Cases with an enforceable order (federal performance measure #2)[1]	89% of 61,645	88%	88% of 63,034	91%	91%
Arrears cases with a collection (federal performance measure #4)[1, 2]	72% of 45,387	75%	74% of 46,755	75%	75%
Total Collections (in millions)	$176	$177	$177	$177	$177
Reduce percentage of cases not paying current support[3]	13% of 31,886	N/A	N/A	N/A	N/A
Maintain or lower the percentage of cases not paying current support[4]	N/A	14%	14% of 31,886	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 on Arrears

5) Cost Effectiveness of the Program

[2] The goal was not met due to a continued decrease in federal intercept collections which are often the only payment source for cases with only past due support owed.

[3] The objective for this goal was to reduce cases not paying current support from 17% in Fiscal Year 2017–18 to 14%. The goal has been met and was discontinued in Fiscal Year 2019–20.

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

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

Staffing

No net change in staff years.

- Decrease of 6.00 staff years in Legal Services due to a transfer to Production Operations to support redistribution of operational duties for case processing efficiencies.
- Increase of 2.00 staff years in Production Operations due to a transfer from Legal Services to support redistribution of operational duties for case processing efficiencies.
- Increase of 4.00 staff years in the Bureau of Public Assistance Investigations due to a transfer of administrative support from Production Operations for improved client experience.

Expenditures

Net decrease of $3.8 million.

- Salaries & Benefits—decrease of $3.2 million to align expenditures with anticipated reimbursements based on allocations provided by the California Department of Child Support Services.
- Services & Supplies—decrease of $1.5 million mainly due to the recategorization of capital lease payments, the completion of Information Technology projects, and general expense reductions to align with available funding.
- Other Charges—increase of $0.8 million due to the reclassification of capital lease payments previously under Services & Supplies.
- Capital Assets Equipment—increase of $0.1 million for the purchase of new vehicles.

Revenues

Net decrease of $3.8 million.

- Intergovernmental Revenues—decrease of $3.4 million to align with anticipated reduction in reimbursements based on the revised allocation provided by the California Department of Child Support Services.
- Charges for Current Services—decrease of $0.3 million in Child Support Program incentive revenue due to anticipated levels of child support collections.
- Miscellaneous Revenues—decrease of $0.1 million to align with remaining funding for a digital marketing project funded by the State.

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

Net increase of $3.4 million primarily due to a forecasted restoration of the allocation provided by the California Department of Child Support Services to support additional expenditures.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Production Operations	345.00	373.00	375.00	0.5	375.00
Quality Assurance	12.00	—	—	0.0	—
Administrative Services	39.00	—	—	0.0	—
Recurring Maintenance and Operations	5.00	12.00	12.00	0.0	12.00
Legal Services	47.00	38.00	32.00	(15.8)	32.00
Bureau of Public Assistance Investigation (BPAI)	64.00	74.00	78.00	5.4	78.00
Total	**512.00**	**497.00**	**497.00**	**0.0**	**497.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Production Operations	$ 36,815,801	$ 41,528,903	$ 38,285,546	(7.8)	$ 41,412,406
Quality Assurance	1,328,377	—	—	0.0	—
Administrative Services	5,562,896	1,210,365	1,084,387	(10.4)	1,084,387
Recurring Maintenance and Operations	797,754	1,638,261	1,483,906	(9.4)	1,538,826
Legal Services	7,299,814	6,851,737	6,568,392	(4.1)	6,760,644
Bureau of Public Assistance Investigation (BPAI)	—	—	—	0.0	—
Total	**$ 51,804,642**	**$ 51,229,266**	**$ 47,422,231**	**(7.4)**	**$ 50,796,263**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 50,693,007	$ 52,673,441	$ 49,555,141	(5.9)	$ 52,861,534
Services & Supplies	11,993,123	12,302,360	10,788,740	(12.3)	10,331,458
Other Charges	15,000	15,000	830,000	5,433.3	830,000
Capital Assets Equipment	168,000	168,000	220,000	31.0	220,000
Expenditure Transfer & Reimbursements	(11,064,488)	(13,929,535)	(13,971,650)	0.3	(13,446,729)
Total	**$ 51,804,642**	**$ 51,229,266**	**$ 47,422,231**	**(7.4)**	**$ 50,796,263**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 50,146,537	$ 49,443,150	$ 46,064,629	(6.8)	$ 49,685,147
Charges For Current Services	1,658,105	1,411,116	1,111,116	(21.3)	1,111,116
Miscellaneous Revenues	—	375,000	246,486	(34.3)	—
General Purpose Revenue Allocation	—	—	—	—	—
Total	**$ 51,804,642**	**$ 51,229,266**	**$ 47,422,231**	**(7.4)**	**$ 50,796,263**

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Citizens' Law Enforcement Review Board

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 5.00 staff years and a budget of $1.1 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Sustainable Environments/Thriving

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

Operational Excellence

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

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

2020-22 Objectives

Sustainable Environments/Thriving

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

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete 100% of complaint investigations within one year of receipt of filed complaint, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
  - Complete 100% of death investigations within one year of notification of death, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
  - Process 100% of new complaints in a timely manner; maintain a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Present four policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
  - Provide monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.
  - Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
  - Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights.

Related Links

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

- www.sandiegocounty.gov/clerb

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

Table Notes

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

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

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

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

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

Staffing

No change in staffing.

Expenditures

Increase of $65,745

- Salaries & Benefits—increase of $45,754 due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—increase of $19,991 for training and information technology costs.

Revenues

Increase of $65,745

- Fund Balance Component Decrease—increase of $24,804 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $24,804 is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $4,939. A total of $9,878 is budgeted in unassigned General Fund fund balance for one-time negotiated labor agreements.
- General Purpose Revenue—increase of $36,002 due to negotiated labor agreements and required retirement contributions.

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

No significant changes.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Law Enforcement Review Board	5.00	5.00	5.00	0.0	5.00
Total	**5.00**	**5.00**	**5.00**	**0.0**	**5.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Law Enforcement Review Board	$ 917,060	$ 986,564	$ 1,052,309	6.7	$ 1,068,201
Total	**$ 917,060**	**$ 986,564**	**$ 1,052,309**	**6.7**	**$ 1,068,201**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 721,793	$ 787,843	$ 833,597	5.8	$ 861,607
Services & Supplies	195,267	198,721	218,712	10.1	206,594
Total	**$ 917,060**	**$ 986,564**	**$ 1,052,309**	**6.7**	**$ 1,068,201**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fund Balance Component Decreases	$ —	$ —	$ 24,804	0.0	$ 24,564
Use of Fund Balance	4,939	4,939	9,878	100.0	9,878
General Purpose Revenue Allocation	912,121	981,625	1,017,627	3.7	1,033,759
Total	**$ 917,060**	**$ 986,564**	**$ 1,052,309**	**6.7**	**$ 1,068,201**

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Office of Emergency Services

Mission Statement

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

Department Description

The Office of Emergency Services (OES) coordinates the overall county response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among the 18 incorporated cities in the region and the County of San Diego that provides for the coordination of plans and programs countywide to ensure the protection of life and property. The County of San Diego OES is certified with the Emergency Management Accreditation Program. Certification is based on 63 standards of excellence.

To ensure these critical services are provided, the Office of Emergency Services has 21.00 staff years and a budget of $8.0 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 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.

2019–20 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

- Conducted two outreach campaigns to increase the number of AlertSanDiego registrations by 6% (557,839 to 590,284) overall, exceeding the 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 21% (5,327 to 6,433) of citizens registered for AlertSanDiego, exceeding the goal of 15%.
- Conducted two outreach campaigns to increase the number of SD Emergency mobile application downloads, resulting in a 7% (296,416 to 316,394) increase, exceeding the goal of 5%.

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Launched a new County Resilience Program, which included a pilot effort focused on wildfire resiliency. The Resilience program supports planning, engagement and review of the County's existing capabilities, strengthening the ability to resist, rapidly recover from, and adapt to complex challenges and uncertainty during disasters. It includes a review process designed to identify capability, capacity and resource gaps in the County's approach to addressing issues that impact the community.
  - Produced an updated Disaster Preparedness Plan to help residents prepare for any type of disaster that could affect the San Diego region and distributed the plan to over 311,000 homes and businesses located in the County's Very High Fire Severity Zones.
  - Conducted four regional exercises with a focus on working with external partners. These exercises centered on improving OES's overall coordination, collaboration and response capability. Exercises included a regional full-scale exercise that tested family reunification.

Operational Excellence

- 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 8% (987 to 1,069), exceeding the goal of 3%. ARI promotes the training of County disaster service workers to staff local assistance centers, shelters, emergency operation centers, 2-1-1 and other roles during and after large disasters.

2020–22 Objectives

Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - 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%.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Conduct four regional exercises with a focus on working with external partners. These exercises center on improving OES's overall coordination, collaboration and response capability.
  - Develop and lead a post-disaster economic recovery plan for the region. Coordinate with local emergency managers, private sector representatives, non-governmental organizations (NGOs) and others in the development of a plan that is consistent with the National Recovery Framework, which incorporates nationwide best practices and lessons learned. The final plan will include strategies to enhance economic recovery capabilities, minimize the disruption of goods and services within an impacted community, and quickly recover jobs and services to meet a community's recovery needs.
  - Engage stakeholders and developers on the design and implementation of an earthquake early warning system pilot program capable of alerting affected populations when shaking from an earthquake is imminent. The earthquake early warning system will be integrated into the existing SD Emergency mobile application.

Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Expand the number of disaster service workers trained for the Advanced Recovery Initiative (ARI) by 3%. ARI promotes the training of County disaster service workers to staff local assistance centers, shelters, emergency operation centers 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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Percentage increase of AlertSanDiego registration downloads[1]	6% (528,467 to 557,839)	3%	6% (557,839 to 590,284)	3%	N/A
Percentage increase of AlertSanDiego registration downloads in the CSA 135 service area[1]	15% (4,649 to 5,327)	15%	21% (5,327 to 6,433)	15%	N/A
Percentage increase of SD Emergency mobile application downloads	7% (277,822 to 296,416)	5%	7% (296,416 to 316,394)	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]	29% (765 to 987)	3%	8% (987 to 1,069)	3%	3%

Table Notes

[1] This measure will be discontinued in Fiscal Year 2021–22 due to system updates that will impact how the data is measured.

[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.

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

Staffing

No net change in staff years.

Expenditures

Net increase of $0.2 million

- Salaries & Benefits—net increase of $0.1 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—net increase of $0.1 million mainly due to one-time Urban Area Security Initiative grant funded contracted services.
- Other Charges—net increase of $19,825 due to anticipated State Homeland Security Program Grant reimbursement to other agencies.

Revenues

Net increase of $0.2 million

- Intergovernmental Revenues—increase of $0.4 million in anticipated grant reimbursements from Urban Area Security Initiative, California Resiliency Challenge and Community Emergency Response Team.
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $0.1 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $0.3 million. A total of $0.5 million is budgeted in unassigned General Fund fund balance.
  - $0.4 million for increased costs related to ongoing emergency operational activities such as temporary staff to provide administrative support, Emergency Operations Center audio-visual break fix/upgrade, and various public outreach projects

- $0.1 million for annual tabletop and full-scale training exercises overtime and backfill cost
- $44,492 for one-time salaries and benefits payments based on negotiated labor agreements

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

No significant overall changes. The budget continues the use of unassigned General Fund fund balance of $0.3 million to support ongoing emergency operational activities and one-time negotiated labor agreements.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Office of Emergency Services	21.00	21.00	21.00	0.0	21.00
Total	**21.00**	**21.00**	**21.00**	**0.0**	**21.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Office of Emergency Services	$ 8,411,474	$ 7,741,836	$ 7,973,335	3.0	$ 7,481,471
Total	**$ 8,411,474**	**$ 7,741,836**	**$ 7,973,335**	**3.0**	**$ 7,481,471**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 2,863,884	$ 3,015,515	$ 3,118,757	3.4	$ 3,254,303
Services & Supplies	3,780,963	2,959,694	3,068,126	3.7	2,440,716
Other Charges	1,766,627	1,766,627	1,786,452	1.1	1,786,452
Total	**$ 8,411,474**	**$ 7,741,836**	**$ 7,973,335**	**3.0**	**$ 7,481,471**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 4,972,395	$ 4,594,973	$ 4,975,914	8.3	$ 4,668,790
Charges For Current Services	332,438	332,438	366,500	10.2	274,875
Fund Balance Component Decreases	4,821	32,363	85,072	162.9	86,475
Use of Fund Balance	1,352,246	736,246	504,492	(31.5)	344,492
General Purpose Revenue Allocation	1,749,574	2,045,816	2,041,357	(0.2)	2,106,839
Total	**$ 8,411,474**	**$ 7,741,836**	**$ 7,973,335**	**3.0**	**$ 7,481,471**

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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 35% of deaths in the county, or 8,071 cases, and ultimately transports approximately 15% of decedents to the department's facility to determine identity and the cause and manner of death. Statistical information on 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 $12.1 million.

Strategic Initiative Legend

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

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

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends. The department published

an annual report executive summary highlighting many of these trends.
  - Contributed to research efforts in Alzheimer's, Epilepsy, Autism and Schizophrenia studies by providing 65 tissue samples to academic research organizations, with family consent.
  - 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 590 medical students, residents and first responders received training or observed a forensic investigation.
  - 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 improve pedestrian safety.
  - 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 identify modifiable risk factors to help reduce accidental prescription drug-related deaths.
  - 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.
  - Participated in the planning for a multi-agency, full-scale mass casualty exercise to prepare the County's response for such emergencies, and devoted about 15 staff to the exercise with a focus on Family Assistance Center (FAC) planning. This was the first time the FAC aspect of a mass fatality incident has been exercised.
- 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 includ-

ing 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
  - Used advanced forensic imaging to assist in the determination of the cause and manner of death.
    - Gathered imaging case information to locate objects, identified John or Jane Does and documented fractures, deformities and post-surgical procedures for 19% (627 of 3,347) of cases.
    - Used barcoding technology to ensure that the transfer and maintenance of specimens (2,504 cases), evidence (566 cases) and bodies (3,242) were accomplished quickly, efficiently, and accurately.
  - Completed 92% (94 of 102) of homicide examination reports in 60 days or less, exceeding the goal of 90%.
  - 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.
    - Notified 97% (16,553 of 17,019) of next of kin for identified Medical Examiner cases within 24 hours or less, exceeding the goal of 90%.
    - Completed 82% (2,698 of 3,302) of investigative reports in 60 days or less, which did not meet the goal of 85% due to the complexity of some cases, whether it be related to identifying a decedent or their next of kin.
    - Completed 99% (2,201 of 2,207) of toxicology reports in 60 days or less, exceeding the goal of 97%
    - Completed 94% (3,037 of 3,214) of examination reports in 60 days or less, exceeding the goal of 90%
    - Provided 96% (4,622 of 4,798) 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.
  - Updated 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
  - Enabled timely funeral services for families by making 97% (3,242 of 3,342) of bodies ready for release in 7 days or less.
  - Identified 87% (415 of 478) of John and Jane Does within 72 hours or less, exceeding the goal of 80%.

2020–22 Objectives

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends.
  - Contribute to County's efforts at reducing the number of deaths caused by overdose with prescription opioids: In conjunction with HHSA's Public Health Officer, Medical Examiner will send joint informational letters to prescribers whose patients' deaths were related to opioid toxicity. This is a follow-on effort to a research project published in *Science* in 2018 which showed decreases in opioid prescriptions by physicians following receipt of such letters after the opioid-related death of one of their patients.
  - 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.
  - Produce and display data on all pedestrian deaths through the County's open data portal to allow the public and decision-makers to identify current trends and modifiable risk factors to help improve pedestrian safety.
  - Produce and display cause of death statistical information on all prescription drug-related deaths through the County's open data portal to allow the public and decision-makers to identify modifiable risk factors to help reduce accidental prescription drug-related deaths.
  - Produce and display cause of death statistical information on all illicit drug-related deaths through the County's open data portal to allow the public and decision-makers to identify modifiable risk factors or trends to help reduce accidental illicit drug-related deaths.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Contribute to childhood death prevention research efforts by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality 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
  - 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 customers (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
  - 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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Bodies ready for release in seven days or less [1]	99% of 3,210	97%	97% of 3,342	97%	97%
Investigative reports completed in 60 days or less [1]	87% of 3,232	85%	82% of 3,302	85%	85%
Toxicology reports completed in 60 days or less [1]	99% of 2,259	97%	99% of 2,207	97%	97%
Examination reports completed in 60 days or less [1]	92% of 3,123	90%	94% of 3,214	90%	90%
Homicide examination reports completed in 60 days or less [1]	85% of 103	90%	92% of 102	90%	90%
Next-of-kin notification completed in 24 hours or less, upon next of kin being identified [1]	96% of 12,869	90%	97% of 17,019	90%	90%
Case reports completed in seven days or less [1]	97% of 4,783	95%	96% of 4,798	95%	95%

Table Notes

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

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.5 million.

- Salaries & Benefits—increase of $0.5 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—increase of $0.1 million for costs associated with the decedent transportation contract.
- Capital Assets Equipment—decrease of $0.1 million due to the completion of one-time equipment replacement.

Revenues

Net increase of $0.5 million.

- Fund Balance Component Decreases—increase of $1,698 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $0.3 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $0.1 million. A total of $0.3 million is unassigned General Fund fund balance.
  - $0.1 million for one-time temporary staff.
  - $0.1 million for the purchase of equipment and to migrate the department's case management system from an on-premise data center to a Cloud to reduce system administration costs and improve change management.
  - $0.1 million for one-time negotiated salaries and benefits payments.
- General Purpose Revenue Allocation—increase of $0.4 million due to negotiated labor agreements and required retirement contributions.

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

No significant overall changes. The budget reflects a total of $0.3 million in the use of unassigned General Fund fund balance for one-time negotiated labor agreements and for temporary staffing to support forensic pathology.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Decedent Investigations	$ 11,468,578	$ 11,668,771	$ 12,144,343	4.1	$ 12,416,809
Total	**$ 11,468,578**	**$ 11,668,771**	**$ 12,144,343**	**4.1**	**$ 12,416,809**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 8,378,731	$ 8,702,721	$ 9,187,587	5.6	$ 9,557,188
Services & Supplies	2,739,847	2,866,050	2,906,756	1.4	2,859,621
Capital Assets Equipment	350,000	100,000	50,000	(50.0)	—
Total	**$ 11,468,578**	**$ 11,668,771**	**$ 12,144,343**	**4.1**	**$ 12,416,809**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 152,332	$ 152,332	$ 153,000	0.4	$ 153,000
Miscellaneous Revenues	960	960	1,000	4.2	1,000
Fund Balance Component Decreases	182,282	269,876	271,574	0.6	274,439
Use of Fund Balance	763,909	287,909	351,467	22.1	251,467
General Purpose Revenue Allocation	10,369,095	10,957,694	11,367,302	3.7	11,736,903
Total	**$ 11,468,578**	**$ 11,668,771**	**$ 12,144,343**	**4.1**	**$ 12,416,809**

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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 supports community safety by working with County departments, criminal justice agencies and community partners, to supervise and rehabilitate youth and adults in the justice system. The department also assists crime victims by securing restitution and holding clients accountable. During Fiscal Year 2019–20, a weekly average of 11,135 adults and 1,283 youth were under probation supervision. With a continued focus on supporting young people, their families, and all persons under supervision, the department restructured operations by creating two new leadership teams — Youth Development and Community Support Services (which includes the Youth Detention and Development team) and Adult Reintegration and Community Supervision Services.

The Probation Department supports community outreach, prevention and intervention programs to strengthen families, increase youth resiliency, and avoid justice system involvement for youth at risk of entering the juvenile justice system. These programs were created in collaboration with County criminal justice partners, the Superior Court, law enforcement, as well as health, school and community partners. The Probation Department also provides supervision and reentry services to justice system involved adults, focusing on case management and assessment in order to link them to the services that will assist in rehabilitation. The Probation Department educates victims on their rights and secures restitution for victims of crime.

To ensure these critical services are provided, the Probation Department has 998.00 staff years and a budget of $232.3 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 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.

2019–20 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.
    - Provided 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
  - Employed operational practices to protect community safety and reduce crime.
    - Ensured that 84% (824 of 984) of juvenile probationers completed their probation without new sustained law violations, exceeding the goal of 73% due to the department's efforts to ensure that all juvenile programs and services are in alignment with national best practices and that youth have access to a broad spectrum of services and support in the community.

- Ensured that 71% (3,248 of 4,552) of adult probationers completed their probation without being convicted of new crimes, exceeding the goal of 68%.
- Ensured that 92% (388 of 420) of Mandatory Supervision clients completed their supervision without being convicted of new crimes, exceeding the goal of 80% through the collaborative and coordinated approach to supervision that clients receive in the Mandatory Supervision Court model.
- Ensured that 61% (796 of 1,310) of Post Release Community Supervision clients completed their supervision without being convicted of new crimes, exceeding the goal of 60%.

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Employed practices to provide rehabilitative services to offenders.
    - Linked 98% (1,184 of 1,206) of Post Release Community Supervision clients to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90%.
    - Linked 91% (354 of 388) of Mandatory Supervision clients to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90%.
    - Ensured 48% (663 of 1,377) 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 35% through concerted efforts to complete case reviews and terminate eligible clients as well as by implementing an incentive program to reinforce positive behavior change.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
  - Provided youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse.
    - Integrated 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.
    - Increased the monthly in-custody visitation rate to 73% (3,449 of 4,736) to improve youth outcomes through stronger support systems, family visitation and community engagement, exceeding the goal of 60%. These efforts were accomplished by extending visitation hours, hosting special events for families that included transportation and having the correctional counselors encourage visitation by family members and positive mentors.
    - Enrolled 100% of 700 eligible youth in the Alternatives to Detention (ATD) program and ensured that 95% (648 of 681) successfully completed the program without new sustained law violations and 94% (624 of 667) were not detained for new arrests within six months of case closure.
    - Decreased by 40% (from 30 to 18) the monthly average number of youths detained as a result of probation violations, exceeding the goal of 5% through the use of community-based alternatives to custody, enhanced screening efforts and revised booking criteria.
    - Implemented the CHOICE 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.
    - Implemented Achievement Centers in communities where at-risk youth reside in order to 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.
    - Expanded the Resilience Mentoring Program to the central area of the county in order to build upon the program's successful efforts utilizing mentors with similar life experiences for youth on juvenile probation to assist in the youths' rehabilitation and in the reduction of recidivism.

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.
    - Expanded the customer service survey on the public-facing Probation Department website in order to collect information about areas where customer engagement could be enhanced.
    - Continued development of self-service kiosks for adult clients checking in for services at probation offices in order to ensure the most efficient and effective service delivery.
    - Improved the public-facing website to ensure that customers have access to the most up-to-date and complete information about the department, including

the posting of 92 Field Service policy sections and 11 Institution policy sections, to increase the transparency of service delivery.

- Strengthen our customer service culture to ensure a positive customer experience
  - Engaged the community by participating in over 340 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
  - Fostered employee well-being, inclusion and development.
    - Provided staff with training on cultural competence and implicit bias, including presentations on diversity and inclusion, as part of new employee orientation.
    - Enhanced departmental efforts in staff recruitment and retention by increasing efforts to promote staff within the department and by encouraging staff to enhance their career opportunities by participating in trainings such as the Professional Development Academy.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Create a trauma-informed County culture.
    - Provide training to staff on the principles of trauma-informed care; adolescent brain development and behavior; mental health; disabilities; effective strategies for communication; cultural responsiveness; Lesbian, Gay, Bisexual, Transgender (LGBT) specific issues; restorative practices; and childhood disorders.

Living Safely

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Employ operational practices to protect community safety and reduce crime.
    - Ensure that 75% 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 offenders accountable while providing them access to rehabilitation
  - 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 38% 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
  - Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse.
    - Continue to integrate the Youth in Custody Practice Model (YICPM) into Institutional Services by expanding the utilization of a strength-based behavior management program and by enhancing the ways in which activity time is structured to promote positive youth development.
    - Increase the monthly in-custody visitation rate to 70% to improve youth outcomes through stronger support systems, family visitation and community engagement.
    - Ensure that 90% of youth enrolled in the Alternatives to Detention (ATD) program successfully complete the program without any new sustained law violations.
    - Decrease by 5% the monthly average number of youths detained as a result of probation violations through the use of community-based alternatives to custody.
    - Explore opportunities to expand the Resilience Mentoring Program to the east area of the county in order to build upon the program's successful efforts utilizing mentors with similar life experiences for youth on juvenile probation to assist in the youths' rehabilitation and in the reduction of recidivism.
    - As part of the Juvenile Justice System Improvement Project in collaboration with the Center for Juvenile Justice Reform and Vanderbilt Peabody College, develop a disposition matrix that helps match youth to the most appropriate level of supervision and services in order to maximize their opportunities for success and to enhance public safety.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Continue developing management structures to support youth and adult operations in order to align services to resources to better serve clients.
  - Respond to fiscal and legislative changes by enhancing core probation functions and responsibilities using existing resources and community providers to provide quality services.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize new and existing technology and infrastructure to improve customer service.
    - Continue developing an infrastructure that improves customer service by constructing the Juvenile Justice Campus and Ohio Street Probation Office that will maximize service delivery in environments that promote the health and well-being of clients, staff and the community.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Foster employee well-being, inclusion and development.
    - Continue providing staff with opportunities to participate in the Blue Courage program that supports staff in developing heart-focused leadership and purpose.
    - Continue providing Professional Development Academies for staff to encourage their personal and professional growth and to prepare them for promotional and leadership opportunities.

Related Links

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

- www.sandiegocounty.gov/probation

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Adult probationers who complete their probation without being convicted of a new crime	72% of 3,973	68%	71% of 4,552	68%	68%
Juvenile probationers who complete their probation without a new law violation[1]	84% of 963	73%	84% of 984	75%	75%
High-risk adult probationers and Post Release Community Supervision clients linked to appropriate intervention services to address factors that lead to criminal behavior[2]	76% of 1,851	N/A	N/A	N/A	N/A
Enrollment of eligible youth into the Alternatives to Detention Program[3]	100% of 625	100%	100% of 700	N/A	N/A
Visitation rate for youth in custody[4]	62% of 491	60%	73% of 4,736	70%	70%
Successful completion of the Alternatives to Detention Program[5]	N/A	N/A	N/A	90%	90%

Table Notes

[1] The Department exceeded the goal of 73% through ongoing efforts to ensure that all juvenile programs and services are in alignment with national best practices and that youth have access to a broad spectrum of services and support in the community.

[2] This measure was discontinued in Fiscal Year 2019–20 as the department initiates the review of the process to refer formal probation clients to intervention services.

[3] This measure will be discontinued in Fiscal Year 2020–21 and replaced with a measure focused on successful completion of the Alternatives to Detention Program.

[4] The Department exceeded the goal of 60% by extending visitation hours, hosting special events for families that included transportation, and having the correctional counselors encourage visitation by family members and positive mentors.

[5] This measure was added for Fiscal Year 2020–21 to increase the number of youth who successfully complete 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.

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

Staffing

Net decrease of 70.00 staff years in response to revenue losses due to current economic conditions and due to transfers between programs. In Fiscal Year 2019-20, the department reorganized under two leadership teams. Staff years are transferred between divisions and administrative staff are assigned to operational divisions serving youth or those serving adults.

- Adult Reintegration & Community Supervision—net increase of 29.00 staff years. This includes transfers of 60.00 staff years from Department Administration and Youth Development & Community Support Services, and a reduction of 31.00 staff years as a result of the revenue losses due to current economic conditions.
  - Reduction of 12.00 staff years as a result of eliminating the Work Projects Program.
  - Reduction of 9.00 staff years in administrative and operational support staff in proportion to the decline in direct service positions.
  - Reduction of 7.00 staff years as a result of deleting positions in the Wellness, Community Engagement, and Policy program. Activities required to support employee wellness, policy updates will be assigned across the department, and collaborative and education activities in the community will be revised with fewer outreach events.
  - Reduction of 1.00 staff year that serves in the Investigation and Supervision of adults on formal probation supervision.
  - Reduction of 2.00 staff years that conduct background investigations as part of the hiring process.
- Institutional Services—decrease of 403.00 staff years due to the transfer of all staff to Youth Detention & Development and Youth Development & Community Support Services as a result of the department's restructuring.
- Youth Detention & Development—net increase of 377.00 staff years. This includes transfers of 382.00 staff years from Department Administration, Institutional Services and Youth Development & Community Support Services and a reduction of 5.00 staff years as a result of the revenue losses due to current economic conditions.
  - Reduction of 4.00 staff years as a result of operational changes to the Youth Transportation program. This program provides transportation to youths to be placed in foster care, attend medical appointments, and make court appearances.
  - Reduction of 1.00 staff year for operational support in proportion to the decline in direct service positions.
- Youth Development & Community Support Services—net increase of 30.00 staff years. This includes transfers of 63.00 staff years as a result of transfers from Department Administration, Institutional Services and Youth Detention & Development, and a reduction of 33.00 staff years as a result of revenue losses due to current economic conditions.
  - Reduction of 7.00 staff years that supported the Home Supervision program. This program will change from supervising both pre- and post-adjudicated youths to only supervising pre-adjudicated youth. The department will continue to recommend that these youth be placed in the community and be provided with intervention and treatment services.
  - Reduction of 7.00 staff years due to the restructure of the Detention Control Unit program. This unit will be combined with Intake, Booking, and Receiving due to revised intake criteria and operational efficiencies.
  - Reduction of 5.00 staff years that supported the Community Assessment Teams program. Community-based programs will provide the youths, who are not supervised by probation, with the oversight currently being provided by probation officers.
  - Reduction of 5.00 staff years related to the Extended Foster Care and Resource Family Approval programs. These functions will be transferred to Child Welfare Services during Fiscal Year 2020–21.
  - Reduction of 4.00 staff years in the Court Officers program. These responsibilities will be transferred to the case-carrying officers.

- Reduction of 2.00 staff years administrative and operational support staff positions in proportion to the decline in direct service positions.
- Reduction of 2.00 staff years due to the elimination of the Drug Court program, which has recently been evaluated and determined to not be an effective approach for youth success.
- Reduction of 1.00 staff year that supported the Juvenile Forensic Assistance for Stabilization and Treatment program due to declining workload.

- Department Administration—net decrease of 103.00 staff years. This includes transfers of 102.00 staff years to Adult Reintegration & Community Supervision, Youth Detention & Development, and Youth Development & Community Support Services, and a reduction of 1.00 staff year as a result of revenue losses due to current economic conditions.

Expenditures

Net decrease of $1.5 million

- Salaries & Benefits—decrease of $3.0 million due to the reduction of 70.00 staff years described above, offset by increases due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—increase of $0.9 million.
  - Increase of $0.2 million for facility projects.
  - Decrease of $1.0 million for cross functional information technology costs.
  - Increase of $0.3 million for one-time costs related to vehicle replacement.
  - Net increase of $1.4 million in contracted services.
    - Increase of $0.4 million related to Youth Offender Rehabilitative Programs.
    - Increase of $0.6 million for a third Achievement Center location to expand intensive community service options and alternatives for youth under supervision.
    - Increase of $0.4 million related to interim housing, family therapy and food services.
- Other Charges—increase of $2.0 million associated with the Governor's proposed realignment of youthful offenders housed at the California Division of Juvenile Justice to county detention facilities. The requirements for the care of these youth and the amount of any State funding to be allocated to counties along with this responsibility are still to be determined.
- Expenditure Transfer & Reimbursements—increase of $1.4 million. Since this is a transfer of expenditures, it has a net effect of $1.4 million decrease in expenditures.
  - Increase of $0.2 million related to the Mental Health Services Agreement with the Health & Human Services Agency.
  - Increase of $1.2 million associated with centralized General Fund support of costs for one-time major maintenance projects. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of $1.5 million

- Intergovernmental Revenues—decrease of $12.7 million.
  - Increase of $4.2 million based on available amounts in the Community Corrections Performance Incentives Fund for adult probation activities and to support adult supervisory services.
  - Decrease of $2.1 million in Juvenile Probation Activities Funding in Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund as a result of the COVID-19 pandemic economic impact ($5.0 million), offset by projected uses of Juvenile Probation Activities fund balance ($2.9 million).
  - Decrease of $2.7 million in realignment revenues as a result of as a result of current economic conditions.
  - Decrease of $8.3 million in Local Revenue Fund 2011, Community Corrections Subaccount due to declining sales tax revenues as a result of current economic conditions.
  - Increase of $1.1 million based on available Juvenile Reentry Grant funding to support youth supervisory services.
  - Net decrease of $1.9 million in Youthful Offender Block Grant as a result of the COVID-19 pandemic economic impact and the completion of one-time prior year projects ($0.5 million) offset by increases based on projected uses of fund balance to support youth rehabilitation programs and supervisory services.
  - Decrease of $3.0 million due to the loss of federal revenue resulting from the end of the Title IV-E California Well-Being Project.
- Charges for Current Services—decrease of $2.0 million due to the reduction in fee collection related to Work Projects based on anticipated actuals and the Board of Supervisors action to cease collection of previously assessed fees for the care of minors in the facilities.
- Other Financing Sources—decrease of $2.2 million due to available Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional public safety services and for one-time major maintenance projects and operational needs, as a result of current economic conditions.
- Fund Balance Component Decreases—increase of $0.7 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $4.4 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.

- Use of Fund Balance—increase of $12.3 million. A total of $17.1 million of unassigned General Fund fund balance is budgeted.
  - $0.7 million for one-time salary and benefit costs.
  - $0.4 million for radio replacements for the Regional Communications System.
  - $4.5 million to partially offset revenue losses due to current economic conditions to fund essential positions related to adult supervision, youth supervision, and youth detention.
  - $9.4 million to offset revenue losses due to current economic conditions to support for one year of behavioral health treatment services previously funded by the Local Revenue Fund 2011, Community Corrections Subaccount.
  - $2.0 million associated with the Governor's proposed realignment of youthful offenders housed by the California Division of Juvenile Justice to county detention facilities for the care of youth pending the allocation of State funds.
  - $0.1 million in Asset Forfeiture funds to support law enforcement purposes permissible by the guide to equitable sharing and Health and Safety Code 11489.
- General Purpose Revenue Allocation—increase of $2.4 million to offset revenue losses due to current economic conditions and continuing to support positions in adult formal supervision, adult drug court, and school-based officers that provide early intervention services to students.

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

Net increase of $3.7 million primarily for negotiated labor agreements and required retirement contributions, and the Governor's proposed realignment of youthful offenders housed by the California Division of Juvenile Justice to county detention facilities, offset by a decrease in Services & Supplies due to the completion of one-time projects. Fiscal Year 2021–22 budget amounts reflect continuing the mitigation strategies applied in Fiscal Year 2020–21 such as the continuation of expenditure reductions and service changes described above. The Fiscal Year 2021–22 budget notes that Intergovernmental Revenues decline by $13.9 million as department one-time resources are reduced. The budget reflects a total of $33.7 million in the use of unassigned General Fund fund balance for continuation of services impacted by current economic conditions and one-time negotiated labor agreements. If costs can no longer be supported by one-time resources, further service reductions to essential services will be required.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Adult Reintegration & Com Serv	366.00	395.00	424.00	7.3	424.00
Institutional Services	451.00	403.00	0.00	(100.0)	0.00
Youth Detention & Development	0.00	0.00	377.00	0.0	377.00
Youth Development & Com Serv	192.00	164.00	194.00	18.3	194.00
Department Administration	99.00	106.00	3.00	(97.2)	3.00
Total	**1,108.00**	**1,068.00**	**998.00**	**(6.6)**	**998.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Adult Reintegration & Com Serv	$ 75,279,056	$ 88,456,362	$ 96,800,051	9.4	$ 98,577,142
Institutional Services	75,890,862	68,062,793	—	(100.0)	—
Youth Detention & Development	—	—	66,485,455	0.0	67,077,926
Youth Development & Com Serv	51,003,857	51,584,945	61,000,251	18.3	63,384,275
Department Administration	29,347,150	25,456,571	7,776,750	(69.5)	6,689,680
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	**$ 231,715,925**	**$ 233,755,671**	**$ 232,257,507**	**(0.6)**	**$ 235,924,023**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 132,411,510	$ 138,393,305	$ 135,394,228	(2.2)	$ 138,179,822
Services & Supplies	91,313,690	85,669,439	86,606,279	1.1	84,294,279
Other Charges	8,988,757	10,333,000	12,333,000	19.4	14,333,000
Expenditure Transfer & Reimbursements	(1,998,032)	(640,073)	(2,076,000)	224.3	(883,078)
Operating Transfers Out	1,000,000	—	—	0.0	—
Total	**$ 231,715,925**	**$ 233,755,671**	**$ 232,257,507**	**(0.6)**	**$ 235,924,023**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fines, Forfeitures & Penalties	$ 55,000	$ 55,000	$ 55,000	0.0	$ 55,000
Intergovernmental Revenues	110,127,344	113,907,135	101,192,368	(11.2)	87,309,832
Charges For Current Services	6,553,002	5,475,500	3,493,638	(36.2)	3,493,638
Miscellaneous Revenues	96,500	96,000	96,000	0.0	96,000
Other Financing Sources	23,752,096	25,554,775	23,348,287	(8.6)	24,391,617
Fund Balance Component Decreases	2,558,205	3,677,690	4,359,020	18.5	4,250,530
Use of Fund Balance	3,433,613	4,849,406	17,142,039	253.5	33,756,251
General Purpose Revenue Allocation	85,140,165	80,140,165	82,571,155	3.0	82,571,155
Total	**$ 231,715,925**	**$ 233,755,671**	**$ 232,257,507**	**(0.6)**	**$ 235,924,023**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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 $95.4 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Completed 90% (828 of 920) 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

  - Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
    - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs in 100% of 500 requests, exceeding the goal of 90%.
    - 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 benefits the client.

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
  - Continued 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 that impact their own lives and the lives of others as they learn to work together toward a common goal.
  - Filed 375 misdemeanor expungement requests to help clients obtain meaningful employment. *This measure was not met due to operational impacts caused by the COVID-19 pandemic.*
  - Filed 375 felony expungement requests to help clients obtain meaningful employment. *This measure was not met due to operational impacts caused by the COVID-19 pandemic.*
  - Developed and maintained partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs.

- Received 54,000 hours of volunteer service. *This measure was not met due to operational impacts caused by the COVID-19 pandemic.*

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 work with criminal justice partners to ensure a reasonable and efficient criminal justice system to obtain the best possible outcome for the client.
    - Resolved 94% (29,707 of 31,695) of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation, exceeding the goal of 90%.
    - Resolved 68% (9,325 of 13,634) of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation, exceeding the goal of 65%.
    - Reported 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 for 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 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.

2020–22 Objectives

Building Better Health

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

Living Safely

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - 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 find solutions to current and future challenges
  - Continue the Youth Council, comprised of high school students representing high schools throughout the county. 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 that impact their own lives and the lives of others as they learn to work together toward a common goal.
  - Provide Fresh Start assistance to 2,000 clients.
  - Achieve relief for 90% of Fresh Start conviction relief petitions.
  - 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
  - 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.

Related Links

- For additional information about the Department of the Public Defender, refer to the website at: www.sandiegocounty.gov/public_defender

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks.[1]	87% of 938	90% of 850	90% of 920	90% of 850	90% of 850
Number of juvenile record requests sealed	100% of 816	90% of 900	100% of 500	90% of 900	90% of 900
Number of elapsed days between admission and sentencing of juvenile cases, when appropriate, to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Number of misdemeanor expungement requests filed[2, 3]	474	475	375	N/A	N/A
Number of felony expungement requests filed[2, 3]	470	475	375	N/A	N/A
Total volunteer hours [3]	72,210	72,500	54,000	72,500	72,500
Number of clients served by Fresh Start[4]	N/A	N/A	N/A	2,000	2,000
% of Fresh Start clients conviction relief petitions granted [4]	N/A	N/A	N/A	90% of 2,000	90% of 2,000
Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	99.9% of 44,138	90% of 46,500	94% of 31,695	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	61% of 15,974	65% of 15,000	68% of 13,634	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] This measure will be discontinued in Fiscal Year 2020–21 as the department's expungement work has changed with the implementation of Fresh Start. These measures are being replaced with two new measures related to Fresh Start.

[3] This measure was not met due to operational impacts caused by the COVID-19 pandemic.

[4] This measure is being added for Fiscal Year 2020–21. The Fresh Start Comprehensive Criminal Record Relief Program is designed to help eligible community members with post-conviction relief to reduce barriers to employment, education, housing and community resources. Deputy Public Defenders review criminal history and develop detailed Fresh Start case plans and seek appropriate method of conviction relief.

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

Staffing

No net change in staffing.

- Increase of 3.00 staff years in the Primary Public Defender to address increased case activities.
- Decrease of 3.00 staff years in the Alternate Public Defender as a result of a transfer to the Primary Public Defender.

Expenditures

Net increase of $2.4 million.

- Salaries & Benefits—increase of $4.1 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—increase of $1.6 million primarily to support tenant improvements and facility improvements projects.
- Expenditure Transfer & Reimbursements—increase of $3.3 million associated with centralized General Fund support operations following the loss of revenue related to the elimination of juvenile fees, Penal Code 3051 *Youth Offender Parole* cases, and the one-time costs of facility improvements. Since this is a transfer of expenditures, it has a net effect of $3.3 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $2.4 million.

- Intergovernmental Revenues—increase of $0.1 million in parole revocation reimbursements.
- Charges for Current Services—decrease of $0.2 million to reflect lower collections resulting from the elimination of juvenile fees.
- Miscellaneous Revenues—increase of $0.6 million from the Indigent Defense fund to support operations.
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $2.5 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $1.4 million. A total of $1.8 million is budgeted in unassigned General Fund fund balance.
  - $1.2 million for one-time negotiated salaries and benefits payments.
  - $0.5 million to support costs associated with temporary staffing.
  - $0.1 million to support operations due to loss of revenue related to the juvenile fees.
- General Purpose Revenue Allocation—increase of $3.2 million as a result of negotiated labor agreements and required retirement contributions.

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

Net increase of $2.4 million due to the required retirement contributions and negotiated labor agreements. The budget reflects a total of $1.2 million in the use of unassigned General Fund fund balance for one-time negotiated labor agreements.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Primary Public Defender	310.00	322.00	325.00	0.9	325.00
Office of Assigned Counsel	5.00	5.00	5.00	0.0	5.00
Alternate Public Defender	48.00	49.00	46.00	(6.1)	46.00
Multiple Conflicts Office	9.00	9.00	9.00	0.0	9.00
Administration	16.00	15.00	15.00	0.0	15.00
Total	**388.00**	**400.00**	**400.00**	**0.0**	**400.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Primary Public Defender	$ 57,934,701	$ 60,865,422	$ 65,375,725	7.4	$ 66,378,821
Office of Assigned Counsel	5,476,599	5,575,865	4,890,691	(12.3)	4,890,690
Alternate Public Defender	9,836,999	10,214,307	10,224,493	0.1	10,626,127
Multiple Conflicts Office	2,065,934	2,103,294	2,231,386	6.1	2,304,827
Administration	15,020,658	14,217,961	12,684,192	(10.8)	13,639,700
Total	**$ 90,334,891**	**$ 92,976,849**	**$ 95,406,487**	**2.6**	**$ 97,840,165**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 72,767,998	$ 76,080,295	$ 80,242,887	5.5	$ 82,260,826
Services & Supplies	17,796,671	16,809,848	18,394,513	9.4	15,538,105
Other Charges	—	362,000	377,000	4.1	377,000
Expenditure Transfer & Reimbursements	(229,778)	(275,294)	(3,607,913)	1,210.6	(335,766)
Total	**$ 90,334,891**	**$ 92,976,849**	**$ 95,406,487**	**2.6**	**$ 97,840,165**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 1,702,239	$ 1,822,239	$ 1,922,239	5.5	$ 1,922,239
Charges For Current Services	800,000	800,000	650,000	(18.8)	650,000
Miscellaneous Revenues	1,000,000	975,528	1,571,673	61.1	1,179,489
Fund Balance Component Decreases	1,642,482	2,438,878	2,513,458	3.1	2,548,374
Use of Fund Balance	3,842,596	3,242,596	1,803,045	(44.4)	1,185,192
General Purpose Revenue Allocation	81,347,574	83,697,608	86,946,072	3.9	90,354,871
Total	**$ 90,334,891**	**$ 92,976,849**	**$ 95,406,487**	**2.6**	**$ 97,840,165**

San Diego County Fire Authority

Mission Statement

Coordinate, regionalize, and improve fire protection and emergency response services provided to the unincorporated areas of the San Diego County.

Department Description

The San Diego County Fire Authority (SDCFA) delivers comprehensive fire and emergency medical services across 1.5 million acres of unincorporated San Diego County. SDCFA employs a cooperative approach to provide a greater depth of resources by partnering with CAL FIRE to provide services as one department, County Fire. By operating with the philosophy of "One Team, One Mission," leadership is united under the Fire Chief, who oversees fire service and operations, and the Director, who oversees the administrative support to County Fire. The SDCFA also administers the Volunteer Reserve Firefighter Program. In 2019, the creation of the Community Risk Reduction Division advanced the region's wildfire resiliency by turning its focus to neighborhood-level fire preparedness. Implementation of a cohesive pre-fire strategy will be established community-by-community, focusing on public education, defensible space inspections, structure hardening, fuels management projects and protecting evacuation corridors.

To ensure these critical services are provided, San Diego County Fire Authority has 27.00 staff years and a budget of $53.6 million.

Strategic Initiative Legend

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

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

2019–20 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.

- Continued collaborating with the Health and Human Services Agency (HHSA), by providing blood pressure screenings at 23 locations as part of the County's "Love Your Heart" campaign, exceeding the goal of 15 due to additional fire stations participating in the campaign.
- Continued working to lower the risk of sudden cardiac death by providing seven community CPR/AED certification courses in CSA 135. The goal of 15 was not met due to the increased involvement of County Fire EMS training personnel in the "Stop the Bleed" program.
- Collaborated with HHSA's Emergency Medical Services to promote the "Stop the Bleed" program, a national awareness campaign to encourage bystanders to become trained, equipped and empowered to help in a bleeding emergency situation before professional help arrives.

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.
    - Standardized priorities, projects and messaging among 12 of 14 Fire Safe Councils in CSA 135, exceeding the goal of 10 due to the creation of the Community Risk Reduction Division which focuses on community fire preparedness at the neighborhood-level.
    - Created a program that provides and installs a Knox Box at or near the front door for at-risk segments of the population to allow first responders access to homes during an emergency.
    - Designed an education program to promote the replacement of non-fire rated windows, roofs, and vents in existing homes within CSA 135.

- Provided a fire prevention education program for grades K-3 at 25 schools within CSA 135, exceeding the goal of 10 due to the creation of the Community Risk Reduction Division which focuses on community fire preparedness at the neighborhood-level.
- Developed 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
  - Identified and mitigated community threats that impact quality of life.
    - Performed fire inspections at 51% (167 of 328) of existing businesses within CSA 135. The goal of 85% was not met due to operational and economic impacts caused by the COVID-19 pandemic. The goal will be reached next year, as protocols have been developed to allow staff to perform fire inspections, while maintaining the standards for reducing person-to-person contact defined in the Public Health Order.
    - Adopted the San Diego County Consolidated Fire Code, which contains the County's and Fire Protection Districts' amendments to the 2019 California Fire Code.
    - Reduced the defensible space inspection cycle from five to three years throughout CSA 135.
    - Completed Wildfire Pre-Plans for seven at-risk communities, exceeding the goal of five due to creation of the Community Risk Reduction Division which focuses on community fire preparedness at the neighborhood-level.
  - Continued to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter Program. Participated in six Volunteer Reserve Firefighter recruitment public outreach events. The goal of 12 recruitment outreach events was not met due to operational and economic impacts caused by the COVID-19 pandemic. The recommendations for gatherings and physical distancing requirements in the Public Health Order in effect will determine the department's ability to participate in future events.
    - Developed an Apprentice Program for Volunteer Firefighters that encourages and promotes opportunities for future recruitment of high school students.

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.
    - Implemented the warehouse/procurement/inventory system to support County fire fixed asset and minor equipment inventories.
    - Negotiated agreements with new alternative energy project developers to ensure that the impacts on Fire and EMS services are addressed.
    - Enhanced 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
  - Utilized new and existing technology and infrastructure to improve customer service.
    - Implemented the use of the "Tablet Command Incident Command" application during significant fire and EMS incidents within 100% of CSA 135, exceeding the goal of 65% due to the offering of trainings to support unit-wide adoption of the system as the standard.
    - Achieved a 10-minute response time for the first unit on scene at 70% of County fire stations for EMS calls, exceeding the Emergency Response Time Standard of 13 minutes for rural communities identified in the San Diego County Fire Standards of Cover.
    - Maintained a turnout time of less than two minutes on 86% (3,429 of 3,966) of the reportable emergency response incidents within CSA 135.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Promote events that encourage residents to learn more about improving their health and wellness.
    - Continue collaborating with the Health and Human Services Agency (HHSA), by providing blood pressure screenings at 15 locations as part of the County's "Love Your Heart" campaign.
    - Continue collaborating with HHSA, by providing 20 training events in CSA 135 to promote the 'Stop the Bleed' program, a national awareness campaign to encourage bystanders to become trained, equipped and empowered to help in a bleeding emergency situation before professional help arrives.

Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness.

- In collaboration with HHSA, complete installation of residential lock boxes at or near the front door of 50 at-risk individuals to allow first responder access to homes during an emergency.
- Provide Wildland Urban Interface (WUI) training classes for seven at-risk communities in CSA 135.
- Develop a community wildfire preparedness plan for two at-risk communities in CSA 135.

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Identify and mitigate community threats that impact quality of life.
    - Participate in two Tactical Resource Training (TRT) events with partnering agencies to support the Urban Search and Rescue (USAR) program.
    - Facilitate the installation or upgrade of five emergency generators at fire stations in CSA 135.
    - Perform fire inspections at 85% of existing businesses within CSA 135.
    - Complete 100% of annual inspections in every building used as a public or private school (Group E occupancies) for compliance with building standards within CSA 135.
    - Complete 100% of annual inspections in every building used as a hotel, motel, lodging house, apartment house or residential care facility (certain Group R occupancies) for compliance with building standards within CSA 135.
  - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter Program.
    - Expand Apprentice Program for Volunteer Firefighters to continue to promote opportunities for future recruitment of high school students.
    - Participate in 12 public outreach events to recruit Volunteer Reserve Firefighters.

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Implement tools and trainings to improve leadership and project management skills.
    - Develop a formal plan for organizational management inclusive of coaching, job shadowing, and mentoring.
- Align services to available resources to maintain fiscal stability
  - Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County.
    - Implement an inspection tracking system to support Community Risk Reduction activities related to community fire prevention.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize new and existing technology and infrastructure to improve customer service.
    - Implement tools to enhance incident management, situational awareness, and fire pre-planning.
    - Maintain a 10-minute Total Response Time (starting when 9-1-1 call is received and ending when emergency personnel arrive on scene) in accordance with the Initial Resource Response Time Standards identified in the San Diego County Fire Standards of Cover.

Related Links

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

- www.sandiegocounty.gov/sdcfa

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Number of community CPR classes in CSA 135[1]	15	15	7	N/A	N/A
Number of "Stop the Bleed" training events in CSA 135[2]	N/A	N/A	N/A	20	20
Number of Volunteer Reserve Firefighters recruitment public outreach events[3]	16	12	6	12	12
Perform fire inspections at commercial/ business occupancies in CSA 135[4]	71%	85%	51%	85%	85%
Perform fire inspections at Group E occupancies within CSA 135[5]	N/A	N/A	N/A	100%	100%
Perform fire inspections at Group R occupancies and associated sub-categories within CSA 135[6]	N/A	N/A	N/A	100%	100%
Response time in minutes for first unit on scene for EMS calls at 70% of county fire stations[7]	10	10	10	N/A	N/A
Reduce average turnout time at fire stations[7]	6%	N/A	N/A	N/A	N/A
Maintain a turnout time of less than two minutes for emergency response incidents within CSA 135[8]	N/A	80%	86%	N/A	N/A
Respond to medical emergencies within 10 minutes in CSA 135[9]	N/A	N/A	N/A	70%	70%

Table Notes

[1] The goal was not met in Fiscal Year 2019–20 due to increased involvement of County Fire EMS training personnel in the "Stop the Bleed" program. This measure will be discontinued in Fiscal Year 2020–21 and replaced with a measure that reflects efforts by Emergency Medical Services (EMS) to support the "Stop the Bleed" campaign by working HHSA's Emergency Medical Services to train Course Instructors and employees.

[2] This is a new measure for Fiscal Year 2020–21 to accurately reflect operational goal. This goal may be affected by operational impacts caused by the COVID-19 pandemic. The recommendations for gatherings and physical distancing requirements in the Public Health Order in effect will determine the department's ability to participate in future training events.

[3] This measure reflects the number of public outreach events focusing on Volunteer Reserve Firefighter recruitment in CSA 135. The goal of 12 recruitment outreach events was not met due to operational impacts caused by the COVID-19 pandemic. The recommendations for gatherings and physical distancing requirements in the Public Health Order in effect will determine the department's ability to participate in future events.

[4] This measure reflects the percentage of fire inspections completed at all commercial/business occupancies in CSA 135. The goal of 85% was not met due to operational impacts caused by the COVID-19 pandemic. Protocols have been developed to allow staff to perform fire inspections, while maintaining the standards for reducing person-to-person contact defined in the Public Health Order to ensure the goal is met in future years.

[5] This is a new measure for Fiscal Year 2020–21. This measure is added in accordance with California Health & Safety Code section 13146.4 and represents the Fire Authority's compliance with California Health & Safety Code section 13146.2 which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a public or private school for compliance with building standards.

[6] This is a new measure for Fiscal Year 2020–21. This measure is added in accordance with California Health & Safety Code section 13146.4 and represents the Fire Authority's compliance with California Health & Safety Code section 13146.3 which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a hotel, motel, lodging house, apartment house, and certain residential care facilities for compliance with building standards.

[7] This measure will be discontinued in Fiscal Year 2020–21 and replaced with a measure that more accurately describes the performance objective.

[8] In Fiscal Year 2019–20 this measure was discontinued and replaced with a measure that accurately describes the performance objective.

[9] This is a new measure for Fiscal Year 2020-21 to accurately reflect operational goal.

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

Staffing

No change in staffing

Expenditures

Net increase of $2.6 million

- Salaries & Benefits—increase of $0.2 million due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—increase of $1.8 million primarily for costs related to fire and emergency medical services, fire prevention contracted services and Community Risk Reduction Ember Resistant Vent Program offset by completion of one-time expenses in prior year and the reduction in contracted administrative services staff cost to align with available funding.
- Other Charges—decrease of $0.8 million due to recategorization of expenditures related to the purchase of equipment.
- Capital Assets Equipment—increase of $2.9 million for replacement of fire equipment and apparatus.
- Expenditure Transfer & Reimbursements—increase of $1.6 million associated with centralized General Fund support of one-time fire and emergency medical services costs. Since this is a transfer of expenditures, it has a net effect of $1.6 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfer Out—increase of $0.1 million to fund one-time major maintenance projects.

Revenues

Net increase of $2.6 million

- Taxes Current Property—increase of $0.2 million due to anticipated increase in property tax apportionments.
- Intergovernmental Revenues—increase of $2.1 million due to anticipated grant funds from CAL FIRE, Assistance to Fire Fighter and Community Development Block Grant.
- Charges for Current Services—decrease of $2.7 million due to decreased revenues from the Jamul Indian Village, Fire Protection Districts agreements and building inspection and plan review services.
- Miscellaneous Revenues—decrease of $2.3 million due to one-time revenue from Firestorm 2007 Trust Fund. A total of $3.6 million in one-time revenue is budgeted to continue the projects and services below.
  - $0.4 million Firestorm 2007 Trust Fund for Major Maintenance projects
  - $1.5 million Firestorm 2007 Trust Fund for Ember Resistant Vent Program
  - $1.2 million grant revenue for Community Risk Reduction program
  - $0.5 million from CSA 135 for fire and emergency medical services
- Fund Balance Component Decreases—increase of $21,641. A total of $1.1 million is budgeted.
  - $0.9 million for replacement of fire equipment and apparatus
  - $0.1 million for replacement of fire and emergency medical services minor equipment

- $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 restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.

- Use of Fund Balance—increase of $1.3 million.
  - A total of $7.5 million is budgeted, unassigned General Fund fund balance of $7.1 million and CSA 135 fund balance of $0.4 million.
  - $0.1 million for one-time negotiated salaries and benefits payments
  - $0.4 million for one-time radio replacements for the Regional Communication System
  - $2.4 million to continue the operation of Intermountain and Mount Laguna fires stations
  - $1.0 million to provide fire and emergency medical services in CSA 135
  - $2.4 million to offset revenue loss due to COVID-19 pandemic which supports fire and emergency medical services in CSA 135 specifically for Jamul Indian Village
  - $0.1 million to offset revenue loss due to COVID-19 pandemic which supports Fire Marshall services provided to Fire Protection Districts
  - $0.1 million to offset revenue loss due to COVID-19 pandemic resulting from a decrease in building inspection and plan review services
  - $0.4 million for Volunteer Reserve Firefighter Program
  - $0.2 million for Community Risk Reduction program for fire prevention planning and development of pre-fire services
  - $0.4 million CSA 135 fund balance to provide fire and emergency medical services in CSA 135
- General Purpose Revenue Allocation—increase of $4.0 million to support ongoing CAL FIRE fire and emergency medical services cost including staffing stations during off-season (Amador), defensible space inspectors, services that support the Community Risk Reduction program, negotiated labor agreements and required retirement contributions.

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

Decrease of $1.2 million for one-time costs to replace fire equipment and apparatus in Fiscal Year 2020–21. Fiscal Year 2021–22 amounts reflect continuing the mitigation strategies applied in Fiscal Year 2020–21 such as reductions in fleet replacement, information technology projects, reduced contracted administrative services staff and operational changes described previously. The Fiscal Year 2021–22 budget includes $12.8 million in the use of unassigned General Fund fund balance for continuation of services impacted by current economic conditions and for one-time negotiated labor agreements. If costs can no longer be supported by one-time resources, significant service reductions in fire and emergency medical services, including reducing the number of personnel per engine, the paramedic on the firefighting helicopter, staffing reductions at fire stations, fire station closures, and the elimination of Volunteer Reserve Firefighter Program may be required.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
San Diego County Fire Authority	22.00	27.00	27.00	0.0	27.00
Total	**22.00**	**27.00**	**27.00**	**0.0**	**27.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
San Diego County Fire Authority	$ 41,170,398	$ 46,676,767	$ 50,003,438	7.1	$ 49,278,179
County Service Areas - Fire Protection/EMS	2,971,650	4,228,105	3,547,339	(16.1)	3,047,339
Total	**$ 44,142,048**	**$ 50,904,872**	**$ 53,550,777**	**5.2**	**$ 52,325,518**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,142,957	$ 3,838,487	$ 4,022,382	4.8	$ 4,184,703
Services & Supplies	39,964,540	44,906,447	46,764,036	4.1	46,783,456
Other Charges	160,000	1,022,245	195,000	(80.9)	195,000
Capital Assets Equipment	76,000	324,000	3,232,000	897.5	905,000
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	(1,625,000)	6,400.0	(25,000)
Operating Transfers Out	823,551	838,693	962,359	14.7	282,359
Total	**$ 44,142,048**	**$ 50,904,872**	**$ 53,550,777**	**5.2**	**$ 52,325,518**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 1,498,665	$ 1,183,009	$ 1,333,055	12.7	$ 1,333,055
Revenue From Use of Money & Property	5	—	—	0.0	—
Intergovernmental Revenues	—	155,000	2,213,100	1,327.8	125,000
Charges For Current Services	4,536,166	5,295,709	2,640,127	(50.1)	2,430,127
Miscellaneous Revenues	602,050	5,897,229	3,611,261	(38.8)	302,392
Other Financing Sources	123,455	262,455	262,455	0.0	262,455
Fund Balance Component Decreases	47,020	1,073,966	1,095,607	2.0	97,023
Use of Fund Balance	7,724,489	6,200,828	7,548,978	21.7	12,794,497
General Purpose Revenue Allocation	29,610,198	30,836,676	34,846,194	13.0	34,980,969
Total	**$ 44,142,048**	**$ 50,904,872**	**$ 53,550,777**	**5.2**	**$ 52,325,518**

County of San Diego

Health and Human Services Agency

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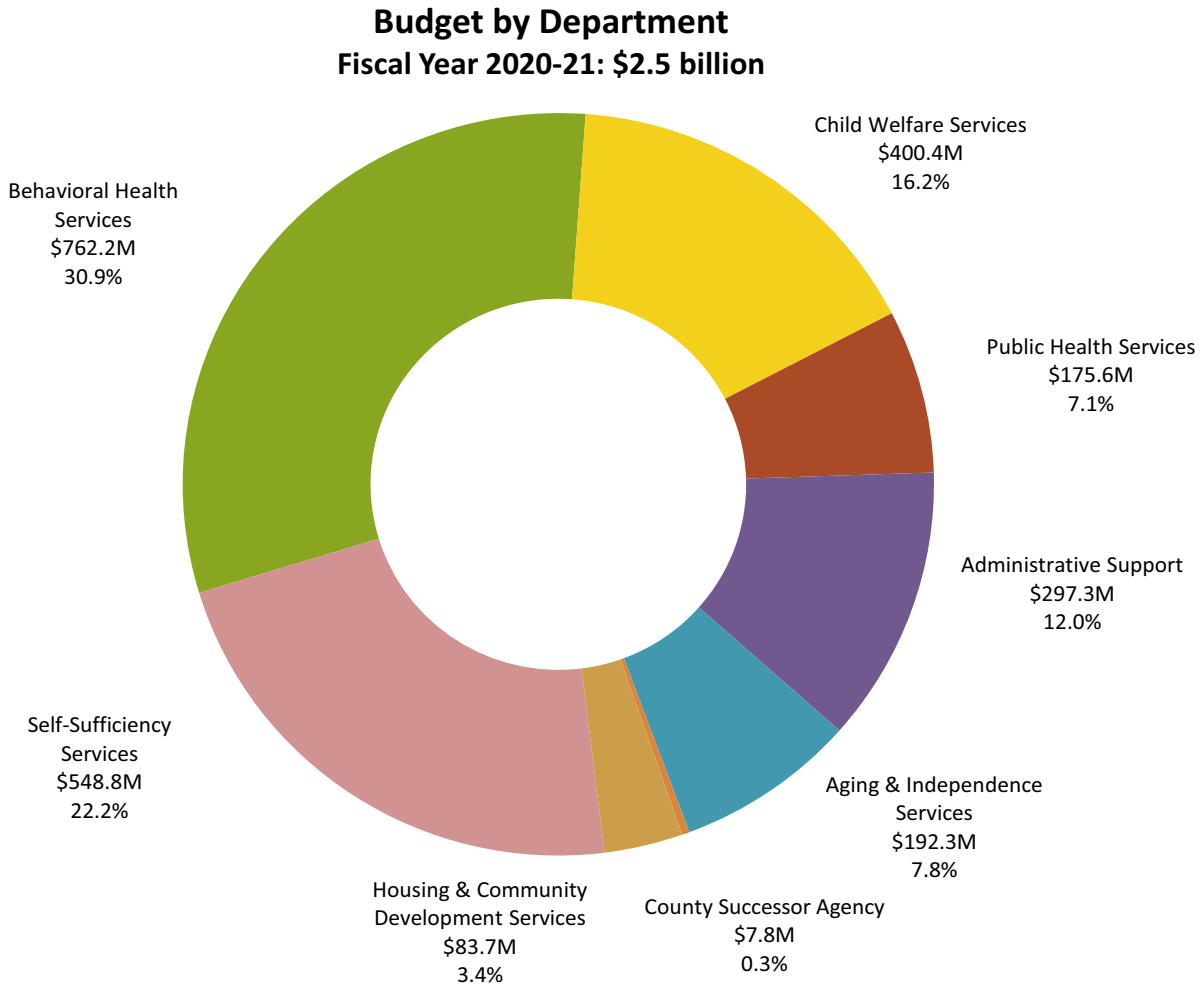
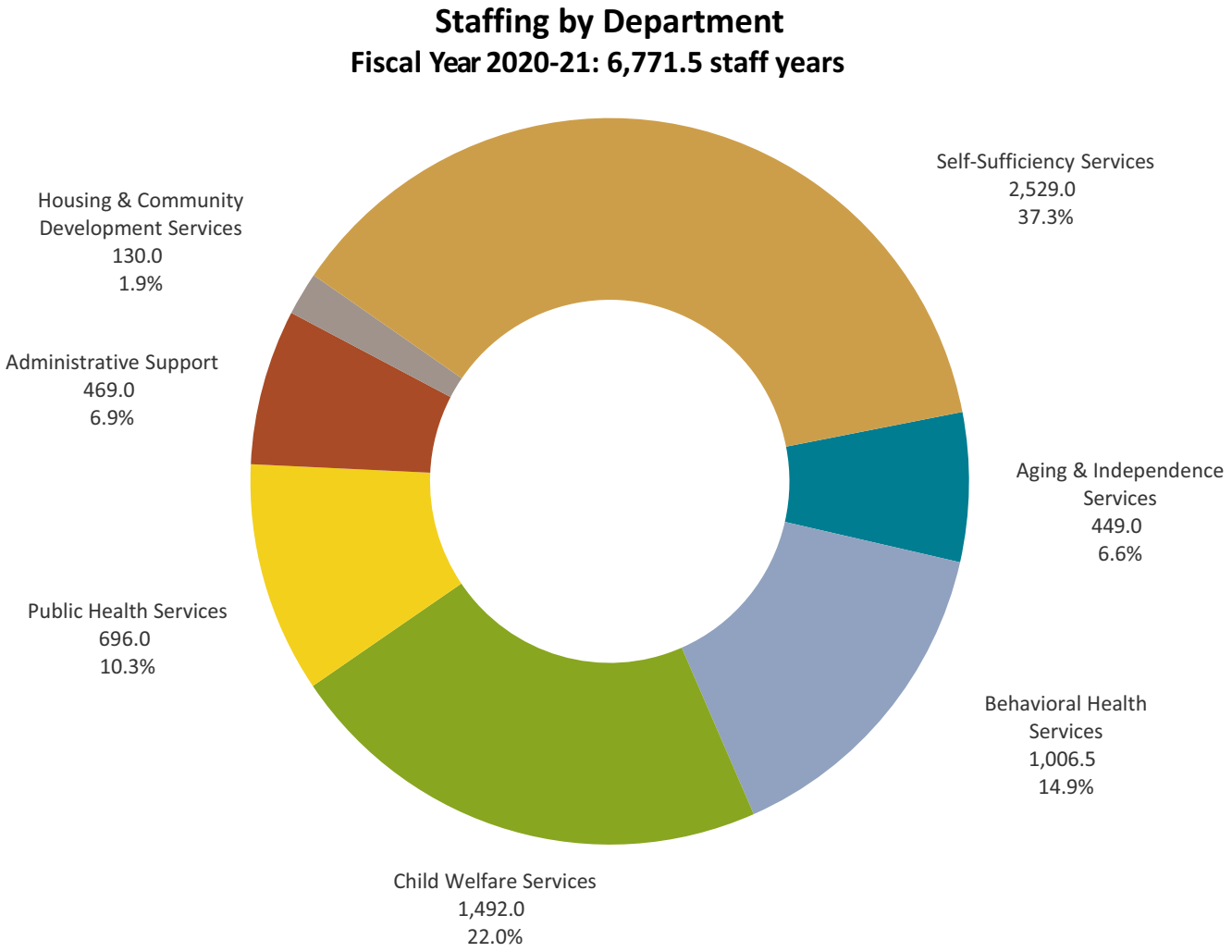
Health and Human Services Agency at a Glance

Recommended Budget by Department



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

Recommended Staffing by Department



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

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, housing 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 111,000 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 5,000 vulnerable children;
- Prevent the spread of infectious diseases through nearly 25,000 cases requiring investigations as part of the response to COVID-19, hepatitis A and C, measles, HIV, gastro-intestinal and other diseases; and
- Ensure over 760,000 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 HHSA contributes to the health, safety and quality of residents' lives.

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

HHSA provides these services directly and indirectly with 6,771.50 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 $2.5 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, housing and social services to approximately 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 focuses 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. The Global COVID-19 Pandemic, which HHSA has played a key role in leading the regional response, has demonstrated the importance of that shared vision and focus like no other event in recent history. During the lead-up and since the declaration of both a Local and Public Health Emergency in February 2020, HHSA staff has continued to provide critical services and essential functions in response to the pandemic. While the pandemic has caused great uncertainty and challenges in planning, HHSA remains committed to providing essential services and regional leadership. 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 addresses new challenges head on, such as implementing the nurse triage line in partnership with 211 to direct patients to nurses who could answer questions related to COVID-19, having public health nurses on homeless outreach teams make regular visits to the unsheltered population to educate and hand out hygiene kits, and ensuring important resources and national guidance are tailored to a variety of organization and offered in multiple languages. 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.

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 gleaning 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 COVID-19, 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 and supporting older adults by partnering with area restaurants to deliver food to eligible seniors and thousands of check-in calls ensured our most vulnerable older adults could live well. 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

As part of the pursuit to performance excellence, HHSA continues to be recognized statewide for its commitment to the health and well-being of its residents through its continuous self-evaluation, improvements, and the cultivation of leadership and an engaged workforce. HHSA quickly evolves in response to changing circumstances to break down barriers in the workplace and meet customer needs. By implementing a virtual service delivery system, including telephonic, telemedicine and video conferencing, HHSA continues to protect the health of our clients and staff, while still providing high quality care.

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: 2019–20 to 2020–21

Overview

The Health and Human Services Agency's Fiscal Year 2020-21 budget includes appropriations of $2.5 billion, a net increase of $205.4 million from the prior year. Salaries & Benefits are up $54.3 million due to required retirement contributions and negotiated labor increases. Services & Supplies are up by $156.2 million, largely driven by costs for COVID-19 response efforts including the Testing, Tracing, and Treatment Strategy (T3) funded by the Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue, as well as costs reflecting recent Board of Supervisors initiatives including Capital project investments in the Behavioral Health provider community to increase treatment capacity, and initiatives expanding housing and homelessness interventions. Other Charges are up $14.8 million reflecting increased cash assistance caseloads in safety net programs. These increases are offset by a decrease of $16.0 million to eliminate Management Reserves budgeted in HHSA, and a net decrease of $3.9 million in the Expenditure Transfers & Reimbursement and Operating Transfer Out accounts, primarily to reflect budget adjustments for costs funded outside of the HHSA General Fund, with no impact to services.

In light of the economic downturn resulting from the pandemic, HHSA is contending with significant revenue shortfalls in realignment revenues driven by dedicated sales tax receipts to support health and human services programs. While this has curtailed the amount of new requests outside of COVID-19 CARES Act funded response efforts, measures have been taken to ensure the progress made over the last several years with significant investments in Child and Family Strengthening, Affordable Housing/Homelessness, Behavioral Health, and Protecting Public Health is not unwound. One-time funds will be used where feasible to glideslope services while awaiting a clearer economic picture and further clarity around available stimulus packages. Additionally, while a more measured approach is required, HHSA will still strategically move forward with investments in the Behavioral Health Services Continuum of Care (BHS CoC) and housing and homelessness efforts among other efforts that are expected to generate additional revenue or contain costs in the long term. HHSA will continue to work to maximize service delivery efficiency, building upon a telework environment and reducing facility costs to allow for a greater amount of long-term ongoing savings.

Staffing

HHSA has no net change in staffing. There were transfers within the Agency that occurred mid-year among divisions to meet operational needs. With the onset of the pandemic, HHSA will be closely monitoring the resulting needs in safety net programs tied to the economic downturn, as well the expected increased need in Child Welfare Services and Behavioral Health services. Moving forward, HHSA is committed to identifying 80 positions to transfer to Public Health Services from other areas in the Agency to further augment capacity in areas such as Epidemiology, Immunizations, and Public Health Preparedness and Response. This will augment PHS staffing capacity with no net change in overall HHSA staff years.

Expenditures

Net increase of $205.4 million

- Salaries & Benefits—increase of $54.3 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—net increase of $156.2 million.
  - Increase of $115.0 million for one-time efforts tied to responding to COVID-19 funded by the CARES Act revenue, including costs for the T3 Strategy.
  - Increase of $25.0 million for one-time costs tied to the Behavioral Health Impact Fund which will pay for capital projects for mental health and substance abuse service providers as approved by the Board of Supervisors on April 7, 2020.
  - Increase of $23.7 million for efforts to address homelessness in the unincorporated area, including expansion of the County's Hotel/Motel Voucher program, establishment of a local rental subsidy program, and a storage and service site.
  - Increase of $10.4 million in various BHS services including increased crisis response and stabilization, felony diversion, and First Responder services, as well as increased long term care facility rates for Institutes of Mental Disease (IMD), facility planning efforts tied to advancing the Behavioral Health Continuum of Care, and increased security and substance use disorder services at the San Diego County Psychiatric Facility.
  - Increase of $5.5 million for housing and homelessness efforts and social services and emergency assistance tied to COVID-19 funded by augmentations under the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing Opportunities for Persons with Aids (HOPWA) programs, and the Community Services Block Grant (CSBG).

- Increase of $4.8 million in various grant funded contracts including the Overdose Data to Action program, HIV/AIDS prevention, and Tobacco Prevention grants in PHS, the Older Americans Act (OAA) programs in AIS, and the CSBG funded Child Passenger Safety Program.
- Increase of $4.3 million in SSS supporting expansions in the current year for Info Line 211 Information and Referral Services and Welfare to Work services.
- Increase of $3.0 million in the Homeless Housing, Assistance and Prevention (HHAP) Program to provide integrated support and housing for youth up to the age of 24 who are homeless, including a special focus on those who are transitioning from foster care or young parents who are experiencing homelessness.
- Increase of $2.9 million tied to the Public Housing Physical Needs Assessment for improvements necessary to extend the physical life of the buildings and improve the quality of life of the residents.
- Increase of $2.7 million for PHS IT related costs primarily for upgrades and increased support of various programs including the San Diego Immunization Registry, San Diego Health Connect, Vital Records, the Laboratory Information System, and the Vaccine Inventory Database which will bolster efforts to protect public health by strengthening and enhancing the current infrastructure to communicate, share data, coordinate and collaborate between the County and other community partners.
- Increase of $1.5 million to expand CWS respite services, forensic interviews and medical exams, efforts to reduce disproportionality, and efforts to enhance the Resource Family Approval process.
- Increase of $1.2 million for the C3 for Veterans program to increase connections to services and reduce recidivism through housing assistance, care coordination, and increased opportunities for vocational training for local veterans involved in the justice system as approved by the Board of Supervisors on October 15, 2019.
- Increase of $1.2 million for State grants supporting housing and homelessness efforts for State grants supporting housing and homelessness efforts including the Homeless Emergency Aid Program (HEAP), California Emergency Solutions and Housing (CESH) funds to develop a Flexible Housing Subsidy Pool (FHSP) in collaboration with Regional Task Force on the Homeless (RTFH), and the SB-2 State planning grant to support the preparation, adoption and implementation of plans that streamline housing approvals and accelerate housing production.
- Increase of $1.0 million in the In-Home Supportive Services (IHSS) program for implementation of the federally and State required Electronic Visit Verification (EVV) system and to align program integrity costs with current spending levels.
- Increase of $0.3 million for Alzheimer's Response Team's (ART) contracted services to provide a specialized level of care for seniors experiencing a dementia-related crisis.
- Increase of $0.2 million for Geriatric Emergency Department Accreditation (GEDA) to ensure that older patients receive well-coordinated and appropriate care.
- Increase of $0.2 million in the San Diego Veterans Independence Service at Any Age (SD-VISA) program providing home and community-based services to veterans.
- Decrease of $24.1 million primarily associated with a reduction of prior year one-time facilities and IT projects.
- Decrease of $10.3 million primarily to align spending and utilization trends in contracted services supporting the Drug Medi-Cal Organized Delivery System (DMC-ODS).
- Decrease of $7.7 million for statewide contracted projects associated with the new Joint Exercise Powers Agreement (JPA) that will manage the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) consortium contracts, in preparation to implement the California Statewide-Automated Welfare System (CalSAWS), with no impact to services.
- Decrease of $2.7 million for anticipated savings associated with maximizing telework opportunities, partially offset by cost of doing business increases.
- Decrease of $1.0 million associated with the Continuum of Care (COC) and Supportive Housing program (SHP) to align with grant ending.
- Decrease of $0.9 million tied to Housing and Urban Development (HUD) entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.

- Other Charges—net increase of $14.8 million.
  - Increase of $6.9 million in CalWORKs payments reflecting increased caseloads.
  - Increase of $4.5 million in General Relief assistance payments reflecting increased caseloads.
  - Increase of $3.4 million in Child Welfare payments to align with caseload and grant trends for out of home placements.
- Expenditure Transfer & Reimbursement—net increase of $20.6 million. Since this is a reimbursement, it has a net effect of a $20.6 million decrease in appropriations.
  - Increase of $14.3 million associated with centralized General Fund support of the County's Hotel/Motel Voucher program supporting homelessness efforts for the unincorporated area.
  - Increase of $6.5 million associated with centralized General Fund support of major maintenance projects.
  - Decrease of $0.2 million associated with adjustments for reimbursements of services provided to the Public Safety Group.
- Operating Transfer Out—net increase of $16.7 million.

- Increase of $9.1 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health related services.
- Net Increase of $4.5 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) for facility projects.
- Increase of $2.9 million in health benefit contributions for eligible IHSS home care workers, which are tied to an increase in paid IHSS service hours.
- Increase of $0.2 million for operating transfers required to properly account for principal and interest payments in separate funds.

- Management Reserves—decrease of $16.0 million in Management Reserves. There is no amount budgeted.

Revenues

Net increase of $205.4 million

- Taxes Current Property—net increase of $0.5 million to support services in CSA 17 and 69.
- Taxes Other Than Current Secured—increase of $0.1 million for Successor Agencies for payment of enforceable obligations approved by California Department of Finance.
- Intergovernmental Revenue—net increase of $137.5 million.
  - Increase of $115.0 million in one-time Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue to support COVID-19 response efforts.
  - Increase of $33.1 million primarily in social services State and federal administrative revenue associated with anticipated growth in CalWORKs, CalFresh, and Medi-Cal administrative allocations supporting existing operating costs and increases in Salaries & Benefits.
  - Increase of $16.7 million primarily in Short-Doyle Medi-Cal (SDMC) revenue to align with increased rates, units of service, and a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act.
  - Increase of $13.4 million in revenue supporting CalWORKs benefit payments tied to CalWORKs caseload projections above.
  - Increase of $11.2 million in State and federal program revenues to align with grant allocation and support increases in Salaries & Benefits and Services & Supplies primarily for PHS grants and Older Americans Act funding.
  - Increase of $9.4 million in CDBG, Homeless Housing, Assistance and Prevention (HHAP), HOME Investment Partnerships Program, and CARES Act revenue to fund the efforts to address homelessness in the unincorporated area referenced above.
  - Net increase of $9.1 million of one-time federal and State child welfare administrative revenue to help transition from the Title IV-E California Well-Being Project to Family First Prevention Services Act (FFPSA), offset by a loss of federal revenue tied to the end of the Title IV-E California Well-Being Project.
  - Increase of $7.2 million to recognize a one-time anticipated payment for the State's closeout process and redistribution of Medi-Cal eligibility funding from Fiscal Year 2018-19.
  - Increase of $6.9 million in CDBG, ESG, HOPWA, and CSBG program revenue augmentations to support COVID-19 efforts tied to housing and homelessness and social services and emergency assistance.
  - Increase of $6.0 million tied to a temporary increase in the FMAP provided under the Families First Coronavirus Response Act for child welfare caseload assistance payments and California Children Services (CCS).
  - Increase of $5.5 million in federal and State revenue dedicated for the IHSS program.
  - Increase of $3.0 million in HHAP State grant revenue to support housing and services for youth noted above.
  - Increase of $3.0 million in various federal and State funding sources supporting behavioral health services primarily to align to expected allocations.
  - Increase of $1.4 million in federal and State revenues to support felony diversion services.
  - Increase of $1.2 million in State grants supporting housing and homelessness efforts.
  - Increase of $0.6 million in assistance payment revenues primarily due to increased Continuum of Care Reform (CCR) revenue and revised estimates of caseload levels and growth trends in Other Charges.
  - Increase of $0.5 million in Housing Authority revenue to support program administration.
  - Decrease of $97.4 million in realignment revenues based on a projected decline in statewide sales tax receipts dedicated to Health and Human Services programs.
  - Decrease of $5.7 million in DMC-ODS revenue to align with anticipated spending offset by a temporary increase in the FMAP provided under the Families First Coronavirus Response Act.
  - Decrease of $1.7 million primarily in COC and SHP to align with grant ending.
  - Decrease of $0.9 million tied HUD entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.
- Charges for Current Services—net increase of $31.8 million.
  - Increase of $25.2 million primarily in one-time prior year available Intergovernmental Transfer (IGT) revenue to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
  - Increase of $2.8 million for revenue in the Edgemoor Distinct Part Skilled Nursing Facility to align with increases in the Medi-Cal daily bed rate.

- Increase of $2.5 million in IGT revenue primarily tied to efforts advancing the Behavioral Health Continuum of Care.
- Increase of $1.3 million for revenue tied to higher utilization of forensic evaluation services provided to the Superior Court.

- Miscellaneous Revenues—net increase of $25.5 million
  - Increase of $25.0 million from the Behavioral Health Impact Fund established by the Board of Supervisors to fund capital projects for mental health and substance abuse service providers.
  - Increase of $1.3 million in revenue tied to recovery of prior year over payments to contractors.
  - Increase of $0.6 million to align with anticipated loan repayments for HOME and CDBG programs.
  - Increase of $0.5 million in recoupment of payments for the General Relief program.
  - Increase of $0.2 million in the SD-VISA program providing home and community-based services to veterans.
  - Decrease of $2.1 million primarily based on an adjustment to transfer grant funding to Intergovernmental Revenue.
- Other Financing Sources—increase of $9.4 million.
  - Increase of $9.1 million in Securitized Tobacco Settlement funds supporting behavioral health and health-related services, helping to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
  - Increase of $0.3 million primarily in operating transfers to account for principal and interest payments in separate funds.
- Fund Balance Component Decreases—decrease of $1.7 million. The $14.2 million budgeted amount includes $11.8 million in Committed Realignment and $2.4 million in Pension Obligation Bond (POB).
  - $11.8 million in Committed Realignment includes:
    - $7.6 million to support one-time IT projects to modernize electronic health records and data sharing.
    - $2.0 million to support one-time negotiated labor agreements.
    - $0.9 million to assist with reducing the disproportionality of African American children and immigrant/refugee children involved with CWS.
    - $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.
    - $0.4 million for the San Pasqual Academy evaluation contract.
  - $2.4 million to support a portion of departmental costs of the County's existing POB debt. Appropriations in this category are based on the use of Restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.

- Use of Fund Balance—increase of $2.3 million. A total of $38.4 million is budgeted.
  - $24.5 million of unassigned General Fund fund balance is budgeted for the following:
    - $11.0 million for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
      - $3.8 million for the support of various Alzheimer's programs and services including longer term case management, respite services for caregivers, community education, and overall efforts to improve and augment treatment, assessment, care and support services.
      - $1.6 million for sustainability and emergency preparedness efforts in PHS.
      - $1.2 million for the C3 for Veterans program.
      - $1.0 million for respite services to support caregivers licensed by the State in CWS.
      - $0.4 million for the First Responder Pool of Funds.
      - $0.4 million for the support of the Mental Health Senior Team to provide in home crisis assessment and assistance for persons aged sixty and older.
      - $0.4 million for landlord engagement and recruitment efforts.
      - $0.4 million for housing navigation services.
      - $0.3 million to support various intergenerational activities across all regions.
      - $0.3 million to support Feeling Fit and Chronic Disease Self-Management classes for seniors.
      - $0.3 million for contracted parenting education and peer support program costs in CWS
      - $0.2 million to support the Residential Care Facilities for the Elderly Rating System.
      - $0.2 million for the support of the Linkages program to provide critical social support services and care coordination to disabled adults aged 18 and older.
      - $0.2 million for diabetes prevention activities.
      - $0.2 million for performance management efforts.
      - $0.1 million for Live Well @ Work.
    - $10.6 million for one-time negotiated labor agreements.
    - $2.9 million for one-time work tied to the Public Housing Physical Needs Assessment.
  - $13.4 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
  - $0.5 million of available prior year County Service Area (CSA) Fund fund balance to support services in CSA 17 and 69.

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

Net decrease of $146.0 million is the result of an increase of $28.9 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements and a $20.8 million decrease in Expenditure Transfer & Reimbursements tied to one-time funds for facility projects and the County's Hotel/Motel Voucher program. These increases are offset by a net decrease of $192.8 million in Services & Supplies primarily associated with anticipated completion of COVID-19 response efforts and one-time projects, a decrease of $2.5 million in Operating Transfer Out primarily due to decrease in the Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) offset by an increase to reflect health benefit contributions for eligible IHSS home care workers tied to growth in IHSS paid service hours, and a decrease of $0.4 in Other Charges to align with grant funding. FY 2021-22 includes $30.0 million of unassigned General Fund fund balance for various HHSA programs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency. This consists of $19.0 million to support mental health, alcohol & drug, health-related services and continues the $11.0 million of funding for programs funded in Fiscal Year 2020-21 noted above. In addition, use of $13.9 million primarily in Securitized Tobacco Settlement Special Revenue fund balance to support various healthcare-based programs along with $10.6 million in one-time uses of unassigned General Fund fund balance to support one-time negotiated salary and benefit payments.

Group Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Self-Sufficiency Services	2,517.00	2,532.00	2,529.00	(0.1)	2,529.00
Aging & Independence Services	420.00	449.00	449.00	0.0	449.00
Behavioral Health Services	864.00	1,007.50	1,006.50	(0.1)	1,006.50
Child Welfare Services	1,368.00	1,493.00	1,492.00	(0.1)	1,492.00
Public Health Services	666.50	694.00	696.00	0.3	696.00
Administrative Support	453.00	468.00	469.00	0.2	469.00
Housing & Community Development Services	117.00	128.00	130.00	1.6	130.00
Total	**6,405.50**	**6,771.50**	**6,771.50**	**0.0**	**6,771.50**

Group Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Self-Sufficiency Services	$ 523,606,308	$ 527,258,244	$ 548,805,344	4.1	$ 559,566,301
Aging & Independence Services	162,485,712	183,094,858	192,318,978	5.0	197,985,696
Behavioral Health Services	658,175,550	712,886,993	762,164,308	6.9	718,923,804
Child Welfare Services	379,140,438	387,095,386	400,362,189	3.4	406,455,514
Public Health Services	155,979,651	161,968,043	175,575,833	8.4	171,700,536
Administrative Support	197,265,929	215,830,339	297,277,939	37.7	198,959,624
Housing & Community Development Services	28,280,967	66,991,500	83,740,529	25.0	60,670,896
County Successor Agency	7,110,190	7,460,304	7,778,656	4.3	7,778,656
Total	**$ 2,112,044,745**	**$ 2,262,585,667**	**$ 2,468,023,776**	**9.1**	**$ 2,322,041,027**

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 760,000 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 2,529.00 staff years and a budget of $548.8 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, 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.

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Processed 97% (26,660 of 27,450) 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 94% (152,620 of 162,260) 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 94% (179,980 of 191,350) of CalFresh applications timely, within 30 days, and helped eligible families and individuals buy food and improve their nutrition. Target exceeds the State requirement of 90%.
- Increase by 32% (from 35,264 to 46,655) 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.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increased from 17,961 to 37,700 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.
  - Provided exceptional customer service to SSS customers as demonstrated through an average satisfaction rating of 4 (1 to 5 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.

2020–22 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%.
  - 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% (174,800 of 190,000) of CalFresh applications timely, within 30 days, to help eligible families and individuals buy food and improve their nutrition. Target exceeds the State requirement of 90%.
  - Increase to 47,000 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 25,000 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.

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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Timely processing of CalWORKs applications	98% of 26,521	96% of 28,000	97% of 27,450	96% of 28,000	96% of 28,000
Timely Processing of Medi-Cal applications	95% of 176,651	91% of 169,000	94% of 162,260	91% of 169,000	91% of 169,000
Timely processing of CalFresh applications	95% of 167,007	92% of 150,000	94% of 191,350	92% of 190,000	92% of 190,000
Seniors on CalFresh	35,264	31,700	46,655	47,000	47,000
Customers using Access Email and Self Service[1]	318,923	N/A	N/A	N/A	N/A
Status reports submitted through Benefits CalWIN[2]	17,961	24,450	37,700	25,000	25,000

Table Notes

[1] Performance measure for Access customers using self-service and emails discontinued effective Fiscal Year 2019-20.

[2] Fiscal Year 2019-20 target exceeded due to more customers having access to technology and the internet.

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

Staffing

Net decrease of 3.00 staff years

- Decrease of 2.00 staff years due to a transfer to Administrative Support to support operational needs.
- Decrease of 1.00 staff year due to a transfer to Housing & Community Development Services (HCDS) to support operational needs.
- Additionally, staff were transferred among related programs within SSS to manage operational needs.

Expenditures

Net increase of $21.5 million

- Salaries & Benefits—net increase of $17.1 million primarily due to required retirement contributions, negotiated labor agreements and costs tied to anticipated staffing levels needed to meet service demands.
- Services & Supplies—net decrease of $7.0 million.
  - Decrease of $7.7 million for statewide contracted projects associated with the new Joint Exercise Powers Agreement (JPA) that will manage the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) consortium contracts, in preparation to implement the California Statewide-Automated Welfare System (CalSAWS), with no impact to services.
  - Decrease of $2.3 million to align with anticipated operating costs based on current trends and to reflect targeted savings tied to maximizing telework opportunities.
  - Decrease of $1.3 million in contracted services due to the transfer of the Housing and Disability Advocacy Program (HDAP) contracts to Administrative Support.
  - Increase of $2.9 million in Info Line 211 Information and Referral Services associated with an expansion of the services to support increased Access General Information calls.
  - Increase of $1.4 million in Welfare to Work (WTW) contracts to align with services that were expanded in the south region.
- Other Charges—net increase of $11.4 million.
  - Increase of $6.9 million in CalWORKs payments reflecting increased caseloads.
  - Increase of $4.5 million in General Relief assistance payments reflecting increased caseloads.

Revenues

Net increase of $21.5 million

- Intergovernmental Revenues—net increase of $23.8 million.

- Increase of $30.0 million primarily in social services State and federal administrative revenue associated with anticipated growth in CalWORKs, CalFresh, and Medi-Cal administrative allocations supporting existing operating costs and increases in Salaries & Benefits.
- Increase of $13.4 million in revenue supporting CalWORKs benefit payments tied to CalWorks caseload projections above.
- Increase of $7.2 million to recognize a one-time anticipated payment for the State's closeout process and redistribution of Medi-Cal eligibility funding from Fiscal Year 2018-19.
- Decrease of $26.8 million in realignment revenues based on a projected decline in statewide sales tax receipts dedicated to Health and Human Services programs.

- Miscellaneous Revenues—increase of $0.5 million in recoupment of payments for the General Relief program.
- Fund Balance Component Decreases—decrease of $3.8 million in Committed Realignment. There is no amount budgeted.
- Use of Fund Balance—increase of $3.8 million. A total of $3.8 million of unassigned General Fund fund balance is budgeted for one-time negotiated labor agreements.
- General Purpose Revenue Allocation—decrease of $2.8 million primarily due to anticipated increases in social services State and federal administrative revenues noted above. The available general purpose revenue was reallocated to Child Welfare Services, Housing & Community Development Services and Administrative Support.

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

Increase of $10.8 million includes $10.3 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, and $0.5 million in Services & Supplies primarily associated with the expansion of services for Info Line 211 Information and Referral Services contract. Fiscal Year 2021-22 includes $3.0 million in unassigned General Fund fund balance to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Health Care Policy Administration	2.00	2.00	2.00	0.0	2.00
Eligibility Operations Administration	253.00	262.00	268.00	2.3	268.00
Regional Self-Sufficiency	2,262.00	2,268.00	2,259.00	(0.4)	2,259.00
Total	**2,517.00**	**2,532.00**	**2,529.00**	**(0.1)**	**2,529.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Health Care Policy Administration	$ 7,488,061	$ 7,504,756	$ 7,534,019	0.4	$ 7,541,912
Eligibility Operations Administration	60,337,818	61,190,739	55,812,739	(8.8)	57,028,430
Assistance Payments	248,052,713	243,185,179	257,974,420	6.1	258,406,107
Regional Self-Sufficiency	207,727,716	215,377,570	227,484,166	5.6	236,589,852
Total	**$ 523,606,308**	**$ 527,258,244**	**$ 548,805,344**	**4.1**	**$ 559,566,301**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 210,113,194	$ 218,697,176	$ 235,779,481	7.8	$ 246,108,751
Services & Supplies	102,983,503	111,117,510	104,120,715	(6.3)	104,552,402
Other Charges	210,509,611	197,443,558	208,905,148	5.8	208,905,148
Total	**$ 523,606,308**	**$ 527,258,244**	**$ 548,805,344**	**4.1**	**$ 559,566,301**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 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	479,642,092	481,114,850	504,916,270	4.9	516,508,613
Charges For Current Services	620,000	270,000	270,000	0.0	270,000
Miscellaneous Revenues	1,570,798	1,722,999	2,204,385	27.9	2,204,385
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	—	(100.0)	—
Use of Fund Balance	—	—	3,831,386	0.0	3,000,000
General Purpose Revenue Allocation	34,724,813	35,272,673	32,534,698	(7.8)	32,534,698
Total	**$ 523,606,308**	**$ 527,258,244**	**$ 548,805,344**	**4.1**	**$ 559,566,301**

Aging & Independence Services

Mission Statement

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

Department Description

Aging & Independence Services (AIS) provides assistance, information, referral and support to over 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)**— investigate allegations of abuse and neglect of older and dependent adults, and provide connections to resources that may be of assistance to them;
- **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 2019-20 PA/PG/PC received 1,800 referrals for:
  - PA—to protect the estates of individuals who die without a will or without an appropriate person to act as an administrator;
  - PG—to assist individuals who lack the capacity to make decisions for themselves or handle their assets; and
  - PC—to ensure individuals who are gravely disabled receive appropriate food, clothing, shelter and mental health treatment.

By 2030, the number of seniors aged 65 years and older in San Diego County is expected to double to over 750,000. The fastest growing age group, those aged 85 years and older, is projected to increase from an estimated 54,500 in 2015 to more than 100,000 in 2030.

The Aging Roadmap is the County of San Diego's (County) Regional Plan to ensure that our region has programs and communities that support the needs and celebrate the wisdom and experience of the growing population of older adults in our community. The Aging Roadmap was developed through input and information gathered from hundreds of older adults during community assessments and stakeholder interviews. It was launched on September 24, 2019 when the San Diego County Board of Supervisors (Board) directed County staff to implement the Aging Roadmap in partnership with community-based organizations, hospital partners, and County departments. The Aging Roadmap identifies specific goals and action steps in ten priority areas. Age Well San Diego is the County of San Diego's initiative to make our communities better places for people of all ages to live healthy, safe and thriving lives. The Age Well Action Plan includes five priorities: health and community support, housing, social participation, transportation, and dementia-friendly; along with five additional priorities: caregiver support, safety, preparedness and response, the silver economy, and the medical and social services system.

In order to deliver these critical and essential services, AIS has 449.00 staff years, numerous volunteers and a budget of $192.3 million.

2019-20 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 45 days 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.
  - Ensured 75% (75 of 100) of Feeling Fit Club participants evaluated scored higher than national norms for their age and gender on standardized measures of upper and lower body strength as indicated in the Senior Fitness Test (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.

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 99% (495 of 500) 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.

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.
  - 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.
- 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, 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 increasing reports of older adults having to stay home during the COVID-19 pandemic.

Operational Excellence

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Ensured continued action 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 11 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.
    - The Collaboration for Cure (C4C) funded two additional projects in 2019 for a total of 14 projects since 2015 with six of these projects currently active. C4C is in its

second year of a three-year grant of $1.3 million from the National Institute of Health (NIH) for developing prototype treatments for Alzheimer's Disease. C4C submitted four additional grant applications to the NIH directed towards other novel targets associated with for Alzheimer's Disease. One $3 million grant is expected to be funded, a $1.7 million application was funded in January 2020, one application has not yet been reviewed, and one application was not funded.

- Expanded the Alzheimer's Response Team (ART) Pilot to the cities of La Mesa and Escondido as well as additional areas under the Sheriff's jurisdiction including: Lemon Grove, Imperial Beach, Rancho San Diego and additional unincorporated communities in East County and continued to serve the areas of Santee, Lakeside, and unincorporated El Cajon. The ART Pilot has trained over 440 first responders to recognize dementia and refer to APS when encountering families experiencing an Alzheimer's disease related crisis. Since the beginning of the pilot in June 2018, 106 clients have been screened for ART and 21 cases have been closed.

- Provided exceptional customer service to AIS customers as demonstrated through an average satisfaction rating of 4 (1 to 5 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.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Complete 90% (13,320 of 14,800) of initial eligibility determinations for home-based caregiver services through IHSS within the 90-day program mandate so individuals can remain safely in their own home.
  - Ensure 97% (28,033 of 28,900) of annual reassessments for home-based caregiver services through 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
  - Provide 1,000,000 meals to older adults who are homebound or in congregate care to help address food insecurity and social isolation.
  - Ensure 75% (75 of 100) of Feeling Fit Club participants evaluated report that they have increased energy, feel better overall, or are more able to conduct activities of daily living. A special project using trained SFT evaluators will be conducted with a sample of 100 out of approximately 1,600 participants across more than 20 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.
  - Provide 64% (3,073 of 4,800) of victims of older adult abuse and dependent adult abuse who are in need of assistance and are provided with supportive services such as housing and relocation services, referrals to In-home assistance, legal services or on-going case management.
  - Conduct 98% (490 of 500) of investigations for temporary conservatorship within 10 business days of referral assignment to protect basic freedom and rights of customers.
  - 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.
- 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.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Answer 80% (44,000 of 55,000) of calls to the AIS Call Center, which performs centralized intake for various programs, under 5 minutes.
- 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;
- 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.

- Ensure continued action on the Aging Roadmap by providing funding and support to certify all hospitals in the region through the Geriatric Emergency Department Accreditation (GEDA) program, in partnership with the West Health Institute, and provide older patients receive well-coordinated, quality care at the appropriate level. Ensuring all hospitals are GEDA certified improves the care provided to older adults in emergency departments and ensures the resources to provide that care are available. It also demonstrates a focus on the highest standards of care for our region's older residents.

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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Initial IHSS assessments certified timely (Within 45 Days)[6]	91% of 15,665	90% of 16,000	90% of 16,000	90% of 14,800	90% of 14,800
Annual IHSS assessments recertified timely[6]	97% of 25,020	97% of 25,400	97% of 25,400	97% of 28,900	97% of 28,900
Older adults self-reporting food insecurity[1]	44% of 9,085	28% of 1,900	28% of 1,900	N/A	N/A
Meals to older adults who are home-bound or in congregate care[1]	N/A	N/A	N/A	1,000,000	1,000,000
Feeling Fit participants scoring higher than national norms[2, 6]	77% of 100	75% of 100	75% of 100	N/A	N/A
Feeling Fit participants reporting better overall health[2]	N/A	N/A	N/A	75% of 100	75% of 100
Face-to-face APS investigations conducted within 10 days of referral[6]	98% of 6,515	97% of 6,500	97% of 6,500	97% of 6,500	97% of 6,500
Vulnerable Adults with Supportive Services[3]	N/A	N/A	N/A	64% of 4,800	64% of 4,800
PC assessment notes completed within 10 days[4]	96% of 324	98% of 350	99% of 500	98% of 500	98% of 500
AVA cases closed at stable or higher rating[3, 6]	94% of 18	95% of 20	95% of 20	N/A	N/A
Timely PA/PG Accountings Filed with Probate Court	96% of 26	94% of 50	94% of 50	94% of 50	94% of 50
Skilled Nursing Facilities visited quarterly[6]	100% of 87	100% of 89	100% of 89	100% of 89	100% of 89
Residential Care Facilities visited quarterly[6]	96% of 591	90% of 629	90% of 598	90% of 629	90% of 629
Older adults linked with RSVP and Intergenerational volunteer opportunities[6, 7]	1,708	2,050	1,700	N/A	N/A
AIS Call Center calls answered under 5 minutes[5]	N/A	N/A	N/A	80% of 55,000	80% of 55,000

Table Notes

[1] In Fiscal Year 2020-21, the performance measure on "older adults self-reporting food insecurity" was replaced with "meals delivered to older adults who are home-bound or in congregate care" to demonstrate a focus on addressing social isolation and supporting vulnerable older adult populations with increased nutrition assistance.

[2] In Fiscal Year 2020-21, the performance measure "Feeling Fit participants scoring higher than national norms" was replaced with "Feeling Fit participants reporting better overall health" to better demonstrate improved outcomes of AIS health promotion and prevention programs.

[3] In Fiscal Year 2020-21, the performance measure on "AVA cases closed at a higher or stable rating" was replaced with "Vulnerable adults with supportive services" to demonstrate supportive services efforts in connecting older adults to resources.

[4] Baseline data exceeded due to an increase in court referrals for temporary conservatorship.

[5] This is a new performance measure in Fiscal Year 2020-21 to demonstrate AIS efficiency of providing services and referrals to assisted transportation, multi-purpose senior centers, caregiver supports and health promotion and prevention programs.

[6] Due to COVID-19 response efforts, data collection for this anticipated accomplishment will be updated and finalized in Fiscal Year 2020-22 Adopted Op Plan.

[7] This performance measure is being retired due to the impact of the COVID-19 Public Health Order for vulnerable populations to stay at home.

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

Staffing

No overall change in staff years.

- Staff were transferred among related programs within AIS to manage operational needs.

Expenditures

Net increase of $9.2 million

- Salaries & Benefits—increase of $3.3 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—increase of $2.9 million.
  - Increase of $1.0 million in contracted services supporting programs funded through the Older Americans Act (OAA) providing nutrition and support services.
  - Increase of $0.7 million for implementation of the federally and State required Electronic Visit Verification (EVV) system in the In-Home Supportive Services (IHSS) program.
  - Increase of $0.3 million to align IHSS program integrity costs with current spending levels.
  - Increase of $0.3 million for Alzheimer's Response Team's (ART) contracted services to provide a specialized level of care for seniors experiencing a dementia-related crisis.
  - Increase of $0.2 million for Geriatric Emergency Department Accreditation (GEDA) to ensure that older patients receive well-coordinated and appropriate care.
  - Increase of $0.2 million in the San Diego Veterans Independence Service at Any Age (SD-VISA) program providing home and community-based services to veterans.
  - Increase of $0.1 million for contracted services as part of the Healthy Brain Initiative grant to promote cognitive health, address cognitive impairment for people living in the community, and help meet caregiver needs.
  - Increase of $0.1 million for the California Department of Aging's (CDA) Dignity at Home Fall Prevention program to implement fall prevention interventions for older adults.
- Expenditure Transfer & Reimbursements—decrease of $0.1 million associated with the Public Safety Group's reimbursement of Victim Services Program administrative costs. Since this is a reimbursement, it has a net effect of $0.1 million increase in appropriations.
- Operating Transfer Out—increase of $2.9 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 $9.2 million

- Intergovernmental Revenues—increase of $8.4 million.
  - Increase of $5.5 million in federal and State revenue dedicated for the IHSS program.
  - Increase of $1.5 million primarily in OAA revenue to fund contract increases and Salaries & Benefits for staff providing direct services.
  - Increase of $0.9 million in Realignment revenue to fund Salaries & Benefits for staff providing direct services, based on a reallocation of realignment resources within HHSA that are dedicated for costs in Health and Human Service programs.
  - Increase of $0.4 million in California Healthy Brain Initiative revenue to fund contract increases and Salaries & Benefits.
  - Increase of $0.1 million in Dignity at Home Fall Prevention revenue to fund contracted services.
- Miscellaneous Revenues—net decrease of $0.1 million.
  - Decrease of $0.3 million primarily based on an adjustment to transfer grant funding to Intergovernmental Revenue.
  - Increase of $0.2 million in the SD-VISA program providing home and community-based services to veterans.

- Fund Balance Component Decreases—decrease of $1.1 million in Committed Realignment. A total of $0.4 million of Committed Realignment is budgeted for one-time negotiated labor agreements.
- Use of Fund Balance—increase of $5.9 million. A total of $5.9 million of unassigned General Fund fund balance is budgeted.
  - $5.2 million for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
    - $3.8 million for the support of various Alzheimer's programs and services including longer term case management, respite services for caregivers, community education, and overall efforts to improve and augment treatment, assessment, care and support services.
    - $0.4 million for the support of Mental Health Senior Team to provide in home crisis assessment and assistance for persons aged sixty and older.
    - $0.3 million to support various intergenerational activities across all regions.
    - $0.3 million to support Feeling Fit and Chronic Disease Self-Management classes for seniors.
    - $0.2 million to support the Residential Care Facilities for the Elderly Rating System.
    - $0.2 million for the support of the Linkages program to provide critical social support services and care coordination to disabled adults aged 18 and older.
  - $0.7 million for one-time negotiated labor agreements.
- General Purpose Revenue Allocation—decrease of $3.9 million tied to leveraging of available one-time funding. The available general purpose revenue was reallocated to Child Welfare Services.

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

Increase of $5.7 million is the result of increases of $1.8 million in Salaries & Benefits due to negotiated labor agreements, net increase of $1.2 million in Services & Supplies, and $2.7 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. The net increase of $1.2 million in Services & Supplies includes $2.9 million related to the 4% annual increase in the IHSS MOE offset by a decrease of $1.7 million primarily tied to one-time projects and programs ending in prior year. FY 2021-22 includes $5.2 million in unassigned General Fund fund balance for programs funded in Fiscal Year 2020-21 as noted above to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $1.0 million to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
In-Home Supportive Services	210.00	213.00	210.00	(1.4)	210.00
Senior Health and Social Services	39.00	40.00	41.00	2.5	41.00
Protective Services	89.00	110.00	112.00	1.8	112.00
Administrative and Other Services	28.00	29.00	29.00	0.0	29.00
Public Administrator/Guardian/ Conservator	54.00	57.00	57.00	0.0	57.00
Total	**420.00**	**449.00**	**449.00**	**0.0**	**449.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
In-Home Supportive Services	$ 117,284,263	$ 131,607,069	$ 136,592,930	3.8	$ 142,215,891
Senior Health and Social Services	16,024,843	17,938,999	19,768,895	10.2	19,848,977
Protective Services	14,968,805	18,194,646	19,488,186	7.1	19,343,904
Administrative and Other Services	6,233,633	6,617,159	7,224,371	9.2	7,113,948
Public Administrator/Guardian/ Conservator	7,974,168	8,736,985	9,244,596	5.8	9,462,976
Total	**$ 162,485,712**	**$ 183,094,858**	**$ 192,318,978**	**5.0**	**$ 197,985,696**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 47,182,546	$ 52,269,937	$ 55,591,021	6.4	$ 57,408,145
Services & Supplies	89,380,622	100,533,109	103,423,592	2.9	104,593,035
Other Charges	250,000	250,000	250,000	0.0	250,000
Expenditure Transfer & Reimbursements	(81,836)	(127,869)	—	(100.0)	—
Operating Transfers Out	25,754,380	30,169,681	33,054,365	9.6	35,734,516
Total	**$ 162,485,712**	**$ 183,094,858**	**$ 192,318,978**	**5.0**	**$ 197,985,696**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Other Than Current Secured	$ 2,000	$ —	$ —	0.0	$ —
Licenses Permits & Franchises	57,772	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	65,000	65,000	85,000	30.8	85,000
Intergovernmental Revenues	145,411,191	163,959,896	172,314,411	5.1	177,991,129
Charges For Current Services	887,869	750,000	730,000	(2.7)	730,000
Miscellaneous Revenues	1,509,779	1,846,529	1,783,939	(3.4)	1,783,939
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	1,314,805	1,453,673	387,985	(73.3)	—
Use of Fund Balance	1,189,773	—	5,868,110	0.0	6,246,095
General Purpose Revenue Allocation	11,775,034	14,689,499	10,819,272	(26.3)	10,819,272
Total	**$ 162,485,712**	**$ 183,094,858**	**$ 192,318,978**	**5.0**	**$ 197,985,696**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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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 more than 111,000 San Diego County residents of all ages through coordinated systems of care. Services are provided through 9 county-operated programs, more than 300 contracts, and 800 individual fee-for-service providers.

Inpatient health services are provided through the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a Distinct Part Skilled Nursing Facility (DP-SNF).

Due to the impact of the Coronavirus Disease 2019 (COVID-19), many service providers have transitioned to telehealth and telephonic services. While the services provided by BHS have remained operational, public health orders mandating physical distancing guidelines have influenced how services are rendered.

Services include but are not limited to, the list below with numbers reflecting the end of Fiscal Year (FY) 2018-19 unless otherwise noted:

- **Access and Crisis Line**—answer more than 55,000 calls annually by licensed clinical staff to provide crisis intervention and referrals;
- **Acute Inpatient Hospitalization Services**—provide 24/7 care and help patients of all ages address a mental health crisis, become stabilized, and move to a less restrictive level of care**.** In FY 2019-20, services in this category include 60 inpatient beds and 18 crisis stabilization unit (CSU) beds at the San Diego County Psychiatric Hospital, with access to an additional 591 licensed inpatient beds;
- **Adult Recovery Centers (RCs)**—offer outpatient SUD treatment and recovery services to more than 5,000 individuals, which includes service connections to support the individual's recovery;
- **Services in Adult Residential Facilities**—provide support to 215 individuals who require psychiatric treatment and psycho/social rehabilitative services in a home-like residential facility, with the goal of maintaining or improving client functioning in the community to prevent or minimize institutionalization;
- **Collaborative Courts**—provide more than 450 individuals court directed substance use disorder and mental health treatment services in lieu of prison time;

- **Crisis Residential Services**—provide mental health services to more than 3,000 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 more than 7,900 youth and adults through three 24/7 facilities;
- **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;
- **Friday Night Live Partnership**—engage youth in alcohol and drug prevention activities on 18 middle school campuses and 30 high school campuses located throughout the county;
- **Full Service Partnership (FSP) Programs**—embrace a "whatever it takes" approach to treatment serving approximately 15,000 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 more than 950 referrals with more than 600 individuals accepted into the programs;
- **Long-Term Residential Care**—includes an estimated 394 beds in the following settings: Institutions for Mental Disease (Mental Health Rehabilitations Center, Skilled Nursing Facilities (SNF)/Special Treatment Programs), SNF and Board and Care Facilities;
- **Pathways to Well Being**—supports the provision of Intensive Care Coordination (ICC), Intensive Home-Based Services (IHBS) and the Child and Family Team (CFT) for over 1,700 youth involved in Child Welfare Services, as for non -CWS involved youth receiving services in mental health treatment programs who have multi-system involvement (Probation, Education, Regional Centers, etc.);

- **Perinatal Recovery Centers**—offer outpatient SUD treatment and recovery services to more than 1,000 individuals, which includes specialized programming for pregnant and parenting mothers as well as services for their young children;
- **Prevention and Early Intervention (PEI) Programs**—support mental health awareness, and encourage access, reduce stigma and discrimination towards individuals with mental illness and increase awareness of suicide prevention;
- **Psychiatric Emergency Response Teams (PERT)**—pair a clinician with a law enforcement officer to respond to 911 calls for individuals who are experiencing a mental health crisis, with the goal of providing more compassionate and effective handling of over 10,0000 crisis intervention incidents through 70 teams. The PERT Emergency Medical Services (EMS), which pairs a clinician with EMS personnel (two teams) was piloted in FY 2018-19 to proactively outreach and engage with individuals with mental illness who frequently call 911 for medical services, with the goal of linking these individuals to ongoing services and decreasing the frequency of 911 calls and emergency department transports;
- **Regional Substance Use Disorder (SUD) Prevention Programs**—leverage environmental prevention strategies and media advocacy to work with community groups (including youth) to change community conditions that contribute to SUD-related problems;
- **School-Based Mental Health Services**—offer outpatient mental health treatment in more than 400 designated schools throughout the County. Services are known as SchooLink;
- **Teen Recovery Centers (TRCs)**—offer outpatient substance use disorder treatment services to over 1,100 youth ages 12-17 through regionally-based clinic locations and more than 18 school-based facilities; and
- **Wraparound Programs**—provide individualized and intensive case management services to more than 550 children and youth with complex behavioral health service needs;

In addition to the services above, BHS leads and participates in several key initiatives, including but not limited to:

- **Continuum of Care (COC) efforts**—enhance, expand, and innovate the array of behavioral health programs throughout the region and in collaboration with justice partners, hospitals, community health centers, and other community-based providers. COC efforts include the establishment of behavioral health hubs, networks, and new care coordination services to ensure people have access to the appropriate level of psychiatric services to meet their immediate needs and support their long-term recovery;
- **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 consultation, and medication-assisted treatment services. This transformative blend of new and expanded services provides 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;
- **It's Up to Us**—informs the public through a media campaign to eliminate mental health stigma and prevent suicide; and
- **Project One For All (POFA)**—houses and treats 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. Since the inception of POFA in February 2016 through December 2019, over 1,300 individuals have been supported.

In order to deliver these critical services, BHS has 1,006.50 staff years, including medical professionals, and a budget of $762.2 million that includes payments made to care providers.

Strategic Initiative Legend

For more information on alignment to the Strategic Initiatives, 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.

2019-20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Linked 45% (59 of 130) 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 70% (4,690 of 6,700) 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 50% (600 of 1,200) 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 individuals (or at risk of homelessness) with a "whatever it takes, 24/7" approach to treatment which includes housing and employment services.
- Diverted 85% (2,295 of 2,700) 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 100% (900) of adolescents had an appointment at a Substance Use Disorder (SUD) outpatient program within 10 business days of requesting services.
- Advanced efforts to enhance the array of behavioral health programs throughout the region and in collaboration with justice partners, hospitals, community health centers, and other community-based providers to ensure people have access to the appropriate level of psychiatric services to meet their immediate needs and support their long-term recovery.

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Diverted 50% (5,500 of 11,000) 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 an appropriate response, which includes linkages to needed services for individuals who may be experiencing a mental health crisis.
  - Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Ensured 95% (104 of 110) 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.

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 difficultly of achieving top tier performance. Maintaining five stars ensured Edgemoor will remain in the top 10% of skilled nursing facilities in California.
  - Tracked the Third Next Available Appointment for clients seeking substance use disorder treatment with the goal of establishing a baseline for offering timely appointments. 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 cancelation or another event that is not predictable or reliable.
- 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.
  - Provided exceptional customer service to BHS customers as demonstrated through an average satisfaction rating of 4 (1 to 5 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.
  - Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Began evaluation of the HHSA Ten Year Roadmap for Behavioral Health Services to ensure strategic alignment with accelerated efforts to expand and innovate the array of behavioral health programs throughout the region – known broadly as the Continuum of Care.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - 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% (4,690 of 6,700) 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 75% (1,950 of 2,600) of FSP/ACT program participants do not utilize emergency services while enrolled in the program. 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 80% (2,160 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 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.

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.
  - Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Ensure 50% (1,100 of 2,200) of justice referred clients who are discharged from a substance use treatment program with a referral are connected to another level of care within 30 days to ensure ongoing support and treatment.

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 countywide to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empower community members to be able to help connect others to needed services and lessen the likelihood of negative outcomes.

Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Answer 95% (50,350 of 53,000) of calls to the Access and Crisis Line (ACL) within 60 seconds to provide timely access to for individuals seeking behavioral health services.
- 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 difficultly of achieving top tier performance. Maintaining five stars ensures Edgemoor will remain in the top 10% of skilled nursing facilities in California.
  - In accordance with nationally recognized measures, Behavioral Health Services will track and analyze the Third Next Available Appointment (TNAA) to establish a baseline for offering timely appointments to 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 another event that is not predictable or reliable.

Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to:

- www.Up2SD.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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
PLL Candidates Successfully Linked to Services [3]	47% of 137	45% of 130	45% of 130	N/A	N/A
SDCPH patients not readmitted within 30 days	94% of 1,778	90% of 1,500	90% of 1,500	90% of 1,500	90% of 1,500
CSU Patients Diverted From Psychiatric Hospitalization	68% of 7,908	70% of 6,300	70% of 6,700	70% of 6,700	70% of 6,700
FSP/ACT participants who decreased use of inpatient and emergency services [2]	56% of 1,446	50% of 1,200	50% of 1,200	N/A	N/A
FSP/ACT participants who decreased use of emergency services [2]	N/A	N/A	N/A	75% of 2,600	75% of 2,600
Individuals not readmitted to a crisis residential program and/or hospital within 30 days [1]	79% of 3,061	85% of 2,700	85% of 2,700	80% of 2,700	85% of 2,700
Adolescents receiving timely access to SUD treatment	90% of 1,211	100% of 900	100% of 900	100% of 900	100% of 900
PERT Interventions not resulting in hospitalization or Incarceration	47% of 11,097	50% of 11,000	50% of 11,000	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 [2]	99% of 139	95% of 110	95% of 110	N/A	N/A
Justice referred clients transferred to another level of care within 30 days of SUD discharge [2]	N/A	N/A	N/A	50% of 2,200	50% of 2,200
Community members receiving suicide prevention training [1]	51,747	35,000	35,000	35,000	35,000
Edgemoor CMS Rating System	5	5	5	5	5
Access and Crisis Line answered within an average of 60 seconds	97% of 56,828	95% of 53,000	95% of 53,000	95% of 53,000	95% of 53,000

Table Notes

[1] 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.

[2] Performance measure revised to demonstrate improved outcomes with a broader population.

[3] The performance measure related to Potential Laura's Law candidates will be retired in Fiscal Year 2020-21 due to a desire to highlight BHS services with expanded populations.

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

Staffing

Net decrease of 1.0 staff year

- Decrease of 1.00 staff year due to a transfer to Public Health Services to support operational needs.
- Additionally, staff were transferred among related programs within BHS to manage operational needs.

Expenditures

Net increase of $49.3 million

- Salaries & Benefits—net increase of $11.3 million primarily due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—net increase of $38.1 million.
  - Increase of $25.0 million for one-time costs tied to the Behavioral Health Impact Fund which will pay for capital projects for mental health and substance abuse service providers as approved by the Board of Supervisors on April 7, 2020.
  - Increase of $15.0 million for one-time costs tied to the technology infrastructure, software, and staff training for telehealth capabilities to respond to COVID-19 as approved by the Board of Supervisors on May 19, 2020.
  - Increase of $2.0 million to support increased crisis stabilization and mobile crisis response services.
  - Increase of $1.6 million for PERT cost of living increases and youth crisis response services.
  - Increase of $1.6 million primarily due to increased Long Term Care facility rates for Institutes for Mental Disease (IMD) to meet State mandated increases.
  - Increase of $1.4 million, in collaboration with the Public Safety Group (PSG), for felony diversion services.
  - Increase of $0.6 million for the First Responder Behavioral Health Support program.
  - Increase of $0.5 million to fund PSG Sheriff costs for security services at SDCPH.
  - Increase of $0.5 million for additional substance use disorder services to be provided at SDCPH.
  - Increase of $0.2 million in partnership with the city of Oceanside, to help fund a detox/sobering center.
  - Decrease of $10.3 million primarily to align spending and utilization trends in contracted services supporting the Drug Medi-Cal Organized Delivery System (DMC-ODS).
- Expenditure Transfer & Reimbursements—increase of $0.1 million associated with increased AB109 costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group. Since this is a reimbursement, it has the effect of $0.1 million decrease in appropriations.

Revenues

Net increase of $49.3 million

- Intergovernmental Revenue— increase of $1.3 million.
  - Increase of $16.7 million primarily in Short-Doyle Medi-Cal (SDMC) revenue to align with increased rates, units of service, and a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act.
  - Increase of $15.0 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue to support COVID-19 response efforts noted above.
  - Increase of $3.0 million in various federal and State funding sources supporting behavioral health services primarily to align to expected allocations.
  - Increase of $1.4 million in federal and State revenues to support felony diversion services.
  - Decrease of $29.1 million in realignment revenues based on a projected decline in statewide sales tax receipts dedicated to Health and Human Services programs.
  - Decrease of $5.7 million in DMC-ODS revenue to align with anticipated spending offset by a temporary increase in the FMAP provided under the Families First Coronavirus Response Act.
- Charges for Current Services—increase of $22.2 million.
  - Increase of $18.1 million one-time Intergovernmental Transfer (IGT) revenue to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
  - Increase of $2.8 million for revenue in the Edgemoor Distinct Part Skilled Nursing Facility to align with increases in the Medi-Cal daily bed rate.
  - Increase of $1.3 million for revenue tied to higher utilization of forensic evaluation services provided to the Superior Court.
- Miscellaneous Revenues—increase of $26.3 million.
  - Increase of $25.0 million in one-time revenue from the Behavioral Health Impact Fund established by the Board of Supervisors to fund capital projects for mental health and substance abuse service providers.
  - Increase of $1.3 million in revenue tied to recovery of prior year overpayments to contractors.
- Other Financing Sources—increase of $4.0 million in Securitized Tobacco Settlement for behavioral health-related services.
- Fund Balance Component Decrease—increase of $6.4 million in Committed Realignment. A total of $6.4 million of Committed Realignment is budgeted.
  - $4.8 million in to support one-time IT projects to modernize electronic health records and data sharing.
  - $1.6 million to support one-time negotiated labor agreements.

- General Purpose Revenue Allocation—decrease of $10.9 million tied to leveraging of available one-time funding. The available general purpose revenue was reallocated to Child Welfare Services.

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

Net decrease of $43.2 million is the result of a decrease of $47.4 million in Services & Supplies offset by $4.2 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements. The $47.4 million decrease in Services & Supplies includes $54.0 million tied to ending of one-time projects offset by an increase of $6.6 million tied to contracted services supporting DMC-ODS. Fiscal Year 2021-22 includes $15.4 million of unassigned General Fund fund balance supporting mental health and alcohol & drug program services to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $2.2 million to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Alcohol and Other Drug Services	56.00	55.00	32.00	(41.8)	32.00
Mental Health Services	191.00	206.50	209.50	1.5	209.50
Inpatient Health Services	471.00	583.00	580.00	(0.5)	580.00
Behavioral Health Svcs Administration	146.00	163.00	185.00	13.5	185.00
Total	**864.00**	**1,007.50**	**1,006.50**	**(0.1)**	**1,006.50**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Alcohol and Other Drug Services	$ 185,142,425	$ 186,138,067	$ 173,205,615	(6.9)	$ 176,821,732
Mental Health Services	372,029,897	411,591,965	463,751,767	12.7	413,976,399
Inpatient Health Services	79,201,587	89,362,095	93,867,957	5.0	95,753,437
Behavioral Health Svcs Administration	21,801,641	25,794,866	31,338,969	21.5	32,372,236
Total	**$ 658,175,550**	**$ 712,886,993**	**$ 762,164,308**	**6.9**	**$ 718,923,804**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 99,925,275	$ 114,338,599	$ 125,621,157	9.9	$ 129,815,802
Services & Supplies	567,541,274	607,820,893	645,949,570	6.3	598,514,421
Other Charges	20,000	20,000	20,000	0.0	20,000
Capital Assets Equipment	168,000	186,500	186,500	0.0	186,500
Expenditure Transfer & Reimbursements	(9,478,999)	(9,478,999)	(9,612,919)	1.4	(9,612,919)
Total	**$ 658,175,550**	**$ 712,886,993**	**$ 762,164,308**	**6.9**	**$ 718,923,804**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 572,859,066	$ 620,575,856	$ 621,859,826	0.2	$ 609,390,464
Charges For Current Services	43,854,744	45,040,047	67,262,556	49.3	50,244,541
Miscellaneous Revenues	1,863,598	1,239,578	27,559,578	2,123.3	2,559,578
Other Financing Sources	4,400,000	4,400,000	8,400,000	90.9	8,400,000
Fund Balance Component Decreases	—	—	6,340,116	0.0	—
Use of Fund Balance	—	—	—	0.0	17,586,989
General Purpose Revenue Allocation	35,198,142	41,631,512	30,742,232	(26.2)	30,742,232
Total	**$ 658,175,550**	**$ 712,886,993**	**$ 762,164,308**	**6.9**	**$ 718,923,804**

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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 5,000 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 are 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 79,600 children;
- **Regional Operations**—assess and investigate allegations of abuse or neglect, as well as places children in protective custody when they are unable to safely remain in their home. Social workers work closely with the courts and legal partners to provide services to reunify families, ensuring that the safety of the child is at the forefront;
- **Foster and Adoptive Resource Family Services (FARFS)**—provide placement stability and permanency for approximately 2,000 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 over 300 youth annually that are 18 to 21 years of age to help support the youth's transition toward adult independence;

- **Resource Family Approval (RFA)**—replaces 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 140 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 improving service delivery by identifying and implementing best practices that are culturally competent, family-centered, child-focused and trauma-informed such as addressing the challenges of disproportionality through support of the Child and Family Strengthening Advisory Board, through increased utilization of the Family Support Liaisons program and the development of a framework for child abuse prevention.

To ensure these critical services are provided, CWS has 1,492.00 staff years and a budget of $400.4 million, which includes assistance payments. For more information about assistance payments, 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, 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.

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Screened 99% (940 of 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. These efforts ensured that all children had access to trauma informed mental health services.
  - Provided 90% (54 of 60) 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 Continuum of Care Reform Integrated Core Practice Model.
  - Placed 38% (646 of 1,700) of foster care children with a relative or close non-family member to minimize trauma to children and maintained their connections to familiar environments, exceeding statewide average of 36%.
  - Ensured 71% (277 of 390) 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.
  - Maintained 4.8 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.
  - Finalized over 240 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 to strengthen families and support the development of permanency and lifelong relationships for children and youth.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensured 35% (333 of 950) of children removed from the home due to safety concerns achieved permanency within 12 months to support family strengthening. Federal standard is 40.5%.
  - Ensured 92% (220 of 240) 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.
  - Collaborated with the Child and Family Strengthening Advisory Board to enhance our child welfare system and ensure the appropriate level of intervention needed for families through the development of a Child Abuse Hotline multidisciplinary response team. On December 10, 2019, the Board approved the Family Strengthening and Prevention initiative and the program Review, Assess, and Direct (RAD) was launched as a pilot on January 15, 2020 in North Central Region to improve screening, decision making and connect families to prevention services. This exciting partnership between CWS and 2-1-1 San Diego provides families who do not meet criteria for investigations, with a 2-1-1 navigator to provide enhanced outreach that includes additional resources, such as housing, food, and utilities.

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 4 (1 to 5 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.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Screen 100% (1,500) 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.
  - Place 60% (1,020 of 1,700) 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 36%.
  - 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

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensure 40.5% (409 of 1,010) 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 92% (239 of 260) 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.
  - Increase by 10% (1,330 to 1,460) the number of resource families ready and available to receive placement of foster children in order to minimize trauma and support child safety, permanency and well-being.

Operational Excellence

- Increase to 82% (53,300 of 65,000) the number of completed calls to the Child Abuse Hotline. An increase in completed calls ensures timely assessments and response determination, resulting in an increase in protection of children.

Related Links

For additional information on the programs offered by the Health and Human Services Agency (HHSA), go to:

- www.SdCounty.ca.gov/HHSA

For information about San Diego County Adoptions, go to:

- www.IAdoptU.org

For information about San Pasqual Academy, go to:

- www.SanPasqualAcademy.org

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Children removed from home with mental health assessment [1]	95% of 382	100% of 950	99% of 950	100% of 1,500	100% of 1,500
Youth in intensive, wraparound program in a family-like setting [2]	92% of 89	90% of 95	90% of 60	N/A	N/A
Foster care child placed with relative or close family member [6]	44% of 1,557	60% of 1,550	38% of 1,700	60% of 1,700	60% of 1,700
Child abuse referrals with documented Safety Organized Practice (SOP) [7]	70% of 687	80% of 550	71% of 390	N/A	N/A
Placement moves per 1,000 days for all children in Foster Care [9]	5.7	4.12	4.8	4.12	4.12
Children achieving permanency within 12 months [8]	35% of 975	40.5% of 950	35% of 950	40.5% of 1,010	40.5% of 1,010
Family participation in joint case planning and meetings quarterly [3]	80% of 2,514	N/A	N/A	N/A	N/A
Children who do not reenter foster care within 12 months of going home [3]	N/A	91.7% of 444	92% of 240	92% of 260	92% of 260
Resource Families ready and available to receive placement of foster children [4]	N/A	N/A	N/A	1,460	1,600
Completed calls to the Child Abuse Hotline [5]	N/A	N/A	N/A	82% of 65,000	82% of 65,000

Table Notes

[1] In Fiscal Year 2019-20, the baseline was increased to capture assessments for children of all ages.

[2] In Fiscal Year 2020-21, the performance measure related to wraparound services for youth in intensive home-based services is being retired due to the transition of Title IVE waiver to Family First Act.

[3] In Fiscal Year 2019-20, the performance measure "family participation in joint case planning and quarterly meetings" was replaced with "children who do not reenter foster care within 12 months of going home to better capture family strengthening and child abuse prevention efforts.

[4] This is a new performance measure in Fiscal Year 2020-21 to demonstrate a focused effort to meet the specialized needs of children in care and reduce the number of placement moves children/youth experience.

[5] This is a new performance measure in Fiscal Year 2020-21 to demonstrate CWS efficiency in providing services and referrals.

[6] Goal of 60% not met due to the implementation of Resource Family Approval requiring additional state guidance and training.

[7] In Fiscal Year 2020-21, the projection for the performance measure related to "Child abuse referrals with documented SOP" was not met due to the discontinuance of Title IV-E Waiver; and as a result will be retired as it is no longer a requirement.

[8] This measure was not met due to operational impacts caused by the COVID-19 pandemic.

[9] Performance Measure not met due to the addition of a temporary shelter facility where children are placed while waiting for placement or for relatives to clear the background approval process.

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

Staffing

Net decrease of 1.00 staff year

- Decrease of 1.00 staff year due to a transfer to Public Health Services (PHS) to support operational needs.
- Additionally, staff were transferred among related programs within CWS to manage operational needs.

Expenditures

Net increase of $13.3 million

- Salaries & Benefits—increase of $10.0 million primarily due to negotiated labor agreements and required retirement contributions.
- Services & Supplies—net decrease of $0.1 million.
  - Decrease of $1.0 million in domestic violence shelter bed contracts transferred to Administrative Support, with no disruption to services.
  - Decrease of $0.5 million to align with anticipated operating costs based on current trends and to reflect targeted savings tied to maximizing telework opportunities.
  - Increase of $0.5 million to expand forensic interviews and forensic medical exams, a trauma informed model, in order to comply with the Victim-Witness Protocol to conduct better investigations of abuse and neglect.
  - Increase of $0.4 million to assist with reducing the disproportionality of African American children and immigrant/refugee children involved with CWS.
  - Increase of $0.3 million for respite services to better serve our families by providing greater access to respite care.
  - Increase of $0.2 million to procure software to enhance the Resource Family Approval (RFA) process to ensure better monitoring and tracking of families applying to be resource parents.
- Other Charges—increase of $3.4 million mainly in the Adoption Assistance Program (AAP) to align with caseload trends.

Revenues

Net increase of $13.3 million

- Licenses, Permits and Franchises—decrease of $0.6 million tied to the transfer of domestic violence shelter bed contracts to Administrative Support.
- Intergovernmental Revenues—decrease of $3.7 million.
  - Decrease of $20.1 million in realignment revenues based on a projected decline in statewide sales tax receipts dedicated to Health and Human Services programs.
  - Net increase of $9.1 million of one-time federal and State child welfare administrative revenue to help transition from the Title IV-E California Well-Being Project to Family First Prevention Services Act (FFPSA), offset by a loss of federal revenue tied to the end of the Title IV-E California Well-Being Project.
  - Increase of $5.7 million tied to a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act for child welfare caseload assistance payments.
  - Increase of $1.0 million in Social Services State and federal administrative revenues primarily tied to the increases in Salaries & Benefits noted above.
  - Increase of $0.6 million in assistance payment revenues primarily due to increased Continuum of Care Reform (CCR) revenue and revised estimates of caseload levels and growth trends in Other Charges.
- Miscellaneous Revenue—decrease of $1.8 million primarily based on an adjustment to transfer grant funding to Intergovernmental Revenue.
- Fund Balance Component Decreases—decrease of $0.1 million in Committed Realignment. A total of $2.2 million of Committed Realignment is budgeted.
  - $0.9 million to assist with reducing the disproportionality of African American children and immigrant/refugee children involved with CWS.
  - $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.
  - $0.4 million for the San Pasqual Academy evaluation contract.
- Use of Fund Balance—increase of $4.1 million. A total of $4.1 million of unassigned General Fund fund balance is budgeted.
  - $2.8 million to support one-time negotiated labor agreements.
  - $1.3 million for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
    - $1.0 million for respite services to support caregivers licensed by the State.
    - $0.3 million for contracted parenting education and peer support program costs.
- General Purpose Revenue Allocation—increase of $15.4 million tied to reallocation within the Agency to offset required retirement contributions and negotiated labor agreements and realignment revenue decreases.

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

Net increase of $6.1 million is the result of an increase in Salaries & Benefits due to required retirement contributions and negotiated labor agreements. FY 2021-22 includes $1.3 million of unas-

signed General Fund fund balance for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency. FY 2021-22 includes $1.3 million in unassigned General Fund fund balance for respite services to support caregivers licensed by the State and contracted parenting education and peer support program costs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $2.2 million to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Child Welfare Services	1,179.00	1,312.00	1,316.00	0.3	1,316.00
CWS Eligibility	64.00	64.00	63.00	(1.6)	63.00
Adoptions	125.00	117.00	113.00	(3.4)	113.00
Total	**1,368.00**	**1,493.00**	**1,492.00**	**(0.1)**	**1,492.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Child Welfare Services	$ 202,247,891	$ 218,407,498	$ 227,980,285	4.4	$ 233,428,053
CWS Eligibility	5,441,503	5,588,546	5,663,796	1.3	5,890,196
CWS Assistance Payments	157,305,954	149,453,653	153,031,161	2.4	153,031,161
Adoptions	14,145,090	13,645,689	13,686,947	0.3	14,106,104
Total	**$ 379,140,438**	**$ 387,095,386**	**$ 400,362,189**	**3.4**	**$ 406,455,514**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 147,406,456	$ 162,071,280	$ 172,047,884	6.2	$ 178,141,209
Services & Supplies	72,225,297	73,367,722	73,315,413	(0.1)	73,315,413
Other Charges	159,535,248	151,682,947	155,025,455	2.2	155,025,455
Expenditure Transfer & Reimbursements	(26,563)	(26,563)	(26,563)	0.0	(26,563)
Total	**$ 379,140,438**	**$ 387,095,386**	**$ 400,362,189**	**3.4**	**$ 406,455,514**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 654,000	$ 654,000	$ —	(100.0)	$ —
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	368,455,119	369,520,362	365,869,091	(1.0)	374,862,943
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	187,510	(90.6)	177,510
Fund Balance Component Decreases	2,510,489	2,400,194	2,250,000	(6.3)	—
Use of Fund Balance	—	—	4,106,550	0.0	3,466,023
General Purpose Revenue Allocation	3,378,629	10,378,629	25,803,337	148.6	25,803,337
Total	**$ 379,140,438**	**$ 387,095,386**	**$ 400,362,189**	**3.4**	**$ 406,455,514**

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 since May 2016, provides services that identify and address the root causes of priority health issues to advance health, equity, and well-being among all San Diego County residents. These services include preventing injuries, disease and disabilities; promoting wellness, healthy behaviors, and access to quality care; and protecting against public health threats, such as foodborne outbreaks, infectious disease epidemics, and environmental hazards and disasters.

Fulfilling the wide range of public health services responsibilities for local governments (California Code of Regulations, Title 17 Section 1276) is achieved through a multi-disciplinary and collaborative approach involving other County of San Diego business groups, health care provider networks, schools, businesses, community and faith-based partners, and residents. For example, PHS works with:

- 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 EQ 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 and natural disasters.

Early in 2020, PHS has focused on the response to the COVID-19 pandemic, in coordination with the entire County enterprise, hospitals and health care providers, the City of San Diego and representatives across every sector. PHS works to strengthen and integrate medical resources and capacity, coordinate testing throughout the region including at the public health laboratory, provide for case investigations and contact tracing and direct the reporting of disease and other critical data to inform decision-making and guide an effective response. In addition, PHS will continue to:

- **Strengthen its public health infrastructure**, maintain accreditation status, and demonstrate excellence in the delivery of the 10 Essential Public Health Services. This work is critical to sustaining an effective response to COVID-19 and other emergencies. This work includes promoting health equity and increasing awareness and action to address health disparities. Success also depends on continuing to build on the strong collaborative spirit between the County and other local city governments and unincorporated areas that is being harnessed to address the COVID-19 pandemic and is important in an effective response to all public health matters—emergency and routine.

- **Embark on new initiatives to combat infectious diseases**, these include the hepatitis C virus (HCV) and tuberculosis (TB) elimination initiatives, launched in Fiscal Year 2018-19 and modeled after the Getting to Zero initiative – now in its fourth year of implementation – to end the HIV epidemic over the next decade. All three initiatives reflect comprehensive strategies, engage community partners, and align with national targets to eliminate these infectious diseases. Strategies are being adopted that are mutually reinforcing, such as HIV testing among those with active TB and combining the Medical Advisory Committees of all three initiatives.
- **Build a strong foundation for measurement and analysis,** to improve operational efficiencies, program effectiveness and demonstrate community impact. This includes developing a Live Well Health and Well Being Data System, readily accessible to the public, and the continuous monitoring of data through dashboards and scorecards. This also includes maintaining a Quality Improvement (QI) Program to engage staff in identifying performance problems and designing solutions.

PHS is committed to excellence across all services, as described here:

- **Prevention Services**—facilitate over 24,000 child health screenings and provide care coordination and follow-up for 10,000 children who are identified with health problems; assist linking 250 pregnant women without prenatal care to providers; and provide 400 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.

- **Surveillance**—receive and register 75,000 new disease incidents, with over 25,000 of these cases requiring investigation as part of the response to COVID-19, hepatitis A and C, measles, HIV, gastro-intestinal and other diseases. Test 56,000 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 3,500 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 almost 14,000 children with chronic illness and/or disabilities and their families, and deliver over 25,000 hours of physical and occupational therapeutic services;
- **Public Health Preparedness and Response**—support emergency preparedness for all types of disasters—natural and man-made;
- **Medical Care Services Division**—coordinate and integrate activities of public and private agencies, hospitals, and other stakeholders to deliver timely, high quality emergency medical services; and
- **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 55,000 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.

To ensure these critical services are provided PHS department, the Medical Care Services Division, and the regions have 696.00 staff years and a budget of $175.6 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Ensured that 90% (1,530 of 1,700) of children in out-of-home placement received preventive health examinations to identify and treat medical issues per timeframe and target established by the State.
  - Ensured that 80% (1,200 of 1,500) of children in out-of-home placement received dental examinations to identify and treat dental issues per timeframes established by the State.
  - Ensured 90% (360 of 400) 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.
  - Supported 96% (182 of 190) behavioral health treatment programs to adopt smoke-free policies that included tobacco cessation support for clients, surpassing the 76% target. Clients who stop smoking have better health outcomes and there is evidence that their prospects for recovery are improved. Performance target exceeded due to increased support of smoking cessation programs.
- 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%.
  - Assisted four (4) new (from 22 to 26) small to medium-sized food retailers to increase the availability of healthy foods in underserved communities through the Live Well Community Market Program.

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, including the long-term activation for the response to the COVID-19 pandemic.
- Plan, build and maintain safe communities to improve the quality of life for all residents

- Ensured 100% (1,700) of TB samples, received by the Public Health Laboratory during operating hours, were tested and reported within one business day, surpassing the 90% goal. Timely testing and reporting is important to ensure rapid diagnosis and treatment.
- Ensured 90% (211,000 of 235,000) of emergency ambulance responses occurred within time standards established by the County, consistent with State guidelines.
- Immunized 100% (10,000) of children under 18 who were served at Public Health Centers and Clinics (PHC) to protect them from diseases, such as measles and whooping cough. PHCs serve children who were unable to get an appointment with their medical provider in time to get school-required vaccines and/or children who may lack a medical home. Fewer children came to the Public Health Centers for vaccinations due to the COVID-19 pandemic.
- 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.
- Investigated 99% (396 of 400) reported cases of select communicable diseases within 24 hours of receipt of report so steps can be taken to prevent the spread of disease.
- Ensured 95% (238 of 250) 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%.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Maintained 100% compliance (9 different lab licenses and permits) 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.
  - 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. Performance meets the State goal of 95% and is based on an audit of a sample of cases.
- Strengthen our customer service culture to ensure a positive customer experience
  - Registered 98% (43,120 of 44,000) of birth certificates within 10 days of birth to maintain accurate census data, exceeding the State goal of 80%.
  - Conducted four (4) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success. These projects helped to streamline administrative activities, including documenting services for children in the CCS program and processing invoices for reimbursement for Medi-Cal administrative activities, such as health education and outreach. Several QI Projects focused on clinics had to be extended into next year due to the impact of COVID-19 on these operations.
  - Provided exceptional customer service to PHS customers as demonstrated through an average satisfaction rating of 4 (1 to 5 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.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Ensure that 90% (1,710 of 1,900) of children in out-of-home placement receive preventive health examinations to identify and treat medical issues per timeframe and target established by the State.
  - Ensure that 80% (1,280 of 1,600) of children in out-of-home placement receive dental examinations to identify and treat dental issues per timeframes established by the State.
  - Ensure 90% (360 of 400) 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.
- 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%.
  - Assist five (5) new (from 26 to 31) 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 during 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 95% (2,090 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% (211,000 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 (PHCs) to protect them from diseases, such as measles and whooping cough. PHCs serve children who were unable to get an appointment with their own medical provider in time to get school-required vaccines; some of these children may lack a medical home.
  - 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 (hepatitis A and meningococcal) within the 24 hours of receipt of report so steps can be taken to prevent the spread of disease.
  - Ensure 98% (245 of 250) 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, representing sustained performance above a statewide performance benchmark of 93%.
  - Ensure 90% (225 of 250) of active tuberculosis cases are tested for HIV, in accordance with CDC guidelines, working towards meeting the national TB program rate of 98%.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Maintain 100% compliance (9 different lab licenses and permits) 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 97% (3,880 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 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%.
  - 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 recent information about Fiscal Year 2018-19 Accomplishments, as presented to the Board of Supervisors on January 14, 2020, go to:

- https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/documents/PHS_Major_Accomplishments_2018-2019_Report.pdf

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.html

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

http://www.livewellsd.org/content/livewell/home/Topics/health-equity/healthy-works.html

For more information about public health accreditation, go to:

https://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:

https://www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/

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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Timely preventive health examinations for children in out-of-home placements	97% of 1,676	95% of 1,700	90% of 1,700	95% of 1,900	95% of 1,900
Timely dental examinations for children in out-of-home placements[1, 2]	90% of 1,459	95% of 1,500	80% of 1,500	95% of 1,600	95% of 1,600
Refugees completed the Health Assessment process within 90 days[3]	97% of 596	90% of 600	90% of 400	90% of 400	90% of 400
Smoke-free behavioral health treatment programs [4]	66% of 190	76% of 190	96% of 190	NA	NA
Infants who are breastfed until six months of age[2]	57% of 162	61% of 200	61% of 200	61% of 200	61% of 200
Live Well Market Retailer participants [8]	22	27	26	31	36
Activation of Public Health Emergency Response System for drills, exercises and actual responses	7	7	7	7	7
Tuberculosis samples tested and reported by lab within one business day[3, 5]	98% of 1,610	90% of 2,200	100% of 1,700	95% of 2,200	95% of 2,200
Emergency ambulance response times within established standards	93% of 203,770	90% of 235,000	90% of 235,000	90% of 235,000	90% of 235,000
Children with age-appropriate vaccines[3]	100% of 13,933	99% of 16,000	100% of 10,000	99% of 16,000	99% of 16,000
Clients with newly confirmed HIV diagnosis with a medical visit within 30 Days	85% of 66	85% of 70	85% of 70	85% of 70	85% of 70
Selected communicable diseases cases contacted/investigations initiated within 24 hours[6]	98% of 459	100% of 270	99% of 400	100% of 270	100% of 270
TB cases reported to PHS within one working day from start of treatment	96% of 218	98% of 240	95% of 250	98% of 250	98% of 250
Active TB cases tested for HIV[7]	N/A	N/A	N/A	90% of 250	90% of 250
PHS laboratory compliance	100%	100%	100%	100%	100%
CCS medical eligibility determined within five days	97% of 5,020	99% of 4,000	95% of 4,000	97% of 4,000	97% of 4,000
Birth Certificates registered within 10 days of event	98% of 40,002	90% of 44,000	98% of 44,000	95% of 44,000	95% of 44,000
Quality improvement projects[1]	7	8	4	8	8

Table Notes

[1] This measure was not met due to operational impacts caused by the COVID-19 pandemic.

[2] Due to COVID-19 response efforts, data collection for this anticipated accomplishment will be updated and finalized in Fiscal Year 2020-21 Adopted Op Plan.

[3] Performance targets were met for this measure, however, the caseload or volume of services provided was lower than anticipated due to impacts of the COVID-19 pandemic.

[4] This measure will be retired in Fiscal Year 2020-21. Performance target was exceeded due to increased support of smoking cessation programs.

[5] The number of samples that come into the Public Health Laboratory for testing fluctuates from year to year.

[6] The number of diseases requiring investigations fluctuates from year to year. Hepatitis A and meningococcal disease were selected because they pose a high enough risk to require an immediate response. Shiga toxin-producing E. coli was included in the Fiscal Year 2019-20 numbers but will be removed from immediate response investigations going forward. COVID-19 investigations are not included here.

[7] This is a new performance measure in Fiscal Year 2019-20 to demonstrate alignment with Centers for Disease Control and Prevention priorities and Getting to Zero efforts.

[8] Effective Fiscal Year 2019-20, this performance measure was revised to demonstrate cumulative Live Well Market Retailers.

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

Staffing

Net increase of 2.00 staff years

- Increase of 1.00 staff year transferred from Behavioral Health Services (BHS) to support operational needs.
- Increase of 1.00 staff year transferred from Child Welfare Services (CWS) to support operational needs.
- Additionally, staff were transferred among related programs within PHS to manage operational needs.
- Moving forward, HHSA is committed to identifying 80 positions to transfer to PHS from other areas in the Agency to further augment capacity in areas such as Epidemiology, Immunizations, and Public Health Preparedness and Response. This will augment PHS staffing capacity with no net change in overall HHSA staff years.

Expenditures

Net increase of $13.6 million

- Salaries & Benefits—net increase of $7.5 million due to negotiated labor agreements and required retirement contributions, and the increase of 2.00 staff years noted above.
- Services & Supplies—net increase of $5.8 million.
  - Increase of $3.1 million primarily in various grant funded public health contracts including the Overdose Data to Action program, HIV/AIDS prevention, and Tobacco Prevention programs.
  - Increase of $2.7 million for IT related costs primarily for upgrades and increased support of various programs including the San Diego Immunization Registry, San Diego Health Connect, Vital Records, the Laboratory Information System, and the Vaccine Inventory Database which will bolster efforts to protect public health by strengthening and enhancing the current infrastructure to communicate, share data, coordinate and collaborate between the County and other community partners.
- Other Charges—increase of $0.2 million in Support & Care of Persons to cover costs of hotel stays for non-infectious homeless for the length of TB treatment.
- Expenditure Transfer & Reimbursements—decrease of $0.1 million associated with the Public Safety Group's reimbursement of Victim Services Program administrative costs. Since this is a reimbursement, it has a net effect of $0.1 million increase in appropriations.

Revenues

Net increase of $13.6 million

- Taxes Current Property—net increase of $0.5 million to support services in County Service Area (CSA) 17 and 69.
- Intergovernmental Revenues—net decrease of $8.1 million.
  - Decrease of $17.6 million in realignment revenues based on a projected decline in statewide sales tax receipts dedicated to Health and Human Services programs.
  - Increase of $7.0 million in State and federal public health program revenues primarily for California Children Services (CCS), HIV/AIDS prevention, and Tobacco Prevention

program to align with grant allocation and support increases in Salaries & Benefits and Services & Supplies noted above.
- Increase of $2.2 million for Overdose Data to Action grant.
- Increase of $0.3 million tied to a temporary increase in the Federal Medical Assistance Percentage (FMAP) for California Children Services (CCS), provided under the Families First Coronavirus Response Act.

- Charges for Current Services—increase of $7.0 million primarily in Intergovernmental Transfer (IGT) revenue helping to cover Salaries & Benefits and decreased revenue from the economic impacts of the COVID-19 public health emergency.
- Other Financing Sources—increase of $5.1 million in Securitized Tobacco Settlement funds supporting health-related services revenue to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
- Fund Balance Component Decrease—increase of $2.9 million in Committed Realignment. A total of $2.9 million is budgeted primarily for one-time IT projects.
- Use of Fund Balance—increase of $4.8 million. A total of $4.8 million is budgeted.
  - $4.3 million of unassigned General Fund fund balance is budgeted for the following:
    - $2.5 million for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
      - $1.6 million for sustainability and emergency preparedness efforts.
      - $0.4 million for First Responder Pool of Funds.
      - $0.2 million for diabetes prevention activities.
      - $0.2 million for performance management efforts.
      - $0.1 million for Live Well @ Work.
    - $1.8 million for one-time negotiated labor agreements.
  - $0.5 million of available prior year CSA Fund fund balance to support services in CSA 17 and 69.
- General Purpose Revenue Allocation—increase of $1.4 million to partially offset increase in Salaries & Benefits tied to required retirement contributions and negotiated labor agreements.

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

Net decrease of $3.9 million is the result of a decrease of $7.2 million in Services & Supplies for contracted services and completion of one-time projects offset by an increase of $3.3 million in Salaries & Benefits attributed to required retirement contributions and negotiated labor agreements. FY 2021-22 includes $6.1 million of unassigned General Fund fund balance for health-related services including programs funded in Fiscal Year 2020-21 as noted above to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $2.3 million primarily to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Administration and Other Services	30.00	29.00	30.00	3.4	30.00
Bioterrorism	19.00	20.00	18.00	(10.0)	18.00
Infectious Disease Control	110.25	122.25	123.25	0.8	123.25
Surveillance	94.00	92.00	93.00	1.1	93.00
Prevention Services	73.00	85.00	83.00	(2.4)	83.00
California Childrens Services	138.25	141.75	142.75	0.7	142.75
Regional Public Health Services	152.00	152.00	152.00	0.0	152.00
Medical Care Services Division	50.00	52.00	54.00	3.8	54.00
Total	**666.50**	**694.00**	**696.00**	**0.3**	**696.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Administration and Other Services	$ 7,245,129	$ 9,876,332	$ 12,327,817	24.8	$ 10,585,941
Bioterrorism	5,315,206	4,521,954	4,471,918	(1.1)	4,558,458
Infectious Disease Control	32,542,093	32,959,689	35,812,980	8.7	35,771,235
Surveillance	16,646,869	16,917,919	18,206,509	7.6	18,172,733
Prevention Services	22,754,518	23,394,472	25,669,414	9.7	22,866,471
California Childrens Services	21,803,184	21,922,883	23,117,012	5.4	23,719,751
Regional Public Health Services	22,010,239	22,513,868	23,617,624	4.9	24,237,541
Medical Care Services Division	14,947,667	16,174,976	18,156,290	12.2	17,139,855
Ambulance CSA's - Health & Human Services	12,714,746	13,685,950	14,196,269	3.7	14,648,551
Total	**$ 155,979,651**	**$ 161,968,043**	**$ 175,575,833**	**8.4**	**$ 171,700,536**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 84,963,587	$ 89,241,605	$ 96,711,358	8.4	$ 100,000,776
Services & Supplies	67,355,358	70,669,183	76,511,727	8.3	69,347,012
Other Charges	3,448,228	2,448,228	2,623,228	7.1	2,623,228
Capital Assets Equipment	691,451	88,000	88,000	0.0	88,000
Expenditure Transfer & Reimbursements	(478,973)	(478,973)	(358,480)	(25.2)	(358,480)
Total	**$ 155,979,651**	**$ 161,968,043**	**$ 175,575,833**	**8.4**	**$ 171,700,536**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 1,784,154	$ 1,891,472	$ 2,348,672	24.2	$ 2,410,901
Taxes Other Than Current Secured	26,423	33,303	32,533	(2.3)	32,533
Licenses Permits & Franchises	256,325	290,399	290,399	0.0	290,399
Fines, Forfeitures & Penalties	3,433,231	3,433,231	3,433,231	0.0	3,433,231
Revenue From Use of Money & Property	105,926	329,198	351,118	6.7	351,118
Intergovernmental Revenues	122,985,347	127,699,515	119,640,424	(6.3)	116,694,658
Charges For Current Services	10,089,639	10,691,844	17,698,164	65.5	15,847,634
Miscellaneous Revenues	1,530,704	793,779	793,679	(0.0)	867,971
Other Financing Sources	500,000	500,000	5,612,638	1,022.5	5,612,638
Fund Balance Component Decreases	—	—	2,850,000	0.0	—
Use of Fund Balance	—	—	4,860,367	0.0	8,494,845
General Purpose Revenue Allocation	15,267,902	16,305,302	17,664,608	8.3	17,664,608
Total	**$ 155,979,651**	**$ 161,968,043**	**$ 175,575,833**	**8.4**	**$ 171,700,536**

Administrative Support

Mission Statement

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

Department Description

Administrative Support contains multiple divisions that work together to ensure departments within HHSA—Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Self-Sufficiency Services and Housing & Community Development Services—deliver services in a professional, cost effective, efficient, and cohesive manner, while focusing on exceptional customer service. These divisions also serve as a liaison with their respective County departments to ensure compliance and ethical standards are met. The primary services provided by each division include:

- **Agency Executive Office**—provide oversight and direction for HHSA;
- **Agency Contract Support**—facilitate early identification and resolution of contract and/or procurement related issues, and ensure internal quality by performing financial and contract administration reviews for compliance with federal, State and local funding requirements;
- **Community Action Partnership**—address the needs of economically disadvantaged communities and the residents that live there, including services that support the employment of newly arriving refugee families;
- **Financial & Support Services Division**—provide efficient use of resources, financial planning, forecasting and claiming for fiscal stability and facility management;
- **First 5 San Diego**—promote the health and well-being of young children and pregnant women during the most critical years of development, from the prenatal stage through five years of age;
- **Human Resources**—develop and maintain a knowledge-based workforce;
- **Integrative Services**—integrate enterprise-wide health, housing, economic and social services to drive better outcomes in the communities;
- **Management Information Support**—support programs with information management and technology;
- **Office of Military & Veterans Affairs**—support the third 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 469.00 staff years and a budget of $297.3 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, 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.

2019-20 Anticipated Accomplishments

Building Better Health

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

- Provided 91% (9,100 of 10,000) 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).
- Provided 92% (16,560 of 18,000) 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.

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
  - Convened four (4) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings and nine (9) supplemental trainings that provided enhanced 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.

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 to community members (850) 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 the well-being of our residents and 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.
  - Conducted 24,000 interviews to veterans and their dependents with benefits counseling, information and referral services.
  - Processed 4,500 compensation and pension claims, which allowed veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
  - Bolstered the Office of Military & Veteran Affairs services and reduced the appointment time for benefit counseling, information and referral services at all the Military and Veterans Resource Centers (located at Oceanside, Escondido, National City, and Mission Valley) to under two weeks.
- 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:
    - Love Your Heart blood pressure screenings, with over 47,000 blood pressure screenings at over 500 sites with over 200 partners at the 2020 Love Your Heart campaign;
    - *Live Well San Diego* 5k and 1 Mile Kids Fun Run, with over 2,200 registered participants and over 4,000 attending the post-race expo; and
    - Check Your Mood depression screenings with over 700 individuals completing a depression screening.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conducted 32 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.
  - 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.
  - Conducted 14 Quality Assurance (QA) reviews and trained 175 HHSA 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 HHSA staff.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increased the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) by 29% (from 70,000 to 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
  - 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 4 (1 to 5 scale). In areas where the rating is lower than four, developed and implemented an improvement plan.
  - 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
  - Obtained baseline data demonstrating new HHSA employees who completed the 90-day HHSA Onboarding Program (HOP) had an increased knowledge of the *Live Well San Diego* vision. This program provided the principles of a trauma informed service delivery and produced 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
  - Increased to 500 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.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
  - Ensured 66% (932 of 1,404) of County employees surveyed 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.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Provide 92% (9,200 of 10,000) 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% (16,560 of 18,000) 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
  - Provide services to support community leaders identifying and implementing community improvement projects that increase the health, safety and well-being of their neighborhoods through Resident Leadership Academy (RLA) trainings and technical assistance programs.

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure 50% (25 of 50) of clients enrolled in Community Care Coordination (C3) are permanently housed within 12 months of enrolling in the program. C3 provides comprehensive care coordination, service navigation and housing assistance to individuals with a serious mental illness, are homeless or at-risk of homelessness, and have been recently released from a local County jail.

Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Ensure 66% (916 of 1,396) of Refugee Employment Services (RES) participants will be engaged in unsubsidized employment to support achieving self-sufficiency and integration in their new home, which is consistent with federal reporting requirements.
  - Conduct 24,000 office, online or phone interviews to veterans and their dependents with benefits counseling, information and referral services.
  - Process 6,000 compensation, pension claims and college fee waivers to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conduct a minimum of 40 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 sys-

tems, 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 HHSA 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 HHSA 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 engage partners and other stakeholders; expand the reach of *Live Well San Diego* education messages; and provide public access to the *Live Well San Diego* Open Performance Data and other community level data. This data provides 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 4 (1 to 5 scale). In areas where the rating is lower than 4, 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 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
  - Further engage and integrate new employees into the shared vision of *Live Well San Diego* with the implementation of the HOP2IT program with the goal of increasing the Agency's retention rate and producing a workforce with an increased appreciation of their contributions in the lives of our customers. This will be accomplished by deepening the new employee's connection to their colleagues and HHSA's strategic initiatives while enhancing their knowledge of job expectations, policies and procedures.
- 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 HHSA, go to:

- www.sandiegocounty.gov/hhsa

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

- www.LiveWellSD.org

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
First 5 Parents with the knowledge and capacity to help their children enter school as active learners	91% of 9,895	91% of 10,000	91% of 10,000	92% of 10,000	92% of 10,000
First 5 children receiving a comprehensive developmental screening	91% of 18,484	92% of 18,000	92% of 18,000	92% of 18,000	92% of 18,000
Live Well San Diego Resident Leadership Academy Council meetings [1, 8]	5	6	4	N/A	N/A
Alternative Dispute Resolution services to community members [2]	1,008	850	850	N/A	N/A
Community Care Coordination participants permanently housed [3]	N/A	N/A	N/A	50% of 50	50% of 50
Work ready refugees engaged in ESL activities [4]	325	150	150	N/A	N/A
Refugee Employment Services participants in unsubsidized employment [4]	N/A	N/A	N/A	66% of 1,396	66% of 1,396
Veterans and dependents interviews for benefits counseling and referral services	22,900	24,000	24,000	24,000	24,000
Veterans compensation and benefits claims processed	5,220	4,500	4,500	6,000	6,000
Comprehensive financially focused review for HHSA contractors [6]	50	48	32	40	48
HHSA financial literacy events	8	8	8	8	8
Quality Assurance reviews of contracting policies and procedures completed for HHSA departments	22	15	14	15	15
Staff Trained on Contract Administration	247	175	175	175	175
Unique visitors to the *Live Well San Diego* website	118,987	90,000	90,000	90,000	90,000
Average rating for contractors' satisfaction with contracting experience	3	3	3	3	3
Live Well San Diego partners [5]	450	500	500	N/A	N/A
County staff understanding of how their work contributes to *Live Well San Diego* [7]	N/A	70%	66%	70%	70%

Table Notes

[1] In Fiscal Year 2020-21, this performance measure was revised to better reflect enhanced support to Resident Leadership Academy (RLA) network and will include actual RLA trainings, RLA facilitator trainings and technical assistance.

[2] In Fiscal Year 2019-20, the performance measure related to alternative dispute resolution is being discontinued due to continued fluctuations in revenue and opportunity to reflect better measure related to safety.

[3] This is a new performance measure in Fiscal Year 2020-21 to reflect housing efforts for justice-involved population.

[4] This performance measure revised in Fiscal Year 2020-21 to better reflect employment outcomes related to revenue and to align with federal Refugee Employment Services measure.

[5] In FY 2020-21, the performance measure related to *Live Well San Diego* partners is being discontinued as the focus shifts from increasing the number of partners to quality engagement in furthering the *Live Well San Diego* vision.

[6] This performance measure was not met due to operational impacts caused by the COVID-19 pandemic.

[7] In Fiscal Year 2018-19, the *Live Well San Diego* employee survey was conducted in Fall 2019.

[8] In Fiscal Year 2019-20, four of six Resident Leadership Academy Council meetings were held, the remaining two RLA Council meetings were replaced with enhanced services such as nine RLA Supplemental Trainings.

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

Staffing

Net increase of 1.00 staff year

- Increase of 2.00 staff years due to a transfer from Self-Sufficiency Services (SSS) to support operational needs.
- Decrease of 1.00 staff year due to a transfer to Housing & Community Development Services (HCDS) to support operational needs.

Expenditures

Net increase of $81.4 million

- Salaries & Benefits—increase of $3.6 million primarily due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—net increase of $86.7 million.
  - Increase of $100.0 million for one-time efforts tied to responding to COVID-19, including costs for the Testing, Tracing, and Treatment Strategy (T3).
  - Increase of $3.0 million in the Homeless Housing, Assistance and Prevention (HHAP) Program to provide integrated support and housing for youth up to the age of 24 who are homeless, including a special focus on those who are transitioning from foster care or young parents who are experiencing homelessness**.**
  - Increase of $2.0 million to support facility planning efforts tied to advancing the Behavioral Health Continuum of Care.
  - Increase of $1.8 million in Community Services Block Grant (CSBG) contracted program services augmented with funding provided for COVID-19 response efforts.
  - Increase of $1.3 million for the Housing and Disability Advocacy Program (HDAP) contracts transferred from SSS to provide outreach, case management, long term disability advocacy and housing assistance for disabled individuals experiencing homelessness**.**
  - Increase of $1.2 million for the C3 for Veterans program to increase connections to services and reduce recidivism through housing assistance, care coordination, and increased opportunities for vocational training for local veterans involved in the justice system as approved by the Board of Supervisors on October 15, 2019.
  - Increase of $1.0 million for domestic violence shelter based programs which are being transitioned from Child Welfare Services (CWS) to Integrative Services included under Administrative Support.
  - Increase of $0.5 million primarily for increases to CSBG contracts and the Office of Traffic Safety (OTS) Child Passenger Safety (CPS) Program.
  - Decrease of $24.1 million primarily associated with a reduction of prior year one-time facilities and IT projects.
- Expenditure Transfer & Reimbursements—increase of $6.5 million associated with centralized General Fund support of major maintenance projects. Since this is a transfer of expenditures, it has a net effect of a $6.5 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfers Out—increase of $13.6 million
  - Increase of $9.1 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health related services.
  - Net Increase of $4.5 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) for facility projects.

- Management Reserves—decrease of $16.0 million. There is no amount budgeted.

Revenues

Net increase of $81.4 million

- Licenses Permits & Franchises—increase of $0.7 million in marriage license fees tied to the domestic violence program transferred from CWS.
- Intergovernmental Revenues—increase of $103.6 million.
  - Increase of $100.0 million in one-time Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue to support COVID-19 response efforts noted above.
  - Increase of $3.2 million in CSBG revenue augmentations to support augmented and existing program services authorized under the CARES Act.
  - Increase of $3.0 million in HHAP State grant revenue to support housing and services for youth noted above.
  - Increase of $1.3 million in State revenue for HDAP to align with estimated expenditures and available funding transferred from SSS.
  - Increase of $0.8 million in social services available funding transferred from SSS.
  - Decrease of $4.7 million in Realignment revenues based on projected decline in statewide sales tax and vehicle license fees that are dedicated for costs for Health and Human Services programs.
- Charges for Current Services—increase of $2.5 million in Intergovernmental Transfer (IGT) revenue primarily tied to efforts advancing the Behavioral Health Continuum of Care.
- Fund Balance Component Decreases—decrease of $5.4 million. A total of $2.4 million is budgeted to support a portion of departmental costs of the County's existing Pension Obligation Bond (POB) debt. Appropriations in this category are based on the use of Restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $20.1 million. A total of $15.8 million is budgeted.
  - $13.4 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
  - $2.4 million of unassigned General Fund fund balance is budgeted for the following:
    - $1.2 million for operational needs related to C3 for Veterans program to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
    - $1.2 million for one-time negotiated labor agreements.
- General Purpose Revenue Allocation—increase of $0.1 million to support increases in Salaries & Benefits primarily tied to required retirement contributions and negotiated labor agreement.

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

Net decrease of $98.3 million is the result of a decrease of $102.1 million in Services & Supplies primarily associated with anticipated completion of COVID-19 response efforts and a decrease of $5.1 million in Operating Transfers Out related to prior year one-time facility projects, offset by an increase of $2.4 million in Salaries & Benefits due to negotiated labor agreements and an increase of $6.5 million in Expenditure Transfer & Reimbursement tied to one-time funds for facility projects. Fiscal Year 2021-22 includes $1.2 million of unassigned General Fund fund balance for C3 for Veterans program to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $13.4 million in Securitized Tobacco Settlement Special Revenue fund balance to fund healthcare-based programs.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Agency Executive Office	33.00	28.00	29.00	3.6	29.00
Agency Contract Support	25.00	25.00	25.00	0.0	25.00
Financial Services Division	169.00	176.00	176.00	0.0	176.00
Human Resources	79.00	84.00	84.00	0.0	84.00
Management Support	24.00	26.00	26.00	0.0	26.00
Proposition 10	17.00	14.00	14.00	0.0	14.00
Regional Administration	47.00	43.00	43.00	0.0	43.00
Office of Military & Veterans Affairs	17.00	21.00	21.00	0.0	21.00
Office of Strategy and Innovation	30.00	30.00	30.00	0.0	30.00
Community Action Partnership	12.00	0.00	0.00	0.0	0.00
Integrative Services	0.00	21.00	21.00	0.0	21.00
Total	**453.00**	**468.00**	**469.00**	**0.2**	**469.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Agency Executive Office	$ 58,376,703	$ 49,255,163	$ 132,099,820	168.2	$ 31,852,785
Agency Contract Support	3,872,420	4,119,007	4,235,468	2.8	4,352,616
Financial Services Division	50,121,386	52,739,504	38,020,739	(27.9)	38,835,366
Human Resources	12,748,670	13,387,537	13,591,870	1.5	14,154,497
Management Support	35,006,703	46,263,807	43,501,360	(6.0)	44,640,255
Proposition 10	2,059,787	1,647,061	1,777,132	7.9	1,845,091
Regional Administration	12,521,444	12,813,672	9,946,161	(22.4)	10,145,857
Office of Military & Veterans Affairs	3,026,730	3,774,862	4,086,726	8.3	4,186,706
Office of Strategy and Innovation	6,316,379	6,815,297	6,850,483	0.5	6,665,281
Community Action Partnership	7,015,707	—	—	0.0	—
Integrative Services	—	18,814,429	27,855,542	48.1	26,968,532
Tobacco Settlement Fund	6,200,000	6,200,000	15,312,638	147.0	15,312,638
Total	**$ 197,265,929**	**$ 215,830,339**	**$ 297,277,939**	**37.7**	**$ 198,959,624**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 55,035,961	$ 58,311,143	$ 61,953,255	6.2	$ 64,428,285
Services & Supplies	108,410,770	134,812,469	221,562,046	64.3	119,418,701
Expenditure Transfer & Reimbursements	—	—	(6,500,000)	0.0	—
Operating Transfers Out	13,819,198	6,706,727	20,262,638	202.1	15,112,638
Management Reserves	20,000,000	16,000,000	—	(100.0)	—
Total	**$ 197,265,929**	**$ 215,830,339**	**$ 297,277,939**	**37.7**	**$ 198,959,624**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ —	$ —	$ 654,000	0.0	$ 654,000
Fines, Forfeitures & Penalties	27,500	38,000	38,338	0.9	38,338
Revenue From Use of Money & Property	1,900,000	1,900,000	1,900,000	0.0	1,900,000
Intergovernmental Revenues	119,384,077	131,285,806	234,900,253	78.9	131,599,434
Charges For Current Services	25,269,191	27,229,871	29,777,065	9.4	33,003,528
Miscellaneous Revenues	—	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	7,058,761	7,753,171	2,370,714	(69.4)	2,370,714
Use of Fund Balance	36,615,957	35,864,033	15,738,978	(56.1)	14,612,638
General Purpose Revenue Allocation	7,010,443	11,659,458	11,798,591	1.2	14,680,972
Total	**$ 197,265,929**	**$ 215,830,339**	**$ 297,277,939**	**37.7**	**$ 198,959,624**

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COUNTY OF
SAN DIEGO
MDCCCLI

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:

Community Development: *Enhance community infrastructure and facilities to provide a suitable and sustainable living environment.*

- **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*: Increase affordable housing opportunities (from 2,615 to 5,044 units by 2025) across the region for low-to moderate income and special needs residents to reduce homelessness and those at-risk of homelessness.*

- **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: *Prevent and end homelessness through accessible housing and supportive 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.

HCDS also serves as the Housing Authority of the County of San Diego (HACSD) and provides the following rental assistance related services. For more information please see the Housing Authority budget.

Rental Assistance: *Provide monthly rental assistance for emancipated youth, low-income families, families participating in substance abuse treatment and chronically homeless veterans.*

- **Section 8 Housing Choice Voucher Program**—provide long-term rental assistance for over 10,000 households each month, allowing very low-income families, veterans, the elderly and the disabled, to obtain decent, safe and affordable housing;
- **Tenant Based Rental Assistance**—provide short-term rental assistance for vulnerable populations that include persons experiencing homelessness in the unincorporated areas of the county, families participating in the Child Welfare Services reunification program, youth transitioning out of the foster care system, and persons with HIV/AIDS;
- **Public Housing**—provide 159 decent and safe rental housing units for eligible low-income families, the elderly, and persons with disabilities; and
- **Project One For All (POFA)**—provide housing and wrap-around services for persons who have serious mental illness and are experiencing homelessness.

To ensure these critical services are provided, Housing & Community Development Services has 130.00 staff years and a budget of $83.7 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, 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.

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensured 76% (550 of 724) of Veterans Affairs Supportive Housing (VASH) vouchers were consumed monthly. The VASH program provides eligible homeless veterans, who are referred by the U.S. Department of Veterans Affairs, access to safe, decent and affordable housing through rental assistance.
  - Provided 130 (for a total of 507 since 2016) 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.
  - 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.

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 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).
  - 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.
  - 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.
  - Awarded $25 million in IHTF funds to ten developments to increase the regions inventory of affordable housing through the creation and/or preservation of 752 affordable housing units in six communities. These efforts enhance safe and affordable housing opportunities for low-income families, homeless veterans, persons with physical and/or development disabilities and seniors, thereby improving their quality of life.
  - Continued efforts to build capacity of supportive housing for persons experiencing or at-risk of homelessness and who need mental health services. County expects to have two of four developments secured in Fiscal Year 2020-21 and anticipates expending funds and completing construction within the next several years totaling 133 units.

Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Provided exceptional customer service to HCDS customers as demonstrated through an average satisfaction rating of 4 (1 to 5 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.

2020–22 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Provide rental assistance to 665 veteran households with active Veterans Affairs Supportive Housing (VASH) throughout the year. VASH program provides eligible homeless veterans, who are referred by the U.S. Department of Veterans Affairs, access to safe, decent and affordable housing through rental assistance.

- 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
  - 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% ($12.7 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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Average lease rate for the Veterans Affairs Supportive Housing (VASH) program[1]	94% of 579	98% of 724	76% of 724	N/A	N/A
Rental Assistance provided to Veterans through Veterans Affairs Supportive Housing (VASH) program[1]	N/A	N/A	N/A	665	665
Individuals living in County Housing Authority areas who are receiving rental assistance and treatment for SMI[2]	108	100	130	N/A	N/A
New landlords secured to rent to previously homeless individuals experiencing SMI	65	150	150	150	150
Random fair housing compliance site tests	41	40	40	40	40
Families receiving rental assistance through TBRA[3]	16% 326	20% of 326	20% of 326	N/A	N/A
TBRA families transitioned into permanent housing[3]	0% of 52	60% of 60	60% of 60	N/A	N/A

Table Notes

[1] In Fiscal Year 2019-20, this performance measure was revised from average lease rate to households served through the program to better demonstrate outcomes for veterans experiencing homelessness. Performance measure was not achieved in Fiscal Year 2019-20 due to additional vouchers allocated late in the year (April) and several months lead time needed to lease up units.

[2] In Fiscal Year 2020-21, this performance measure is being retired as the County has issued its stated number of vouchers allocated to POFA. Additionally, Housing Choice Voucher federal funding levels will not allow for further issuance of vouchers.

[3] In Fiscal Year 2020-21, these performance measures are being retired due to the program being a temporary form of housing for homeless households as a result of a local public health emergency efforts from the previous year. Participants have since been transitioned to permanent housing such as HCV (Section 8).

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

Staffing

Increase of 2.00 staff years

- Increase of 1.00 staff years from Administrative Support to support operational needs.
- Increase of 1.00 staff years from Self-Sufficiency Services (SSS) to support operational needs.

Expenditures

Net Increase of $16.7 million

- Salaries & Benefits—increase of $1.5 million due to required retirement contributions and negotiated labor agreements and the increase of 2.00 staff years noted above.
- Services & Supplies—net increase of $29.6 million.
  - Increase of $23.7 million for efforts to address homelessness in the unincorporated area, including expansion of the County's Hotel/Motel Voucher program, establishment of a local rental subsidy program, and a storage and service site.
  - Increase of $3.7 million for efforts tied to responding to COVID-19 funded by augmentations under the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with Aids (HOPWA) programs.
  - Increase of $2.9 million tied to the Public Housing Physical Needs Assessment for improvements necessary to extend the physical life of the buildings and improve the quality of life of the residents.
  - Increase of $0.4 million tied to the SB-2 State planning grant to support the preparation, adoption and implementation of plans that streamline housing approvals and accelerate housing production.
  - Increase of $0.4 million for the Homeless Emergency Aid Program (HEAP) State grant to provide immediate emergency assistance to people experiencing homelessness or who are at imminent risk of homelessness.
  - Increase of $0.4 million to allocate California Emergency Solutions and Housing (CESH) funds to develop a Flexible Housing Subsidy Pool (FHSP) in collaboration with Regional Task Force on the Homeless (RTFH) to address the needs of people experiencing homelessness.
  - Decrease of $1.0 million associated with the Continuum of Care (COC) and Supportive Housing program (SHP) to align with grant ending.
  - Decrease of $0.9 million tied to Housing and Urban Development (HUD) entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.
- Other Charges—net decrease of $0.2 million.
  - Decrease of $0.7 million due to the transition of clients from CoC Tenant Based Rental Assistance (TBRA) to the Section 8 Housing Choice Voucher Program.
  - Decrease of $0.2 million due to HUD entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.
  - Increase of $0.7 million in rental and housing assistance due to one-time carryover of prior year HOPWA funding allocation.
- Expenditure Transfer & Reimbursements—increase of $14.2 million includes $14.3 million associated with centralized General Fund support of the County's Hotel/Motel Voucher program referenced as part of the homelessness efforts for the unincorporated area in Services & Supplies above offset by a decrease of $0.1 million associated with the Public Safety Group's reimbursement of Victim Services Program administrative costs. Since this is a transfer of expenditures, it has a net effect of $14.2 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net Increase of $16.7 million

- Intergovernmental Revenues—net increase of $12.2 million.
  - Increase of $9.4 million in CDBG, Homeless Housing, Assistance and Prevention (HHAP), HOME Investment Partnerships Program, and CARES Act revenue to fund the efforts to address homelessness in the unincorporated area referenced above.
  - Increase of $3.7 million in CDBG, ESG, and HOPWA for COVID-19 related revenue augmentations.
  - Increase of $0.5 million in Housing Authority revenue to support program administration increases in Salaries & Benefits and Services & Supplies.
  - Increase of $0.4 million tied to the SB-2 State planning grant to support the preparation, adoption and implementation of plans that streamline housing approvals and accelerate housing production

- Increase of $0.4 million tied to the HEAP grant to provide immediate emergency assistance to people experiencing homelessness or who are at imminent risk of homelessness.
- Increase of $0.4 million in CESH funds to allocate to the FHSP to address the needs of people experiencing homelessness.
- Decrease of $1.7 million primarily in COC and SHP to align with grant ending.
- Decrease of $0.9 million tied HUD entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.

- Miscellaneous Revenue—increase of $0.6 million to align with anticipated loan repayments for HOME and CDBG programs.
- Fund Balance Component Decreases—decrease of $0.5 million. There is no amount budgeted.
- Use of Fund Balance- increase of $3.8 million. A total of $4.0 million of unassigned General Fund fund balance is budgeted.
  - $2.9 million for one-time work tied to the Public Housing Physical Needs Assessment.
  - $0.8 million for operational needs to offset decreased revenue from the economic impacts of the COVID-19 public health emergency.
    - $0.4 million for landlord engagement and recruitment efforts.
    - $0.4 million for housing navigation services.
  - $0.3 million for one-time negotiated labor agreements.
- General Purpose Revenue Allocation—increase of $0.6 million to support increases in Salaries & Benefits primarily tied to required retirement contributions and negotiated labor agreements.

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

Net decrease of $23.1 million as a result of a decrease of $37.7 million in Services and Supplies primarily tied to ending of one-time projects and a decrease of $0.4 million in Other Charges to align with grant funding, offset by an increase of $14.3 million in Expenditure Transfer & Reimbursements tied to one-time funds for the County's Hotel/Motel Voucher program and an increase of $0.7 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements. 2021-22 includes $0.8 million of unassigned General Fund fund balance for housing navigation services and landlord engagement and recruitment efforts to offset decreased revenue from the economic impacts of the COVID-19 public health emergency and $0.3 million to support one-time negotiated salary and benefit payment.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Housing & Community Development	117.00	128.00	130.00	1.6	130.00
Total	**117.00**	**128.00**	**130.00**	**1.6**	**130.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Housing & Community Development	$ 16,927,796	$ 19,161,278	$ 32,860,125	71.5	$ 20,976,395
County Successor Agency - Housing	25,000	13,500	28,500	111.1	28,500
HCD - Multi-Year Projects	11,328,171	47,816,722	50,851,904	6.3	39,666,001
Total	**$ 28,280,967**	**$ 66,991,500**	**$ 83,740,529**	**25.0**	**$ 60,670,896**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 12,415,999	$ 14,110,101	$ 15,621,449	10.7	$ 16,320,042
Services & Supplies	12,333,527	48,687,754	78,355,504	60.9	40,641,884
Other Charges	3,695,966	4,373,170	4,168,101	(4.7)	3,813,495
Expenditure Transfer & Reimbursements	(164,525)	(179,525)	(14,404,525)	7,923.7	(104,525)
Total	**$ 28,280,967**	**$ 66,991,500**	**$ 83,740,529**	**25.0**	**$ 60,670,896**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 1,500	$ 4,591	$ 4,591	0.0	$ 4,591
Intergovernmental Revenues	23,569,995	51,287,568	63,523,801	23.9	51,454,168
Charges For Current Services	3,000	3,000	3,000	0.0	3,000
Miscellaneous Revenues	287,945	10,287,945	10,876,945	5.7	2,776,945
Fund Balance Component Decreases	—	500,000	—	(100.0)	—
Use of Fund Balance	16,655	136,150	3,985,611	2,827.4	1,085,611
General Purpose Revenue Allocation	4,401,872	4,772,246	5,346,581	12.0	5,346,581
Total	**$ 28,280,967**	**$ 66,991,500**	**$ 83,740,529**	**25.0**	**$ 60,670,896**

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County Successor Agency

Mission Statement

Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Department Description

The County of San Diego Redevelopment Agency included two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP 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. USDRIP 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. 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 created and 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. HSC Section 34179 permits the County to recover startup and administrative costs from the Redevelopment Property Tax Trust Fund.

To ensure these required services are provided, the County Successor Agency has a budget of $7.8 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.

2019–20 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 six Countywide Redevelopment Successor Agency Oversight Board meeting for approval of Successor Agency-approved items and disposition of former redevelopment assets, then submitted required materials to California State Department of Finance in a timely fashion.

2020–22 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 agenda items requested by 17 San Diego County-area successor agencies, 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/san-diego-county-oversight-board.html

For additional information about Gillespie Field, refer to:

- www.sandiegocounty.gov/dpw/airports/gillespie.html

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

Staffing

No staffing is included in the recommended budget.

Expenditures

Increase of $0.3 million

- Other Charges—increase of $0.1 million reflects principal payments for the coming year, including projected "turbo" payment for accelerated bond redemption.
- Operating Transfers Out—increase of $0.2 million for operating transfers required to properly account for principal and interest payments in separate funds.

Revenues

Increase of $0.3 million

- Taxes Other Than Current Secured—increase of $0.1 million for payment of enforceable obligations approved by California Department of Finance.
- Other Financing Sources—increase of $0.2 million for operating transfers to account for principal and interest payments in separate funds.

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

No significant changes.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Successor Agency	$ 7,110,190	$ 7,460,304	$ 7,778,656	4.3	$ 7,778,656
Total	**$ 7,110,190**	**$ 7,460,304**	**$ 7,778,656**	**4.3**	**$ 7,778,656**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 30,000	$ 30,000	$ 30,000	0.0	$ 30,000
Other Charges	2,192,931	2,241,012	2,320,600	3.6	2,320,600
Operating Transfers Out	4,887,259	5,189,292	5,428,056	4.6	5,428,056
Total	**$ 7,110,190**	**$ 7,460,304**	**$ 7,778,656**	**4.3**	**$ 7,778,656**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Other Than Current Secured	$ 1,999,394	$ 2,227,242	$ 2,350,600	5.5	$ 2,350,600
Other Financing Sources	4,887,259	5,189,292	5,428,056	4.6	5,428,056
Use of Fund Balance	223,537	43,770	—	(100.0)	—
Total	**$ 7,110,190**	**$ 7,460,304**	**$ 7,778,656**	**4.3**	**$ 7,778,656**

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County of San Diego

Land Use and Environment Group

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Parks and Recreation 341

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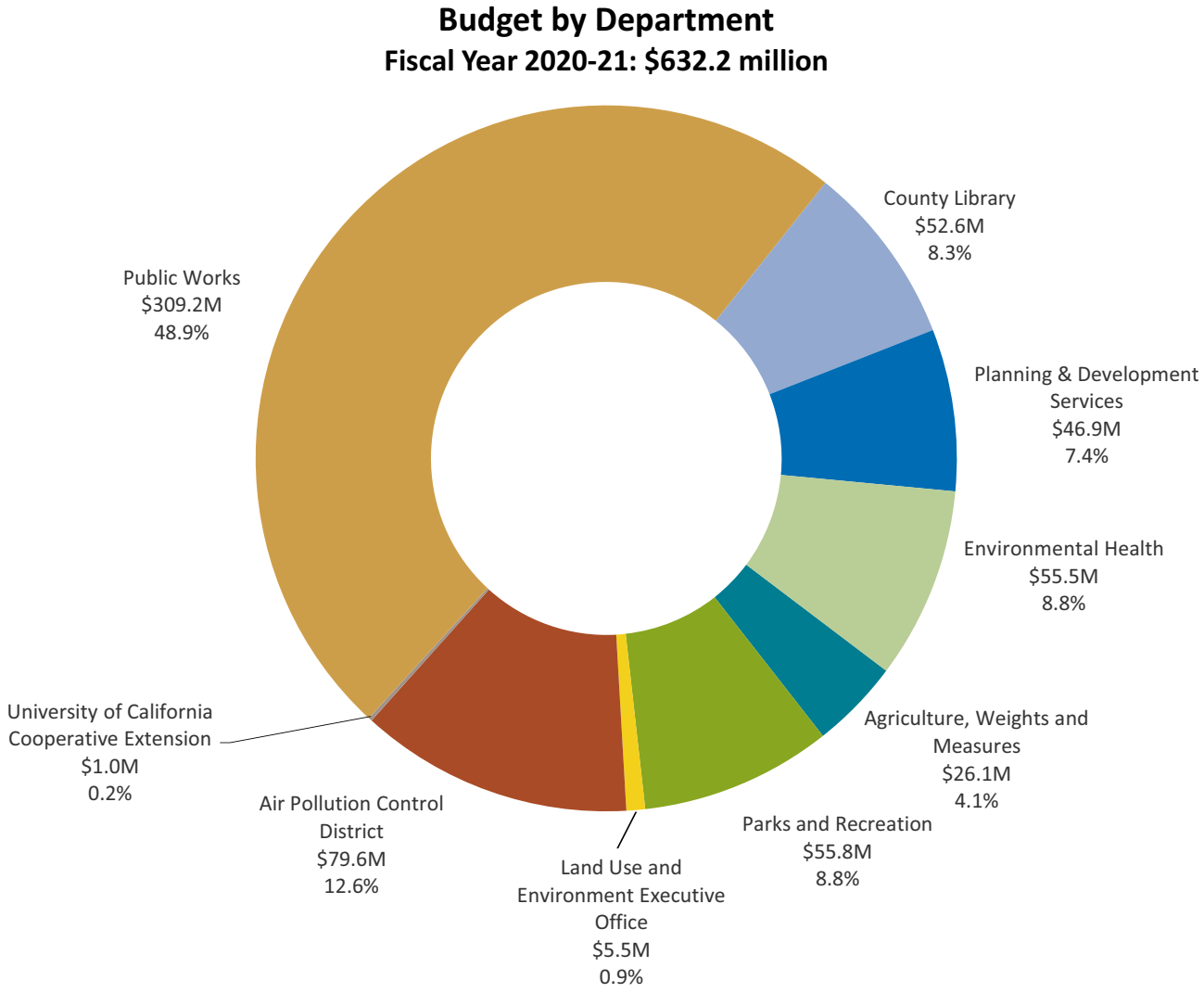
Public Works 363

University of California Cooperative Extension 375

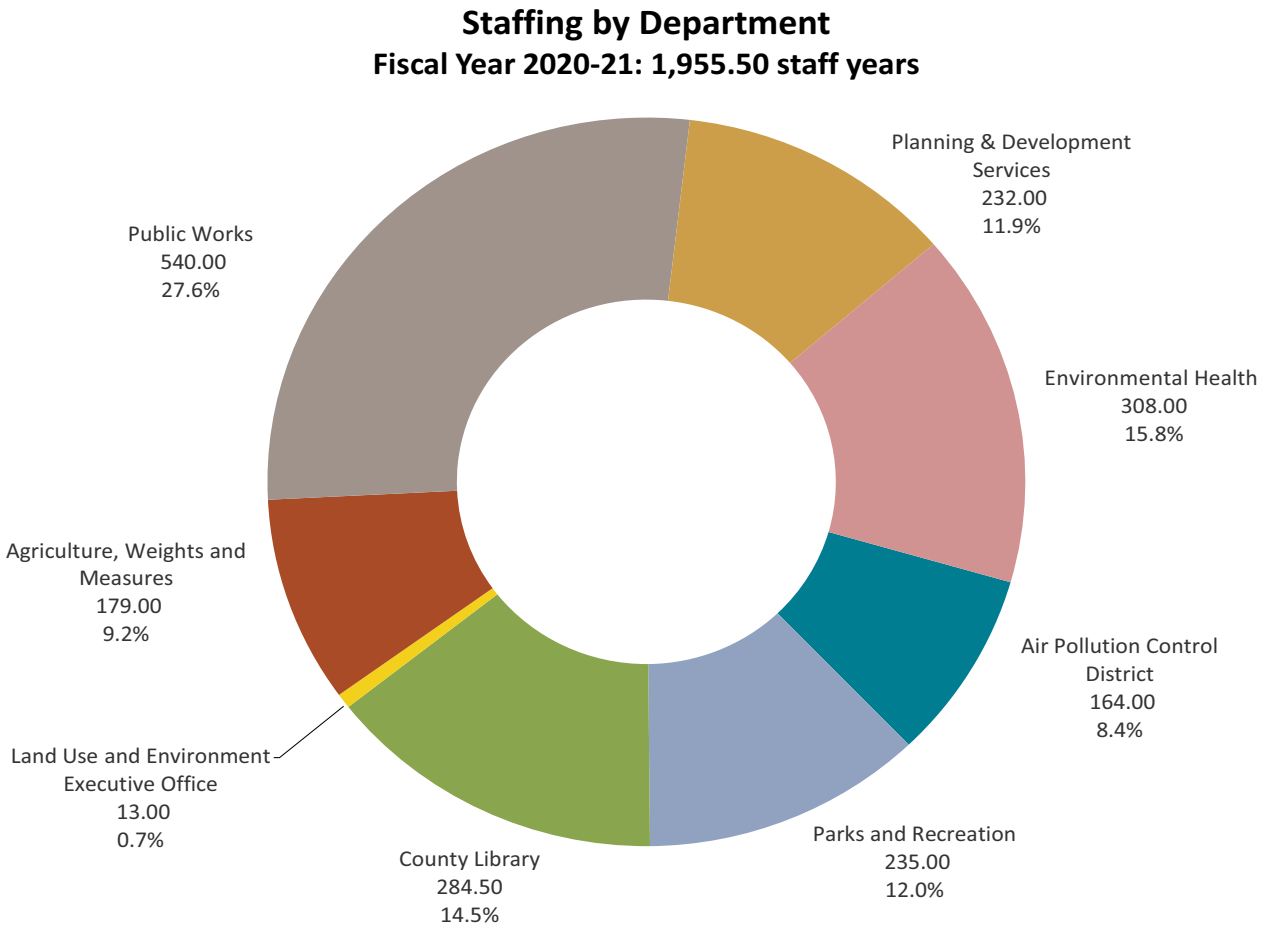
Land Use and Environment Group at a Glance

Recommended Budget by Department



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

Recommended Staffing by Department



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.

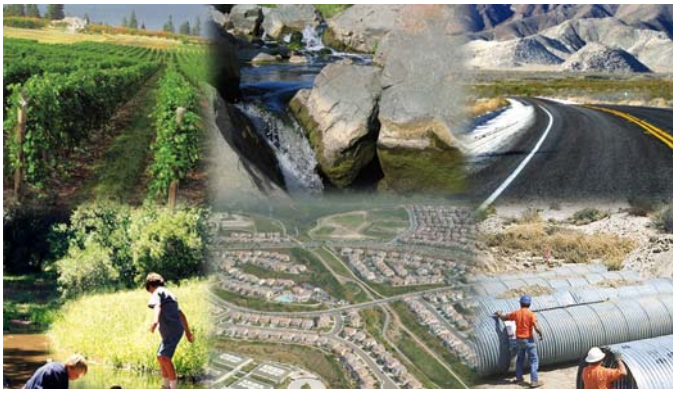
To ensure these critical services are provided, the Land Use and Environment Group has 1,955.50 staff years and a budget of $632.2 million.

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. 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 People

Protecting the health and safety of residents as well as the environment is at the core of LUEG's mission. Whether it is 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 people, 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 focus, 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 was estimated to provide $538.0 million to the County over a decade. This funding will allow the County to significantly improve the condition of County-maintained roads for safety and convenience of the driving public.

Sustainable Environments/Thriving

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 will 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.

Expanding Multiple Species Conservation Efforts

LUEG has seen tremendous success with the Multiple Species Conservation Program through committing $112.0 million for the acquisition of approximately 22,500 acres of habitat across the region to date. As more land is acquired, securing continued resources are critical for stewardship and monitoring of these lands.

Municipal Separate Storm Sewer Systems (MS4)

LUEG is committed to pollution prevention and clean water. The County's stormwater compliance efforts, outlined in the most recent MS4 permit, cost more than $30.0 million annually 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.

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.

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.

Access to Community Spaces

LUEG is committed to providing learning opportunities for residents and visitors of all ages to promote discovery, innovation, and personal growth. Libraries and Parks are public spaces and should be equally accessible to all members of the community. Access to gathering spaces strengthens the social infrastructure of the community and encourages civic engagement. These spaces enhance the health, wellness, and creativity of a diverse community.

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 options. While many of these changes are out of the County's control, LUEG will continue to be proactive and involved at the federal, State and regional 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, 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 implementing a new Un-piloted Aerial System program to collect data for improved management of agricultural pests, monitor biologi-

cal preserve areas, map and manage public improvement projects, conduct damage assessment, and monitor aging infrastructure. Additionally, LUEG is committed to measuring service delivery by publishing a dashboard of performance measures on its Open Performance website. 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 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. Effective July 1, 2019, the San Diego County Library was shifted to LUEG as a part of a County-wide reorganization. As part of this transition, LUEG focused 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 the highest level of service 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 website at:

- www.sandiegocounty.gov/lueg

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

Staffing

No change in staffing

Expenditures

Net decrease of $1.2 million

- Salaries & Benefits—increase of $0.1 million primarily due to required retirement contributions and negotiated labor agreements
- Services & Supplies—net decrease of $1.3 million
  - Decrease of $0.6 million due to a completed one-time information technology project to update the Accela permitting system
  - Decrease of $0.9 million due to completed one-time projects including Lakeside Fire Protection District culvert construction and 4S Ranch Sports Park storm drain cleaning
  - Increase of $0.2 million for an office remodel project

Revenues

Net decrease of $1.2 million

- Use of Fund Balance—decrease of $1.0 million due to completed one-time projects. There is no use of fund balance budgeted.
- General Purpose Revenue Allocation—decrease of $0.2 million to support LUEG department activities

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

No significant overall net change. Increase of $0.1 million in Salaries & Benefits due to negotiated labor agreements offset by a decrease of $0.1 million in Services & Supplies based on completed one-time projects.

Group Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Land Use and Environment Executive Office	12.00	13.00	13.00	0.0	13.00
Agriculture, Weights and Measures	175.00	179.00	179.00	0.0	179.00
Air Pollution Control District	150.00	159.00	164.00	3.1	0.00
County Library	283.50	284.50	284.50	0.0	284.50
Environmental Health	297.00	308.00	308.00	0.0	308.00
Parks and Recreation	205.00	234.00	235.00	0.4	235.00
Planning and Development Services	223.00	230.00	232.00	0.9	232.00
Public Works	525.00	539.00	540.00	0.2	540.00
Total	**1,870.50**	**1,946.50**	**1,955.50**	**0.5**	**1,791.50**

Group Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Land Use and Environment Executive Office	$ 6,584,601	$ 6,670,899	$ 5,465,662	(18.1)	$ 5,465,050
Agriculture, Weights and Measures	23,290,648	25,715,911	26,059,698	1.3	26,366,029
Air Pollution Control District	42,731,522	73,381,377	79,553,984	8.4	–
County Library	46,555,993	50,014,204	52,646,411	5.3	52,792,123
Environmental Health	48,466,580	53,228,971	55,549,387	4.4	56,299,152
Parks and Recreation	49,533,326	60,244,118	55,798,445	(7.4)	51,869,684
Planning and Development Services	49,853,299	57,537,410	46,883,184	(18.5)	45,282,030
Public Works	314,888,639	323,848,980	309,232,943	(4.5)	268,881,302
University of California Cooperative Extension	1,265,971	1,381,370	1,029,971	(25.4)	869,971
Total	**$ 583,170,579**	**$ 652,023,240**	**$ 632,219,685**	**(3.0)**	**$ 507,825,341**

Executive Office Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Land Use and Environment Executive Office	12.00	13.00	13.00	0.0	13.00
Total	**12.00**	**13.00**	**13.00**	**0.0**	**13.00**

Executive Office Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Land Use and Environment Executive Office	$ 6,584,601	$ 6,670,899	$ 5,465,662	(18.1)	$ 5,465,050
Total	**$ 6,584,601**	**$ 6,670,899**	**$ 5,465,662**	**(18.1)**	**$ 5,465,050**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 2,364,278	$ 2,626,930	$ 2,698,919	2.7	$ 2,784,526
Services & Supplies	4,129,769	4,219,854	2,942,628	(30.3)	2,856,409
Expenditure Transfer & Reimbursements	(163,333)	(175,885)	(175,885)	0.0	(175,885)
Operating Transfers Out	253,887	–	–	0.0	–
Total	**$ 6,584,601**	**$ 6,670,899**	**$ 5,465,662**	**(18.1)**	**$ 5,465,050**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 697,800	$ 1,343,457	$ 1,372,730	2.2	$ 1,372,730
Fund Balance Component Decreases	46,831	71,684	77,016	7.4	76,404
Use of Fund Balance	1,140,638	1,043,169	–	(100.0)	–
General Purpose Revenue Allocation	4,699,332	4,212,589	4,015,916	(4.7)	4,015,916
Total	**$ 6,584,601**	**$ 6,670,899**	**$ 5,465,662**	**(18.1)**	**$ 5,465,050**

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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 safety, and the environment. AWM supports the County's $1.8 billion agricultural industry and a fair marketplace. AWM conducts about 377,000 inspections annually to gain regulatory compliance through collaboration and outreach.

- Prevent the introduction, spread and establishment of invasive agricultural pests of Statewide importance that would cause agricultural, economic and environmental harm.
- Certify that agricultural shipments are free from agricultural invasive pests for intrastate, interstate and international export.
- Support the participation of organic growers, certified producers and certified farmers' markets to engage in local sales of agricultural products.
- Ensure the safe and legal use of pesticides and investigates pesticide-related complaints and illnesses.
- Verify that beekeepers maintain hives in a responsible manner to protect human health and safety and promote managed honey bee health.
- Validate the accuracy of commercial weighing and measuring devices and retail price scanning systems.

To ensure these critical services are provided, Agriculture, Weights and Measures has 179.00 staff years and a budget of $26.1 million.

Strategic Initiative Legend

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

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

2019–20 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 needed it.
  - Protected California citrus from serious pests and diseases that threatened the growth of citrus in residential communities and on commercial farms.
    - Achieved voluntary removal and proper disposal (i.e. chipping of tree and grinding of stump) of 30% (340 of 1,130 acres) of citrus groves identified as abandoned or neglected in the County. Abandoned or neglected groves are a harborage of pests like the Asian Citrus Psyllid, which spreads a disease that is deadly to citrus.

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% (11) of all new permanent, full-time AWM employees were trained to respond to emergency situations either within their classification's scope of responsibilities or as disaster services 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
  - Contributed to environmental justice and protected people in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.
    - Monitored structural fumigations by conducting 28 undercover surveillance inspections, 271 unannounced field inspections and an employee safety and business

records audit of 100% of the 15 companies headquartered in the region that conduct structural fumigations. The goal to conduct 44 undercover surveillance inspections and 355 unannounced field inspections was not met due to operational impacts caused by the COVID-19 pandemic.
  - Responded to 59 pesticide complaints within 2 business days and completed related investigations in an average of 86 days, surpassing the State's guideline of 120 days. The goal to conduct investigations in an average of 73 days was not met due to operational impacts caused by the COVID-19 pandemic.
- Identified areas requiring future compliance activities by determining the employee safety and business records compliance baseline of registered structural (Structural Branch 2) businesses headquartered in the region that conduct general pest control.
  - Inspected 10 of 31 (32%) 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 2018-19.
- Conducted five fieldworker safety trainings for 108 agricultural employees that work in pesticide-treated fields. Increased fieldworkers' knowledge of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results. The goal to conduct eight trainings (two per quarter) was not met due to operational impacts caused by the COVID-19 pandemic.
- AWM was prepared to respond to bee sting complaints received for managed colonies in unincorporated areas within two business days to assess and address public health and safety issues, however no stinging incidents were reported.

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Protected the integrity of the organic label by working with California Department of Food and Agriculture (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 results from pre- and post-testing of the training material.
  - Completed 100% of annual inspections (initial and new inspections) for all registered retail fuel meters and retail water dispensers, and 87.1% of taximeters, 57.2% of jewelry scales, 90.2% of computing scales and 91.4% of 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. The goal to complete 100% of annual inspections for all registered devices was not met due to operational impacts caused by the COVID-19 pandemic.
  - Increased the number of recycling locations (of approximately 58 locations total) that pay out the correct amount of money to customers selling recyclable beverage containers by 2% to 84% (49 of 58). Due to the COVID-19 public health emergency, only 44 sites were available. An 84% (37 of 44) compliance rate was achieved.
    - Inspected 76% (76 of 100) of scales used by all registered recycling locations to ensure accuracy. The goal to inspect 100% of scales was not met due to operational impacts caused by the COVID-19 pandemic.
    - Increased the number of undercover test sales of recyclable beverage containers at recycling locations currently registered in the region (of approximately 58 locations) by 5% to 95% (55 of 58). Due to the COVID-19 public health emergency, completed 100% of all available recycling locations (44) available.
  - Monitored the number of retail locations (of approximately 1,200 total annual inspections) that charge accurate prices at the check-out registers (i.e., no overcharges) when customers pay for merchandise. An 88% compliance rate (1,056 of 1,200) was maintained. The goal of 90% compliance rate was not met due to operational impacts caused by the COVID-19 pandemic.
    - Conducted five outreach activities to enhance industry awareness of price verification services.
  - Supported San Diego County's $1.2 billion nursery and cut flower industry capacity for agricultural export by ensuring freedom from pests of concern.
    - Conducted 320 site inspections to ensure 100% of plant shipments sent from regulated nurseries arrived at their destination free from live immature life stages of Light Brown Apple Moth. Light Brown Apple Moth is a pest which feeds on nearly all types of fruit crops, ornamentals, vegetables and greenhouse crops, where the larvae cause significant damage to leaves and fruit.
    - Ensured that 100% (976) of certified plant shipments from San Diego County arrived at destination counties without any viable life stages of the Glassy-winged Sharpshooter. The Glassy-winged Sharpshooter is an invasive pest which transmits Pierce's Disease, a fatal bacterial grapevine disease.
  - Improved understanding of nursery stock regulations and fostered compliance by re-issuing updated compliance agreements and increasing outreach to nurseries.

- Re-issued 100% of 124 High Risk Pest Exclusion compliance agreements which documented how and where plants were to be held for inspection at production nurseries. Reviewed terms and conditions, and addendum checklist with nursery representatives.
- Re-issued 100% of 57 Phytophagous Snail-Free Compliance Agreements to nurseries exporting to snail-enforcing states and Canada. Reviewed terms and conditions, and addendum checklist with nursery representatives.
- Re-issued 50% of 126 California Nursery Stock Certificates to nurseries. Provided outreach on nursery laws and regulations, and other requirements. Reviewed terms and conditions, and addendum checklist with nursery representatives.

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Prevented the introduction of invasive pests, which costs the California agricultural industry and the public more than $3.0 billion annually to control.
    - Ensured one Agricultural Detector dog team was fully proficient and acclimated to 12 of the 13 local parcel facilities (FedEx and UPS) and the newer dog team (that started in July 2019) was acclimated to 8 parcel facilities historically serviced by AWM dog teams. The goal was not met due to operational impacts caused by the COVID-19 pandemic.
    - Progressively increased the percentage of McPhail fruit fly traps observed to be in good or exceptionally good fruit tree hosts during internal quality control evaluations, increasing the detection timeliness of target fruit fly pests. CDFA did not complete their annual Quality Control evaluation due to the COVID-19 pandemic.
    - Progressively increased the percentage of Mediterranean fruit fly traps observed to be in good or exceptionally good fruit tree hosts during internal quality control evaluations, increasing the detection timeliness of target fruit fly pests. CDFA did not complete their annual Quality Control evaluation due to the COVID-19 pandemic.
  - Continued implementing Climate Action Plan (CAP) measures by supporting the University of California Cooperative Extension (UCCE) to promote consumption of locally grown and raised food through public outreach and education, and reduced the unincorporated County's impact on the climate.
    - Collaborated 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. UCCE actively participates in more than 10 agricultural and climate/carbon smart local, county and statewide collaborating stakeholder agencies and work groups, including San Diego County Farm Bureau, local Resource Conservation Districts, San Diego County Carbon Farming Taskforce, County of San Diego Sustainability and Compost committees, UC ANR Climate Smart Agriculture program and CDFA Environmental Agriculture. UCCE collaborated and/or organized and held 5 outreach and education events relating to climate adaptive agriculture practices and/or funding programs with 359 participants. UCCE has connected directly with 56 agricultural producers and/or agricultural stakeholders to provide assistance with Dairy Digester Research and Development Program and the Alternative Manure Management Program (AMMP), State Water Efficiency Enhancement Program (SWEEP) and the Healthy Soils Program (HSP) funding programs as requested; to collaborate on climate adaptive farming demonstration projects and/or develop climate resilient agriculture resources for the San Diego County region.
    - Explored sustainable manure management practices and incentives through promotion of the CDFA Dairy Digester Research and Development Program and the Alternative Manure Management Program. UCCE promoted the CDFA Environmental Farming and Innovation programs as available including SWEEP, HSP and AMMP.
    - Conducted 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. UCCE promoted the APCD incentive program in 2019 during outreach events (2019 Climate Action and Agriculture Symposium) and with collaborators during stakeholder work group meetings.

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Supported the Diversity and Inclusion (D&I) initiative by providing opportunities for employees to feel valued, engaged and trusted.
    - All AWM employees (179) completed at least one D&I classroom or online training that covers D&I vision, strategy or business case.
    - All hiring managers and interview panelists (39) completed "Unconscious Bias in Hiring" training prior to participating in a hiring and selection process.

- Align services to available resources to maintain fiscal stability
  - Developed updated 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 implementing opportunities to gain business process efficiencies for AWM and its customers. In response to the economic impacts to businesses resulting from the COVID-19 public health emergency, fee updates prepared by the department were not recommended to move forward.
  - Continued employee participation in financial literacy training for 20% (36 of 179) of AWM staff, in order to increase staff's understanding of their individual and collective contribution to the County's fiscal stability.
    - Ensured 100% (3) AWM designated Contracting Officer's Representatives, attended the required training as assigned, to improve contract management.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used 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.
    - Ensured 100% (3,944) of the registered agricultural locations were 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.
  - Created and provided 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.
    - Created and provided annual training for the current 136 IPM Coordinators to provide guidance, training and education on IPM principles to improve pest control efforts in County facilities. Increased the knowledge gained by IPM Coordinators by 20% based on results of pre- and post-training tests.
    - Updated the Integrated Pest Control intranet site from three to eight outreach support resources that can be used by County staff for self-education.
    - Increased online pest control solutions informational handouts by 50% (from 12 to 18) so employees can take proactive steps to reduce the risk of infestation.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to expand departmental participation in the Land Use and Environment Group "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.
  - Ensured 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.
  - Improved customer service by creating and posting to the web 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
  - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including at an AWM "all hands" staff meeting; offering training to enhance education and awareness to 179 employees; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in a leadership position with 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 provide the highest level of service for AWM's diverse customers.
  - Preserved historical inspector knowledge and experience to standardize training of AWM inspectors in all divisions.
    - Developed 14 training modules in areas of common concern for inspections and investigations.
    - Compiled and organized 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*
  - Ensured that AWM employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* with 100% (179) of AWM employees completing "The Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course in order to create an environment of caring and support for both employees and customers.

- By the end of this training, staff was 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 participated in post-training exams which ensured the training was successful.

2020–22 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 340 acres of identified neglected citrus groves in the region. This is the second year of a three-year goal.

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 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
  - Contribute to environmental justice and protect residents 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 36 undercover surveillance inspections, 284 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.
    - Complete the goal started in Fiscal Year 2019-20 but not achieved due to the COVID-19 public health emergency. Inspect the remaining 21 of 31 businesses identified as 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.
  - Conduct eight fieldworker safety trainings (two per quarter) for agricultural employees that work in pesticide-treated fields. Increase new fieldworkers' knowledge of pesticide safety requirements by 10% as measured by comparing pre- and post-training test results.
  - Develop training resources for live honey bee removal to provide residents with management practices that prevent adverse impacts on managed honey bee health and reduce the propagation of overly-defensive honey bees. The best management practices (BMPs) will be based on collaboration between California Department of Food & Agriculture Bee Safe Program, UCCE California Master Beekeepers, Department of Pesticide Regulation, San Diego Beekeeping Society and other stakeholders. Training resources will include informational handouts for outreach events, web-based BMPs and a video.

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Promote consumer confidence in local fruit, vegetables and nursery stock production.
    - Protect the integrity of the organic label by working with CDFA to provide one pilot outreach training to local consumers and improve knowledge of the meaning of organic product branding by achieving a 20% improvement in results from pre- and post-testing of the training material.
  - Increase the number of investigations by 25% more (from 8 to 10) of Certified Producers to verify organic origin and/or that they grew the produce being sold at Certified Farmers' Markets in order to promote consumer confidence and a fair marketplace at Certified Farmers' Markets.
  - Complete 100% of mandated annual inspections of registered commercial weighing and measuring devices that have the greatest economic impact on consumers. Complete inspections of retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales and

counter scales (approximately 30,000 devices) to ensure devices are operating correctly and customers are not overcharged; and also prevent undercharges that could cause financial harm to the businesses.

- Increase the percentage of recycling locations (approximately 58 total locations) that pay out the correct amount of money to customers selling recyclable beverage containers by at least 1% (to 85%).
  - Complete 100% of mandated inspections of scales used by all registered recycling locations to ensure accuracy.
  - Conduct undercover test sales of recyclable beverage containers at 100% of recycling locations currently registered in the region.
- Ensure at least 90% of retail businesses charge accurate prices at the check-out registers (i.e., no overcharges) when customers pay for merchandise.
  - Conduct four outreach activities to enhance industry awareness of price verification requirements and educate businesses about practices that promote compliance with laws and regulations regarding price accuracy.
- Support the United Nations' designation of 2020 as the International Year of Plant Health and the San Diego region's $1.2 billion nursery and cut flower industry capacity for agricultural export by ensuring freedom from pests of concern.
  - Conduct 320 site inspections to ensure plant shipments sent from regulated nurseries arrive at their destination free from live immature life stages of Light Brown Apple Moth.
  - Ensure that 100% of certified plant shipments from the San Diego region 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 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. This is the last year of a two-year goal to re-issue 100% of the Nursery Stock Certificates.

- 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.
    - Educate and enhance stakeholders' awareness about invasive agricultural pests by creating at least 24 pictorial posts to social media of pests found on incoming shipments.
    - Incorporate an Unmanned Aerial Vehicle into six routine nursery inspections to scout for and prevent establishments of invasive pests in areas that are challenging to detect.
    - Ensure both Agricultural Detector dog teams are fully proficient and acclimated to all 13 local parcel facilities (USPS, FedEx, and UPS) historically serviced by the detector dog teams.
    - In cooperation with CDFA, facilitate implementation of the map-based data management application, CalTrap, to improve efficiency of invasive pest detection efforts in the 24 county-wide detection routes.

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Support the Diversity and Inclusion (D&I) initiative and develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for employees to feel valued, engaged and trusted. Actively demonstrating support for the D&I Initiative includes discussion of the diverse community served and how to increase customer satisfaction for all members of the community.
    - All AWM employees will complete D&I "Generations in the Workplace Microlearning Online Series" trainings to learn about the major cultural signposts that influence the attitudes of five different generations currently in the workforce.
    - All hiring managers and interview panelists will complete an interviewing training prior to participating in a hiring and selection process. This will ensure a consistent, fair, and impartial hiring and selection process, and will afford the opportunity to ensure the department is hiring and promoting the most qualified applicants available.
    - All AWM supervisors and managers will watch a D&I-related Ted Talk, for example, "The Danger of a Single Story" by Chimamanda Ngozi Adichie or, "Color Blind or Color Brave" by Melody Hobson, to expand awareness of various perspectives.
    - AWM will provide D&I opportunities to all staff by: encouraging employees to create and present trainings in areas where they are knowledgeable; including a D&I activity and/or discussion on each division and departmentwide meeting agenda; and by participating in various D&I activities such as Stuff the Bus and Jay's Program.
    - Maintain the D&I Initiative as a high priority 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 AWM's diverse customers.
  - Support staff engagement in obtaining State licenses by attending preparatory training.
  - Conduct five trainings per fiscal year for the next two years for 100% of supervisory staff to learn more about leadership competencies, strategic planning and public speaking/writing.
- Align services to available resources to maintain fiscal stability
  - Review AWM fees to ensure 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 AWM and customers.
  - Ensure 100% of AWM designated Contracting Officer's Representatives (COR) attend the required training as assigned to ensure contracts with external vendors are properly managed.
  - Continue employee participation in financial literacy training for 100% of field supervisors to increase understanding of the individual and collective contribution to the County's fiscal stability.
    - Conduct three financial trainings for 100% of available field supervisors in order to enhance the understanding of the County's key financial concepts.
- 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 positive experience. 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop and provide specialized training presentations to County departments and facilities in identifying various structural pests for early detection and rapid eradication responses.
    - Collaborate with County Entomologist to develop training and website materials to share with participants and post on intranet website, focused on the five nuisance pests where mitigation measures have been deployed on County structures or facilities.
    - Increase the knowledge gained by participants by 20% based on results of pre- and post-training tests.
- 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 the County culture due to the increased number of individuals who may have experienced trauma in their lives. AWM employees are encouraged to understand the impacts of trauma in order to best serve vulnerable and at-risk people, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that AWM employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new 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; and (5) Identify resources and ways to support healing and resiliency.

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- www.sdcounty.ca.gov/awm

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Structural Fumigation Undercover Inspections[1]	44	44	28	36	36
Average number of days to complete pesticide-related complaint investigations	65	73	86	73	73
Undercover recyclable beverage container test sales at CRV recyclers[1]	90% of 92	95% of 92	95% of 58	100% of 58	100% of 58
Annual number of initial and new install inspections for these registered retail devices:					
–Fuel meters	100% of 20,645	100% of 20,645	100% of 20,645	100% of 20,645	100% of 20,645
–Taximeters [1]	100% of 898	100% of 898	87.1% of 898	100% of 898	100% of 898
–Water dispensers	100% of 1,387	100% of 1,387	100% of 1,387	100% of 1,387	100% of 1,387
–Computing scales [1]	100% of 5,835	100% of 5,835	90.2% of 5,835	100% of 5,835	100% of 5,835
–Counter scales [1]	100% of 1,016	100% of 1,016	91.4% of 1,016	100% of 1,016	100% of 1,016
–Jewelers Scales[1]	100% of 273	100% of 273	57.2% of 273	100% of 273	100% of 273

Table Notes

[1] Fiscal Year 2019-20 goal was not achieved due to the operational impacts caused by the COVID-19 pandemic.

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

Staffing

No change in staffing

Expenditures

Net increase of $0.3 million

- Salaries & Benefits—increase of $1.2 million due to increased retirement contributions and negotiated labor agreements
- Services & Supplies—decrease of $1.0 million primarily due to decrease in special departmental expense funding for UCCE, decrease in major maintenance costs for projects in progress, decrease in travel expenses due to restrictions as a result of the COVID-19 public health emergency, partially offset by increases in various other accounts
- Capital Assets Equipment—decrease of $0.1 million due to completed purchase of devices and testing units for Weights & Measures from prior year
- Expenditure Transfer & Reimbursements—decrease of $0.1 million due to Internal Agreement reimbursements from General Fund departments for structural pest control, weed control, agricultural hazardous materials, and cashiering services based on anticipated service levels
- Operating Transfers Out—increase of $0.3 million due to capital projects and facility improvements

Revenues

Net increase of $0.3 million

- Licenses Permits & Franchises—decrease of $0.5 million due to the impacts of the COVID-19 public health emergency on fee-based revenue
- Intergovernmental Revenues—net increase of $0.3 million primarily due to increased Unclaimed Gas Tax revenue along with increased contract amounts in Pest Exclusion and Pest Detection, offset by decreases in Diagnostics and Quarantine Program
- Charges for Current Services—increase of $0.2 million for services provided to other County departments

- Use of Fund Balance—decrease of $0.1 million for a total of $1.2 million in Unassigned General Fund fund balance for:
  - $0.7 million for one-time departmental expenditures for mandated inspections of agricultural operations, pesticide use and retail price scanning systems to offset decreased permit fee revenue from the economic impact of COVID-19 on businesses
  - $0.2 million re-budget for a pesticide disposal collection event that will be held in Fiscal Year 2020-21
  - $0.3 million re-budget for the purchase of program vehicles for new staff
- General Purpose Revenue Allocation—increase of $0.4 million primarily due to negotiated labor agreements and required retirement contributions

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

Net increase of $0.3 million. Increase of $1.0 million in Salaries & Benefits as a result of negotiated salary and benefit increases, offset by decreases of $0.1 million in Services & Supplies, $0.2 million in Other Charges and $0.4 million in Operating Transfers Out as a result of the completion of one-time projects. Use of Unassigned General Fund fund balance of $1.6 million is budgeted for one-time departmental expenditures for mandated inspections of agricultural operations, pesticide use and retail price scanning systems to offset anticipated decreased permit fee revenue and Agricultural Gas Tax revenues from the economic impact of COVID-19 on businesses.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Agriculture, Weights and Measures	175.00	179.00	179.00	0.0	179.00
Total	**175.00**	**179.00**	**179.00**	**0.0**	**179.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Grazing Advisory Board	$ –	$ 8,700	$ 8,700	0.0	$ –
Agriculture, Weights and Measures	23,272,648	25,689,211	26,032,998	1.3	26,348,029
Fish and Wildlife Fund	18,000	18,000	18,000	0.0	18,000
Total	**$ 23,290,648**	**$ 25,715,911**	**$ 26,059,698**	**1.3**	**$ 26,366,029**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 19,158,439	$ 20,289,133	$ 21,476,310	5.9	$ 22,476,834
Services & Supplies	4,084,709	5,339,778	4,321,388	(19.1)	4,222,195
Other Charges	25,000	255,000	255,000	0.0	25,000
Capital Assets Equipment	337,500	140,000	15,000	(89.3)	–
Expenditure Transfer & Reimbursements	(315,000)	(308,000)	(358,000)	16.2	(358,000)
Operating Transfers Out	–	–	350,000	0.0	–
Total	**$ 23,290,648**	**$ 25,715,911**	**$ 26,059,698**	**1.3**	**$ 26,366,029**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 4,138,934	$ 4,249,549	$ 3,748,882	(11.8)	$ 3,748,882
Fines, Forfeitures & Penalties	116,000	116,000	96,000	(17.2)	96,000
Intergovernmental Revenues	10,410,216	11,445,678	11,810,110	3.2	11,351,608
Charges For Current Services	666,838	667,000	841,384	26.1	841,384
Miscellaneous Revenues	13,000	13,000	15,000	15.4	15,000
Fund Balance Component Decreases	147,270	222,191	252,158	13.5	252,158
Use of Fund Balance	513,101	1,319,301	1,190,439	(9.8)	1,602,000
General Purpose Revenue Allocation	7,285,289	7,683,192	8,105,725	5.5	8,458,997
Total	**$ 23,290,648**	**$ 25,715,911**	**$ 26,059,698**	**1.3**	**$ 26,366,029**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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 region. 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. Additionally, 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.

Assembly Bill (AB) 423, San Diego County Air Pollution Control District: members and duties *(2019) amended State law to restructure and expand the governing board of the APCD and require it to operate independently from the County of San Diego. Consequently, as of March 1, 2021, the APCD will no longer function within the organizational structure of the County and any remaining appropriations will be canceled at that time. AB 423 also imposes additional duties on the APCD including 24-hour/7-days per week complaint responses, creating and maintaining a new website separate from the County's and posting specified information including permit applications, permits, and complaints.*

To ensure these critical services are provided, the APCD has 164.0 staff years and a budget of $79.6 million. This includes $30.9 million in State pass-through funds for projects that improve air quality and public health.

Strategic Initiative Legend

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

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

2019–20 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
  - Within the first year of their employment, 100% (5) of all new permanent, full-time APCD employees were 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
  - Collaborated through continued participation in the Land Use and Environment Group (LUEG) Compliance Team by attending 10 cross-departmental meetings. This multi-departmental team used a comprehensive approach to resolve complex compliance issues that may impact residents' quality of life.

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Conducted 31 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.
  - Reduced air pollutant emissions in the San Diego region by 258 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.
  - Supported the implementation of the County's Climate Action Plan by developing a program offering financial incentives to vehicle owners to voluntarily retire their older, highly polluting vehicles earlier than they would have otherwise; program implementation is scheduled to begin in fall 2020. Additionally, the APCD is developing a program offering incentives for the installation of electric vehicle charging stations to support the ever-increasing number of electric vehicles in the region; program implementation is scheduled to begin in fall 2020. 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
  - Developed and expanded the Community Air Protection Program (CAPP) 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 ongoing neighborhood-level measurements of air pollutants help to better identify baseline air pollution levels and the emission sources contributing to air pollution exposure in the community. This information will assist the APCD in preparing a community emissions reduction program, scheduled for completion in Fiscal Year 2020-21, to improve air quality and public health in the Portside Community.
  - Conducted 10 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.
  - Expended 53% ($29.9 million of $56.6 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.
  - Maintained 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. Activities included hosting informational exhibits at 5 public events and conducting a 2020 calendar contest, where the APCD reached out to K-12 students countywide and encouraged submission of artwork for a 2020 calendar that showcases commitment to clean air.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Developed proposed updates to the APCD's fees to ensure full cost recovery of services pursuant to federal and State law and consistent with Board Policy B-29, *Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery* while continuously implementing opportunities to gain business process efficiencies for the APCD and its customers. In response to the economic impacts of the COVID-19 public health emergency, fee updates prepared by the APCD were not recommended to move forward this fiscal year.
  - Provided budgetary training to 100% (4) of the APCD's new managers and supervisors within their first year. This training helps to expand the financial literacy of the workforce and facilitate the effective management of the fiscal impacts of service delivery.
  - Ensured 100% (14) of APCD-designated Contracting Officer's Representatives (COR) attended COR I training or COR II training, as assigned to strengthen contract management activities.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Issued 49% (193 of 393) of permit applications for 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. The target of issuing at least 80% of permit applications within 60 days was not met due to a short-term diversion of staffing resources in order to complete the development of a new web-based tool for inventorying the

air pollutant emissions from permitted facilities and to process the resulting emissions data as directed by the Board on May 22, 2019.

- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to expand the APCD's 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, 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 159 APCD employees 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. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service to the APCD's diverse customers.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Completed 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 proposal will be considered for approval by the Air Pollution Control Board in September 2020. The SIP benefits 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*
  - Ensured that APCD employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego.* 100% (159) of APCD employees completed the "Growing Resiliency within a Trauma Informed Lens eLearning 101" through LMS online training.

2020–22 Objectives

Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - 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
  - Evaluate the current process for receiving and responding to public complaints about air pollution and by December 2021, develop a plan for updating this process including a 24-hour hotline, response to complaints within 48 hours or less, and public complainant protections, pursuant to AB 423.
  - Ensure strong collaboration through continued 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

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Reduce air pollutant emissions in the San Diego region by at least 230 tons 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.
  - By December 2021, develop a plan for a comprehensive air monitoring program including an evaluation of monitor locations in the most impacted communities and the monitoring of additional air pollutants, pursuant to AB 423.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Continue and expand the CAPP in communities selected by the California Air Resources Board (CARB) for additional targeted action to improve air quality and public health. Anticipated activities include the preparation of a commu-

nity emissions reduction program for the Portside Community (Barrio Logan, Logan Heights, Sherman Heights and a portion of western National City). These activities will be conducted in partnership with community members, CARB, and other stakeholders through a community steering committee, based on criteria set by CARB.

- Conduct at least ten 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.
- Develop and implement a state-funded Clean Cars 4 All program to provide an incentive for low-income residents in communities disproportionately burdened by pollution to retire their older vehicles and replace them with low or zero emission vehicle alternatives, or receive a voucher for the use of alternative mobility options such as public transit, car sharing, bike sharing or to purchase an electric bicycle. This program can help ensure the residents most impacted by pollution have the ability to drive a cleaner vehicle.
- By July 1, 2021, prepare a report for consideration by the Air Pollution Control Board that summarizes all actions taken on permit applications in the 2020 calendar year and consider, based upon this report, amendments to the APCD's rules to ensure adequate opportunity for public comment on applications, pursuant to AB 423.
- Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, to help fund projects that reduce air pollutant emissions in communities 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 conducting a 2021 calendar contest, where the APCD reaches out to K-12 students countywide and encourages submittal of artwork for a 2021 calendar that showcases commitment to clean air.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collaborate with the Land Use and Environment Group and the Finance and General Government Group and take the steps necessary to convert the appropriations and related revenues of the APCD from a special revenue fund to a fiduciary fund, effective March 1, 2021, due to the restructuring of the Air Pollution Control District governing board pursuant to AB 423.
  - Update 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.
  - Continue employee participation in financial literacy training for 100% of APCD's new managers and supervisors within their first year to increase understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensure 100% of APCD-designated Contracting Officer's Representatives (COR) attend COR I or COR II training, as assigned, to strengthen contract management activities.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - By July 1, 2020, post on the APCD website all applications for an authority to construct or permit to operate new or modified facilities or equipment within three business days of application receipt, and accept and consider all public comments received before taking final action on the applications, pursuant to AB 423.
  - Create and maintain an APCD website separate from the County website and migrate all existing data by December 2021, including all of the following, pursuant to AB 423:
    - Agendas and minutes of the Air Pollution Control Board.
    - All current permit information in a format that allows the information to be downloadable and searchable by address, facility name, pollutant, permit number, and equipment or process.
    - All applications for an authority to construct or a permit to operate new or modified facilities or equipment.
    - All settled enforcement actions in a format that allows the information to be downloadable and searchable by address, facility name, pollutant, permit number, and equipment or process.
    - Notices of violation or notices to comply.
    - All documents related to the Air Toxics "Hot Spots" Information and Assessment Act of 1987 including emissions inventory reports, health risk assessments, public notifications and health risk reduction plans approved by the APCD.
    - The APCD budget, including revenue and expense projections and actuals.
  - Take action on at least 80% of all permit applications received for the construction of new or modified facilities or equipment within an average of 60 days of receipt of a complete application. Surpassing the 180-day state regula-

tory 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 the 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 "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, 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 provide the highest level of service for APCD'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 the County culture due to the increased number of individuals who may have experienced trauma in their lives. APCD employees are encouraged to understand the impacts of trauma in order to best serve vulnerable and at-risk populations, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that APCD employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, 100% of all new permanent, full-time employees will complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course within their first year of employment.
    - 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 Air Pollution Control District, refer to the website at:

- www.sdapcd.org

Performance Measures	2018-19 Actuals	2019-20 Adopted	2019-20 Estimated Actuals	2020-21 Recommended	2021-22 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 [1]	53%	50%	53%	50%	N/A
Conduct at least ten training sessions to aid the business community in achieving compliance with air quality rules[1, 2]	39	10	31	N/A	N/A
Tons of air pollutants reduced from completed grant-funded projects that remove high polluting vehicles and engines from service[1]	137	230	258	230	N/A
Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution[1, 3]	8	4	10	10	N/A
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[1, 4]	75%	80%	49%	80%	N/A

Table Notes

[1] All Performance Measures will be discontinued in Fiscal Year 2020–21 resulting from the implementation of AB 423 which requires the Air Pollution Control District to operate independently from the County of San Diego, effective March 1, 2021.

[2] Fiscal Year 2019–20 target of conducting at least ten training sessions was substantially exceeded due to unanticipated opportunities to provide onsite training classes at additional businesses and facilities. This Performance Measure is being discontinued due to the impact of the COVID-19 Public Health Order that restricts public gatherings.

[3] Fiscal Year 2019–20 target of at least four community meetings was surpassed due to unanticipated opportunities to meet with the Portside Community steering committee.

[4] Fiscal Year 2019–20 target of issuing at least 80% of permit applications within 60 days was not met due to a short-term diversion of staffing resources in order to complete the development of a new web-based tool for inventorying the air pollutant emissions from permitted facilities and to process the resulting emissions data.

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

Staffing

Increase of 5.00 staff years

- Increase of 5.00 staff years to support implementation of AB 423

Expenditures

Net increase of $6.2 million

- Salaries & Benefits—increase of $2.2 million due to the increase of 5.00 staff years as noted above, filling a position frozen during the previous fiscal year and an increase in required retirement contributions and negotiated labor agreements.
- Services and Supplies—net increase of $1.2 million

- Increase of $0.8 million in information technology costs for the implementation of AB 423
- Increase of $0.7 million in professional and specialized services associated with the implementation of AB 423
- Increase of $0.6 million for lab equipment maintenance, lab supplies, lab services and training costs for the CAPP
- Decrease of $0.4 million in inter-departmental costs associated with Countywide A-87
- Decrease of $0.3 million in medical and lab equipment maintenance, minor equipment, laboratory supplies, office expense, and out-of-county travel due to cost reduction measures and postponement of staff training
- Decrease of $0.2 million in special departmental expense due to schedule revisions of special projects

- Other Charges—net increase of $1.7 million
  - Increase of $4.2 million to provide additional incentives for projects to reduce air pollutant emissions from motor vehicles, tied to a new State grant-funded program Clean Cars 4 All
  - Increase of $1.7 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 (Moyer)
  - Decrease of $3.5 million in the Air Pollution Control Air Quality Improvement Trust Fund due to one-time funds contracted in the prior fiscal year
  - Decrease of $0.6 million in the Funding Agricultural Reduction Measures for Emission Reductions (FARMER) Program due to a decrease in State funds for the FARMER program
  - Decrease of $0.1 million in the Air Quality Community AB 617 Fund due to a decrease in State funds for the CAPP program
- Capital Assets Equipment—decrease of $0.9 million
  - Decrease of $0.4 million for lab equipment replacement
  - Decrease of $0.5 million due to decrease in vehicle replacements
- Fund Balance Component Increases—decrease of $0.3 million in the Committed to Replacement account due to postponing building repairs and replacement.
- Operating Transfers Out—increase of $2.3 million
  - Increase of $1.5 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 and Services & Supplies, as noted above
  - Increase of $0.5 million to the Major Maintenance Capital Outlay Fund for HVAC and roof replacement
  - Increase of $0.2 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 and CAPP Incentive program
  - Increase of $0.1 million for a transfer from the Air Quality Clean Cars 4 All Fund for two new positions to administer the new State-funded program
  - Increase of $0.1 million for a transfer from the Air Quality Moyer Program Fund due to increased staffing costs to support the Carl Moyer Air Quality Attainment Program
  - Decrease of $0.1 million for transfers from the GMERP and FARMER Program Funds to the Air Pollution Control District Operations Fund primarily tied to decreased staffing costs to support the projects

Revenues

Net increase of $6.2 million

- Intergovernmental Revenues—net increase of $5.4 million.
  - Increase of $4.3 million due to a new State grant to implement a Clean Cars 4 All program
  - Increase of $1.8 million due to increased State funding to support the Moyer program
  - Decrease of $0.6 million in State funding due to a decrease in grant allocation for the FARMER program
  - Decrease of $0.1 million in State funding for the Air Quality Proposition 1B Goods Movement Emission Reduction Program (GMERP) due to funds being fully committed
- Charges For Current Services—net increase of $0.1 million due to anticipated increase in asbestos notification fee revenue
- Other Financing Sources—net increase of $1.8 million.
  - Increase of $1.5 million in the use of Air Quality Improvement Trust Fund for operational needs associated with addressing motor vehicle-related air pollution
  - Increase of $0.1 million associated with a transfer from the Clean Cars 4 All Fund to the Air Pollution Control District Operations Fund
  - Increase of $0.2 million associated with a transfer from the CAPP Fund to the Air Pollution Control District Operations Fund
  - Increase of $0.1 million tied to the transfer from the Moyer 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 Balance Component Decreases— increase of $1.2 million based on the use of reserves to replace roof and HVAC system

- Use of Fund Balance—decrease of $2.3 million. A total of $5.2 million is budgeted.
  - $1.9 million in Air Pollution Control District Operations Fund fund balance to support one-time operational projects including monitoring station movement, information technology upgrade and advancement projects
  - $3.0 million in Air Quality Improvement Trust Fund fund balance to support the Moyer Voucher Incentive Program, Electric Vehicle Charging Infrastructure Incentive Program and Local Vehicle Retirement Program and operational needs
  - $0.2 million of Moyer Fund fund balance associated with the use of prior year interest earned from the fund to partially offset Moyer project costs
  - $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

Recommended Budget Changes and Operational Impact: 2020-21 to 2021-22

No recommended budget in Fiscal Year 2021-22 due to the restructuring of the Air Pollution Control District governing board to comply with AB 423. Effective March 1, 2021, the Air Pollution Control District will become a fiduciary fund held by the County of San Diego and will prepare and adopt its own budget for Fiscal Year 2021-22.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Air Pollution Control District Programs	150.00	159.00	164.00	3.1	0.00
Total	**150.00**	**159.00**	**164.00**	**3.1**	**0.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Air Pollution Control District Programs	$ 42,731,522	$ 73,381,377	$ 79,553,984	8.4	$ –
Total	**$ 42,731,522**	**$ 73,381,377**	**$ 79,553,984**	**8.4**	**$ –**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 18,872,218	$ 20,583,397	$ 22,760,069	10.6	$ –
Services & Supplies	6,516,988	6,674,337	7,882,975	18.1	–
Other Charges	5,894,919	29,197,576	30,904,291	5.8	–
Capital Assets Equipment	1,384,000	2,586,956	1,681,500	(35.0)	–
Fund Balance Component Increases	350,000	350,000	–	(100.0)	–
Operating Transfers Out	9,713,397	13,989,111	16,325,149	16.7	–
Total	**$ 42,731,522**	**$ 73,381,377**	**$ 79,553,984**	**8.4**	**$ –**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 8,683,694	$ 8,580,142	$ 8,625,684	0.5	$ –
Fines, Forfeitures & Penalties	1,030,000	1,030,000	1,030,000	0.0	–
Revenue From Use of Money & Property	275,000	220,000	220,000	0.0	–
Intergovernmental Revenues	19,587,551	41,716,770	47,107,000	12.9	–
Charges For Current Services	760,393	856,706	989,000	15.4	–
Miscellaneous Revenues	30,100	30,000	30,000	0.0	–
Other Financing Sources	9,967,284	13,339,111	15,117,779	13.3	–
Fund Balance Component Decreases	–	–	1,207,370	0.0	–
Use of Fund Balance	2,397,500	7,608,648	5,227,151	(31.3)	–
Total	**$ 42,731,522**	**$ 73,381,377**	**$ 79,553,984**	**8.4**	**$ –**

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 5 Library-to-Go kiosks. Library services include: providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; offering instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

To ensure these critical services are provided, SDCL has 284.50 staff years and a budget of $52.6 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensured early childhood literacy by offering kindergarten readiness programs throughout the County Library system, including the "Kindergarten Gear Up" program to 360 families in high-need populations.
  - Provided 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. A full-time social worker was selected but was unable to begin work due to the operational impacts caused by the COVID-19 pandemic.

- 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 provided children at least one nutritional meal a day during the summer to reduce the number of children experiencing hunger in high-need communities. Offered more than 17,000 meals to youth under the age of 18 in 11 high-need neighborhoods during the summer months. In addition, children had access to the Summer Learning Program which encourages exciting learning activities and reading to help continue learning while children are not in school.

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
  - Ensured that collections and library materials are current and relevant to the needs and interests of a dynamic community by obtaining an annual average circulation of 5.00 times per item. The planned annual average circulation goal of 7.60 times per item was not met due to the operational impacts of the COVID-19 pandemic.
  - Provided 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. Offered reservations to community rooms at 25 libraries. SDCL ensured that the plans for a new Lakeside Library included a 2,000+ square feet community room. In addition, SDCL submitted a request to expand the Julian Library community room from 500 to 2,000+ square feet and completed a feasibility study to add a community room to the Campo Library.

- Offered a variety of library programs for all ages at all library branches and bookmobiles. SDCL worked 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.
  - Partnered 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. Offered 145 members of the community citizenship classes.
  - Supported 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.
  - Supported 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 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.
  - Offered an accredited High School diploma program to qualifying adults aged 19 and older. Students completed their High School educational requirement in an online program, available at LibraryHighSchool.org and matriculated with a High School diploma and career certificate in one of eight career areas. Promoted pathways to careers for communities and residents by graduating 30 students.
- Provided language learning opportunities to 275 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 the San Diego region. SDCL partnered with Laubach Literacy to provide space and resources for volunteer tutors to conduct classes.
- Provided literacy tutoring to 60 adults. SDCL supported adult literacy with State Library funding in partnership with the San Diego Council on Literacy, and by developing volunteer tutors to provide these services.

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
  - Held quarterly meetings with the security managers from each library branch including active shooter drills and tabletop scenarios. SDCL partnered 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 struggling with mental illness and substance abuse.

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 a schedule of 94,598 library operating hours. The goal of 107,822 library operating hours was not met due to the operational impacts of the COVID-19 pandemic.
    - Maintained an annual count of foot traffic at 3.5 million people using physical library services. The goal of 5.0 million people was not met due to the operational impacts of the COVID-19 pandemic.
    - Provided 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 2.39 checkouts per capita. Library materials funds were diverted to additional online resources to meet customers' increased needs for library materials at home, allowing for the purchase of Lynda.com, Overdrive magazines, and a wide range of new digital titles for kids, teens, and adults.
    - Maintained annual visits to the SDCL Virtual Branch at www.sdcl.org at 2.7 million. SDCL exceeded the goal of 2.5 million annual virtual branch visits, which represents the number of user sessions.
    - Offered 20,084 programs to the public at County libraries. The goal of 26,000 programs was not met due to the operational impacts of the COVID-19 pandemic.
  - Continued implementation of a new cashiering system to allow customers to make credit card payments at all library branch locations. This updated technology and infrastructure improved cash management and internal controls throughout the library system and maximized customer service and efficiency. The estimated completion date for the new cashiering system is November 2020.
  - Partnered 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 enabled SDCL to

increase staff efficiency through updated technology. SDCL anticipates the contract award will take place by the end of September 2020.
  - Continued to update SDCL's website to maximize customer usability and access to library resources.
  - Captured and told 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
  - Ensured customers are provided with quality programs that are 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.
  - Ensured customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive, and knowledgeable as measured by achieving an average overall customer satisfaction rating of 4.79 (on a scale of 1 to 5, with 5 being "excellent").
  - Continued to expand departmental participation in the Land Use and Environment Group (LUEG) "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
  - Provided consistent, visible leadership on Diversity and Inclusion (D&I):
    - Routinely discussed the importance of diversity, inclusion, cultural competence and equity as keys to SDCL's success
    - Regularly included D&I topics in meetings
    - Developed diverse programs for customers and staff
    - Upheld principles of intellectual freedom and continued to resist any efforts to censor library resources. SDCL instituted a new Collection Development policy in September 2019 that upheld the principles of intellectual freedom generally throughout and specifically in two passages. SDCL held five library staff trainings that focused on intellectual freedom.
    - Ensured SDCL's services and collections reflect the diversity of San Diego County's population. Per SDCL's Collection Development Policy, SDCL collects materials in a variety of languages to meet the needs of a diverse population focusing on languages that are actively used in the community, have demonstrated demand, and are available for purchase.
    - Supported all persons with disabilities, both employees and users of SDCL
    - Offered staff training to enhance education and awareness of D&I by training 25 SDCL employees on facilitation of citizenship classes. D&I Champions also shared a newsletter and information with all SDCL staff. More than 100 SDCL interview panel members were trained on unconscious bias prior to participation on interview panels, and 200 SDCL employees received collection development training to increase diversity in library materials. SDCL continues to provide opportunities to share a variety of cultures with staff and customers and to create an inclusive space for everyone. SDCL also provides educational and cultural programs and special events including Black History Month, Dia de las Muertos, bilingual story times including Spanish/Japanese/Chinese and many more activities to meet the needs of the communities served.
    - Strongly supported staff participation in ERGs, activities and events. SDCL reached approximately 350 county employees by partnering with ERGs on their annual celebrations. SDCL routinely offered space for ERG meetings at library facilities. SDCL planned an author visit with the African American Association of County Employees.

2020–22 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 serving 1,000 children and caregivers.
  - 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 additional 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 Learn-

ing Program which encourages exciting learning activities and reading to help continue learning while children are not in school.

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 6.00 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 145 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.
    - Support the County's 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 30 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 the San Diego region. SDCL will partner with Laubach Literacy to provide space and resources for volunteer tutors to conduct classes.
  - Provide literacy tutoring to 70 adults. SDCL supports adult literacy with State Library funding in partnership with the San Diego Council on Literacy, and by training volunteer tutors to provide these services.

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 library 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 individuals experiencing homelessness and struggling with mental illness and substance abuse.
  - Within the first year of their employment, 100% of all new permanent, full-time SDCL employees will be oriented in their role as a disaster service worker to assist in emergency situations.

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 125,240 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 2.35 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.
- 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 as measured 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):
    - 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.
- 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 the County culture due to the increased number of individuals who may have experienced trauma in their lives. SDCL employees are encouraged to understand the impacts of trauma in order to best serve vulnerable and at-risk people, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that SDCL employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new 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 SDCL, refer to the website at:

- www.sdcl.org/

Follow SDCL on Facebook at:

- www.facebook.com/sdcountylibrary

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Annual average circulation per item[1]	7.74	7.60	5.00	6.00	6.00
Library hours open[2]	125,523	107,822	94,598	125,240	125,240
Annual SDCL Virtual Branch visits[3]	2,705,815	2,500,000	2,700,494	2,500,000	2,500,000
SDCL digital library resource usage per capita[4]	1.85	1.80	2.39	2.35	2.35
Average overall customer satisfaction rating[5]	4.51	4.60	4.79	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[6]	4.80	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[7]	5,050,222	5,000,000	3,496,034	5,000,000	5,000,000
Annual SDCL programs[8]	31,489	26,000	20,084	26,000	26,000
Library High School graduates[9]	N/A	25	30	30	30
Adult literacy tutorings[10]	N/A	60	60	70	70

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 2019-20 Estimated Actual circulation is lower than the Fiscal Year 2019-20 Adopted level due to the closure of library branches caused by the COVID-19 pandemic.

[2] Library hours open represents the overall level of accessibility that the community has to the library branches and kiosks. The Fiscal Year 2019-20 Estimated Actual number of hours open is lower than the Fiscal Year 2019-20 Adopted level due to the closure of library branches caused by the COVID-19 pandemic.

[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.

[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 2019-20 Estimated Actual level is higher than the Fiscal Year 2019-20 Adopted level due to the shift towards digital reading. SDCL obtained new customers through the Instant Digital Card Service and other marketing efforts. As a result, there was a 32% increase in circulation of eBooks and downloadable audiobooks.

[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 2019-20 Estimated Actual level is lower than the Fiscal Year 2019-20 Adopted level due to the closure of library branches caused by the COVID-19 pandemic.

[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. The Fiscal Year 2019ñ20 Estimated Actual number of programs is lower than the Fiscal Year 2019ñ20 Adopted level due to the closure of library branches caused by the COVID-19 pandemic.

[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.

[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.

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

Staffing

No change in staffing

Expenditures

Net increase of $2.6 million

- Salaries & Benefits—increase of $1.4 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—increase of $2.2 million
  - $0.1 million for increased inter-departmental costs
  - $0.3 million for books and library materials
  - $0.1 million for increased minor equipment costs for furniture, fixtures, and equipment for SDCL's aging facilities
  - $0.3 million for increased Department of General Services Internal Service Fund (ISF) costs
  - $0.6 million for increased information technology ISF costs
  - $0.8 million for increased major maintenance improvement projects
- Capital Assets Equipment—increase of $0.2 million for the procurement of two book sorters
- Operating Transfers Out—decrease of $0.2 million in transfers to the Major Maintenance Capital Outlay Fund (MMCOF) due to a decrease in MMCOF projects
- Management Reserves—decrease of $1.0 million due to removal of funding for emergent or unanticipated needs

Revenues

Net increase of $2.6 million

- Taxes Current Property—increase of $1.5 million in revenue from property taxes
- Charges For Current Services—decrease of $0.6 million due to the impacts of the COVID-19 public health emergency on fee-based revenue, specifically the waiver of library fines for overdue materials.
- Use of Fund Balance—increase of $1.7 million for a total of $8.7 million in County Library Fund fund balance for one-time projects:
  - $1.0 million to procure and implement a new integrated library system database
  - $5.1 million for the purchase of books and library materials
  - $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 van to replace a bookmobile
  - $0.1 million for costs associated with a social worker at the El Cajon Library
  - $0.6 million to support an operating transfer to the MMCOF for major maintenance projects
  - $0.1 million to procure two laptop kiosks for the El Cajon and Vista libraries
  - $0.3 million to procure automated book sorters for the Fallbrook and Lemon Grove libraries
  - $0.7 million to procure information technology hardware
  - $0.1 million to procure furniture, fixtures, and equipment at library facilities

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

Net increase of $0.1 million. Increase of $1.3 million in Salaries & Benefits is due to negotiated labor agreements. Decreases of $0.3 million in Services & Supplies, $0.3 million in Capital Assets Equipment, and $0.6 million in Operating Transfers Out are due to completion of one-time major maintenance and IT projects.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Library Operations and Administration	21.50	21.50	21.50	0.0	21.50
Library Professional & Technical Support Service	40.50	40.50	40.50	0.0	40.50
Library Branch Operations	221.50	222.50	222.50	0.0	222.50
Total	**283.50**	**284.50**	**284.50**	**0.0**	**284.50**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Library Operations and Administration	$ 6,624,536	$ 6,741,052	$ 6,056,011	(10.2)	$ 6,147,566
Library Professional & Technical Support Service	13,996,246	16,633,489	18,510,129	11.3	17,331,371
Library Branch Operations	25,935,211	26,639,663	28,080,271	5.4	29,313,186
Total	**$ 46,555,993**	**$ 50,014,204**	**$ 52,646,411**	**5.3**	**$ 52,792,123**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 27,006,290	$ 28,185,129	$ 29,649,004	5.2	$ 30,900,944
Services & Supplies	17,654,203	19,495,133	21,647,407	11.0	21,381,179
Other Charges	–	100,000	100,000	0.0	100,000
Capital Assets Equipment	300,000	420,000	660,000	57.1	410,000
Operating Transfers Out	595,500	813,942	590,000	(27.5)	–
Management Reserves	1,000,000	1,000,000	–	(100.0)	–
Total	**$ 46,555,993**	**$ 50,014,204**	**$ 52,646,411**	**5.3**	**$ 52,792,123**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 35,124,034	$ 37,101,358	$ 38,632,870	4.1	$ 39,405,528
Taxes Other Than Current Secured	560,728	628,979	603,400	(4.1)	615,469
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	3,048,521	3,473,521	3,473,521	0.0	3,473,521
Charges For Current Services	1,138,112	1,138,112	538,112	(52.7)	538,112
Miscellaneous Revenues	1,103,821	553,821	553,821	0.0	553,821
Use of Fund Balance	5,475,777	7,013,413	8,739,687	24.6	8,100,672
Total	**$ 46,555,993**	**$ 50,014,204**	**$ 52,646,411**	**5.3**	**$ 52,792,123**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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 $55.5 million.

Strategic Initiative Legend

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

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

2019-20 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% (400) of food-borne illness complaints within 3 business days.
    - Continued to investigate 100% (30) of confirmed vector-borne disease referrals from County PHS within 1 business day.
    - Continued to conduct beach water quality sampling weekly and inform swimmers when ocean water has bacteria levels above health standards.
    - Continued to investigate 100% (25) 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).
  - 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.
    - Notified 100% (130) 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% (29) of state-mandated water system inspections.

- Ensured that the incidence of locally-acquired West Nile Virus (WNV) mosquito-borne disease remained below 1 WNV case per 100,000 persons (0 cases per 100,000 persons). The State reports the disease levels based on a calendar year frequency.
  - Initiated investigation of all (275) complaint-based green swimming pools within 3 business days.
  - Regularly monitored and treated, as needed, 100% (1,596) of known mosquito breeding sites.
  - Monitored 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% (25) of all new permanent, full-time DEH employees were 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
  - DEH was committed to preventing foodborne illness in the region, with a goal to reduce 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% or less. During Fiscal Year 2019-20, the incidence of the 3 identified risk factor violations is anticipated to be 10% (1,552 of 15,088).
    - Conducted routine annual inspections of 82% of (13,558 of 15,273) food facilities. The goal to conduct routine annual inspections of all food facilities was not met due to operational impacts caused by the COVID-19 pandemic.
    - In addition to routine inspections, 5,019 status verification inspections were completed to verify compliance of food facilities with major risk factors and modifications due to the County Health Officer Orders during the COVID-19 pandemic.
    - Continued targeted outreach and education efforts for food facilities and food handlers.
  - Increased the rate of return to compliance for all Certified Unified Program Agency (CUPA) facilities with violations to 90% (5,003 of 5,559) related to hazardous materials, hazardous waste, underground storage tanks and aboveground storage tanks.
    - Notified 100% (5,559) of CUPA facilities with outstanding violations.
    - Ensured 75% (6,592 of 8,789) of CUPA facilities subject to Hazardous Materials Business Plan requirements re-certified their Business Plan. This goal was exceeded due to remote working of both DEH staff and affected businesses during the COVID-19 pandemic, allowing additional resources to update the State electronic reporting system and re-certify Business Plans.
  - Provided 10 recreational water quality training classes (6 in-person and 4 virtually due to the COVID-19 pandemic) 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
  - Identified opportunities for future improvements in DEH's business processes and enhancements for the customer experience. This goal was accomplished by the following:
    - Digitized parcel maps to make accessible online through the DEH Document Library.
    - Developed mobile apps to conduct inspections at temporary food events and of known mosquito breeding sources, and to conduct vector complaint investigations in a more efficient manner.
- Align services to available resources to maintain fiscal stability
  - Developed updates to Mosquito, Vector, and Disease Control Benefit Assessment to ensure full cost recovery for services in compliance with Board Policy B-29, *Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery,* and analyzed DEH fees while continuously implementing opportunities to gain business process efficiencies for DEH and its customers. In response to the economic impacts resulting from the COVID-19 public health emergency, additional fee updates prepared by the department were not recommended to move forward.
  - Continued employee participation in financial literacy training for 20% (62 of 308) of DEH staff, to increase staff's understanding of the individual and collective contribution to the County's fiscal stability.
  - 100% (5) of DEH designated Contracting Officer's Representatives (COR), attended COR I or COR II training as assigned, to improve contract management.
- 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 monthly customer-targeted messages via the GovDelivery email subscription service.
- Continued to expand departmental participation in the Land Use and Environment Group (LUEG) "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.
- Ensured 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
  - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including at a DEH "all hands" staff meeting; offering training to all 308 DEH employees to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by promoting staff participation in Employee Resource Groups, activities and events during DEH new employee onboarding and divisional staff meetings. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service 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, completed the study needed to pursue US Environmental Protection Agency (EPA) and State 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*
  - Ensured that DEH employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* with 100% (308) of DEH employees completing the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
    - By the end of this training, staff was 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.

2020-22 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).
  - Ensure small public water system operators complete their required annual chemical water quality sampling to maintain pure, safe, and reliable drinking water supplies for the public and 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 WNV mosquito-borne disease remains below 1 WNV case per 100,000 persons. The State reports the disease level based on a calendar year frequency.
    - 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
  - Maintain the rate of return to compliance for CUPA facilities with violations to 90% or higher related to hazardous materials, hazardous waste, underground storage tanks and aboveground storage tanks.
    - Notify 100% of CUPA facilities with outstanding violations.
    - Ensure 50% or more of CUPA facilities subject to Hazardous Materials Business Plan requirements recertify their Business Plan.
  - Provide 10 recreational water quality training classes to surfing or other ocean sports enthusiasts, personnel of local military bases, municipal lifeguards, and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs) to raise public health awareness on making informed decisions about where and when it is safe for water contact.

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 a positive 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 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 provide the highest level of service 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 and State 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*
  - Trauma-informed services are becoming part of County culture due to the increased number of individuals who may have experienced trauma in their lives. DEH employees are encouraged to understand the impacts of trauma in order to best serve vulnerable and at-risk populations, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that DEH employees deliver

trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new 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; and (5) Identify resources and ways to support healing and resiliency.

Related Links

For additional information about the DEH, 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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Reduce the number of pool closures due to serious health code violations by 5%[4]	6%	N/A	N/A	N/A	N/A
Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people[1]	0.3 cases per 100,000 for Calendar Year 2018	<1.0 cases per 100,000 for Calendar Year 2019	0 cases per 100,000 for Calendar Year 2019	<1.0 cases per 100,000 for Calendar Year 2020	<1.0 cases per 100,000 for Calendar Year 2021
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[5]	8%	N/A	N/A	N/A	N/A
Increase the number of CERS submittals for permitted facilities in Unified Program[6]	100%	N/A	N/A	N/A	N/A
Increase the overall compliance rate for Unified Program facilities with violations at or above 90%[2]	90%	90%	90%	90%	90%
Decrease the number of violations related to annual underground storage tank monitoring certifications[7]	50% of 14	N/A	N/A	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)[3]	14	10	10	10	10

Table Notes

[1] The State reports the disease levels on a calendar year frequency. The Fiscal Year 2019–20 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 efforts.

[2] This measure tracks the return of CUPA facilities to compliance by resolving 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.

[3] Recreational water quality 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.

[4] This measure was discontinued in Fiscal Year 2019–20 as environmental factors out of Environmental Health's control impact this rate and staff must close the pools to protect public health.

[5] This measure was discontinued in Fiscal Year 2019–20 because Environmental Health cannot control permit turnover in restaurants, which is common, and results in new operators with less food safety knowledge and experience.

[6] State law requires that all permitted facilities submit their information into CERS. This measure was discontinued in Fiscal Year 2019–20 because There is no longer an issue with businesses submitting their CERS information electronically.

[7] This goal was discontinued in Fiscal Year 2019–20 due to the success of efforts to reduce the number of violations related to annual underground storage tank monitoring certifications.

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

Staffing

No change in staffing

Expenditures

Net increase of $2.3 million

- Salaries & Benefits—net increase of $2.2 million due to step increases, required retirement contributions and negotiated labor agreements
- Services & Supplies—net increase of $0.3 million
  - Increase of $0.9 million for Countywide expenses, such as public records and media requests, legislative and interjurisdictional reviews, and non-validated complaints in the Food and Housing Division
  - Increase of $0.2 million in professional and specialized services for the Household Hazardous Waste program to expand the number of collection events and public outreach, and for Vector Control aerial activities
  - Increase of $0.2 million in consultant contracts for East Otay Mesa California Environmental Quality Act (CEQA) activities
  - Decrease of $0.5 million in one-time information technology projects
  - Decrease of $0.2 million in completed major maintenance facility improvement projects
  - Decrease of $0.1 million in facility costs related to security and custodial contracts
  - Decrease of $0.2 million in various accounts, including one-time projects
- Capital Assets Equipment—increase of $0.7 million for the purchase of new equipment for the Vector Disease Diagnostic laboratory and emergency response equipment related to the Urban Area Security Initiative (UASI) grant
- Expenditure Transfer & Reimbursements—increase of $0.9 million associated with centralized General Fund support of Countywide expenses such as public records and media requests, legislative and interjurisdictional reviews, and non-validated complaints in the Food and Housing Division. Since this is a transfer of expenditures, it has an effect of $0.9 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $2.3 million

- Licenses, Permits & Franchises—net decrease of $2.7 million due to the impacts of the COVID-19 public health emergency on fee-based revenue
- Fines and Forfeitures—decrease of $0.3 million due to the impacts of the COVID-19 public health emergency on fee-based revenue, specifically the suspension of late fees charged to businesses
- Intergovernmental Revenues—increase of $0.8 million related to additional federal grant funding
- Charges for Current Services—net increase of $1.6 million
  - Increase of $0.2 million associated with the cost of services provided to client departments Increase of $0.4 million in solid waste tonnage fee revenue to support additional Household Waste collection events, as noted above
  - Increase of $0.2 million in funding for East Otay Mesa CEQA activities
  - Increase of $1.9 million in settlement funds to offset decreased fee revenue in the CUPA program

- Decrease of $0.1 million in the Vector Control Program to align with reductions in program costs to cover the increase costs above resulting from staffing changes in the other programs
- Decrease of $1.0 million resulting from the transfer to the State of a contract for Local Oversight Program cleanup of leaking underground storage tanks

- Fund Balance Component Decreases—net increase of $1.3 million from the General Fund Commitment for DEH. A total of $1.9 million is budgeted.
  - $0.4 million for one-time information technology projects and space improvements
  - $1.5 million for mandated inspections of regulated facilities to offset decreased permit fee revenue from the economic impact of COVID-19 on businesses in the Food and Housing Division
- Use of Fund Balance—net increase of $1.4 million. A total of $1.7 million of Unassigned General Fund fund balance is budgeted
  - $0.1 million for the rebudgets of Assembly Bill (AB) 885 Onsite Sewage Treatment Systems, tribal liaison and permit fee waivers for services to fire victims
  - $1.6 million for one-time departmental expenditures to maintain response times for complaints, foodborne illness investigations and permit reviews for septic and wells to offset decreased revenue from the economic impact of COVID-19 on businesses
- General Purpose Revenue Allocation—increase of $0.2 million primarily due to negotiated labor agreements and required retirement contributions; for fee waivers for veterans, temporary events, and nonprofit organizations; and to support a permitting coordinator for community events

Recommended Budget Changes and Operational Impact: 2020-21 to 2021-22

Net increase of $0.7 million. Increase of $1.8 million in Salaries & Benefits is due to required retirement contributions and negotiated labor agreements, offset by a reduction of $1.1 million in Services & Supplies related to completed one-time projects, $0.2 million in Other Charges due to the planned replacement of fewer vehicles, $0.7 million in Capital Assets Equipment due to completed one-time purchase of new equipment funded by an Urban Area Security Initiative (UASI) grant and a $0.9 million decrease in Expenditure Transfer & Reimbursements due to a completed one-time reimbursement for Countywide expenses such as public records and media request, legislative and interjurisdictional reviews, and non-validated complaints in the Food and Housing division.

Use of Unassigned General Fund fund balance of $0.6 million is budgeted for the one-time departmental expenditures to maintain response times for complaints and foodborne illness investigations to offset anticipated decreased permit fee revenue from the economic impact of COVID-19 on businesses.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Environmental Health	297.00	308.00	308.00	0.0	308.00
Total	**297.00**	**308.00**	**308.00**	**0.0**	**308.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Environmental Health	$ 48,466,580	$ 53,228,971	$ 55,549,387	4.4	$ 56,299,152
Total	**$ 48,466,580**	**$ 53,228,971**	**$ 55,549,387**	**4.4**	**$ 56,299,152**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 34,876,961	$ 38,277,754	$ 40,515,534	5.8	$ 42,328,104
Services & Supplies	13,329,293	14,732,297	15,035,332	2.1	13,942,396
Other Charges	352,084	195,855	152,096	(22.3)	–
Capital Assets Equipment	320,070	369,893	1,064,453	187.8	375,480
Expenditure Transfer & Reimbursements	(411,828)	(346,828)	(1,218,028)	251.2	(346,828)
Total	**$ 48,466,580**	**$ 53,228,971**	**$ 55,549,387**	**4.4**	**$ 56,299,152**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 25,126,254	$ 26,977,182	$ 24,241,379	(10.1)	$ 29,130,468
Fines, Forfeitures & Penalties	254,315	269,315	–	(100.0)	269,315
Intergovernmental Revenues	4,038,148	4,084,141	4,864,484	19.1	4,124,775
Charges For Current Services	18,469,827	18,980,051	20,645,749	8.8	20,024,593
Fund Balance Component Decreases	–	555,600	1,877,639	237.9	–
Use of Fund Balance	428,417	367,854	1,728,635	369.9	558,500
General Purpose Revenue Allocation	149,619	1,994,828	2,191,501	9.9	2,191,501
Total	**$ 48,466,580**	**$ 53,228,971**	**$ 55,549,387**	**4.4**	**$ 56,299,152**

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 138 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 53,000 acres of parkland and more than 375 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 235.00 staff years, a budget of $55.8 million and a robust volunteer program with a value of more than $2.0 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, 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.

2019–20 Anticipated Accomplishments

Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Increased opportunities for public recreation by constructing new park improvements or programs.
    - Using the baseline measurement for park patronage, identified solutions that increased visitation by 20% overall at five underused parks including Hellhole Canyon, Wilderness Gardens, Goodan Ranch, Santa Ysabel East and Santa Ysabel West, and developed a plan to employ increased visitation strategies at other parks.
  - Increased opportunities for public recreation by constructing a new nature center in Santa Ysabel and ten park improvement projects, including Sweetwater Bike Park, Fallbrook Community Center Electrical Upgrades, Morrison Pond Interpretive Loop, Estrella Park, Pine Valley Pavilion, San Diego Botanic Garden Buildings, Rainbow Park Americans with Disabilities Act (ADA) Improvements, Flinn Springs Bridge Replacements, Sweetwater Community Garden and Patriot Park Water Conservation upgrades.

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% (50) of all new permanent, full-time DPR employees were 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
  - Expanded the SD Nights (San Diego/Safe Destination Nights) program to new communities, agencies and/or school districts including Chula Vista, and the City of San Diego communities of Cortez, Linda Vista, Nestor and Otay Mesa West. 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. From July 1, 2019 to March 11, 2020, 190 events were held in 22 locations while serving more than 10,000 youth.

Sustainable Environments/Thriving

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Preserved the region's natural resources by conserving, monitoring, and restoring land and educating the public on its value through passive recreational experiences.
    - Increased the amount of conserved lands by 1,712 acres, from 51,721 to 53,433 parkland acres owned and effectively managed.
    - Increased the trail inventory by 4 additional miles, for a total of 375 miles of trails managed in the County Trails Program.
    - Supported the implementation of the Climate Action Plan to meet the County greenhouse gas emission reduction targets by planting 3,500 trees.
    - Increased access to community spaces and provided 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.
    - Constructed new parks, park improvements and/or trails in five communities in the region, including Rainbow, Lakeside, Valle de Oro, Sweetwater and Pine Valley.
    - Increased park sustainability and reduced 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
  - Increased community participation in volunteerism and taking part in public meetings by 4% (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
  - 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 1,500 people. Included a June virtual lagoon educational event to complete goal.
  - Increased park sustainability and reduced 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
  - Developed update the Parks and Recreation's County Service Areas, Landscape Maintenance District Zones and Community Facility Districts to ensure full cost recovery of services in compliance with Board Policy B-29, *Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery*, and analyzed DPR land development and park user fees while continuously implementing opportunities to gain business process efficiencies for DPR and its customers. In response to the economic impacts resulting from the COVID-19 public health emergency, additional fee updates prepared by the department were not recommended to move forward.
  - Continued employee participation in financial literacy training for 20% (47 of 234) of staff, in order to increase understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensured 90% (18) of designated Contracting Officer's Representatives (COR), attend COR I or COR II training as assigned to improve contract management.
  - Conserved financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of more than $2.0 million. Due to the COVID-19 public health emergency, park facilities were closed in mid-March 2020 and the goal of cost avoidance of $2.5 million was not met.
    - Reduced staff and consultant expenditures on landscape management by $82,000 by continuing the partnership with the Sheriff's CIVICS Greenhouse program, in which 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
  - Continued 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.
  - Developed, maintained and attracted a skilled, diverse workforce by providing opportunities for employees to feel valued, engaged and trusted. Valued the 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 multilingual options, as appropriate. Programming and events reflected the diverse San Diego regional community, with special offerings for youth, seniors, veterans, as well as intergenerational and cultural activities.
  - Maintained diversity and inclusion of staff as high priorities by: publishing 3 Diversity and Inclusion articles in the DPR Dispatch, and partnering with Employee Resource Groups to host 10 challenges (i.e. Live Well 31 Day Challenge). DPR regularly discussed the importance of these values in staff meetings at all levels of the department, including at a DPR "all hands" staff meeting, in which 200 employees attended. DPR created the Women in the Wild program that began with 24 women joining female Park Rangers and Region Managers on the program's first overnight campout in December 2019. Through these programs, staff have become better prepared to provide the highest level of service to all 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, enabled 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. DPR completed planning and configuration of the app, and deployment will be completed by 2021.
  - Published two new virtual trail experience videos so that users of all abilities can experience more trails online. These videos included a school hike at Oakoasis Preserve and a nature trail hike from Franklin the Tortoise's perspective.
  - Completed the fourth year of the ADA Transition plan at three parks so users of all abilities can experience recreational activities. ADA improvements in the fourth year included restroom and accessible path of travel upgrades at the San Elijo Nature Center and San Diego Botanic Garden, as well as path of travel accessibility upgrades and new ADA signage at Live Oak Park.
  - Demonstrated customer satisfaction by increasing the number of registered 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*
  - Ensured that DPR employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego.* 100% (230) of DPR employees completed the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training to increase resilience and advance the ability to build a better service delivery system for the benefit of all residents.
    - By the end of the training, staff were 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.

2020–22 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.
    - Design and construct a new local park in the community of Fallbrook to meet the expanding recreational needs of the community.
    - Complete phase one construction of the Tijuana River Valley campground and outdoor nature education center.
  - Increase the public's access to nature by facilitating a minimum of 10 events at the Santa Ysabel Nature Center.
  - Expand opportunities for 10,000 youth and adults to participate in healthy activities through the programming of sports activities at the newly completed Horse Creek Ridge Sports Park.
  - Expand opportunities for up to 2,000 older adults to be actively engaged through the sport of pickleball at 5 park sites, including 1 new pickleball site. Playing pickleball improves physical and mental health, motivates people to be outside, and creates opportunities for increased social interaction.

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 classification's scope of responsibilities or as disaster service

workers, such as shelter workers or managers, to assist in emergency situations.
  - 100% of designated disaster recovery employees will be trained on safety and required personal protective equipment.
  - Participate in LUEG Recovery Teams to increase the readiness of staff in emergency situations.
  - Expand the SD Nights (San Diego/Safe Destination Nights) program to add five field trips for youth to visit open space preserves and participate in onsite interpretation programs and guided trail hikes. 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 activities.
    - Increase the amount of conserved lands by 500 acres annually, from 53,433 to 53,933 parkland acres owned and effectively managed in Fiscal Year 2020–21 and 54,433 acres in Fiscal Year 2021–22.
    - Increase the trail inventory by 4 additional miles annually, for a total of 379 miles of trails managed in the County Trails Program in Fiscal Year 2020–21 and 383 miles in Fiscal Year 2021–22.
    - 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 two 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.
    - Complete the fifth year of the ADA Transition plan at two parks so users of all abilities can experience recreational activities.
    - 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% (6,000 to 6,300 people) through additional DPR stakeholder and community events.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Increase sustainability and potential pollution prevention in the Tijuana River Valley watershed by identifying and beginning implementation of one project identified through the SB 507 Tijuana River Valley study, which was completed in March 2020 to identify projects that could address flows of sewage, sediment, and trash.
  - Partner with the Department of Public Works to design a permanent stormwater best management practice in Estrella Park to prevent stormwater pollution and improve water quality.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Update DPR 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 DPR and its customers.
  - Continue employee participation in financial literacy training for at least 25% of DPR staff, to increase employees' understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensure 100% of DPR designated COR, attend COR I or COR II training as assigned, to improve contract management.
  - Conserve financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of $2.5 million.
  - Pursue five-year national re-accreditation for the County park system from the Commission for Accreditation of Parks and Recreation Agencies.
- 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.
  - Fully deploy new parks and recreation management system that includes reservations and registration for camping, programs, classes, and facilities with enhanced customer tools and functionality.
- 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 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 provide the highest level of service for DPR's diverse customers.
  - Hold a recruitment event with Employee Resource Groups, or other groups, to increase diversity in DPR job applicants.
  - Add a new diversity and inclusion element to "Culture Con" staff training and DPR all-hands meeting.
- 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 County culture due to the increased number of individuals who may have experienced trauma in their lives. DPR employees are encouraged to understand the impacts of trauma in order to best serve vulnerable and at-risk populations, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that DPR employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new 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; and (5) Identify resources and ways to support healing and resiliency.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
  - Deploy innovative solutions at three parks to gain greater knowledge of park visitorship.
  - Implement electronic messaging to immediately communicate park alerts to registered customers.
  - Implement automated satisfaction surveys to registered customers at the conclusion of their campground stay to improve customer satisfaction.
  - Implement the next phase of Parks and Recreation Asset Management System to enhance tracking and forecasting of parkland.
  - Launch an online Naturalist Program for teens in the community to learn about the local environment, culture and history, while earning a certificate that complies with school standards for science.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*
  - Produce at least three publications or videos to educate County employees and the public about the Multiple Species Conservation Program and its ongoing efforts to preserve the region's natural habitat.
  - Produce at least three video interviews with park staff to promote the "Day in the Life" informational video series at DPR facilities.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- www.sdcounty.ca.gov/parks

Follow us on Facebook and Twitter at:

- www.facebook.com/CountyofSanDiegoParksandRecreation
- twitter.com/sandiegoparks

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Protect and preserve the region's natural resources through the number of parkland acres owned and effectively managed	51,721	52,221	53,433	53,933	54,433
Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program	368	372	375	379	383
Increase park sustainability and reduce carbon footprint through the number of megawatt hours (MWhs) of electricity generated by DPR photovoltaic systems[1]	590	600	600	N/A	N/A
Plant additional trees to decrease greenhouse gases in the environment	6,518	3,500	3,500	3,500	3,500
Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)[2]	$2.5	$2.5	$2.0	$2.5	$2.55

Table Notes

[1] Performance measure discontinued effective Fiscal Year 2020–21 while DPR is procuring new hardware and software to improve tracking and reporting of MWh

[2] Fiscal Year 2019–20 goal was not achieved resulting from the closure of park facilities in mid-March 2020 due to the COVID-19 public health emergency

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

Staffing

Increase of 1.00 staff year

- Increase of 1.00 staff year in the Operations Division to support daily operations and maintenance of a new park under construction in the Sweetwater Place Community Facilities District (CFD)

Expenditures

Net decrease of $4.4 million.

- Salaries & Benefits—increase of $0.9 million due to negotiated labor agreements and the addition of 1.00 staff year described above
- Services & Supplies—net increase of $1.5 million
  - $0.8 million increase for increased daily operational needs of existing and new County park facilities
  - $0.5 million increase for the Tijuana River Valley Invasive Species Removal and Restoration grant project
  - $0.4 million increase in fleet Internal Service Fund cost due to increased fleet vehicles inventory
  - $0.2 million increase for major maintenance of County park facilities
  - $0.2 million increase in Public Liability insurance costs
  - $0.1 million increase for increased fire suppression activities
  - $0.7 million decrease of contracted services due to the completion of one-time projects
- Other Charges—decrease of $0.1 million due to one-time fleet vehicle purchases for new park facilities completed in Fiscal Year 2019-
- Expenditure Transfer & Reimbursements—increase of $1.7 million associated with centralized General Fund support of the Comprehensive Tree Program. Since this is a transfer of expenditures, it has a net effect of $1.7 million decrease in expenditures. The funding is supported by resources in Countywide Finance Other

- Operating Transfers Out—decrease of $5.0 million due to the completion of one-time Park Land Dedication Ordinance capital projects

Revenues

Net decrease of $4.4 million

- Taxes Current Property—increase of $0.5 million based on projected property tax revenue
- Intergovernmental Revenues—increase of $0.9 million due to State grant revenue for the Tijuana River Valley Invasive Species Removal and Restoration Plan and the Habitat Conservation Fund Nature Explorer
- Charges for Current Services—decrease of $0.2 million due to the economic impacts of the COVID-19 public health emergency on park facilities operations and fee-based revenue
- Other Financing Sources—increase of $0.3 million due to increased support for County Service Areas (CSA) and CFD parks including the additional staff year described above
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $0.6 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- Use of Fund Balance—net decrease of $6.7 million for a total of $4.3 million in Unassigned General Fund fund balance for
  - $1.8 million of General Fund fund balance for one-time projects including:
    - $0.2 million for the Comprehensive Tree Program
    - $0.5 million for ADA improvements at County parks
    - $0.4 million for dredging in Smuggler's Gulch
    - $0.4 million to support increased one-time Salaries & Benefits costs resulting from negotiated labor agreements
    - $0.3 million for one-time departmental expenditures to operate and manage park facilities at Otay Lakes, Lincoln Acres Park, and Tijuana River Valley Regional Park Campground to offset reduced camping and park fee revenue from the economic impact of COVID-19
  - $1.4 million of Parks Special Districts Funds fund balance for various Major Maintenance projects
  - $1.1 million of Park Land Dedication Ordinance Fund fund balance for various parks expansion projects
- General Purpose Revenue Allocation—increase of $0.7 million primarily due to negotiated labor agreements and required retirement contributions

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

Net decrease of $3.9 million. Total decrease of $6.6 million includes $5.3 million in Services & Supplies due Use of Fund Balance for the one-time projects identified above and the completion of grant-funded projects for the Tijuana River Valley Invasive Species Removal and Restoration Plan and the Habitat Conservation Fund Nature Explorer; and decrease of $1.3 million in Operating Transfers Out due to the completion of Major Maintenance Capital Projects.

An offsetting total increase of $2.7 million includes $1.0 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, and $1.7 million in Expenditure Transfer & Reimbursements due to completion of the centralized General Fund support of the Comprehensive Tree Program.

Use of Unassigned General Fund fund balance of $0.3 million is budgeted for one-time departmental expenditures to operate and manage various park facilities to offset reduced camping and park fee revenue from the economic impact of COVID-19.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Parks and Recreation	205.00	234.00	235.00	0.4	235.00
Total	**205.00**	**234.00**	**235.00**	**0.4**	**235.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Parks and Recreation	$ 45,562,055	$ 48,651,430	$ 48,062,859	(1.2)	$ 46,316,893
Park Land Dedication	69,900	6,877,700	1,105,700	(83.9)	65,700
Park Special Districts	3,901,371	4,024,150	5,438,124	35.1	4,351,251
Parks Community Facilities Districts	–	690,838	1,191,762	72.5	1,135,840
Total	**$ 49,533,326**	**$ 60,244,118**	**$ 55,798,445**	**(7.4)**	**$ 51,869,684**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 24,576,229	$ 27,769,891	$ 28,629,480	3.1	$ 29,645,229
Services & Supplies	20,605,445	23,262,701	24,823,678	6.7	19,480,421
Other Charges	313,500	224,000	120,500	(46.2)	68,000
Expenditure Transfer & Reimbursements	(15,000)	(15,000)	(1,756,900)	11,612.7	(5,000)
Operating Transfers Out	4,053,152	9,002,526	3,981,687	(55.8)	2,681,034
Total	**$ 49,533,326**	**$ 60,244,118**	**$ 55,798,445**	**(7.4)**	**$ 51,869,684**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 2,134,612	$ 2,539,083	$ 3,044,037	19.9	$ 3,004,532
Taxes Other Than Current Secured	14,950	15,950	18,250	14.4	18,250
Licenses Permits & Franchises	54,950	10,500	11,000	4.8	11,000
Fines, Forfeitures & Penalties	–	–	250	–	250
Revenue From Use of Money & Property	1,171,938	1,200,200	1,225,500	2.1	1,228,500
Intergovernmental Revenues	1,502,919	1,366,097	2,219,013	62.4	583,230
Charges For Current Services	7,270,198	7,503,451	7,291,745	(2.8)	7,905,746
Miscellaneous Revenues	464,100	853,560	853,698	0.0	812,358
Other Financing Sources	2,038,870	2,274,776	2,583,687	13.6	2,583,934
Fund Balance Component Decreases	339,463	511,205	582,753	14.0	582,753
Use of Fund Balance	4,531,441	11,024,460	4,276,274	(61.2)	570,005
General Purpose Revenue Allocation	30,009,885	32,944,836	33,692,238	2.3	34,569,126
Total	**$ 49,533,326**	**$ 60,244,118**	**$ 55,798,445**	**(7.4)**	**$ 51,869,684**

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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 232.00 staff years and a budget of $46.9 million.

Strategic Initiative Legend

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

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

2019–20 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
  - Within the first year of their employment, 100% of all new permanent, full-time PDS employees were trained to respond to and assist in emergency situations, either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured that livable communities were achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
    - Improved three County application and permit processes through business process reengineering (Land Development Coordination, Community Engagement and Stakeholder Outreach and Master Project Record to track discretionary projects from application through building permit) 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.
    - Provided five trainings on technical components of the planning process, such as the California Environmental Quality Act, to Community Planning/Sponsor Groups (CPG/CSG) to help explain the permitting process and ensure the public understands at what point they can best engage in the process.

- Developed 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 involved in the discretionary process.

- 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 13,000 building plans to ensure that structures were properly and safely designed per the building code.
  - Helped 50,000 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
  - Conducted 32,000 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes.
  - Promoted safe communities through the plan check and inspection of 600 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.
  - Resolved 52% (1,307 of 2,520) of code compliance-related cases within a one year period of opening a case. This goal was exceeded due to the hiring of an additional Code Compliance Officer.
  - Resolved 69% (208 of 301) of debris and waste complaints within six months of initial notice to the property owner.
  - Reduced the backlog of code cases by 33% from 983 cases to 652 cases. Due to the complexity of some cases that have time requirements for owners to prepare plans, obtain a building permit, and pass a final inspection, the goal of a 50% reduction will not be met.

Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Supported and encouraged 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.
    - Completed first round plan reviews for new single-family dwelling building permit applications within an average of 22 business days following submittal. This was higher than the goal of 15 business days due to a large unanticipated influx of plan submittals prior to the 2020 Triennial California Building Code update. In addition, review times were temporarily delayed as PDS transitioned to new business processes including new review practices, due to the COVID-19 public health emergency.
    - Completed grading plan reviews within an average of 20 business days following submittal.
    - Implemented short-term solutions identified in the Options to Improve Housing Affordability report, including developing pre-approved plans for Accessory Dwelling Units (ADUs), waiving County fees of approximately $14,000 per unit for ADUs, and evaluating the Resource Protection Ordinance, the Grading Ordinance, and Density Bonus Ordinance for opportunities to increase affordable housing in the unincorporated area.
    - Increased the number of permit applications for ADUs in Fiscal Year 2019-20 by 107% (147 to 305) from calendar year 2018 based largely on approval of the ADU fee waiver incentive program by the Board of Supervisors in January 2019.
    - Completed the Property Condition Agreement ordinance update to streamline conditions satisfaction for subdivision maps and add flexibility in the land development process.
    - Ensured ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings and continuous communication through a variety of formats to anticipate customer expectations and demands.
    - Provided timely customer service by completing five Major Use Permits (excluding cellular phone sites) within a 24-month timeframe.
    - Provided excellent customer service by issuing Final Map scoping letters within an average of 20 days of submittal.
  - Improved customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
    - Throughout the year staff have engaged the public on the draft plan, Draft Environmental Impact Report, and pilot Transfer of Development Rights program, but did not complete the Alpine Community Plan update because the environmental review and public outreach have taken longer than anticipated. The environmental review likely will take place in the summer of 2020.
    - Conducted additional engagement for the draft update to the Valley Center Community Plan in the winter of 2020 to improve consistency with the 2011 General

Plan, including public stakeholder outreach meetings, a dedicated project website, and Community Planning Group meetings.
    - Completed draft guidelines for the California Environmental Quality Act, and Public Road Standards, to analyze development applications for vehicle miles traveled, and completed any update to the Mobility Element of the General Plan necessitated by direction from the Board of Supervisors in June 2020.
    - Trained PDS staff (36 of 230) on community engagement and enhanced communication with Community Planning/Sponsor Groups and developed a community engagement process with increased transparency, efficiency, and a consistent methodology for providing recommendations to all County decision makers.
  - Developed 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.
    - Improved project scoping; communication; issue identification/elevation; application processing, tracking and archiving; and coordination and partnership among County departments through business process reengineering.
    - Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program, which supports the local agricultural industry and the preservation of community character and preserved 299 acres of agricultural land.
    - Adopted amendments to the Zoning Ordinance in February of 2020 to allow for Agricultural Tourism Community Events and amendments to the County Code to implement Urban Agriculture Incentive Zones.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Implemented the Climate Action Plan (CAP) measures to reduce greenhouse gas (GHG) emissions by 132,000 metric tons by 2020 to meet State targets and reduce the unincorporated County's impact on the climate.
    - Prepared first CAP Annual Progress Report to describe progress on implementing the CAP.
    - Developed a CAP website to communicate with residents about programs and progress towards implementation.
    - Supported Countywide efforts to explore renewable energy program options.
    - Developed an Electric Vehicle Roadmap, that included strategies to increase electric vehicle ownership and use and to install electric vehicle charging infrastructure in the unincorporated community and at County facilities, which was adopted by the Board of Supervisors in September 2019.
    - Developed a Landscaping Ordinance to reduce water usage for consideration by the Board of Supervisors in June 2020.
- 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 attending 15 CPG/CSG meetings, leading 3 CPG/CSG annual trainings, and coordinating with CPG/CSG chairs and members regularly regarding projects in their respective communities. In addition, Project Planning developed and delivered a "CEQA for Stakeholders" presentation to community members and CPG/CSG chairs that aimed to improve understanding of the CEQA process and to encourage further participation in the planning process.
  - Attended two Notices of Preparation meetings and 15 CPG/CSG meetings to discuss discretionary development projects.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Developed updates to 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. In response to the economic impacts resulting from the COVID-19 public health emergency, fee updates prepared by the department were not recommended to move forward.
  - Continued employee participation in financial literacy training for 15% (36 of 230) of PDS staff to increase understanding of the individual and collective contribution to the County's fiscal stability. Training topics included long-term financial forecasting and quarterly budget status reports.
  - Ensured 100% (14) of PDS designated Contracting Officer's Representatives (COR), attend COR I or COR II training as assigned.
  - The Department of Purchasing and Contracting, and County Counsel staff provided a training for the PDS expanded leadership team on contracting responsibilities.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued 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.

- Ensured 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.
- Ensured a positive customer experience by:
  - Maintained the voluntary code compliance rate at 90% (2,125 of 2,337) through ongoing education and outreach methods in place of punitive compliance options.
  - Achieved an average turnaround time of 15 business days or less for the first review of residential building plans.
  - Achieved an average Permit Center counter wait time of 23 minutes or less. The goal of 20 minutes was not achieved due to an unanticipated surge in the volume of applications prior to the 2020 Triennial California Building Code Update.
  - Achieved an average Permit Center counter transaction time for residential permits of 31 minutes. The goal of 30 minutes was not achieved due to the operational and economic impacts caused by the COVID-19 pandemic. Due to a significant increase in workload between November 2019 and March 2020, resulting from the triennial California Building Code Update, the Permit Center transaction times were unusually high during those months. Since the Permit Center closed in March 2020, due to the COVID-19 pandemic, the department was not able to factor in lower times that were anticipated for the spring and summer months after completing the surge in workload resulting from the code update.
  - Provided excellent customer service by issuing 80% (24 of 28) 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
  - Maintained 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 are better prepared to provide the highest level of service for PDS' diverse customers.
  - Continued 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**.**
    - Evaluated the success of Project Management training through regular meetings with staff to ensure continued retention and application of these vital skills.
    - Continued 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.
- 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 sub-regional plans.
    - Improved 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.
    - The draft Camp Lockett Master Plan will be presented to the Planning Commission and Board of Supervisors for consideration by the end of 2020, to protect the historic character of the area and to add an educational museum and health-related community services. Staff worked with consultants to complete the initial studies and environmental review for the project.
    - Completed the first phase of updates to restructure land development ordinances into a consolidated Land Development Code that is modern, streamlined, and user-friendly.
    - Obtained approval in January 2020 from 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*
  - Ensured 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 through LMS online training.
    - By the end of this training, staff were 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.

2020–22 Objectives

Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Within the first year of their employment, 100% of all new permanent, full-time PDS employees will be trained to respond and assist to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers.
- 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.
    - Implement case and project management for the land development process, 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 10,500 building plans to ensure that structures are properly and safely designed per the building code. Fewer building plans are anticipated than in Fiscal Year 2019-20 due to the operational and economic impacts of the COVID-19 public health emergency.
    - Help 44,000 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance. Fewer customers are anticipated than in Fiscal Year 2019-20 due to the operational and economic impacts of the COVID-19 public health emergency.
    - Conduct 28,000 building inspections during construction to ensure structures are built in accordance with approved building plans and applicable building safety codes. Fewer building inspections are anticipated than in Fiscal Year 2019-20 due to the operational and economic impacts of the COVID-19 public health emergency.
    - 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 60% of code compliance-related cases within a one-year period of opening a case.
    - Continue to engage the community by attending and contributing to an average of four community meetings per quarter.
    - Inspect complaints within 5 business days 50% of the time.
    - Resolve 70% of debris and waste complaints within six months of initial notice to the property owner.
    - Reduce the backlog of code cases (3,907 original cases) to 88% complete.

Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Implement strategies to support and encourage housing production in the unincorporated County through the Report on Options to Improve Housing Affordability and direction from October 10, 2018 through additional incentives to diversify housing products, 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 land development grading plan reviews within an average of 20 business days following submittal.
    - Complete all Improvement Plan reviews within an average of 20 business days following submittal. The plan review includes items such as grading and drainage, roads and bridges, sewer and utility systems, and erosion control among others. Review is conducted to ensure conformance with County ordinances, guidelines, environmental review, general engineering practices, and State and federal construction standards/requirements.
    - Develop options to streamline the Resource Protection Ordinance and Biological Mitigation Ordinance, and evaluation of the Grading Ordinance to improve the agriculture clearing process and for housing affordability.
    - Update the General Plan to include revisions to the Housing Element and Safety Element. Include analysis of Regional Housing Needs Assessment to include property zoned at various income categories. Complete public outreach.
    - Provide timely customer service by issuing Final Map scoping letters within an average of 20 days of submittal.
    - Present to the Board of Supervisors a status review and options assessment for the North County Multiple Species Conservation Plan.

- Improve customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
  - Bring the draft Alpine Community Plan to the Board of Supervisors for consideration 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.
  - Implement the Vehicle Miles Traveled (VMT) threshold as directed by the Board of Supervisors in June 2020, and return to the Board of Supervisors in Fiscal Year 2020-21 with options for consideration for Phase 2 of implementation, which may include an update to the Mobility Element of the General Plan
  - Implement business process reengineering and streamlining items to reduce processing times and costs to applicants and to improve the review process and increase transparency, as directed by the Board of Supervisors in Fiscal Year 2019-20.
  - Develop permit tracking reports and procedures to assist in issue identification and improve coordination among County departments.
  - Continue implementation of the Purchase of Agricultural Conservation Easement (PACE) program, which supports the local agricultural industry and the preservation of community character, with the goal of preserving approximately 443 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 December 2020 to meet State targets and reduce the unincorporated County's impact on the climate.
  - Implement the Electric Vehicle Roadmap as part of CAP implementation. Fiscal Year 2020-21 will include efforts to transition a portion of the County's fleet to electric vehicles, evaluate County facilities for location of vehicle charging infrastructure, and identify priority locations for public charging infrastructure throughout the unincorporated area.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
  - Solicit and incorporate input from CPG/CSG and community members in the Land Development Code Update, Local Direct Investment Program Development, and Resource Protection Ordinance.

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 citations, civil penalties, and abatements.
    - Maintaining an average turnaround time of 15 business days or less for the first review of residential building plans.
    - Achieving an average turnaround time of five business days or less for the first review of Accessory Dwelling Unit plans.
    - Maintaining an average Permit Center counter wait time of 20 minutes or less.
    - Maintaining an average Permit Center counter transaction time for residential permits of 30 minutes or less.
  - Review website for ease of use by customers and stakeholders and begin improvements.
- 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 provide the highest level of service 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**.**
  - Continue to engage management during monthly leadership meetings through exposure to various topics that enhance management skills.
  - Continue to engage employees through training of various topics that will assist with work life balance.
  - Supervisors will continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance the development and success.

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Promote community participation and input into land development projects, policies and the development of community and subregional plans.
    - Continue public outreach and process to restructure land development ordinances into a consolidated Land Development Code that is modern, streamlined, and user-friendly.
    - Continue public outreach to engage the community in land development projects.
- 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 the County culture due to the increased number of individuals who may have experienced trauma in their lives. PDS 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 self-care, self-awareness, and resiliency in traumatic times. To ensure that PDS employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new 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 Planning & Development Services, refer to the website at:

- www.sdcounty.ca.gov/pds

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Review proposed building plans to ensure structures are properly and safely designed[1]	100% of 15,560 plans	100% of 13,000 plans	100% of 13,000 plans	100% of 10,500 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[1]	100% of 58,408 customers	100% of 50,000 customers	100% of 50,000 customers	100% of 44,000 customers	100% of 50,000 customers
Conduct building inspections during construction to ensure structures are built in accordance with approved building plans[1]	100% of 38,099 inspections	100% of 32,000 inspections	100% of 32,000 inspections	100% of 28,000 inspections	100% of 32,000 inspections
Promote safe communities through the plan check and inspection of new homes	980	600	600	600	600
Resolve debris and waste complaints within 6 months of initial notices to the property owner[2]	72%	60%	69%	70%	70%
Preserve agricultural acres under the Purchase of Agricultural Easements (PACE) Program[3]	273	230	299	443	443
Average turnaround time for first review of residential building plans (in business days)	17	15	15	15	15
Average Permit Center counter wait time (in minutes)[4]	21	20	23	20	20
Average Permit Center counter transaction time for residential permits (in minutes)[5]	28	30	31	30	30
Maintain a 90% voluntary compliance rate on closed code cases	90%	90%	90%	90%	90%
Inspect complaints within 5 business days 50% of the time[6]	N/A	N/A	N/A	50%	50%

Table Notes

[1] The Fiscal Year 2020–21 Recommended amount decreased due to the operational and economic impacts of the COVID-19 public health emergency

[2] Fiscal Year 2019–20 results exceeded the target as Code Compliance continues to improve inefficiencies in the process. This goal was increased for Fiscal Year 2020–21.

[3] The Fiscal Year 2019–20 Estimated Actual amount exceeded the goal of 230 acres due to the acquisition of two large properties (approximately 144 and 154 acres each).

[4] The Fiscal Year 2019–20 Estimated Actual amount exceeded the goal of 20 minutes due to a surge in applications prior to the 2020 Triennial California Building Code update.

[5] The Fiscal Year 2019–20 Estimated Actual amount exceeded the goal of 30 minutes due to the operational and economic impacts of the COVID-19 pandemic, specifically the closure of public counter service in mid-March 2020.

[6] This is a new measure effective Fiscal Year 2020–21 to demonstrate the responsiveness of Code Compliance to community concerns

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

Staffing

Net increase of 2.00 staff years

- 2.00 staff years in Advance Planning to support implementation of the Climate Action Plan

Expenditures

Net decrease of $10.7 million

- Salaries & Benefits—net increase of $0.7 million to support step increases, negotiated labor agreements and the staffing changes noted above
- Services & Supplies—net decrease of $11.2 million
  - Decrease of $11.6 million in contracts related to completion of one-time projects including PACE and various IT projects.
  - Increase of $0.4 million in Public Liability Insurance costs related to an increase in litigation payouts and attorneys' fees
- Expenditure Transfer & Reimbursements—increase of $0.2 million in reimbursements for GIS mapping services to General Fund departments. Since this is a reimbursement, it has a net effect of $0.2 million decrease in expenditures.

Revenues

Net decrease of $10.7 million

- Licenses Permits & Franchises—decrease of $2.1 million due to the impacts of the COVID-19 public health emergency on fee-based revenue
- Intergovernmental Revenues—increase of $0.2 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 $2.7 million due to the impacts of the COVID-19 public health emergency on fee-based revenue
- Miscellaneous Revenues—increase of $0.1 million from the Firestorm Fund to offset reimbursement of fees waived for wildfire victims
- Fund Balance Component Decreases—increase of $2.1 million
  - Increase of $0.1 million to support a portion of departmental costs of the County's existing Pension Obligation Bond (POB) debt based on the use of General Fund fund balance restricted for POB costs through Fiscal Year 2026-27
  - Increase of $2.0 million to perform mandated building inspections for permits paid in a previous fiscal year to offset decreased revenue from the economic impact of the COVID-19 public health emergency based on the use of General Fund fund balance committed for PDS Building Services
- Use of Fund Balance—decrease of $9.5 million for a total of $5.1 million in Unassigned General Fund fund balance for:
  - $1.8 million for continued implementation of the Climate Action Plan
  - $0.7 million for implementation of the short- and long-term solutions identified in the Housing Affordability report
  - $0.5 million for one-time operational needs to offset decreased revenue from a decrease in discretionary project reviews for land development projects due to the economic impacts of the COVID-19 public health emergency
  - $0.3 million for one-time costs associated with negotiated salary and benefit increases
  - $0.2 million for code compliance nuisance abatements and consultant costs to address case backlog
  - $1.1 million rebudget for various information technology projects
  - $0.2 million rebudget for building permit fee waivers related to rebuilding activities following the 2007 Firestorm
  - $0.2 million rebudget for litigation support
  - $0.1 million rebudget for fee waivers associated with the Urban Agricultural Incentive Zone Program
- General Purpose Revenue Allocation—increase of $1.2 million
  - $0.9 million for Salaries & Benefits primarily due to negotiated labor agreements and required retirement contributions
  - $0.3 million to support the addition of staff years as noted above

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

Net decrease of $1.6 million. Decrease of $4.8 million in Services & Supplies includes projected completion of one-time projects related to Housing Affordability initiatives, IT infrastructure upgrades and Code Compliance backlog cases, and a $0.1 million

decrease in Capital Assets Equipment for a completed acquisition of a customer queueing management system.

An increase of $3.2 million in Salaries & Benefits is due to required retirement contributions, negotiated labor agreements and an increase of $0.1 million in cost reimbursements for services to other General Fund departments.

Use of Unassigned General Fund fund balance of $0.3 million is budgeted for the one-time departmental expenditures for discretionary project reviews for land development projects to offset anticipated decreased permit fee revenue from the economic impact of COVID-19.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Administration	19.00	20.00	21.00	5.0	21.00
Advance Planning	29.00	32.00	34.00	6.3	34.00
Project Planning	60.00	58.00	57.00	(1.7)	57.00
Land Development	25.00	26.00	26.00	0.0	26.00
Building Services	52.00	55.00	55.00	0.0	55.00
Code Compliance	25.00	25.00	25.00	0.0	25.00
LUEG GIS	9.00	10.00	10.00	0.0	10.00
SanGIS COSD	4.00	4.00	4.00	0.0	4.00
Total	**223.00**	**230.00**	**232.00**	**0.9**	**232.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Administration	$ 6,185,500	$ 6,033,995	$ 6,672,620	10.6	$ 5,948,365
Advance Planning	12,259,618	16,440,588	8,843,251	(46.2)	6,533,723
Project Planning	9,956,519	10,004,587	8,870,593	(11.3)	9,770,426
Land Development	4,550,331	4,686,666	5,112,744	9.1	5,182,303
Building Services	9,990,949	12,594,531	10,452,224	(17.0)	10,901,496
Code Compliance	4,199,355	5,080,889	4,374,410	(13.9)	4,292,885
LUEG GIS	1,735,704	1,721,814	1,511,372	(12.2)	1,580,532
SanGIS COSD	975,323	974,340	1,045,970	7.4	1,072,300
Total	**$ 49,853,299**	**$ 57,537,410**	**$ 46,883,184**	**(18.5)**	**$ 45,282,030**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 31,655,449	$ 32,845,290	$ 33,503,688	2.0	$ 36,658,967
Services & Supplies	18,602,684	24,943,954	13,788,584	(44.7)	8,997,965
Other Charges	–	–	–	0.0	40,000
Capital Assets Equipment	51,000	100,000	100,000	0.0	–
Expenditure Transfer & Reimbursements	(455,834)	(351,834)	(509,088)	44.7	(414,902)
Total	**$ 49,853,299**	**$ 57,537,410**	**$ 46,883,184**	**(18.5)**	**$ 45,282,030**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 5,629,372	$ 5,599,420	$ 3,511,799	(37.3)	$ 4,717,972
Fines, Forfeitures & Penalties	225,404	334,886	334,886	0.0	334,886
Revenue From Use of Money & Property	1,000	6,000	10,000	66.7	10,000
Intergovernmental Revenues	978,274	1,296,943	1,531,739	18.1	1,529,707
Charges For Current Services	16,665,968	16,498,981	13,831,886	(16.2)	16,104,926
Miscellaneous Revenues	–	–	80,000	–	80,000
Fund Balance Component Decreases	213,373	343,122	2,420,298	605.4	1,304,776
Use of Fund Balance	10,078,419	14,637,506	5,146,873	(64.8)	280,000
General Purpose Revenue Allocation	16,061,489	18,820,552	20,015,703	6.4	20,919,763
Total	**$ 49,853,299**	**$ 57,537,410**	**$ 46,883,184**	**(18.5)**	**$ 45,282,030**

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 540.00 staff years and a budget of $309.2 million.

Strategic Initiative Legend

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

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

2019–20 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
  - Within the first year of their employment, 100% (40) of all new permanent, full-time DPW employees were 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
  - Maintained County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety and improve transportation facilities for customers. This was accomplished by implementing the third year of a 7-year program which increased the Pavement Condition Index (PCI) from 62 to 63 by the end of Fiscal Year 2019–20, and will increase to 70 by the end of Fiscal Year 2023–24.
  - DPW upgraded a total of 3,809 streetlights and completed 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 program 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.
  - Constructed sidewalks at five locations identified in the Pedestrian Gap Program and at two additional locations, Aviation Road in Fallbrook and Rios Canyon Road in Lakeside. Completion of these projects resulted in approximately 3,300 feet of new sidewalks which enhanced pedestrian safety, accessibility, and walkability for people in the unincorporated communities and 72 miles of new bicycle lanes which supports the Climate Action Plan (CAP) by enhancing pedestrian comfort and safety along County-maintained road segments.

- To prevent health risks to the public and protect the environment, operated the sanitary sewer system with 2 Sanitary Sewer Overflows (SSO) that reached surface waters or exceeded 1,000 gallons. These spills occurred during extreme storm events resulting in widespread flooding that caused large amounts of runoff to enter the sanitary sewer systems. Early warnings provided by in-line monitors facilitated rapid response by DPW crews, whose actions protected public property and minimized impacts to roads and the environment.
  - Cleaned 390 miles of 12-inch or smaller diameter sewer lines to prevent overflows from clogs.
  - Inspected 100 miles of high-risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs.
  - Used in-line monitors at critical sewer locations to provide early warning of potential sanitary sewer overflows.
- Ensured that County bridges are safe for public use by identifying community threats that impact quality of life.
  - To provide for public safety, 100% (24) of eligible County bridges were budgeted for repair or replacement in the Federal Highway Bridge Program to ensure timely construction and maintain the confidence of the traveling public.
- Working with law enforcement and other agencies, road maintenance crews ensured safe, open roads within 24 hours after the end of an emergency 100% of the time by implementing an immediate response to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees or vehicle accidents.
- Continued to sustain an efficient inspection and maintenance program that achieved a 96% 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.
- Upgraded and maintained 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's Department, city and tribal partners, and the National Weather Service, for rapid response to flood events.
- Ensured that County-maintained storm drains functioned as planned by eliminating the risk of trapped trash and debris and unauthorized entrance of individuals into open storm drain culverts.
  - Designed 11 grates at 6 individual storm drain openings in the unincorporated County to reduce trash and debris and control access into the storm drain system. Once design is complete, construction of the remaining storm drain grates will be phased over approximately three years.

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 to improve water quality by achieving a 18% 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 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 75% 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.
  - To enhance the environment and improve water quality in the region, performed stormwater inspections using skilled and certified staff to facilitate MS4 permit compliance during the construction phase on 100% (1,500) of private development and capital improvement projects. These inspections help increase industry knowledge of stormwater best management practices (BMP).
  - Protected a sustainable watershed by minimizing downstream pollutants.
    - To protect public health and the environment at closed landfills and burn sites, operated an inspection and maintenance program that resulted in one notice of violation, which is more than the goal of zero. The violation was a result of elevated methane levels in perimeter monitoring probes, which was remedied with the installation of additional methane gas extraction wells.
    - Provided monitoring through routine inspections at each of the closed landfill and burn sites, and tracked notices of violation.
    - Continued to divert waste from landfills, meet State mandates and promote sustainable management of resources.

- Increased recycling awareness and participation through 400 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 13,000 attendees. As prioritized in the Strategic Plan to Reduce Waste (Strategic Plan), staff worked with construction and demolition (C&D) industry stakeholders to propose revisions to the County's C&D ordinance which were brought forward for the Board of Supervisors' consideration. Staff also worked with franchise waste haulers to consider proposed updates to their agreement, including implementation of new waste diversion programs, additional outreach to customers, and enhanced reporting. These actions would support greater recycling and work toward the County's waste diversion goals in the Strategic Plan and CAP.

Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Developed updates to 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. In response to the economic impacts to businesses resulting from the COVID-19 public health emergency, fee updates prepared by the department were not recommended to move forward.
  - Continued employee participation in financial literacy classes by incorporating budget and fiscal training for 20% (142) of staff, to increase employees' understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensured 100% (59) of designated Contracting Officer's Representatives (COR), attend COR I or COR II training as assigned, to improve contract management.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
  - Maintained an effective map checking system to provide 100% (2,859) 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
  - Continued 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.
  - Ensured 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
  - Highlighted the importance of diversity and inclusion to 100% (539) of staff by: discussing at staff meetings throughout all levels of the department, including "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. These actions help 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*
  - Ensured that DPW employees deliver trauma-informed services and became engaged and integrated into the shared vision of *Live Well San Diego*. One hundred percent (539) of DPW employees completed the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training to increase resilience and advance the ability to build a better service delivery system for the benefit of all residents.
    - By the end of this training, staff was 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.

2020–22 Objectives

Living Safely

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

- 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 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
  - 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 fourth year of a multi-year program to increase the PCI from 63 to 65 by the end of Fiscal Year 2020–21 and to 70 by the end of Fiscal Year 2023–24. This measure will be evaluated and adjusted based on availability of State gas tax revenues, which are anticipated to decline based on the economic impacts of the COVID-19 public health emergency.
  - Construct sidewalks at five locations identified in the Pedestrian Gap Analysis. When completed, these projects will result in approximately 2,500 feet of sidewalk which will enhance pedestrian safety, accessibility, and walkability of those living in the unincorporated communities and add new bicycle lanes which supports the CAP by enhancing pedestrian comfort and safety along County-maintained road segments.
  - Enhance the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard. The County will continue to operate, repair and provide maintenance for the water system with the intent to acquire the system, upon approval from both the U.S. Bankruptcy Court and California Public Utilities Commission. Once taking over ownership, the County will make improvements to the water system to meet State required operational standards for a government agency. The County will construct a secondary potable water well, new water storage tanks, and begin design of water system improvements for greater water production capacity and new distribution network that includes up to 9,000 feet of water pipe.
  - 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.
    - Clean 390 miles of 12-inch diameter or smaller 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% 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 an 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 which support emergency responders, local, regional and international businesses and aviators.
  - 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.
    - Complete design of grates for 11 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 100% reduction in the volume of water (i.e., urban runoff pollution) entering County storm drains that continually flow during dry weather as mandated by the State, 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 protect public health associated with water recreation, ensure that 100% of County storm drain outfalls in watersheds subject to the Bacteria Total Maximum Daily Load (TMDL) are free of human fecal waste during dry weather conditions. To assess achievement of this objective, the County monitors storm drain outfalls in the San Luis Rey River, San Dieguito River, San Diego River, and Los Peñasquitos Creek Watersheds for the presence of genetic biomarkers specific to human fecal waste in water. Follow-up investigations are conducted to mitigate identified sources.

- To enhance the environment and improve water quality in the region, perform stormwater inspections using 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 BMP.
- 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 any 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 500 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 15,000 attendees annually.
- Partner with the Department of Parks and Recreation to design a permanent stormwater BMP in Estrella Park to prevent stormwater pollution and improve water quality.

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 training for 20% of DPW staff, to increase employees' understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensure 100% of DPW designated COR, attend COR I or COR II training as assigned to improve contract management.
- 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 continued 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 the 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 vulnerable and at-risk people, as well as promoting 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 new 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	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
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.	100%	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	0	0	2 spills over 1,000 gallons	0	0
Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the Countyís five largest airports which support emergency responders, local, regional, and international businesses and aviators	95%	95%	96%	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[1]	63 PCI	N/A	N/A	N/A	N/A

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 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 PCI from 60 to 70 by the end of Fiscal Year 2023-24[2]	N/A	63 PCI	63 PCI	65 PCI	66 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.)[3]	30%	75%	18%	100%	100%

Table Notes

[1] This performance measure was discontinued in Fiscal Year 2019–20 and replaced with a measure that reflects achieving a PCI of 70 by Fiscal Year 2023–24.

[2] New measure added in Fiscal Year 2019–20 to focus on achieving a PCI of 70 by Fiscal Year 2023–24.

[3] While the Fiscal Year 2019–20 goal of achieving a 75% reduction across all monitored sites was not achieved, County staff will continue to strive to meet the State-mandated goal of 100% in Fiscal Year 2020–21. 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.

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

Staffing

Net increase of 1.00 staff year

- Increase of 1.00 staff year in the Road Program for support of the Permanent Road Divisions, due to a transfer from the Solid Waste Program
- Increase of 1.00 staff year in the Wastewater Management Program for maintenance and operations of the Live Oak Springs Water System
- Decrease of 1.00 staff year in the Solid Waste Program due to a transfer to the Road Program

Expenditures

Net decrease of $14.6 million

- Salaries & Benefits—net increase of $4.6 million primarily due to required retirement contributions, flex credits, negotiated labor agreements and the additional staff year noted above.
- Services & Supplies—Net decrease of $17.4 million
  - Decrease of $22.8 million
    - $0.5 million for completed major maintenance projects in the Airports Program
    - $0.1 million for completed landscape maintenance projects in the County Service Areas
    - $0.1 million for a reduction in anticipated vehicle maintenance costs in the Equipment Internal Service Fund (ISF) Program

- $4.7 million to align costs with projected spending in the Watershed Protection Program for Flood Control District and Road Program projects that require capitalization
- $2.3 million for completed major maintenance projects in the Permanent Road Divisions
- $15.0 million in contracted road services and consultant contracts in the Road Program to align services with projected reductions in gas tax revenues
- $0.1 million from the completion of the LED conversion program in the Street Lighting District

Increase of $5.4 million

- $0.1 million in contracted services for maintenance of parks and flood control facilities in the Harmony Grove Village Community Facilities District (CFD)
- $0.7 million for cleanup of closed burn sites in the Solid Waste Management Program
- $0.5 million for contracted services for Wastewater Program services in Spring Valley and Rancho San Diego
- $1.0 million for increased maintenance work in the San Diego County Sanitation District (Sanitation District)
- $3.1 million for Lemon Crest Drainage improvement Project and construction projects that require capitalization in the Flood Control District

Other Charges—Net decrease of $1.9 million.

Decrease of $2.0 million due to reduced right-of-way costs from the completion of Road Program projects

Decrease of $0.2 million due to reduced structures depreciation cost in the Airports Program

Increase of $0.3 million due to increased structures depreciation cost for completed capital projects in the Sanitation District

Capital Assets/Land Acquisition—Net increase of $0.6 million

Increase of $0.4 million for post-construction costs of the Cajon Air Center in the Airports Program

Increase of $1.6 million for Harmony Grove Village CFD due to anticipated improvement costs of park facilities within the CFD

Decrease of $1.4 million for completed capital projects in the Sanitation District

Capital Assets Equipment—Increase of $4.8 million

Increase of $4.6 million due to rebudgets for vehicle and equipment purchases in the Road Program, Solid Waste Management Program and Wastewater Program

Increase of $0.2 million due to the purchase of three generators in the Airports Program

Operating Transfers Out—Net decrease of $5.3 million

Decrease of $12.9 million

- $0.3 million in Road Fund Equipment Acquisition ISF due to completed vehicle purchases
- $9.0 million from a completed one-time transfer from the Watershed Protection Program to the Sanitation District for TMDL Implementation Structural BMP
- $3.6 million due to completed transfer from the DPW General Fund for one-time projects

Increase of $7.6 million

- $2.0 million for a transfer from the Liquid Waste Enterprise Fund to the Sanitation District to support operational needs
- $5.6 million for one-time transfers from the Watershed Protection Program to the Flood Control District ($3.0 million) and the Road Program ($2.6 million) for projects that require capitalization

Revenues

Net decrease of $14.6 million

Taxes Current Property—Increase of $0.2 million primarily due to projected special taxes from property owners in the Harmony Grove Village CFD and San Diego County Lighting Maintenance District

Taxes Other Than Current Secured—Decrease of $3.5 million for TransNet-funded projects in the Road Fund due to the completion of right-of-way acquisition

Licenses Permits & Franchises—Increase of $0.5 million from San Diego Gas and Electric (SDG&E) impact fees for road maintenance work

Fines, Forfeitures & Penalties—Increase of $0.1 million for the Solid Waste Management Program from an anticipated increase in the number of construction and demolition recycling permits

Revenue from Use of Money & Property—Increase of $2.1 million

- $1.4 million in anticipated interest earned on deposits
- $0.4 million in revenue from rents, leases and landing fees in County Airports
- $0.3 million in vehicle usage rental revenue in the Equipment ISF program

Intergovernmental Revenues—Net decrease of $17.3 million

Decrease of $19.7 million

- $17.3 million includes $13.7 million in anticipated gas tax receipts from the Highway User's Tax Account and $3.6 million from the Road Repair and Accountability Act of 2017 due to current economic conditions
- $2.1 million in Federal Highway Planning and Construction revenue due to fewer Federal Highway Administration projects in the Road Fund
- $0.1 million in State Aid in the Watershed Protection Program
- $0.2 million in State Construction revenue for Rock Springs Road in the Road Fund due to completion of project design and right-of-way acquisition

Increase of $2.4 million

- $0.2 million in State grant funding in the Airport Enterprise Fund

- $1.0 million in State grant-funded projects and Federal Community Development Block Grant funded projects in the Road Fund
- $0.3 million in State Match and State Exchange Program revenue in the Road Fund
- $0.9 million in Aid From Other Government Agencies in the Watershed Protection Program for the San Diego River Investigative Order as required by the San Diego Regional Water Quality Control Board

- Charges for Current Services—Net increase of $3.9 million
  - Increase of $6.1 million
    - $1.6 million Special Tax Revenues for capital projects in the Harmony Grove Village CFD
    - $2.2 million for work funded by the Wastewater Management Enterprise, and Airport Enterprise Funds
    - $0.3 million for work funded by the Permanent Road Divisions
    - $1.8 million in sewer service charges in the Sanitation District
    - $0.1 million in recycling solid waste tonnage fees in the Solid Waste Management Program
    - $0.1 million in funding from the Environmental Trust Fund for maintenance of closed landfills and burn sites in the Solid Waste Management Program
  - Decrease of $2.2 million
    - $0.4 million in revenue from developer deposits in the Road Program due to the impacts of current economic conditions on fee-based revenue
    - $0.4 million in Transportation Impact Fee (TIF)-funded projects in the Road Program
    - $0.5 million in assessment fees in the Street Lighting District
    - $0.9 million for work funded by the General Fund to align with revenues not anticipated due to transfers to the Road Fund and Flood Control District
- Miscellaneous Revenues—Decrease of $1.3 million in tribal grant-funded projects in the Road Program
- Other Financing Sources—Net decrease of $5.2 million
  - Decrease of $12.9 million
    - $9.0 million from a completed one-time transfer from the DPW General Fund to the San Diego County Sanitation District for TMDL Implementation of Structural BMP
    - $3.6 million transfer from the DPW General Fund for completed one-time projects
    - $0.3 million from completed one-time transfer from the DPW General Fund to the Equipment ISF Program for equipment purchases in the Road Program
  - Increase of $7.7 million
    - $2.0 million for a transfer from the Liquid Waste Enterprise Fund to the Sanitation District for the reimbursement of operating costs and truck purchase
    - $2.6 million in one-time transfer for Watershed Protection Program projects that require capitalization
    - $3.0 million in one-time transfer from the Watershed Protection Program to the Flood Control District for the Estrella Park Project and for projects that require capitalization
    - $0.1 million in one-time vehicle and equipment purchases for the Live Oak Springs Water System
- Fund Balance Component Decreases—Increase of $13.5 million mainly due to the use of Committed Road Fund fund balance associated with the $28.0 million General Fund contribution for the Road Resurfacing Program
- Use of Fund Balance—Net decrease of $8.0 million for a total of $52.1 million is budgeted.
  - Unassigned General Fund fund balance of $17.9 million for one-time projects
    - $14.5 million for the Watershed Protection Program to fund stormwater TMDL compliance activities, including design and construction of structural 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
    - $1.5 million for design and construction of pedestrian sidewalks at select locations to enhance pedestrian safety
    - $1.8 million for Live Oak Springs Water System repairs and improvements
    - $0.05 million for the purchase of vehicle and equipment for the operation and maintenance of the Live Oak Springs Water System
  - $34.2 million from various DPW funds for one-time projects
    - $12.0 million for capital improvement projects and depreciation expense in the Sanitation District
    - $0.2 million in the Lighting District to offset a decrease in anticipated revenue due to proposed rate reduction in July 2020
    - $3.3 million for road maintenance and emergencies in the Permanent Road Divisions
    - $5.0 million for depreciation expense and major maintenance in the Airports Program
    - $9.6 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
    - $0.1 million for capital improvement and major maintenance projects in the Road Program
    - $0.6 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program

- $0.6 million for new major maintenance projects in the Flood Control District
- $0.2 million for maintenance costs in the Harmony Grove Village CFD
- $0.2 million for preservation of survey monuments in the Road Program
- $0.1 million for repairs and upgrades to the Campo Hills water treatment system
- $2.3 million for equipment purchase and information technology costs for wastewater management

- General Purpose Revenue Allocation—Increase of $0.4 million primarily due to negotiated labor agreements and required retirement contributions

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

Net decrease of $40.4 million. Total decrease of $43.7 million includes a decrease of $21.4 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, completion of maintenance and paving projects in the Permanent Road Divisions, and completion of clean-up of closed burn sites in the Solid Waste Management program; a decrease of $8.3 million in Operating Transfers Out due to the completion of transfers from the DPW General Fund for one-time projects; a decrease of $3.6 million in Capital Assets Equipment due to completion of vehicle and equipment purchases in the DPW Equipment ISF program; and a $10.4 million decrease in Capital Assets/Land Acquisition due to the completion of planned capital projects in the Sanitation District.

An offsetting total increase of $3.3 million includes $3.2 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements; and $0.1 million in Other Charges for structure and equipment depreciation expenses in the Airport and Sanitation District programs.

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Road Program	363.00	368.00	369.00	0.3	369.00
Solid Waste Management Program	20.00	22.00	21.00	(4.5)	21.00
General Fund Activities Program	63.00	63.00	63.00	0.0	63.00
Airports Program	36.00	39.00	39.00	0.0	39.00
Wastewater Management Program	43.00	47.00	48.00	2.1	48.00
Total	**525.00**	**539.00**	**540.00**	**0.2**	**540.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Road Program	$ 160,857,564	$ 160,236,840	$ 146,330,964	(8.7)	$ 145,612,626
Solid Waste Management Program	8,945,025	10,384,062	10,987,857	5.8	10,601,095
General Fund Activities Program	47,201,107	49,795,331	38,450,042	(22.8)	20,447,158
Airports Program	19,568,831	19,175,359	19,454,939	1.5	20,605,856
Wastewater Management Program	9,106,626	9,634,795	12,712,552	31.9	11,796,901
Sanitation Districts	31,086,602	43,254,449	43,063,433	(0.4)	34,051,577
Flood Control	10,953,609	5,855,651	9,000,667	53.7	5,713,967
County Service Areas	533,373	445,945	326,480	(26.8)	291,026
Street Lighting District	2,879,966	2,789,906	2,715,403	(2.7)	2,711,456
Community Facilities Districts	1,386,658	875,606	2,549,561	191.2	988,427
Permanent Road Divisions	6,930,137	7,008,536	4,742,045	(32.3)	1,405,213
Equipment ISF Program	15,439,141	14,392,500	18,899,000	31.3	14,656,000
Total	**$ 314,888,639**	**$ 323,848,980**	**$ 309,232,943**	**(4.5)**	**$ 268,881,302**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 72,668,170	$ 76,896,151	$ 81,488,205	6.0	$ 84,675,915
Services & Supplies	197,624,400	195,618,680	178,155,047	(8.9)	156,732,918
Other Charges	17,684,170	16,446,250	14,549,370	(11.5)	14,705,570
Capital Assets/Land Acquisition	3,261,000	13,838,000	14,432,465	4.3	4,000,000
Capital Assets Equipment	6,602,000	4,538,500	9,352,300	106.1	5,775,000
Operating Transfers Out	17,048,899	16,511,399	11,255,556	(31.8)	2,991,899
Total	**$ 314,888,639**	**$ 323,848,980**	**$ 309,232,943**	(4.5)	**$ 268,881,302**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 6,733,302	$ 7,025,536	$ 7,287,637	3.7	$ 7,364,311
Taxes Other Than Current Secured	12,074,792	13,556,515	10,072,202	(25.7)	10,072,202
Licenses Permits & Franchises	5,110,000	5,557,000	6,061,000	9.1	6,061,000
Fines, Forfeitures & Penalties	–	–	80,200	–	80,200
Revenue From Use of Money & Property	23,004,025	23,729,432	25,799,085	8.7	26,338,315
Intergovernmental Revenues	108,982,414	116,642,387	99,339,412	(14.8)	106,091,627
Charges For Current Services	58,859,136	65,891,153	69,750,745	5.9	71,550,832
Miscellaneous Revenues	2,752,269	2,253,350	970,350	(56.9)	970,350
Other Financing Sources	17,048,899	16,511,399	11,318,556	(31.5)	2,991,899
Fund Balance Component Decreases	129,484	200,771	13,693,596	6,720.5	10,107,765
Use of Fund Balance	68,368,720	60,093,627	52,054,179	(13.4)	14,147,528
General Purpose Revenue Allocation	11,825,598	12,387,810	12,805,981	3.4	13,105,273
Total	**$ 314,888,639**	**$ 323,848,980**	**$ 309,232,943**	**(4.5)**	**$ 268,881,302**

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 29 employees from the University of California, a budget of $1.0 million and a volunteer program with a value of more than $6.4 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

- Strengthened the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Conducted nutrition education for 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.
    - Assessed 320 individuals and family behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
  - Conducted nutrition education for 1,000 children and youth from low-income and limited-resource families via 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.
    - Assessed 480 individuals' behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
  - UCCE staff provided administrative assistance for 35 projects, grants and contracts with a total value of $1.4 million. The grants received enabled the UCCE academics to provide research, education and outreach in local issues of public concern in agriculture, natural resources, home and health.

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Enrolled 2,000 youth and adults in the 4-H program and provided 10 training activities to assist in delivering 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 contribute and are connected to their communities.
  - Provided leadership training experiences to 75 4-H youth to gain leadership skills and abilities which contributes to improved college readiness and developing a qualified workforce.
  - Conducted 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 provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs with 1,200 volunteers contributing 250,000 volunteer hours to extend UC research-based knowledge and information to improve the lives of residents in areas such as sustainable landscaping and leadership skills.

Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Improved 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 three outreach activities.
  - Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction with two outreach activities to San Diego County residents, various agencies, and others.
  - Improved market access and expanded market opportunities for agricultural producers in San Diego County through agricultural tourism, direct marketing, and value-added activities such as farmers markets, farm stands, festivals, fairs, corn mazes, weddings and tours, which assisted with increasing business confidence by conducting three outreach activities to agricultural producers.
  - Introduced 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.
  - Supported the development and revisions of policies, legislation and regulations that would affect the County and are related to UCCE subject matter expertise such as agriculture, natural resources, youth development and nutrition.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Identified problems and potential solutions for agricultural water and land in San Diego County via two trainings and one outreach activity.
  - Educated residents and visitors on research-based solutions to conserve and protect water resources for future generations via one outreach activity and appropriate applied research activities.
  - Identified problems and potential solutions in agricultural production systems on issues impacting production viability via 11 activities.
  - Identified problems and potential solutions to issues caused by endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego production agriculture, natural resources and urban environments though three outreach activities and an applied research activity.
  - Maintained, supported and managed 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 2,400 office consultations, educational exhibits and workshops.
  - Provided participatory research including 'citizen science' opportunities where research being conducted by amateur scientists and the general public at large was overseen by academics, professional scientists or a scientific institution. This augmented the research conducted by the University of California Agriculture and Natural Resources (UC ANR).
  - Identified problems and potential solutions when managing land and conserving natural resources and sensitive species via five activities.
  - Provided expertise related to the control of invasive plant species to the San Diego Weed Management Area group, which is a network of public agencies, private organizations and individuals including the Department of Parks and Recreation (DPR) and Agriculture, Weights and Measures (AWM).
  - Worked with UCCE San Bernardino, developed and provided education and outreach resources for promoting safety considerations of plant placement in drought-tolerant and fire resistant landscapes. Analyzed existing science-based information and identified plants with potential safety hazards.
  - Worked with UC Merced, improved and verified the reliability of existing hot water system prototype, demonstrated its efficacy on a spectrum of nursery crops and pests, conducted an in-field workshop with growers and created a final report and delivered to stakeholders.

- Worked with local non-governmental organizations, AWM and UC Specialists, developed education and outreach resources for promoting health and well-being through gardening to older adults, their family members and caregivers. Developed an online community resource about the health benefits of gardening including curricula, lesson plans and research.
- Conducted and summarized a literature review on how Blockchain has been used for water management nationally and globally. Explored and analyzed the feasibility of using Blockchain technology for water management. The Water Festival event which would have introduced, presented and disseminated the Blockchain concept and water management to the public was not held due to the COVID-19 pandemic.
- Developed basic information, outreach and training resources related to climate-resilient agriculture for the County's Climate Action Plan. Further developed the UCCE website and provided a field training/demonstration for growers about carbon-smart farming. Participated in collaborative working groups and organized and hosted a webinar for public and private stakeholders.

2020–22 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 families' 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.

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 1,200 volunteers contributing 250,000 volunteer hours to extend UC research-based knowledge and information to improve the lives of residents in areas such as sustainable landscaping and leadership skills.

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - 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 such as farmers markets, farm stands, festivals, fairs, corn mazes, weddings and tours 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 that would affect the County and are related to UCCE subject matter expertise such as agriculture, natural resources, youth development and nutrition.

- 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 where research conducted by amateur scientists and the general public at large is overseen by academics, professional scientists or a scientific institution, 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.
  - Provide expertise related to the control of invasive plant species to the San Diego Weed Management Area group, which is a network of public agencies, private organizations and individuals including DPR and AWM.

Related Links

For additional information about the University of California Cooperative Extension refer to the website at:

- www.sandiegocounty.gov/fha

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Staff provided administrative assistance for projects, grants and contracts (# projects/total $ value of projects, grants, and contracts)[1]	39 projects/ $1,565,911	35 projects/ $1,400,000	35 projects/ $1,400,000	35 projects/ $1,400,000	33 projects $1,275,000
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource managementandfoodsafety[2]	539 families	400 families	400 families	400 families	400 families
Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours)	1,142 vol/ 255,190 hours	1,250 vol/ 250,000 hours	1,200 vol/ 250,000 hours	1,200 vol/ 250,000 hours	1,200 vol/ 250,000 hours
Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	4 projects	4 projects	4 projects	4 projects	4 projects

Table Notes

[1] Projects are based on existing and new grants. In Fiscal Year 2019-20 two grants ended.

[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.

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

Staffing

No change in staffing

Expenditures

Decrease of $0.4 million

- Services & Supplies—decrease of $0.4 million due to completed one-time projects

Revenues

Decrease of $0.4 million

- Use of Fund Balance—Decrease of $0.4 million. A total of $0.2 million is budgeted for the Climate Action Plan activities related to Conservation and Sustainable Agriculture Farming

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

Decrease of $0.2 million due to the completion of one-time projects

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
University of California Cooperative Extension	$ 1,265,971	$ 1,381,370	$ 1,029,971	(25.4)	$ 869,971
Total	**$ 1,265,971**	**$ 1,381,370**	**$ 1,029,971**	**(25.4)**	**$ 869,971**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 1,265,971	$ 1,381,370	$ 1,029,971	(25.4)	$ 869,971
Total	**$ 1,265,971**	**$ 1,381,370**	**$ 1,029,971**	**(25.4)**	**$ 869,971**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Use of Fund Balance	396,000	511,399	160,000	(68.7)	–
General Purpose Revenue Allocation	869,971	869,971	869,971	0.0	869,971
Total	**$ 1,265,971**	**$ 1,381,370**	**$ 1,029,971**	**(25.4)**	**$ 869,971**

County of San Diego

Finance and General Government Group

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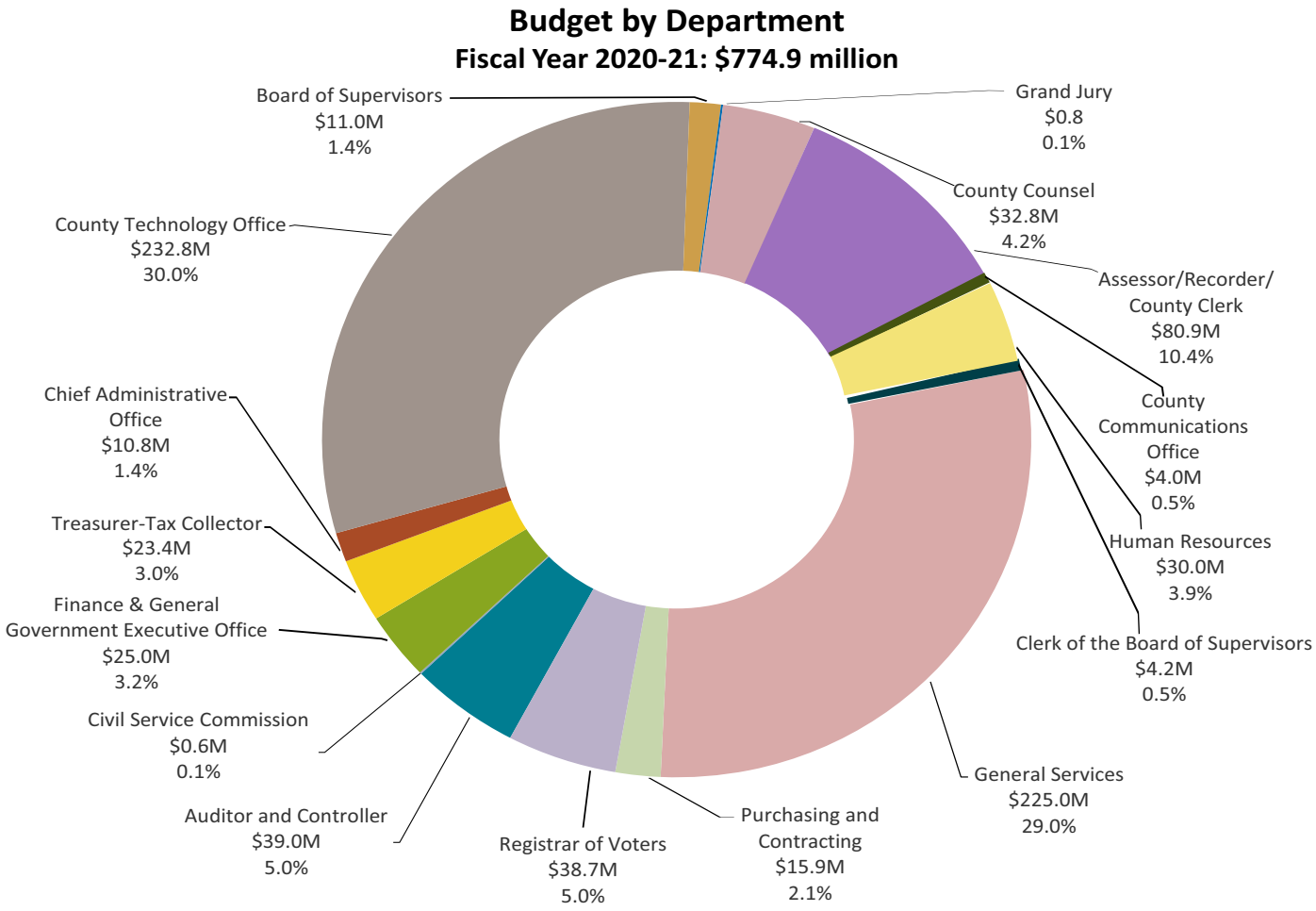
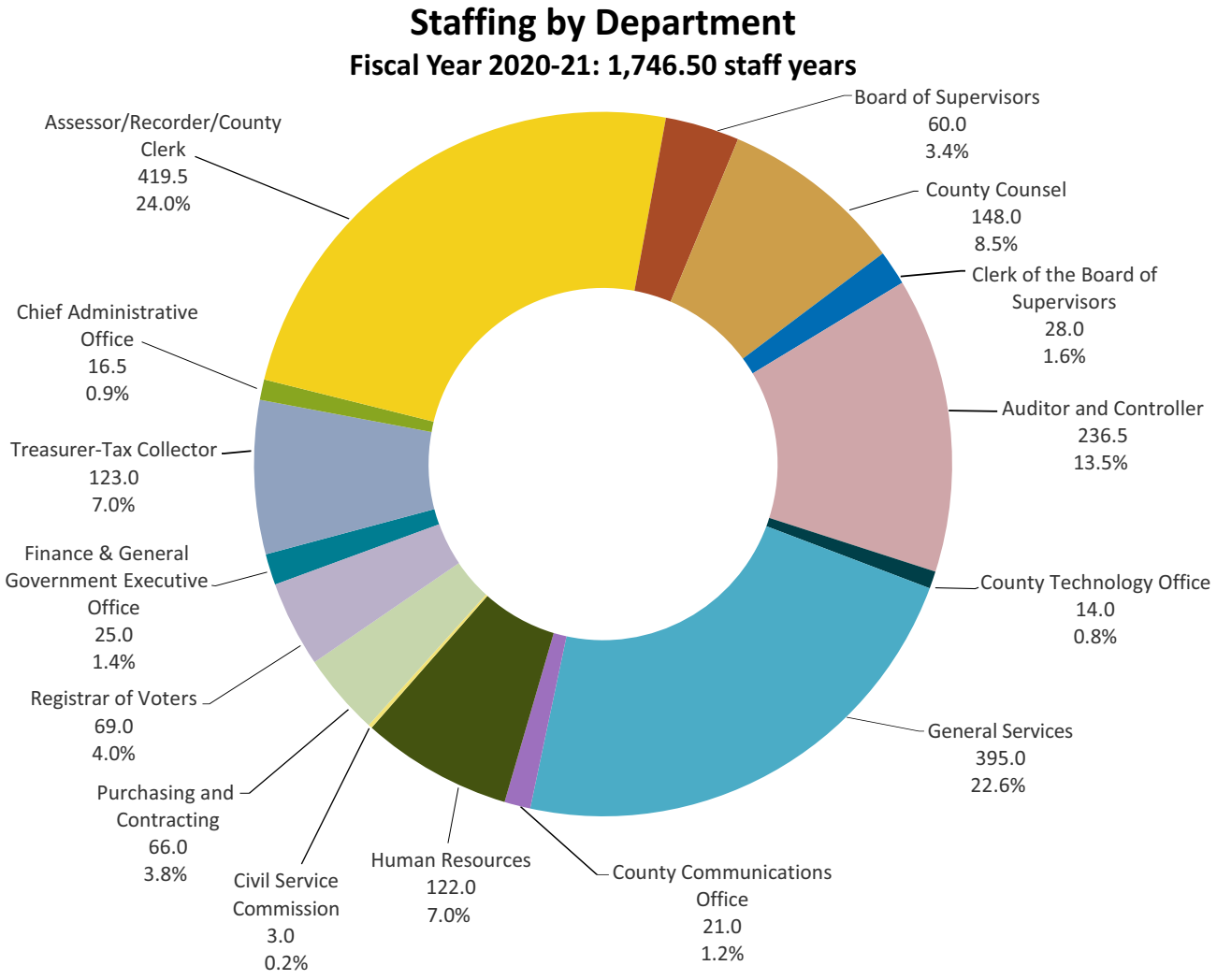
Finance and General Government at a Glance

Recommended Budget by Department



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

Recommended Staffing by Department



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

Finance and General Government Group Summary & Executive Office

Mission Statement

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

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and internal County departments that enable achievement of the goals in the County's Strategic Plan and adherence to the General Management System (GMS). FGG maintains and continually strengthens the financial 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 demonstrate how departments contribute to the larger EWG. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

FGG Departments

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

FGG 2020–22 Priorities

Building Better Health

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

- Facilitate affordable housing development in collaboration with Health and Human Services Agency (HHSA).

- Assist Behavioral Health Services with the establishment of regionally-distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.

Sustainable Environments/Thriving

Help residents become civically engaged

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

Operational Excellence

Maintain the fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase expertise of departmental financial activities.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.

Utilize modern, innovative technology and infrastructure to deliver services

- Evaluate and invest in upgraded technology and infrastructure where applicable to enhance functionality and increase effectiveness of County departments.
- In collaboration with County departments, support the expansion of electric vehicle (EV) usage by increasing EV charging infrastructure.
- Provide support and oversight for enterprise-wide information technology system upgrades including the County's human resources information system, and the County's financial system.

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

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

Related Links

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

- www.sandiegocounty.gov/fg3

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

Staffing

No change in staffing.

Expenditures

Decrease of $3.2 million

- Salaries & Benefits—increase of $0.2 million as a result of required contributions and negotiated labor agreements.
- Services & Supplies—increase of $20.5 million primarily due to increase in one-time IT projects upgrades for the County's financial system and human resources system offset by decreases in operation and maintenance costs associated with the County Administration Center (CAC), Waterfront Park, Cedar and Kettner parking garage and a shift of appropriations to Operating Transfer Out to align costs associated with the County's Electric Vehicle expansion.
- Expenditure Transfer & Reimbursement—increase of $22.0 million associated with centralized General Fund support of the County's financial system upgrade (Oracle EBS) and the County's human resource system upgrade (PeopleSoft) costs. Since this is a transfer of expenditures, it has a net effect of $22.0 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfer Out—increase of $1.1 million due to infrastructure charging projects in support of the Electric Vehicle expansion within the County.
- Management Reserves—decrease of $3.0 million in Management Reserves with no appropriations remaining as a contingency for any unanticipated IT or emergent Finance and General Government Group operational needs.

Revenues

Decrease of $3.2 million

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

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

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

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

Group Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Finance & General Government Executive Office	31.00	25.00	25.00	0.0	25.00
Board of Supervisors	56.00	57.00	60.00	5.3	60.00
Assessor / Recorder / County Clerk	410.50	419.50	419.50	0.0	419.50
Treasurer - Tax Collector	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	15.50	16.50	16.50	0.0	16.50
Auditor and Controller	238.50	238.50	236.50	(0.8)	236.50
County Communications Office	23.00	23.00	21.00	(8.7)	21.00
County Technology Office	15.00	15.00	14.00	(6.7)	14.00
Civil Service Commission	4.00	4.00	3.00	(25.0)	3.00
Clerk of the Board of Supervisors	28.00	28.00	28.00	0.0	28.00
County Counsel	145.00	147.00	148.00	0.7	148.00
General Services	395.00	395.00	395.00	0.0	395.00
Grand Jury	1.00	1.00	0.00	(100.0)	0.00
Human Resources	120.00	123.00	122.00	(0.8)	122.00
Purchasing and Contracting	61.00	66.00	66.00	0.0	66.00
Registrar of Voters	68.00	69.00	69.00	0.0	69.00
Total	**1,734.50**	**1,750.50**	**1,746.50**	**(0.2)**	**1,746.50**

Group Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Finance & General Government Executive Office	$ 33,591,187	$ 28,197,805	$ 24,992,141	(11.4)	$ 25,350,004
Board of Supervisors	9,506,564	10,134,043	10,983,982	8.4	10,983,982
Assessor / Recorder / County Clerk	77,524,311	71,674,938	80,941,722	12.9	72,739,078
Treasurer - Tax Collector	23,312,168	23,339,921	23,385,913	0.2	23,927,866
Chief Administrative Office	5,114,587	5,921,870	10,817,050	82.7	5,915,630
Auditor and Controller	37,205,936	37,925,850	39,035,848	2.9	40,278,904
County Communications Office	3,695,904	4,380,851	3,951,184	(9.8)	3,778,455

Group Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Technology Office	195,688,797	203,922,455	232,849,060	14.2	187,645,041
Civil Service Commission	570,141	574,328	579,058	0.8	593,402
Clerk of the Board of Supervisors	4,094,835	4,281,744	4,174,085	(2.5)	4,441,764
County Counsel	29,729,546	31,459,375	32,794,259	4.2	33,843,297
General Services	228,459,295	235,201,244	224,961,718	(4.4)	221,978,187
Grand Jury	786,712	799,215	760,186	(4.9)	762,910
Human Resources	27,630,087	28,875,561	29,961,429	3.8	30,739,937
Purchasing and Contracting	13,024,305	15,694,139	15,943,055	1.6	15,588,637
Registrar of Voters	23,427,241	26,655,234	38,749,652	45.4	27,257,253
Total	**$ 713,361,616**	**$ 729,038,573**	**$ 774,880,342**	**6.3**	**$ 705,824,347**

Executive Office Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Finance & General Government Executive Office	18.00	12.00	12.00	0.0	12.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Total	**31.00**	**25.00**	**25.00**	**0.0**	**25.00**

Executive Office Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Finance & General Government Executive Office	$ 28,954,568	$ 24,583,657	$ 21,229,314	(13.6)	$ 21,523,304
Office of Financial Planning	4,636,619	3,614,148	3,762,827	4.1	3,826,700
Total	**$ 33,591,187**	**$ 28,197,805**	**$ 24,992,141**	**(11.4)**	**$ 25,350,004**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 6,240,725	$ 5,091,374	$ 5,298,998	4.1	$ 5,425,673
Services & Supplies	22,950,462	20,106,431	40,573,143	101.8	19,924,331
Expenditure Transfer & Reimbursements	–	–	(22,000,000)	0.0	–
Operating Transfers Out	150,000	–	1,120,000	0.0	–
Management Reserves	4,250,000	3,000,000	–	(100.0)	–
Total	**$ 33,591,187**	**$ 28,197,805**	**$ 24,992,141**	**(11.4)**	**$ 25,350,004**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 200,000	$ 250,000	$ 250,000	0.0	$ 250,000
Intergovernmental Revenues	39,802	34,586	–	(100.0)	–
Charges For Current Services	2,049,458	1,668,563	1,176,550	(29.5)	1,176,550
Fund Balance Component Decreases	117,660	132,250	165,360	25.0	163,836
Use of Fund Balance	7,423,779	3,028,779	57,980	(98.1)	57,534
General Purpose Revenue Allocation	23,760,488	23,083,627	23,342,251	1.1	23,702,084
Total	**$ 33,591,187**	**$ 28,197,805**	**$ 24,992,141**	**(11.4)**	**$ 25,350,004**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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 (Supervisorial District) of the county.

District 1

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

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

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

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

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

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

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

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

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

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

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its 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 nearly $600 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

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

District 3

Supervisor Kristin Gaspar is honored to represent a district rich in higher education institutions, thriving technology hubs, and beachside communities that attract visitors from around the world. From surfers to scientists, the district encompasses communities from the coast to the inland valleys where approximately 630,000 call home. As a former Chief Financial Officer, Supervisor Gaspar is a proponent of strong fiscal discipline and measured outcomes. She is the youngest woman ever elected to the Board of Supervisors and the first elected Mayor of Encinitas. The Supervisor is currently on the SANDAG Board of Directors as well as the North County Gang Commission.

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

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

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

District 4

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

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

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

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

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

To learn more about Supervisor Nathan Fletcher visit www.SupervisorNathanFletcher.com.

District 5

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

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

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

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

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

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

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Board of Supervisors District 1	9.00	9.00	10.00	11.1	10.00
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	11.00	13.00	18.2	13.00
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**	**57.00**	**60.00**	**5.3**	**60.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Board of Supervisors District 1	$ 1,624,885	$ 1,706,129	$ 1,962,208	15.0	$ 2,054,208
Board of Supervisors District 2	1,744,795	1,866,931	1,925,000	3.1	2,017,000
Board of Supervisors District 3	1,562,389	1,562,389	1,562,389	0.0	1,654,389
Board of Supervisors District 4	1,624,885	1,866,931	2,286,174	22.5	2,378,174
Board of Supervisors District 5	1,679,568	1,866,931	1,939,438	3.9	2,031,438
Board of Supervisors General Offices	1,270,042	1,264,732	1,308,773	3.5	848,773
Total	**$ 9,506,564**	**$ 10,134,043**	**$ 10,983,982**	**8.4**	**$ 10,983,982**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 8,260,626	$ 8,829,161	$ 9,575,861	8.5	$ 9,583,003
Services & Supplies	1,238,188	1,304,882	1,408,121	7.9	1,400,979
Operating Transfers Out	7,750	–	–	0.0	–
Total	**$ 9,506,564**	**$ 10,134,043**	**$ 10,983,982**	**8.4**	**$ 10,983,982**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fund Balance Component Decreases	$ 183,004	$ 269,058	$ 295,584	9.9	$ 291,864
Use of Fund Balance	58,612	58,612	117,224	100.0	117,224
General Purpose Revenue Allocation	9,264,948	9,806,373	10,571,174	7.8	10,574,894
Total	**$ 9,506,564**	**$ 10,134,043**	**$ 10,983,982**	**8.4**	**$ 10,983,982**

Assessor/Recorder/County Clerk

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 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.
  - Completed 100% (185,000) of the State of California Fiscal Year 2019-20 mandated Assessment Roll for the County of San Diego by June 30, 2020.
  - Ensured 100% (132) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations.
  - Completed construction on the 25,000 square foot East County Office and Archives in Santee, California, which opened to the public on February 3, 2020. The zero net energy, LEED gold-certified, state-of-the-art facility offers services by Assessor/Recorder/County Clerk (ARCC) and the Treasurer-Tax Collector for the east county region.
    - The new East County Office and Archives provides increased marriage services capacity, including additional appointments, an outdoor civil ceremony venue, and wedding guest lounge.
    - Created the first San Diego County Archives Program with trained staff and a dedicated 7,883 square foot facility for consolidated storage of historic records with permanent retention. The facility is climate-controlled, with set temperature and relative humidity levels to ensure the long-term integrity of archival holdings from 1850 to present day, including approximately 65,781

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

- Advanced work on the multi-year restoration and preservation project for historical recorded documents. Awarding a multi-year contract for microfilm conversion, digitization, and polysulfide treatment services for 21,659 acetate-based microfilm rolls and 17,195 polyester-based microfilm rolls containing historical official records has been delayed due to operational impacts on procurement process caused by the current economic conditions.
- Increased the number of qualified homeowners that missed filing, to receive the tax break at change of ownership, through an outreach and communication to homeowners that may qualify and had not applied for the tax break. This outreach program successfully helped qualify over 20,000 more homeowners saving them over $1.5 million in property taxes annually.
- Qualified 75.0% more (or 4,183 more) disabled veterans and surviving spouses for the Disabled Veterans Exemption (DVET). The DVET provides a property tax break saving the qualified veteran or their surviving spouse an average of over $1,400 a year in property taxes. In 2020, the Assessor's office will have saved the DVET qualified veterans over $14.0 million in property taxes. This was accomplished with no additional cost and through our county partner at the Office of Military and Veteran Affairs (OMVA) and with a public-private partnership with the Realtors® Association.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
  - Provided fair assessment to both County of San Diego and Taxpayers by completing review of 100% of parcels designated as Proposition 8. In 1978, Proposition 13 was passed by voters, and provides that all real property in California is reassessed upon a change in ownership or new construction. The base assessment is then subject to an annual inflation adjustment not to exceed 2.0% per year. Proposition 8 also passed in 1978, and provided a mechanism to reduce property assessments when the market value of a property (the amount a property would sell for) falls below the Proposition 13 assessed value. This saves taxpayers money when the market is down. However, Proposition 8 reductions are temporary. When the market goes back up, the assessed value will increase as well and can increase more than 2.0% per year. The taxpayer is still protected, however, by Proposition 13. The assessed value can never exceed the original base value plus the annual inflation adjustment, compounded.
  - Conducted extensive research for time and motion studies which included a review of business processes and legislative codes for Recorder/County Clerk fees to ensure fiscal responsibility. The study resulted in adjustments in alignment with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery for certain existing fees (18 fees increased and 7 fees decreased), established 2 new standard time and material labor rates, and repealed 16 fees for services no longer provided. All current fees were added into the San Diego County Code of Administrative Ordinances for greater transparency to the public.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examined and processed 96.4% (391,943 of 406,529) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
  - Implementation of a Recorded Document Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record has been delayed.
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Provided the public with a variety of online forms for submission and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. This project is a continuous implementation of digital transformation, which include deployment of the Code of Ethics form for internal users and Recorder forms.
  - Installation of a Commercial and Industrial (C&I) system has commenced to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff. Production deployment is tentatively set for Fiscal Year 2020-21.
  - Continued implementation of Phase 2 of a Business Intelligence (BI)/Data Warehouse environment. The monthly budget and expenditure report was deployed, and provided training for the Power BI reporting tool. This laid the foundational infrastructure necessary to install the

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

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

- Strengthen our customer service culture to ensure a positive customer experience
  - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 97%.
  - Provided and completed an instructor-led customer service training series of 14 modules for all Recorder/County Clerk staff. Through the course of the series, topics included "Providing Excellent Service in High-Volume Situations," "Valuing Others and Creating a Collaborative Work Environment," and "Why Great Service in Government is so Important?".
  - Increased the community partnerships to reach more qualified applicants for the Disabled Veterans' Property Tax Exemption.
  - Established new community partnerships to expand education on the property tax process, exemptions, and exclusions.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Fifty-five percent (55%) of new employees completed a customer service focused training within six months of their hire date.
  - Developed and implemented an onboarding orientation for new staff, which provided a broader introduction to County and department management, culture, functions, and the mission objectives of the Recorder/County Clerk.

2020–22 Objectives

Sustainable Environments/Thriving

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

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

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
  - Provide fair assessment to both County of San Diego and taxpayers by completing review of 100% of parcels designated as Proposition 8. In 1978, Proposition 13 was passed by voters, and provides that all real property in California is reassessed upon a change in ownership or new construction. The base assessment is then subject to an annual inflation adjustment not to exceed 2.0% per year. Proposition 8 also passed in 1978, and provided a mechanism to reduce property assessments when the market value of a property (the amount a property would sell for) falls below the Proposition 13 assessed value. This saves taxpayers money when the market is down. However, Proposition 8 reductions are temporary. When the market goes back up, the assessed value will increase as well and can increase more than 2.0% per year. The taxpayer is still protected, however, by Proposition 13. The assessed value can never exceed the original base value plus the annual inflation adjustment, compounded.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examine and process 96.0% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Continue business process reengineering to promote services online not in line in our offices by identifying programs that can be better facilitated through online communications versus telephone or face to face interaction to reduce the cost and time to both the County and the taxpayers we serve and increase the Assessor's efficiency. Providing the public with a variety of online forms for submission and related services will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology.
  - Complete installation of a Commercial and Industrial (C&I) system to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff.
  - Complete Phase 2 implementation and initiate Phase 3 of a Business Intelligence/Data Warehouse environment that will lay the foundational infrastructure necessary, install the required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting.
  - Present and review the Business Process Analysis recommendations to the business owners and develop a plan to implement those that will produce the best efficiencies and staff utilization.
  - Implement Recorded Document Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record.

- Increase services available outside normal business hours by providing a second Saturday or extended hours for customers to obtain the following: marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies.
- Implement kiosk functionalities for marriage, vital records, and fictious business name statements to allow customers to complete applications online. This allows for the department to meet customer needs in a timely and efficient manner and reduce wait times upon visiting branch locations to complete the processing of applications.
- Redesign and update the ARCC website, www.sdarcc.com, to include instructional videos for the regular services provided by the Recorder and County Clerk (such as submission of fictitious business name statements and the marriage license and ceremony process) to better inform the public.
- Complete the Chula Vista Branch Office 2nd Floor remodel and roof replacement project scheduled for Fiscal Year 2020-21.
- Upgrade both public facing and internal SharePoint websites to meet County guidelines and leverage the new features to enhance our applications and modernize our external website to make it more user friendly.

- Strengthen our customer service culture to ensure a positive customer experience
  - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 95%.
  - Establish 10 more community educational partners as part of the office's outreach network and provide 50 educational presentations in the community.
  - Increase community partnerships with qualified institutions, such as, schools, non-profits, museums and religious organizations for property tax exemptions through additional outreach and education of the community.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensure 50% of new employees complete a customer service focused training within six months of their hire date.
  - Continue to develop the onboarding orientation for new staff by providing a broader introduction to County department management, culture, functions, and mission objectives of the Recorder/County Clerk.
  - Review, refine, and report production goals and standards for all Recorder/County Clerk functions, including, but not limited to: filing fictitious business names; issuing marriage licenses; issuing birth, death, and marriage vital records; and recording documents received in person , by mail, or through eRecording.

Related Links

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

- https://arcc.sdcounty.ca.gov

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Mandated assessments completed by close of annual tax roll[1]	100% of 246,930	100%	100% of 185,000	100%	100%
Appraiser/audit staff current on all required training[2]	N/A	100%	100% of 132	100%	100%
Satisfactory customer service rating[3]	98%	93%	97%	95%	95%
Examine and process all documents submitted for eRecording within three hours of receipt[4]	98.1% of 329,536	96%	96.4% of 406,529	96%	96%
Review of parcels designated as Proposition 8[5]	N/A	100%	100%	100%	100%

Table Notes

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

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

[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 measure was effective Fiscal Year 2019–20.

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

Staffing

No changes in staffing

Expenditures

Net increase of $9.3 million

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

Revenues

Net increase of $9.3 million

- Licenses, Permits and Franchises—net decrease of $0.1 million due to reduced number of marriage licenses issued.
- Charges for Current Services—net increase of $6.9 million
  - Increase of $5.2 million in Recorder Trust Fund revenues due to restoration/preservation of old books & recorder microfilm, redaction of records prior to 1980, archive collection management system, recorder/county clerk integrated system and major maintenance projects noted above.
  - Increase of $1.0 million in Property Tax Administration Program Trust Fund revenue for the major maintenance cost of roof and HVAC replacement at the Chula Vista branch.
  - Increase of $0.7 million in Recording Document revenues due to increased recordings and increased fee as a result of the Recorder fee study.
  - Increase of $0.5 million in AB 2890 Recovered Costs revenue to align with anticipated supplemental assessment revenues.
  - Increase of $0.3 million in Property Tax System Administration revenue related to support of the property tax system.
  - Decrease of $0.4 million in Marriage Ceremony Fee due to reduced number of ceremonies performed.
  - Decrease of $0.2 million in Filing Documents due to reduced number of filings.
  - Decrease of $0.2 million in Recording Fees due to reduced number of vital certificates issued.
- Fund Balance Component Decrease—Decrease of $0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $1.5 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $0.4 million for a total budget of $1.1 million in unassigned General Fund fund balance due to $0.9 million for negotiated labor agreements and $0.2 million for critical one-time facilities maintenance.
- General Purpose Revenue Allocation—net increase of $2.3 million primarily due to increases of $2.5 million in negotiated labor agreements and required retirement contributions, offset by decreases of $0.2 million due to elimination of the online Disabled Veterans' Property Tax Exemption project.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Property Valuation ID	275.75	273.75	273.75	0.0	273.75
Recorder / County Clerk	107.75	117.75	117.75	0.0	117.75
Management Support	27.00	28.00	28.00	0.0	28.00
Total	**410.50**	**419.50**	**419.50**	**0.0**	**419.50**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Property Valuation ID	$ 41,039,589	$ 41,498,509	$ 44,480,647	7.2	$ 43,265,771
Recorder / County Clerk	30,742,369	23,954,590	29,541,377	23.3	22,406,674
Management Support	5,742,353	6,221,839	6,919,698	11.2	7,066,633
Total	**$ 77,524,311**	**$ 71,674,938**	**$ 80,941,722**	**12.9**	**$ 72,739,078**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 47,801,674	$ 49,404,205	$ 53,031,544	7.3	$ 55,160,364
Services & Supplies	28,837,637	22,120,733	27,360,178	23.7	17,528,714
Capital Assets Equipment	650,000	150,000	550,000	266.7	50,000
Operating Transfers Out	235,000	–	–	0.0	–
Total	**$ 77,524,311**	**$ 71,674,938**	**$ 80,941,722**	**12.9**	**$ 72,739,078**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 1,000,000	$ 1,000,000	$ 900,000	(10.0)	$ 900,000
Charges For Current Services	49,209,690	42,464,364	49,412,808	16.4	39,494,226
Fund Balance Component Decreases	1,059,457	1,774,531	1,544,717	(13.0)	1,557,989
Use of Fund Balance	1,081,438	750,438	1,100,876	46.7	900,876
General Purpose Revenue Allocation	25,173,726	25,685,605	27,983,321	8.9	29,885,987
Total	**$ 77,524,311**	**$ 71,674,938**	**$ 80,941,722**	**12.9**	**$ 72,739,078**

Treasurer-Tax Collector

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 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.

  - Continued to fund the delivery of superior services throughout the San Diego County region, invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity.
  - Provided a learning platform and forum to address current government finance issues by facilitating four symposiums for local agencies including Fraud Prevention, Cash Handling, Municipal Debt and Investment/Financial Management.
  - Achieved a collection rate of 98.0% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
  - In coordination with all county departments, K-12 school districts, certain special districts, community college districts and other voluntary agencies participating in the County investment pool,
  - transitioned primary banking services from Wells Fargo to JP Morgan Chase Bank, resulting in lower banking fees for the countywide participants.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Implemented e-lockbox services through the County's new bank to receive a single Automated Clearing House (ACH) daily deposit for multiple property tax payments made online through taxpayers' banks, which streamlines the process for posting receivables and makes the revenue more readily available to support County programs and residents.

- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieved a customer satisfaction rating of 4.57 on a 5.0 scale, based on customer satisfaction survey results.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Broadened the Countywide base of employees who are planning for financial security during retirement.
    - Achieved enrollment in the Deferred Compensation 457 Plan of 50.6% of eligible County employees through June 30, 2020.
    - Maintained the average participant contribution in the Deferred Compensation 457 Plan at $187 per pay period by June 30, 2020.
    - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 30, 2020.
    - Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2020.
    - Expanded the knowledge and skills in fiscal controls by newly training 219 cash handlers in the County and other government entities by June 30, 2020.

2020–22 Objectives

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
  - To continue to fund the delivery of superior services throughout the San Diego county region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity.
  - Provide a learning platform and forum to address current government finance issues by facilitating four symposiums for local agencies annually including Fraud Prevention & Ethics, Cash Handling, Municipal Debt and Investment/ Financial Management.
  - Maintain a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego county's taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Upgrade the remittance payment processing environment by December 2021 to a hosted software platform with new equipment that rapidly opens, extracts and scans mail payments and performs automated batching functions, which will streamline the timeline, process and visibility of incoming mail payments, making property tax revenue more readily available to support County programs and residents.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on customer satisfaction survey results.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Broaden the Countywide base of employees who are planning for financial security during retirement.
    - Achieve enrollment in the Deferred Compensation 457 Plan of 51.0% of eligible County employees through June 30, 2021, and achieve rate of 51.5% through June 30, 2022.
    - Achieve an average participant contribution in the Deferred Compensation 457 Plan above $190 per pay period by June 30, 2021, and maintain the participant contribution at $195 through June 30, 2022.
    - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
    - Continue to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2022.
    - Expand the knowledge and skills in fiscal controls by newly training 120 cash handlers in the County and other government entities by June 30, 2021, and training another 120 new cash handlers by June 30, 2022.

Related Links

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

- www.sdttc.com

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Secured Taxes Collected (% of total)[1]	99.2%	98.5%	98.0%	98.5%	98.5%
Unsecured Taxes Collected (% of total)[1]	97.0%	97.0%	97.0%	97.0%	97.0%
The Investment Pool met the liquidity needs of participants (Y/N)[2]	YES	YES	YES	YES	YES
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.77	4.70	4.57	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period[4]	$174	$160	$187	$190	$195
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	49.8%	50.0%	50.6%	51.0%	51.5%
Number of newly trained Cash Handlers for the County and other government entities[5]	228	120	219	120	120

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.

[2] The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.

[3] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.

[4] The IRS reviews contribution limits on an annual basis and recalculates the limit based on inflation. In 2018, the IRS increased the contribution limit for the first time in three years, and again increased the limit in 2019 and 2020.

[5] The Treasurer-Tax Collector typically hosts at least one Cash Handler training class per year.

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

Staffing

No change in staffing

Expenditures

No significant change

- Salaries & Benefits—increase of $0.7 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—decrease of $0.7 million primarily due to completion of one-time projects for Information Technology (IT) systems and alignment of anticipated contracted services.

Revenues

No significant change

- Charges For Current Services—decrease of $0.5 million primarily due to realignment of Banking Services Pooled Money revenue tied to expenditures.

- Fund Balance Component Decreases—increase of $0.2 million for a total of $0.4 million is budgeted to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund balance for POB costs through Fiscal Year 2026-27.
- Use of Fund Balance—increase of $0.1 million. A total of $0.3 million is budgeted use of unassigned General Fund fund balance primarily for one-time payments from negotiated labor agreements.
- General Purpose Revenue Allocation—increase of $0.2 million primarily due to negotiated labor agreements and increase in retirement contributions.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Treasury	21.00	21.00	21.00	0.0	21.00
Deferred Compensation	3.00	3.00	4.00	33.3	4.00
Tax Collection	82.00	82.00	82.00	0.0	82.00
Administration - Treasurer/Tax Collector	17.00	17.00	16.00	(5.9)	16.00
Total	**123.00**	**123.00**	**123.00**	**0.0**	**123.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Treasury	$ 6,143,974	$ 6,058,752	$ 6,058,278	(0.0)	$ 6,167,830
Deferred Compensation	529,516	569,695	622,524	9.3	647,106
Tax Collection	12,202,752	12,165,347	12,319,639	1.3	12,619,913
Administration - Treasurer/Tax Collector	4,435,926	4,546,127	4,385,472	(3.5)	4,493,017
Total	**$ 23,312,168**	**$ 23,339,921**	**$ 23,385,913**	**0.2**	**$ 23,927,866**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 13,787,783	$ 14,157,915	$ 14,912,904	5.3	$ 15,481,815
Services & Supplies	9,524,385	9,182,006	8,473,009	(7.7)	8,446,051
Total	**$ 23,312,168**	**$ 23,339,921**	**$ 23,385,913**	**0.2**	**$ 23,927,866**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fines, Forfeitures & Penalties	$ 620,150	$ 620,150	$ 620,150	0.0	$ 620,150
Charges For Current Services	15,170,223	15,170,223	14,696,432	(3.1)	14,881,630
Miscellaneous Revenues	500,000	500,000	500,000	0.0	500,000
Fund Balance Component Decreases	171,114	255,127	441,145	72.9	444,057
Use of Fund Balance	332,658	142,658	285,316	100.0	285,316
General Purpose Revenue Allocation	6,518,023	6,651,763	6,842,870	2.9	7,196,713
Total	**$ 23,312,168**	**$ 23,339,921**	**$ 23,385,913**	**0.2**	**$ 23,927,866**

Chief Administrative Office

Mission Statement

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

Department Description

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

The Chief Administrative Office is comprised of 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 & 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 $10.8 million.

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

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

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

- Align services to available resources to maintain fiscal stability
  - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies and priorities.
  - In Fiscal Year 2019-20, the Office of Strategy and Intergovernmental Affairs reviewed over 3,000 individual legislative proposals introduced in the State Legislature to determine whether there was any operational impact on the county. When appropriate the County engaged with the State Legislature and the Governor's Administration to advocate support, opposition or modifications to the proposed measures.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County's Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
  - Delivered direct communications about, online access to and resourceful apps for program services.
  - Continued implementation of a countywide data and performance analytics strategy. The Data and Performance Analytics Unit established strategic goals and objectives for using County data to drive enterprise objectives and create business value, information and privacy protection, information governance, and data quality monitoring.
- Strengthen our customer service culture to ensure a positive customer experience
  - Awarded 44 employees from different departments and teams the Heart of Service Award for going above and beyond to provide a positive customer experience. These included the team that responded to the San Diego County Fair E-Coli outbreak, a cross departmental team that stood up the emergency migrant shelter and lastly, a team of County staff that developed and implemented recommendations to modernize, streamline and diversify the County's contracting processes.
  - In Fiscal Year 2019-20, the County captured its first results from the new Customer Satisfaction survey. Survey results can be analyzed and viewed in real time. Results help the County improve customer experience quality to ensure superior customer service outcomes. Currently the survey shows that 86% of our customers say they had a positive experience with the staff that served them.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County's journey toward excellence. In Fiscal Year 2019-20, the County continued to implement the employee engagement program that focuses on engaging, enhancing, and empowering our employees. Highlights of the program include: Employee Intramural Sports and employee event notifications via text message. The program has been further enhanced by launching a Countywide Employee Engagement survey to evaluate our progress and continue to improve our programs.
  - Championed the Diversity & Inclusion initiative by implementing objectives of the County's Diversity & Inclusion Strategic Plan. Provided leadership and oversight by facilitating the Diversity & Inclusion Executive Council. In Fiscal Year 2019-20, the County awarded the CAO Diversity & Inclusion Award that acknowledges a County department that promotes and demonstrates excellence in diversity and inclusion and continually seeks ways to create an inclusive environment for our employees and customers. The recipient of this award was the San Diego County Department of Agriculture Weights and Measures for demonstrating commitment to the highest ideals of culturally competent service in the many on-going programs and specialty events they offer to their patrons.
  - Championed employee wellness activities to ensure team members thrive.

2020–22 Objectives

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

Operational Excellence

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

- Expand existing means of communicating the County's Code of Ethics to ensure a consistent and deep understanding of ethics across the enterprise.
- Regularly communicate and discuss the importance of the County's Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
- Be transparent in fiscal reporting and audits.
- Strengthen and promote positive human relations, respect, and the integrity of every individual in the community.

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

Related Links

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

- www.sandiegocounty.gov/cao

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

Staffing

No staffing changes

Expenditures

Net increase of $4.9 million

- Salaries & Benefits—increase of $0.1 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—increase of $4.8 million tied to ramp up costs to promote positive human relations, respect, and the integrity of every individual in the community.

Revenues

Net increase of $4.9 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Executive Office	6.00	7.00	7.00	0.0	7.00
Office of Intergovernmental Affairs	5.50	4.50	4.50	0.0	4.50
Office of Ethics & Compliance	4.00	5.00	5.00	0.0	5.00
Total	**15.50**	**16.50**	**16.50**	**0.0**	**16.50**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Executive Office	$ 1,834,343	$ 2,493,902	$ 7,344,490	194.5	$ 2,398,056
Office of Intergovernmental Affairs	1,725,088	1,583,225	1,604,499	1.3	1,621,378
County Memberships and Audit	765,313	765,313	765,313	0.0	765,313
Office of Ethics & Compliance	789,843	1,079,430	1,102,748	2.2	1,130,883
Total	**$ 5,114,587**	**$ 5,921,870**	**$ 10,817,050**	**82.7**	**$ 5,915,630**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,289,205	$ 3,796,057	$ 3,935,122	3.7	$ 4,033,702
Services & Supplies	1,825,382	2,125,813	6,881,928	223.7	1,881,928
Total	**$ 5,114,587**	**$ 5,921,870**	**$ 10,817,050**	**82.7**	**$ 5,915,630**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 184,463	$ 202,067	$ 234,933	16.3	$ 234,933
Fund Balance Component Decreases	72,824	106,116	119,408	12.5	118,630
Use of Fund Balance	26,713	276,713	5,053,426	1,726.2	53,426
General Purpose Revenue Allocation	4,830,587	5,336,974	5,409,283	1.4	5,508,641
Total	**$ 5,114,587**	**$ 5,921,870**	**$ 10,817,050**	**82.7**	**$ 5,915,630**

Auditor and Controller

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

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

- Achieved a recovery rate (total dollars collected/total available accounts receivable) of 7.28% which was below the goal of 7.45%. This measure represents effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). The recovery percentage continued to be impacted this year by various regulations, which eliminated the collection of certain debts related to juveniles and increased the threshold for health and human services referrals. Also, due to the COVID-19 pandemic, all involuntary collections and tax intercepts were suspended for the remainder of Fiscal Year 2019-20 by the California State Controller, Franchise Tax Board, and the California Department of Social Services. ORR worked with debtors who were unable to make monthly payments, which reduced collections from voluntary payments. ORR provides cost-effective and efficient accounts receivable management services on over 359,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid. The collected funds are continually reinvested towards County programs in public safety and health and human services.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
- Validated 100% (74) of audit recommendations reported as implemented within ten business days. The Office of Audits and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
- Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (ten) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
- The final stages of the multi-phase effort to implement an enterprise cashiering system for County departments was not completed by June 2020, due to delays associated with contract negotiation and changes in the standard design document. The new deadline for completion is June 2021. Once implemented, the new system will facilitate reconciliation and allow for payment processing via multiple and varied workstation types. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for enterprise wide use to accommodate other County departments to maximize customer service, customer satisfaction, cost savings and efficiency with a single payment processing system. The new cashiering system is currently being utilized by Health and Human Services Agency's Vital Records and the Clerk of the Board of Supervisors.
- Achieved a success/quality rate of 90.7% (77,998 of 85,989 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 78.4% ($42,467 of $54,165) in recovering unclaimed property claims belonging to County of San Diego. The recovery rate has been adversely affected due to timing as per the California State Controller's Office (SCO), being the recipient of majority of these claims, can take up to 180 days and possibly an additional 120 days to complete their review due to the large volume of claims being processed.
- Processed 529 'Demands' within an average of ten business days from the date of receipt in the ORR, to clear liens and judgements in order to meet statutory deadlines.
- Earned the State Controller's Award for Counties Financial Transactions Reporting for the Fiscal Year ending June 30, 2018, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2019. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies.
- Submitted 100% (1,347) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Processed 100% (301,630) of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Continued to support financial literacy in the County by developing Auditor and Controller (A&C) curriculum and conducting 20 trainings that focus on core competencies of employees in accounting functions.

- Strengthen our customer service culture to ensure a positive customer experience
  - Continued steps to upgrade the ORR's collection management system, Revenue Plus Collector System which is currently running on the 2007 release and nearing the end of vendor support. RPCS is used by ORR to establish and man-

age accounts, collect and post payments and generate collections reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency. The planned upgrade will enhance the functionality of the system.

- Provided ongoing customer service training to all A&C staff to enhance customer service skills and techniques.

2020–22 Objectives

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Validate 100% of audit recommendations reported as implemented within 10 business days. The Office of Audits and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
  - Administer the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor and/or investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the IPTS. This system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 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 359,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid.
  - Complete the final stages of the multi-phase effort to implement an enterprise cashiering system for County departments by June 2021. This part of the initiative involves implementing new cashiering solution for the A&C – ORR and the Library. Once implemented, the new system will facilitate reconciliation and allow for payment processing via multiple and varied workstation types. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for enterprise wide use to accommodate other County departments to maximize customer service, customer satisfaction, cost savings and efficiency with a single payment processing system.
  - Achieve success/quality rate of at least 90% in obtaining TCPA customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
  - Achieve success/quality rate of at least 90% in recovering unclaimed property claims belonging to County of San Diego.
  - Upgrade of the County's Oracle Financials Application, which is currently nearing end of vendor support. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare the annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions.
  - Upgrade Kronos, the County's employee timekeeping application, to the latest supported release.This upgrade will allow the County to add functionality, provide updates to the interfaces that will increase compatibility and stability, and provides the County with the latest features and capabilities while maintaining the application support.
  - Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
  - Process 100% of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
  - Continue to support financial literacy in the County by developing Auditor and Controller (A&C) curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.
  - Earn the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2019, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2020. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contrib-

ute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies.

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

Related Links

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

- www.sandiegocounty.gov/auditor

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Processing - County invoices processed within five days of receipt from departments[1]	99% of 301,630	100%	100% of 301,630	100%	100%
Reporting Financial reports/ disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,343	100%	100% of 1,347	100%	100%
Auditing Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days[2]	100% of 73	95%	100% of 74	95%	95%
Collections Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable)[3]	7.21%	7.45%	7.28%	7.45%	7.45%

Table Notes

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

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

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

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

Staffing

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

Expenditures

Net increase of $1.1 million

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

Revenues

Net increase of $1.1 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	99.00	100.00	99.00	(1.0)	99.00
Revenue and Recovery	98.50	97.50	96.00	(1.5)	96.00
Administration	15.00	15.00	15.50	3.3	15.50
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	**238.50**	**238.50**	**236.50**	**(0.8)**	**236.50**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Audits	$ 2,692,336	$ 2,800,908	$ 2,816,571	0.6	$ 2,918,398
Controller Division	13,383,097	13,023,071	13,289,414	2.0	13,804,722
Revenue and Recovery	9,991,384	10,645,487	10,505,664	(1.3)	10,981,302
Administration	3,452,131	3,586,323	4,395,399	22.6	4,470,031
Information Technology Mgmt Services	7,686,988	7,870,061	8,028,800	2.0	8,104,451
Total	**$ 37,205,936**	**$ 37,925,850**	**$ 39,035,848**	**2.9**	**$ 40,278,904**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 25,620,168	$ 27,089,116	$ 28,357,054	4.7	$ 29,595,664
Services & Supplies	11,740,169	10,976,974	10,843,552	(1.2)	10,847,998
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	–	(100.0)	–
Total	**$ 37,205,936**	**$ 37,925,850**	**$ 39,035,848**	**2.9**	**$ 40,278,904**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 48,449	$ –	$ –	0.0	$ –
Charges For Current Services	6,356,598	6,629,942	6,480,068	(2.3)	6,533,804
Miscellaneous Revenues	220,000	220,000	220,000	0.0	220,000
Fund Balance Component Decreases	582,680	868,867	821,830	(5.4)	829,664
Use of Fund Balance	980,964	270,964	541,928	100.0	541,928
General Purpose Revenue Allocation	29,017,245	29,936,077	30,972,022	3.5	32,153,508
Total	**$ 37,205,936**	**$ 37,925,850**	**$ 39,035,848**	**2.9**	**$ 40,278,904**

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MDCCCLI

County Communications Office

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

Operational Excellence

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

2019–20 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 to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.
  - Organized two meetings of regional Public Information Officers from various sectors, such as education, 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.
  - 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 380 items.

our customers

  - Provided information access to all customers ensuring consistency, transparency and customer confidence.

- Developed creative and innovative promotional campaigns to increase awareness of and participation in *Live Well San Diego* signature events, including but not limited to Love Your Heart, *Live Well San Diego* 5K, *Live Well San Diego* Advance and the Aging Summit.
- Supported County departments' goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
- Provided easy, on-the-go access to important County information through social media. Increase number of followers on Facebook, Instagram and Twitter by 30%.

- Strengthen our customer service culture to ensure a positive customer experience
  - Responded to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request prior to the COVID-19 pandemic. As a result of the COVID-19 pandemic PRA responses were extended from the standard 10 calendar day requirement as necessary and continue to be addressed as operations allow.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 250 content items, such as an article or video.

2020–22 Objectives

Living Safely

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

Sustainable Environments/Thriving

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

Operational Excellence

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

Related Links

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

- www.countynewscenter.com

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 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	380	365	365
Increase in followers of County social media sites[2]	22% (22,770 above 102,027 actual base)	20%	30% (46,457 over 153,918 actual base)	10%	10%
California Public Records Act requests are responded to within 10 calendar days from receipt of original request[3]	N/A	100%	100%	100%	100%
Articles, videos and information posted on department's intranet site	184 content posts	200	250	200	200

Table Notes

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

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

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

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

Staffing

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

Expenditures

Net decrease of $0.4 million

- Salaries & Benefits—decrease of $0.1 million due to reduction of 2.0 staff years noted above, offset by increases in required retirement contributions and negotiated labor agreements.

- Capital Assets Equipment—decrease of $0.3 million primarily due to removal of one-time capital expenditures for CNC TV production equipment

Revenues

Net decrease of $0.4 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Communications Office	23.00	23.00	21.00	(8.7)	21.00
Total	**23.00**	**23.00**	**21.00**	**(8.7)**	**21.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Communications Office	$ 3,695,904	$ 4,380,851	$ 3,951,184	(9.8)	$ 3,778,455
Total	**$ 3,695,904**	**$ 4,380,851**	**$ 3,951,184**	**(9.8)**	**$ 3,778,455**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,289,301	$ 3,398,789	$ 3,292,889	(3.1)	$ 3,426,160
Services & Supplies	505,603	527,062	545,295	3.5	528,295
Capital Assets Equipment	111,000	805,000	463,000	(42.5)	174,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
Operating Transfers Out	140,000	–	–	0.0	–
Total	**$ 3,695,904**	**$ 4,380,851**	**$ 3,951,184**	**(9.8)**	**$ 3,778,455**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 270,500	$ 846,500	$ 519,500	(38.6)	$ 213,500
Fund Balance Component Decreases	74,856	109,541	96,660	(11.8)	97,584
Use of Fund Balance	25,451	25,451	50,902	100.0	50,902
General Purpose Revenue Allocation	3,325,097	3,399,359	3,284,122	(3.4)	3,416,469
Total	**$ 3,695,904**	**$ 4,380,851**	**$ 3,951,184**	**(9.8)**	**$ 3,778,455**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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County Technology Office

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

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

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

- Migrated the County's collaboration sites and intranet to Microsoft's O365 SharePoint Online cloud offering. This migration will result in additional functionality to end users and deliver cost savings to the organization. Completed June 2020.
- Implemented an enterprise-wide End User Security Awareness training program to reduce risk of a data breach. Completed June 2020.
- Enhanced County departments' IT planning capabilities related to County applications.
  - Implemented lifecycle reporting, which provides visibility towards end of support of technologies used in County applications. Completed June 2020.
  - Implemented continuous analysis processes, which provides current capabilities, gaps and costs of County applications. Completed June 2020.
- Implemented ServiceNow, the replacement technology for MyRequest, which is used to submit requests to the IT Outsourcer. ServiceNow has more integration capabilities and features to benefit the enterprise. Completed Fall 2019.
- 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. The upgrade of the Curam application and redesign of the hardware infrastructure was completed December 2019; other projects are ongoing.
- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County's property assessment, tax collection and apportionment activities. Project is ongoing.
- Continued to provide project management and support to County Departments for the Microsoft Windows 10 Operating System (OS) upgrade effort, including testing of enterprise applications and platforms. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019-20. Completed January 2020.
- Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
  - Outsourcing Provider anticipated to achieve 98% 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.
    - Outsourcing Provider anticipated to achieve 93% overall rating for from Service Desk users for delivery of IT services, which is less than the goal of 98%, due to transition to a new service provider.
    - Achieved a Best in Class rating using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner's IT Customer Satisfaction survey.
  - Implemented Microsoft Training for SharePoint Online (SPOL) and OneDrive to support enterprise migration to these platforms. A total of 1,021 and 542 employees have attended OneDrive and SPOL training respectively.

2020–22 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 (ImageTrust, CARA, Adobe Experience Manager (AEM) Forms) that make up the County's Enterprise Document Processing Platform (EDPP).
  - Continue expansion of the capabilities of the Justice Electronic Library System (JELS) as follows:
    - Implement distribution of electronic collection referrals to Office of Revenue and Recovery for Adult Court referrals.
    - Establish an Electronic Media Center for Juvenile Delinquency justice partners.
    - Implement Minute Order automation to provide Sheriff, District Attorney, Public Defender, Alternate Public Defender, and Revenue and Recovery immediate receipt of JELS-generated electronic Court Order documents and data.
    - Implement automated interface between JELS and the case management systems for County partners, Dependency Legal Services, Children's Legal Services and Voices for Children, which will eliminate the need for Child Welfare Services (CWS) and County Counsel to provide those agencies with printed copies of their reports.
    - Implement electronic transmission and retention of Discovery and Notices to parties of record for CWS.

- Implement the Microsoft Teams platform as the replacement technology for the County's unified communications solution, Skype for Business.
- Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners and other County departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers.
- Continue to provide program management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County's property assessment, tax collection and apportionment activities.
- Provide support to County departments to remain on current versions of Microsoft Windows 10 OS, including testing of enterprise applications and platforms. These efforts will ensure enterprise-wide desktop and laptop devices are on the current version of Windows 10 OS.
- Upgrade and/or re-host the platform that is used for the County's public facing websites to allow for a system that is highly available and continues to be a version supported by the vendor.
- Upgrade JELS to SharePoint 2019 in anticipation that support for current platform version, SharePoint 2013, will be discontinued in 2023. The upgrade will be accomplished in two phases, with a target completion date of Summer 2022. The first phase will reconfigure the current case file structure to streamline processes and reduce reliance on certain aspects of SharePoint. The second phase will complete the upgrade to the newer version. Once completed, future upgrades should be less costly as the SharePoint component of JELS will have been reduced.
- Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
  - Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
  - Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.

- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction.
    - Achieve 98% overall rating from Service Desk users for delivery of IT services.
    - Achieve a Best in Class rating using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner's IT Customer Satisfaction survey.

Related Links

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

- www.sandiegocounty.gov/cto

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
IT initiatives resulting from CTO-driven advanced planning.[1]	5	5	8	5	5
Outsourcing Provider IT Service Levels performance.[2]	96%	99%	98%	99%	99%
Outsourcing Provider IT project performance to budget and schedule.[3]	100%	100%	100%	100%	100%
County end-user satisfaction with delivery of IT services relative to 219 organizations.[4]	100%	100%	100%	100%	100%
Outsourcing Provider IT customer satisfaction survey results. [5]	98%	98%	93%	98%	98%

Table Notes

[1] Every year, the CTO intends on completing IT initiatives intended to enhance technology and plan for future technology needs.

[2] The percentage reported reflects the Service Levels (formerly "Minimum Acceptable Service Levels (MASLs)") achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

[3] The percentage reported reflects the Service Levels for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

[4] The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to over 219 organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner Inc.'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: 2019–20 to 2020–21

Staffing

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

Expenditures

Net decrease of $1.3 million in the County Technology Office

- Services & Supplies—net decrease of $1.3 million.
  - Decrease of $2.7 million due to decreases in one-time IT projects in Fiscal Year 2019-20 including Electronic Approval System update, Apps Manager and DocVault enhancements, Auto Provisioning Phase II, JELS upgrade, and other County enhancements and enterprise projects.
  - Decrease of $0.1 million due to decreases in recurring IT cost associated with Fusion Middleware (FMW) platform.
  - Increase of $1.5 million in one-time costs related to County Adobe Experience Manager (AEM) website Platform Upgrade and District Offices website redesign.

Revenues

Net decrease of $1.3 million in the County Technology Office

- Use of Fund Balance—decrease of $1.0 million. A total of $1.5 million in unassigned General Fund fund balance is budgeted.
  - $1.2 million for AEM platform upgrade.
  - $0.3 million for District Offices website redesign.
- General Purpose Revenue Allocation—decrease of $0.3 million due to decrease of 1.00 staff year noted above offset by increases in negotiated labor agreements and required retirement contributions.

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

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

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

Expenditures

Increase of $30.2 million

- Services & Supplies—increase of $30.2 million in the Information Technology Internal Service Fund (IT ISF) based on one-time and ongoing information technology expenditures projected by all County departments using the IT Outsourcing contract including planned upgrades to the County's financial system and human resources information system.

Revenues

Increase of $30.2 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
CTO Office	15.00	15.00	14.00	(6.7)	14.00
Total	**15.00**	**15.00**	**14.00**	**(6.7)**	**14.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
CTO Office	$ 19,913,073	$ 12,461,370	$ 11,196,509	(10.2)	$ 9,782,841
Information Technology Internal Service Fund	175,775,724	191,461,085	221,652,551	15.8	177,862,200
Total	**$ 195,688,797**	**$ 203,922,455**	**$ 232,849,060**	**14.2**	**$ 187,645,041**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,468,786	$ 3,652,497	$ 3,618,291	(0.9)	$ 3,704,623
Services & Supplies	191,720,011	200,269,958	229,230,769	14.5	183,940,418
Management Reserves	500,000	–	–	0.0	–
Total	**$ 195,688,797**	**$ 203,922,455**	**$ 232,849,060**	**14.2**	**$ 187,645,041**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 170,656,749	$ 185,906,722	$ 215,831,708	16.1	$ 171,811,763
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	5,924,047	6,147,099	6,442,143	4.8	6,671,737
Fund Balance Component Decreases	85,182	125,974	111,156	(11.8)	110,244
Use of Fund Balance	10,218,819	2,583,199	1,561,638	(39.5)	61,638
General Purpose Revenue Allocation	8,704,000	9,059,461	8,802,415	(2.8)	8,889,659
Total	**$ 195,688,797**	**$ 203,922,455**	**$ 232,849,060**	**14.2**	**$ 187,645,041**

Civil Service Commission

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 63% (17 of 27) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Distributed 100% (11) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
  - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.

  - Ensured all decisions made by the Commission took into consideration fairness, due process and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
  - Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
  - Scanned and indexed old, historical records of the Civil Service Commission as well as County Counsel opinions and court cases, providing staff with easy access to these records while also safely and permanently storing them on the shared drive.
  - Conducted a study on the average time it takes to calendar a hearing once an appeal is filed with the Commission office in order to improve the timeliness of hearings, yielding quicker results.
  - Prepared a teleworking plan for maintaining office operations remotely during a stay-at-home order relating to the COVID-19 pandemic. This plan was successfully implemented when 100% of employees transitioned to teleworking on the first day of the stay-at-home order.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff.
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
  - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

- 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.

2020–22 Objectives

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
  - Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
  - Ensure all decisions made by the Commission will take into consideration fairness, due process and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
  - Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
  - Develop procedures on how to utilize technology to conduct public meetings and hearings safely during the COVID-19 pandemic so that all participants can observe physical distancing protocols and protect public health.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
  - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
  - Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Participate in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Related Links

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

- www.sandiegocounty.gov/civilservice

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Positive customer satisfaction rating[1]	99%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[2]	67% of 24	55%	63% of 27	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 12	95%	100% of 11	95%	95%

Table Notes

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

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

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

Staffing

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

Expenditures

No significant changes

Revenues

No significant changes

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

No significant changes

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Civil Service Commission	4.00	4.00	3.00	(25.0)	3.00
Total	**4.00**	**4.00**	**3.00**	**(25.0)**	**3.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Civil Service Commission	$ 570,141	$ 574,328	$ 579,058	0.8	$ 593,402
Total	**$ 570,141**	**$ 574,328**	**$ 579,058**	**0.8**	**$ 593,402**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 488,331	$ 485,875	$ 470,985	(3.1)	$ 485,329
Services & Supplies	81,810	88,453	108,073	22.2	108,073
Total	**$ 570,141**	**$ 574,328**	**$ 579,058**	**0.8**	**$ 593,402**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 41,244	$ 41,379	$ 39,284	(5.1)	$ 39,284
Fund Balance Component Decreases	9,687	14,446	14,256	(1.3)	14,136
Use of Fund Balance	4,642	4,642	9,284	100.0	9,284
General Purpose Revenue Allocation	514,568	513,861	516,234	0.5	530,698
Total	**$ 570,141**	**$ 574,328**	**$ 579,058**	**0.8**	**$ 593,402**

Clerk of the Board of Supervisors

Mission Statement

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

Department Description

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

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

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

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

- Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 98% of 2,480 Appeal Applications within seven days of receipt.
- Improved the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically to 60%.
- Reduced the average passport acceptance transaction time by 0.8% exceeding the department's benchmark of 12.5 minutes per application.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trust
  - Developed an onboarding orientation guide for new Property Tax Assessment Appeals Board members, Air Pollution Control District Hearing Board members, and County Hearing Officers that provides an overview of their responsibilities, administrative items, and a list of resources.

2020–22 Objectives

Sustainable Environments/Thriving

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

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Identify a technology solution that improves the submission and reporting processes for applicants for, and members of, County boards, commissions, and committees.
- Strengthen our customer service culture to ensure a positive customer experience
  - Improve the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically.
  - Receive customer survey cards from 40% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
  - Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by entering Appeal Applications within seven days of receipt.
  - Maintain the average passport acceptance transaction time to meet the department's benchmark of 12.5 minutes per application.
  - Provide access to Board of Supervisors' actions by making the draft Statements of Proceedings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensure the successful transition and onboarding of new County Supervisors after the November 2020 election.
  - In accordance with AB 423, transition the Air Pollution Control Board and Air Pollution Control District Hearing Board responsibilities from the Clerk of the Board to the Air Pollution Control District.

Related Links

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

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

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

Table Notes

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

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

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

[4] This measure will be tracked beginning in Fiscal Year 2019–20.

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

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

Staffing

No change in staffing

Expenditures

Net decrease of $0.1 million

- Salaries & Benefits—increase of $0.1 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—decrease of $0.2 million due to a decrease in various operational office expenses.

Revenues

Net decrease of $0.1 million

- Charges for Current Services—decrease of $0.2 million as a result of an anticipated reduction in revenue associated with U.S. Passport acceptance services due to the current economic conditions.
- General Purpose Revenue Allocation—increase of $0.1 million for negotiated labor agreements and required retirement contributions.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Legislative Services	$ 1,606,972	$ 1,632,838	$ 1,650,843	1.1	$ 1,755,843
Public Services	1,611,810	1,755,209	1,743,983	(0.6)	1,856,824
Executive Office	876,053	893,697	779,259	(12.8)	829,097
Total	**$ 4,094,835**	**$ 4,281,744**	**$ 4,174,085**	**(2.5)**	**$ 4,441,764**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 3,359,051	$ 3,497,809	$ 3,644,148	4.2	$ 3,762,986
Services & Supplies	735,784	783,935	529,937	(32.4)	678,778
Total	**$ 4,094,835**	**$ 4,281,744**	**$ 4,174,085**	**(2.5)**	**$ 4,441,764**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 811,150	$ 837,000	$ 668,000	(20.2)	$ 838,000
Miscellaneous Revenues	14,200	13,800	7,800	(43.5)	13,800
Fund Balance Component Decreases	65,521	101,947	106,478	4.4	106,640
Use of Fund Balance	32,506	32,506	65,012	100.0	65,012
General Purpose Revenue Allocation	3,171,458	3,296,491	3,326,795	0.9	3,418,312
Total	**$ 4,094,835**	**$ 4,281,744**	**$ 4,174,085**	**(2.5)**	**$ 4,441,764**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

County Counsel

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 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
  - Assisted and counseled the Department of Purchasing and Contracting and other County departments in implementing the Contracting Tiger Team recommendations adopted by the Board of Supervisors in Fall 2019.

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

Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Provided effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse.
  - Prevailed in 98% (788 of 801) of Juvenile Dependency petitions contested in Superior Court.
  - Prevailed in 96% (190 of 198) of Juvenile Dependency appeals and writs filed.

Sustainable Environments/Thriving

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

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

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.
    - Completed 100% (24) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - Completed 100% (1,305) of all advisory assignments for County departments by the agreed upon due dates.
    - Conducted two meetings between County Counsel's Office and the Sheriff Department, and visited one Sheriff's Department facilities to improve communication to provide greater efficiency during the litigation discovery process. Goal of at least three meetings and two visits noted was not met due to operational impacts of COVID-19 pandemic.
  - Provided 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.
  - Ensured that all County Counsel new staff members completed the online financial literacy training in the County's Learning Management System to become more knowledgeable and proficient in understanding the County's finances.
  - Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.
    - Prevailed in 90% (70 of 78) of court decisions in all lawsuits filed against the County.
    - Achieved 100% (five) success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
    - Handled 95% (106 of 111) 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
  - Implemented the Justice Electronic Library System (JELS) which took the place of hard files at the Office's Juvenile Dependency Division and allowed attorneys to go to court without paper files and allowed staff to upload and distribute documents electronically.
  - Completed a comprehensive review and update to the County Counsel Office Manual policies.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued to develop and implement a five-year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology.
    - Ensured that all staff members new to supervisory positions complete a training program that enhances supervisory skills in Fiscal Year 2019-20.
    - Established two in-house trainings for new and current employees. Topics covered were Sheriff Discovery Issues and The David Collins Trial. Anticipated goal of five in-house trainings was not met due to operational impacts of COVID-19 pandemic.
    - Created a new deputy training manual that provides a resource for new hires containing all Office procedures, policies and practices specific to Juvenile Dependency.
    - Created a mentorship program that paired up three newer litigation attorneys with more experienced attorneys to acquire more complex litigation skills and promote trial experience.
    - Implemented a leadership mentorship program in the Office that paired up several senior deputies interested in leadership positions in the Office with two chief deputies within the Office from outside those senior deputies' practice groups. Topics broached were professional development, workload, Office/County values and culture, paths to leadership roles in the Office, and strategies to address difficult workplace situations.

2020–22 Objectives

Building Better Health

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

Living Safely

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

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
  - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
    - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
    - Conduct at least 20 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

Operational Excellence

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

- Conduct a one-day comprehensive training and legal update for County Counsel advisory attorneys and Department of Purchasing and Contracting purchasing and contracting officers on conflict of interest laws, critical terms and conditions (indemnity, choice of law, venue, attorneys-fees, arbitration), and updated procurement rules and procedures. Include department/assigned counsel specific breakout sessions and team-building exercises.
- Identify and implement electronic discovery software to allow staff to efficiently organize, review, annotate and summarize voluminous electronic documents when responding to various records requests. Currently, staff are manually performing tasks to accomplish an accurate and thorough records production, and implementing the software would minimize the potential for human error, inefficiencies, and unnecessary expenditures.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continue to develop and implement a five-year succession plan to train and prepare future Office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology.
    - Finalize revisions to the attorney performance evaluation forms, including providing a new rating standards key, and provide training to all supervisory attorney staff on the expected use and process in completing them.
    - Rebrand informal practice of giving "kudos" to an employee during monthly staff meetings to become a practice framework whereby employees are rewarded with KUDOS because they demonstrated **K**indness, **U**nderstanding, **D**iligence, **O**wnership, or **S**ervice in their work.

Related Links

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

- www.sandiegocounty.gov/CountyCounsel

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
All advisory assignments related to promoting the County's initiative of strengthening the local food system completed by the due date[1]	100% (3)	100%	100% (5)	N/A	N/A
Success rate in Juvenile Dependency petitions contested in Superior Court	99% (792 of 803)	98%	98% (788 of 801)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	97% (194 of 199)	96%	96% (190 of 198)	96%	96%
Draft Environmental Impact Report reviews completed in 40 days or less	100% (4)	100%	100% (3)	100%	100%
Number of internal meetings to evaluate new and ongoing land use projects	30	20	20	20	20
Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services	45	30	30	30	30
Number of meetings with the Sheriff's Department, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process[2]	N/A	5	3	5	5
Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (26)	100%	100% (24)	100%	100%
Advisory assignments for all County departments completed by the due date	100% (1,365)	100%	100% (1,305)	100%	100%
Resolved court cases filed against the County in which County will prevail (County success rate)	95% (78 of 82)	90%	90% (70 of 78)	90%	90%

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Resolved non-conflict cases against the County handled by County Counsel	100% (119)	95%	95% (106 of 111)	95%	95%
Success rate in County cases against other parties	67% (2 of 3)	90%	100% (5)	90%	90%
Number of risk mitigation education sessions provided by County Counsel	46	40	40	40	40
Number of in-house trainings for new and current employees[3]	6	5	2	5	5
Number of designated staff to complete Financial Literacy online LMS training	100%	100%	100%	100%	100%

Table Notes

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

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

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

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

Staffing

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

Expenditures

Net increase of $1.3 million

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

Revenues

Net increase of $1.3 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Counsel	145.00	147.00	148.00	0.7	148.00
Total	**145.00**	**147.00**	**148.00**	**0.7**	**148.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
County Counsel	$ 29,729,546	$ 31,459,375	$ 32,794,259	4.2	$ 33,843,297
Total	**$ 29,729,546**	**$ 31,459,375**	**$ 32,794,259**	**4.2**	**$ 33,843,297**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 30,313,369	$ 31,451,988	$ 33,008,291	4.9	$ 34,057,329
Services & Supplies	1,742,008	2,161,156	2,000,838	(7.4)	2,000,838
Expenditure Transfer & Reimbursements	(2,325,831)	(2,153,769)	(2,214,870)	2.8	(2,214,870)
Total	**$ 29,729,546**	**$ 31,459,375**	**$ 32,794,259**	**4.2**	**$ 33,843,297**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 13,901,208	$ 15,113,736	$ 16,125,024	6.7	$ 16,104,185
Miscellaneous Revenues	1,000	1,000	1,000	0.0	1,000
Fund Balance Component Decreases	342,672	517,993	686,425	32.5	661,357
Use of Fund Balance	233,201	233,201	466,402	100.0	466,402
General Purpose Revenue Allocation	15,251,465	15,593,445	15,515,408	(0.5)	16,610,353
Total	**$ 29,729,546**	**$ 31,459,375**	**$ 32,794,259**	**4.2**	**$ 33,843,297**

General Services

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Building Better Health

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

    - Received City of San Diego approval of a Community Plan Amendment/Rezone for the former Crime Lab site at 5255 Mount Etna Drive supported by a full Environmental Impact Report with the County as the lead agency.
  - Assisted Behavioral Health Services and the District Attorney with siting new facilities that will more efficiently and effectively serve residents in times of personal crisis.
    - Completed an initial screening of over 1,200 sites in prescribed areas of the county in partnership with HHSA and other County departments.
    - Completed an in-depth analysis of potentially suitable sites identified in the screening effort.

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 2019–20 to Fiscal Year 2018–19.
  - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2019 and remain on track for 2020. Achieved a 1% reduction in total greenhouse gas emissions compared to the prior calendar year.
  - Continued to expand the use of renewable energy through the installation of photovoltaic (PV) systems at the County Operations Center (COC), Rancho San Diego Library, Rancho San Diego Sheriff Station, and the Edgemoor Distinct Part Skilled Nursing Facility. Began construction of PV systems at the North County Regional Center and East Mesa Reentry Facility.
  - Completed a retro commissioning of the cooling and heating system at the San Diego Central Jail reducing the energy usage at this facility and the purchase of chilled water.
  - Completed an energy-saving project at the Air Pollution Control District's Scripps Ranch Office reducing the energy usage at this facility.

- Completed a feasibility study on Community Choice Energy (CCE) in fall 2019. A County CCE would offer customers in the county's unincorporated areas an alternative to buying power from San Diego Gas and Electric (SDG&E). SDG&E would still provide transmission and delivery services.
- Updated the Green Fleet Action Plan (GFAP) from 2020 to 2030. GFAP identifies measures that can reduce fleet-related emissions in County operations while ensuring efficient use of public resources.

- 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 12 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.
    - Completed construction of the new Assessor Recorder County Clerk East County Operations and Archive facility in January 2020. Completion by fall 2019 was not accomplished due to an unforeseen delay in the delivery of permanent power. This project is the first Zero Net Energy Archive in the United States.
    - Completed construction of the Sheriff Technology and Information Center in February 2020.
    - Continued design, relocation, and construction for the County Administration Center (CAC) Renovations. Renovated temporary rooms in the Tower and the lower level to be used as swing space during department renovations. Completed bollards in the Waterfront Park, as well as renovations for the Clerk of the Board, Civil Service Commission, Office of Ethics and Compliance and Office of Strategy and Intergovernmental Affairs. Modernized the Board of Supervisors Chambers with added seating, visible windows, upgraded technology and enhanced acoustics in January 2020.
    - Continued programming for the County Live Well Campus (Health Services Complex). The environmental, entitlement and advertisement of a development contract is expected in Fiscal Year 2020-21.
    - The award of a design-build contract for the Southeastern Live Well Center is anticipated in summer 2020. Construction is expected to begin in early 2021.
    - Awarded a design-build contract for the new Lakeside Branch Library in spring 2020. Construction is expected to begin in Fiscal Year 2020-21.
    - Awarded a design-build contract for the new Ohio Street Probation Office in fall 2019. Construction is expected to begin in Fiscal Year 2020-21.
    - Awarded a design-build contract in November 2019 and began construction of the San Diego Juvenile Justice Campus Phase 1 Project in mid-2020.
    - Completed the purchase of land and began construction of the Sheriff Emergency Vehicle Operations Course (EVOC) with an anticipated completion in spring 2021.
    - Completed the Bonita-Sunnyside Library Expansion Project in spring 2020.
    - Awarded a Contract Manager at Risk (CMAR) contract for the Palomar Mountain Fire Station Living Quarters. Construction is expected to begin in summer 2020.
    - Awarded a CMAR contract for the new Mount Laguna Fire Station. Construction is expected to begin in summer 2020.
    - Began construction of a pedestrian inmate transfer tunnel from the Central Jail to the new State Courthouse.
  - Completed capital projects with less than 5% budget growth.
  - Continued to support the expansion of electric vehicle (EV) charging infrastructure and the use of EV. Contributed to the EV Roadmap in collaboration with the Department of Planning Development Services.
  - Delivered 13 plug-in hybrid electric vehicles (PHEV) to client departments. Another 16 vehicles have been purchased and are expected to be delivered in Fiscal Year 2020-21.
  - Benchmarked scheduled preventive maintenance actions with current fleet standards.
  - The goal to deliver 85% of standard vehicle orders within the same fiscal year as ordered was not met due to operational impacts caused by the COVID-19 pandemic. The manufacturing plants were shut down in response to COVID-19 and pending vehicles are expected in Fiscal Year 2020-21. As a result of noted impacts, 3% of standard vehicle orders within the same fiscal year were delivered.
  - Completed an intranet redesign to provide clients with a more positive customer experience in requesting services and having access to results. Held quarterly tenant meetings at the COC.
  - Completed renovations to the employee and public lactation spaces in the County Operations Center, and posted locations at County facilities on the employee intranet.

- Upgraded IT and AV systems at the COC to broadcast and stream Board meetings for public viewing.
- Realigned network configuration of the Building Automation System for clients to view and monitor climate and control settings for their facilities.
- Upgraded the Fleet Information Management System (M5) and deployed additional functionality to manage State SMOG requirements. Additionally, modified all maintenance schedules for Fire Authority to align with Cal Fire requirements.
- Supported client departments on the response to the COVID-19 pandemic.
  - Provided daily support to the Emergency Operations Center (EOC) Logistics Section.
  - Increased cleaning and sanitation efforts in public spaces and common areas at County facilities.
  - Efficiently managed contracted security by relocating guards based on changing security requirements as a result of COVID-19 and increased contracted security to ensure safety at quarantine sites.
  - Assisted with setting up drive through, pop up and State-run testing sites as COVID-19 testing expanded.
  - Executed a lease agreement to stand-up an alternative care center at the University of California San Diego (UCSD).
  - Provided a dedicated forklift operator at the Medical Operations Center (MOC).
  - Installed body temperature scanning portals for use in screening employees for elevated body temperatures, a common symptom associated with COVID-19.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Maintained facilities operations staffing at or above 95% of authorized positions.

2020–22 Objectives

Building Better Health

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

Sustainable Environments/Thriving

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

Operational Excellence

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

- Complete capital projects with less than 5% budget growth.
- Continue to expand electric vehicle (EV) infrastructure and the use of EV.
- Complete fleet preventive maintenance actions in less than an hour on average.
- Deliver 85% of standard vehicle orders within the same fiscal year as ordered.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Maintain facilities operations staffing at or above 95% of authorized positions.

Related Links

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

- www.sandiegocounty.gov/general_services

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

Table Notes

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

[2] EUI is calculated by taking the total energy consumed (natural gas and electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts.

[3] Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June).

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

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

Staffing

No change in staffing

Expenditures

Net decrease of $10.2 million

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

Revenues

Net decrease of $10.2 million

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

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Facilities Management Internal Service Fund	330.00	330.00	330.00	0.0	330.00
Fleet Management Internal Service Fund	65.00	65.00	65.00	0.0	65.00
Total	**395.00**	**395.00**	**395.00**	**0.0**	**395.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Facilities Management Internal Service Fund	$ 155,022,564	$ 163,680,217	$ 153,348,552	(6.3)	$ 152,610,330
Fleet Management Internal Service Fund	65,768,731	68,046,027	66,443,166	(2.4)	66,172,857
General Fund Contribution to GS ISF's	7,668,000	3,475,000	5,170,000	48.8	3,195,000
Total	**$ 228,459,295**	**$ 235,201,244**	**$ 224,961,718**	**(4.4)**	**$ 221,978,187**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 47,528,571	$ 49,845,780	$ 52,675,442	5.7	$ 54,075,388
Services & Supplies	135,724,051	141,883,314	129,262,794	(8.9)	127,468,240
Other Charges	15,722,539	16,795,228	16,061,548	(4.4)	16,061,548
Capital Assets Equipment	15,978,490	17,313,490	17,408,923	0.6	16,845,000
Operating Transfers Out	13,505,644	9,213,432	9,553,011	3.7	7,528,011
Management Reserves	–	150,000	–	(100.0)	–
Total	**$ 228,459,295**	**$ 235,201,244**	**$ 224,961,718**	**(4.4)**	**$ 221,978,187**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 1,332,153	$ 1,582,262	$ 1,352,262	(14.5)	$ 1,352,262
Intergovernmental Revenues	3,813,400	3,871,518	3,647,908	(5.8)	3,647,908
Charges For Current Services	187,508,264	194,051,598	183,678,212	(5.3)	183,998,305
Miscellaneous Revenues	1,293,445	1,628,445	1,677,413	3.0	1,678,600
Other Financing Sources	13,750,644	12,173,432	11,016,934	(9.5)	9,687,123
Residual Equity Transfers In	400,000	1,700,000	2,300,000	35.3	2,300,000
Use of Fund Balance	17,066,389	16,898,989	18,093,989	7.1	16,118,989
General Purpose Revenue Allocation	3,295,000	3,295,000	3,195,000	(3.0)	3,195,000
Total	**$ 228,459,295**	**$ 235,201,244**	**$ 224,961,718**	**(4.4)**	**$ 221,978,187**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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.

To ensure these critical services are provided, the Grand Jury has 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, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Anticipated Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Reviewed and investigated 100% (67) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury.
  - Returned 62 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2020–22 Objectives

Living Safely

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

Links

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

- www.sandiegocounty.gov/grandjury

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

Staffing

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

Expenditures

No significant changes

Revenues

No significant changes

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

No significant changes

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Grand Jury	1.00	1.00	0.00	(100.0)	0.00
Total	**1.00**	**1.00**	**0.00**	**(100.0)**	**0.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Grand Jury	$ 786,712	$ 799,215	$ 760,186	(4.9)	$ 762,910
Total	**$ 786,712**	**$ 799,215**	**$ 760,186**	**(4.9)**	**$ 762,910**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 11,690	$ –	$ –	0.0	$ –
Services & Supplies	775,022	799,215	760,186	(4.9)	762,910
Total	**$ 786,712**	**$ 799,215**	**$ 760,186**	**(4.9)**	**$ 762,910**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Use of Fund Balance	1,089	1,089	2,178	100.0	2,178
General Purpose Revenue Allocation	785,623	798,126	758,008	(5.0)	760,732
Total	**$ 786,712**	**$ 799,215**	**$ 760,186**	**(4.9)**	**$ 762,910**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
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Human Resources

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Operational Excellence

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

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

- Developed content to provide a more comprehensive understanding of human resources' protocols to conduct six Department of Human Resources (DHR) Demystified Trainings. However, the trainings were not completed, due to the impact of COVID-19 pandemic and scheduled classes during the fourth quarter.
- Developed content and coordinated Leadership Academy for April 2020 start date for unclassified and executive management that focused on practical leadership concepts and strategies to enhance current and future leaders' skill sets. However, due to the COVID-19 pandemic the Leadership Academy was not completed by participants. It will be completed by June 30, 2021.
- Administered roll out of Sexual Harassment Prevention training to ensure that 100% of identified permanent employees were provided the training.
- To increase awareness of healthy living, scheduled 17 classes from the Chronic Conditions Cooking curriculum, throughout the County; however, due to the COVID-19 pandemic, one (1) class was completed by the beginning of the pandemic declaration and 16 classes were canceled.
- Partnered with medical providers who presented eight pertinent topics during our Physician Lecture series.
- To ensure awareness and wellness educational opportunities for County employees, offered 38 new Lunch and Learn Behavioral Health topics.

- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
  - Due to the COVID-19 pandemic, did not maintain the rate of overall employee participation in various wellness activities at 16%. As of the beginning of the COVID-19 pandemic declaration, there was a 10.3% overall employee participation in wellness activities. Ten highly participated wellness activities were cancelled.

2020–22 Objectives

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Resolve 100% of arbitrable issues arising from contract interpretation disputes at the lowest level possible.
  - By June 30, 2021, develop content and coordinate Leadership Academy for unclassified and executive management that focus on practical leadership concepts and strategies to enhance current and future leaders' skillsets.
  - By June 30, 2022, develop, coordinate, and facilitate Dynamic Management Seminars- a training academy for managers that focuses on preparing future leaders for their roles in the organization.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Upgrade PeopleSoft, the human resources information system. The first phase is anticipated to be completed by June 30, 2022.
  - Strengthen our customer service culture to ensure a positive customer experience
  - Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
  - In order to improve services and provide the best customer service to departments, attain a 98% satisfaction rate on recruitment surveys.
  - Provide excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
  - Maintain a 95% or above overall satisfaction on training provided by Talent Development.
  - Complete procurement and successfully implement Flexible Spending Account and Employee Assistance Program contracts by October 1, 2020 for the 2021 plan year.
  - Partner with at least two benefit vendors to host Lunch and Learn sessions by June 30, 2021, to give employees the opportunity to learn about benefit programs and make informed choices during Open Enrollment.
  - Conduct an annual Employee Engagement Survey and provide results and resources to departments.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Conduct 12 DHR Demystified Trainings for County leaders in an effort to teach and provide information on HR Services' processes and procedures by June 30, 3022.
  - Advertise 100% of executive recruitments on social media platforms to enhance and attract a diverse workforce.
  - Advertise 100% of external recruitments in diversity publications to attract a diverse applicant pool.
  - To strengthen Talent Development's consultant role with County departments, commit to consult, collaborate, or assist with 25 specialized departmental training requests in Fiscal Year 2020–21.
  - Increase the number of professional development training opportunities available in the Learning Management System by adding 20 new trainings in Fiscal Year 2020–21 to further develop employees' careers.
  - Develop and release quarterly Diversity and Inclusion (D&I) Digests to provide resources for Departmental D&I Champions to facilitate knowledge and promote inclusive practices in a consistent manner.

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

Related Links

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

- www.sandiegocounty.gov/hr

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

Table Notes

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

[2] This measure will be discontinued in Fiscal Year 2019–20, as the Strategic Plan has been completed. The final result of 14.15% in reduction in hours of lost productivity is due to the collaboration with departments to reduce and mitigate workers' compensation expenditures.

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

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

Staffing

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

Expenditures

Net increase of $1.1 million

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

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

Revenues

Net increase of $1.1 million

- Charges for Current Services—Increase of $0.2 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- Miscellaneous Revenues—Increase of $0.6 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions.
- Fund Balance Component Decreases—increase of $0.2 million for a total budget of $0.6 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $0.3 million for a total budget of $0.3 million in unassigned General Fund fund balance for one-time payments from negotiated labor agreements
- General Purpose Revenue Allocation—net increase of $0.4 million primarily due to increase of $0.5 million in negotiated labor agreements and required retirement contributions offset by decrease of $0.1 million due to reduction of staffing noted above.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Department of Human Resources	120.00	123.00	122.00	(0.8)	122.00
Total	**120.00**	**123.00**	**122.00**	**(0.8)**	**122.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Department of Human Resources	$ 27,630,087	$ 28,875,561	$ 29,961,429	3.8	$ 30,739,937
Total	**$ 27,630,087**	**$ 28,875,561**	**$ 29,961,429**	**3.8**	**$ 30,739,937**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 16,481,545	$ 17,578,829	$ 18,579,715	5.7	$ 19,347,115
Services & Supplies	11,433,931	11,584,419	11,649,547	0.6	11,660,655
Expenditure Transfer & Reimbursements	(285,389)	(287,687)	(267,833)	(6.9)	(267,833)
Total	**$ 27,630,087**	**$ 28,875,561**	**$ 29,961,429**	**3.8**	**$ 30,739,937**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Charges For Current Services	$ 2,047,203	$ 2,227,042	$ 2,437,843	9.5	$ 2,437,838
Miscellaneous Revenues	8,883,069	9,476,644	10,028,322	5.8	10,272,779
Fund Balance Component Decreases	273,165	406,003	583,784	43.8	588,679
Use of Fund Balance	753,118	578,118	276,236	(52.2)	276,236
General Purpose Revenue Allocation	15,673,532	16,187,754	16,635,244	2.8	17,164,405
Total	**$ 27,630,087**	**$ 28,875,561**	**$ 29,961,429**	**3.8**	**$ 30,739,937**

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Purchasing and Contracting

Mission Statement

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

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter; conducting procurement and support services with the highest standards of ethics, integrity, and compliance. DPC implements sound procurement processes, provides outstanding customer service, and engages with the community and suppliers to maintain a competitive business environment. The County of San Diego has a portfolio of 2,998 contracts valued at over $9.0 billion, with an annual procurement spend of $1.3 billion. The Department is also responsible for the re-use and disposal of surplus property and the administration of the countywide records management program.

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

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

Strategic Initiative Legend

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

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

2019–20 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.

  - Participated in more than 30 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies).
  - Hosted outreach events in identified *Live Well* communities:
  - 2 project related outreach events.
  - 2 in collaboration with Health and Human Services Agency (HHSA).
  - Coordinated and publicized contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
- Maintained the percentage of competitively awarded contracts, as well as increased the percentage of response depth to open solicitations.
  - Awarded 90% as competitively procured contracts (measured by the value of the contracts), performing above the Federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
  - Achieved 55% of open solicitations receiving a minimum of three or more vendor responses.

Operational Excellence

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

- Completed implementation of Federated Records Management System (FRM) for all physical records and one electronic records library, which provides retention management capabilities for all user departments. Initiated integration of electronic records libraries (Phase 2).
- Provided County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings.
  - Offered five Contracting Officer Representatives (COR) I trainings, five COR II trainings, and 28 Department of Purchasing and Contracting (DPC) Academy classes.
  - In partnership with the national procurement professional organization (NIGP), the Department made online contract management training modules available in the County Learning Management System (LMS).
- Ensured all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices.
  - 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, meeting the goal of 75%.
- Completed 80% 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, not meeting the goal of 90%. Contract amendments have evolved and become more complex requiring more time to process while ensuring that client department objectives continue to be met.

2020–22 Objectives

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Diversify and expand supplier database.
    - Participate in at least 18 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies).
    - Co-host at least two outreach events in identified *Live Well* communities, in partnership with Health and Human Services Agency.
    - Coordinate and publicize contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
  - Maintain the percentage of competitively awarded contracts, as well as increase the percentage of response depth to open solicitations.
    - Maintain the percentage of competitively awarded contracts at a minimum of 90% (measured by the value of the contracts), performing above the Federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
    - Increase percentage of open solicitations receiving a minimum of three vendor responses to 60%.

Operational Excellence

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

Related Links

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

- https://www.sandiegocounty.gov/purchasing

Performance Measures	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 Recommended
Participate/host vendor outreach events [1]	32	14	34	20	20
Percentage of total contract value competitively awarded[2]	89%	90%	90%	90%	90%
New registered vendors in BuyNet during the fiscal year[3]	2,877	N/A	N/A	N/A	N/A
Percentage of competitive solicitations receiving at least 3 vendor responses[3]	49%	55%	55%	60%	60%
Percentage of Requests for Proposal (RFP) completed within 180 days[4]	91%	75%	75%	75%	75%
Percentage of contract amendments requiring change in funding or scope completed within 30 days[5]	96%	90%	80%	85%	85%
Ensure all County departments' and global records retention schedules are current[6]	100%	100%	100%	100%	100%

Table Notes

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

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

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

[3] This Performance Measure demonstrates the effectiveness of the solicitation process.

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

[5] This measure is based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement, and is intended to measure the time required for DPC to process a contract amendment requiring a change in funding or scope, after receiving a complete procurement package from a client department. Starting in FY 2020-21 the performance measure will be adjusted to 85% to account for the impact of contract amendment complexity requiring more time to process.

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

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

Staffing

No change in staffing

Expenditures

Net increase of $0.2 million

- Salaries & Benefits—increase of $0.7 million due to the required retirement contributions and negotiated labor agreements.
- Services & Supplies—decrease of $0.5 million primarily related to IT costs for Federated Records Management System (FRM) project and development costs of CLMS.
- Other Charges—increase of $0.3 million primarily due to depreciation of FRM system and Contract Lifecycle Management System (CLMS).
- Operating Transfers Out—decrease of $0.3 million as result of reallocation of 1.0 staff year from General Fund operations within Records Services to the Purchase Internal Service Fund (ISF) and other salary savings.

Revenues

Net increase of $0.2 million

- Charges for Current Services—increase of $4.4 million primarily due to the decrease of use of departmental Fund Balance to lower Internal Services Fund procurement rates, and an increase in retirement contributions and negotiated labor agreements.
- Miscellaneous Revenues—increase of $0.2 million due to increase of auction proceeds from surplus property, and usage rebates.
- Other Financing Sources—decrease of $0.3 million due to decrease of General Purpose Revenue due to reduction of salary and benefits costs in Records Services.
- Use of Fund Balance—decrease of $3.9 million for a total budget of $2.6 million. The total amount of $2.6 million budgeted use of Purchasing ISF fund balance includes:
  - $1.0 million to reduce internal service fund procurement rates.
  - $1.0 million for post-development costs of CLMS project; and for new sourcing system.
  - $0.6 million for FRM and CLMS depreciation costs
- General Purpose Revenue Allocation—decrease of $0.3 million tied to reallocation of 1.0 staff year noted above and other salary savings.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Content/Records Services	4.00	4.00	3.00	(25.0)	3.00
Purchasing ISF	57.00	62.00	63.00	1.6	63.00
Total	**61.00**	**66.00**	**66.00**	**0.0**	**66.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Content/Records Services	$ 711,317	$ 1,800,032	$ 1,024,231	(43.1)	$ 1,162,986
Purchasing ISF	11,590,638	13,039,757	14,324,824	9.9	13,831,651
General Fund Contribution	722,350	854,350	594,000	(30.5)	594,000
Total	**$ 13,024,305**	**$ 15,694,139**	**$ 15,943,055**	**1.6**	**$ 15,588,637**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 8,571,882	$ 9,606,993	$ 10,292,030	7.1	$ 10,674,505
Services & Supplies	3,597,057	4,999,146	4,456,375	(10.9)	3,719,482
Other Charges	133,016	233,650	600,650	157.1	600,650
Operating Transfers Out	722,350	854,350	594,000	(30.5)	594,000
Total	**$ 13,024,305**	**$ 15,694,139**	**$ 15,943,055**	**1.6**	**$ 15,588,637**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 70,000	$ 90,000	$ 100,000	11.1	$ 100,000
Charges For Current Services	8,022,605	6,456,439	10,875,055	68.4	12,250,637
Miscellaneous Revenues	937,000	937,000	1,150,000	22.7	1,150,000
Other Financing Sources	722,350	854,350	594,000	(30.5)	594,000
Use of Fund Balance	2,550,000	6,502,000	2,630,000	(59.6)	900,000
General Purpose Revenue Allocation	722,350	854,350	594,000	(30.5)	594,000
Total	**$ 13,024,305**	**$ 15,694,139**	**$ 15,943,055**	**1.6**	**$ 15,588,637**

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Registrar of Voters

Mission Statement

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

Department Description

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

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

Strategic Initiative Legend

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

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

2019–20 Anticipated Accomplishments

Sustainable Environments/Thriving

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

- ◆ Continued to work with volunteers and community-based organizations to identify needs and increase voter registration.
- ◆ Continued to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.

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

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

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensured 100% of poll worker trainers complete online training assessments with scores of 100% no later than 26 days prior to the March 2020 Presidential Primary, providing knowledgeable instructors who are available and prepared to train poll workers.
  - Continued to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy.
  - Continued to offer online campaign finance statements service.
    - Increased the overall percent of online filings for the July 2019 and January 2020 semi-annual filings by 10% to a total of 75%, based on the January 2019 semi-annual online filing percentage.
    - Maintained and worked to improve the overall percent of online filings for the July 2019 and January 2020 semi-annual filings to 75%, based on the anticipated January 2019 semiannual online filing percentage.
  - Replaced legacy voting system with a modern certified voting system; delivering enhanced operational efficiencies in ballot layout, ballot scanning, and digital adjudication while providing additional accessibility and transparency for our voters over the next ten years.
  - Tallied 27% (418 of 1,548) of precincts for the March 2020 Presidential Primary election by 11:30 pm on Election Night. This was the first major election with the new voting system. Processes and technological enhancements will be refined to meet or exceed this goal for the next election.
  - Reported 100% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the March 2020 Presidential Primary election.
  - Reported 38% of all ballots cast in the first Election Night Results Bulletin for the March 2020 Presidential Primary election.
  - Tallied 97% of all mail ballots received through Election Night by the Monday after Election Day for the March 2020 Presidential Primary election.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the March 2020 Presidential Primary election.
- Develop maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Encouraged overall satisfaction and retention of volunteers, through the timely mailing of all poll worker stipends in 15 working days or less from Election Day for the March 2020 Presidential Primary election.
  - Assigned 1,718 bilingual poll workers to fill poll worker positions needed for the March 2020 Presidential Primary election.

2020–22 Objectives

Sustainable Environments/Thriving

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

- Increase the overall percent of accessible polls for the November 2020 Presidential General election by 1%, for a total of 72%, based on the overall percent of accessible polls for the March 2020 Presidential Primary election.
- Increase the overall percent of accessible polls for the March 2022 Gubernatorial Primary election by 3%, for a total of 75%, based on the overall percent of accessible polls for the June 2018 Presidential Primary election.

- Increase voter awareness of convenient early Mail Ballot Drop Off Program.
  - Collect at least 150,000 ballots from mail ballot drop off sites for the November 2020 Presidential General election and 100,000 ballots for the March 2022 Gubernatorial Primary election.

- Process 100% of valid registrations received on or before the close of registration, before election day, for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.

Operational Excellence

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

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") through the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

- To encourage overall satisfaction and retention of poll worker staff, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2020-22.
- Continue to assign bilingual poll workers to fill poll worker positions as needed for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.

Related Links

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

- www.sdvote.com

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

Table Notes

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

[2] Scale of 1-5, with 5 being "excellent".

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

[4] These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. In Fiscal Year 2019-20, one day prior to Election Day, 66% of the total number of bilingual poll workers needed had been recruited.

[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.

[6] This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day. 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: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

Net increase of $12.1 million

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

Revenues

Net increase of $12.1 million

- Intergovernmental Revenues—increase of $7.8 million in State and federal Help America Vote Act (HAVA) funding for the purchase of minor equipment and several envelope extractors and other reimbursable costs tied to the November 2020 Presidential General election.
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $0.3 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—increase of $4.0 million for a total budget of $4.1 million in unassigned General Fund fund balance.
  - $3.9 million to support the November 2020 Presidential General election which includes printing of a two-card ballot and implementation of the Governor's Executive Order (EO-N-64-20 and EO-N-67-20) and legislative actions to support increases in the number of mail ballot drop off locations, implementation of voting sites, associated equipment and technology to support these locations, and public education and outreach of these changes.
  - $0.2 million for one-time negotiated labor agreements.
- General Purpose Revenue Allocation—increase of $0.2 million due to negotiated labor agreements and increase in retirement contributions.

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

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

Staffing by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Registrar of Voters	68.00	69.00	69.00	0.0	69.00
Total	**68.00**	**69.00**	**69.00**	**0.0**	**69.00**

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Registrar of Voters	$ 23,427,241	$ 26,655,234	$ 38,749,652	45.4	$ 27,257,253
Total	**$ 23,427,241**	**$ 26,655,234**	**$ 38,749,652**	**45.4**	**$ 27,257,253**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 11,215,079	$ 13,851,811	$ 13,995,333	1.0	$ 14,417,536
Services & Supplies	11,212,162	12,803,423	24,476,019	91.2	12,839,717
Capital Assets Equipment	–	–	278,300	0.0	–
Fund Balance Component Increases	1,000,000	–	–	0.0	–
Total	**$ 23,427,241**	**$ 26,655,234**	**$ 38,749,652**	**45.4**	**$ 27,257,253**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ 377,160	$ 377,160	$ 8,188,300	2,071.0	$ 377,160
Charges For Current Services	7,408,007	5,958,007	5,983,007	0.4	5,958,007
Miscellaneous Revenues	65,000	65,000	65,000	0.0	65,000
Fund Balance Component Decreases	118,237	176,628	253,685	43.6	255,808
Use of Fund Balance	650,000	75,522	4,071,044	5,290.5	151,044
General Purpose Revenue Allocation	14,808,837	20,002,917	20,188,616	0.9	20,450,234
Total	**$ 23,427,241**	**$ 26,655,234**	**$ 38,749,652**	**45.4**	**$ 27,257,253**

Capital Program

Capital Program 487

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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 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. Projects may be phased over time however, all funding must be appropriated at the time of contract award. 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.

Outstanding Capital Projects by Fund

Effect Fiscal Year 2020–21 the Outstanding Capital Projects by Fund report will no longer be included in the Operational Plan. The report will be available on the public web page for the Department of General Services at:

https://www.sandiegocounty.gov/content/sdc/general_services/Facility_Planning_Design_Construction.html

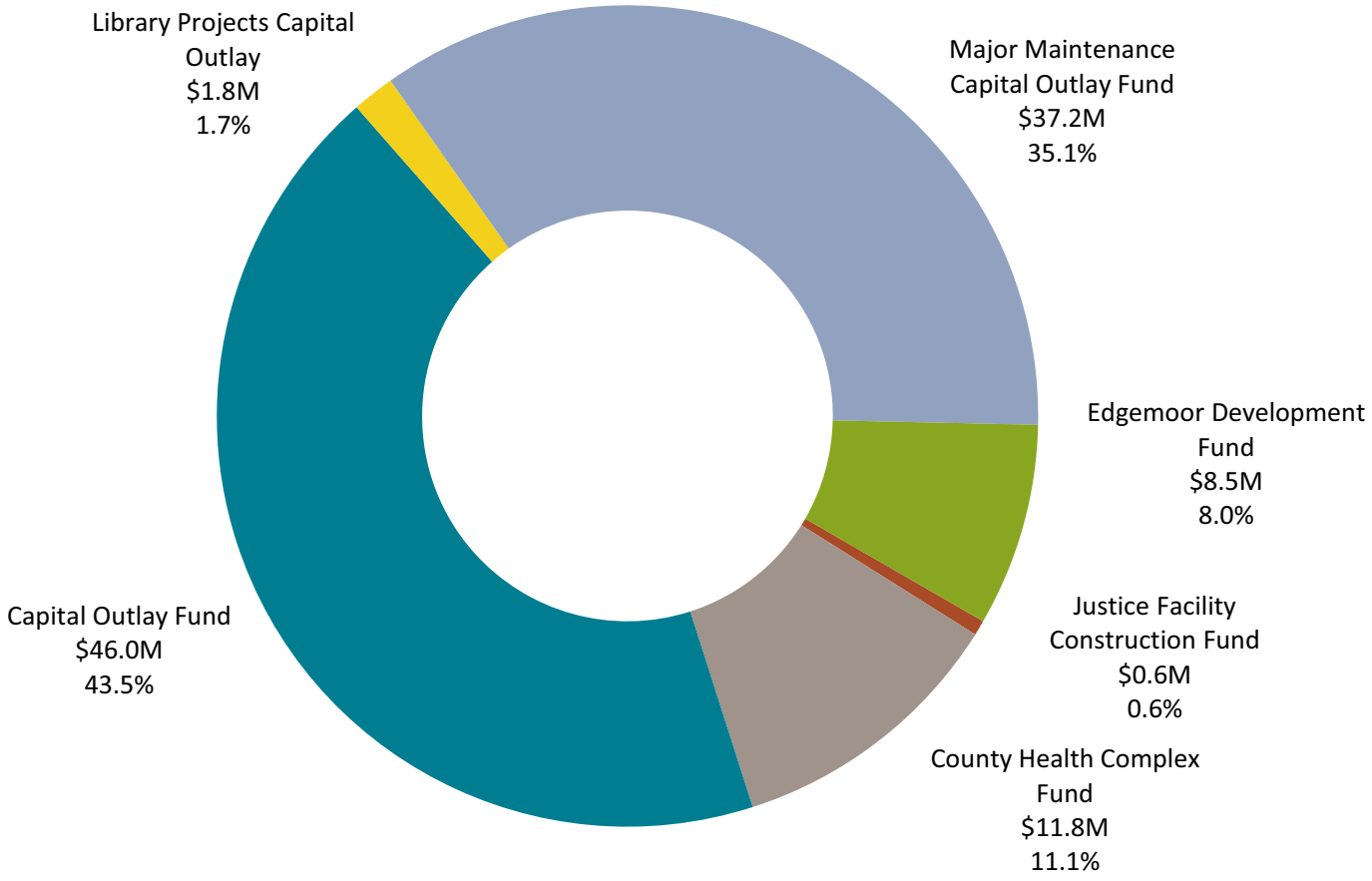
2020–21 Recommended Budget at a Glance: Capital Program

The Fiscal Years 2020–22 Operational Plan Capital Program totals **$105.9 million** which includes $60.2 million in new appropriations for various capital projects, $37.2 million for Major Maintenance projects required to be capitalized for financial reporting purposes (including the Rock Mountain Major Maintenance project), and $8.5 million 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 provides a list of capital appropriations in Fiscal Year 2020–21.

Capital Appropriations Summary

Project	Fiscal Year 2021–22 Appropriations
Casa de Oro Library	$ 315,000
County Administration Center (CAC) Major Systems Renovations Project (phased)	14,500,000
East Otay Mesa Fire Station #38	200,000
Edgemoor Psychiatric Unit	2,000,000
Electric Vehicle (EV) Roadmap	570,000
Four Gee Park	400,000
Innovative Residential Rehabilitation Program	15,000,000
Lamar County Park Fitness Loop Connection	177,000
Lincoln Acres Park Expansion	2,100,000
Lindo Lake Improvements (Phases 1 & 2)	3,400,000
Mt. Laguna Fire Station #49	4,200,000
North Coastal Live Well Health Center Improvements	7,500,000
Otay Valley Regional Park Bike Skills	500,000
Palomar Mountain Fire Station	2,800,000
Rancho San Diego Library Expansion	1,400,000
San Diego Juvenile Justice Campus (Phase II)	400,000
South Lane Park	650,000
Sweetwater Lane County Park Energy Upgrade	1,500,000
Sweetwater Loop Trail Acquisition/Construction: Segments 5-10	600,000
Third Avenue Mental Health Inpatient Facility Hub, Hillcrest	2,000,000
Capital Program Total	**$ 60,212,000**
Edgemoor Development Fund	$ 8,458,310
Edgemoor Development Fund Total	**$ 8,458,310**
Rock Mountain Detention Facility	$ 22,300,000
Other Major Maintenance Capital Projects	14,902,074
Major Maintenance Capital Outlay Fund Total	**$ 37,202,074**

Capital Program by Fund
Fiscal Year 2020–21: $105.9 million

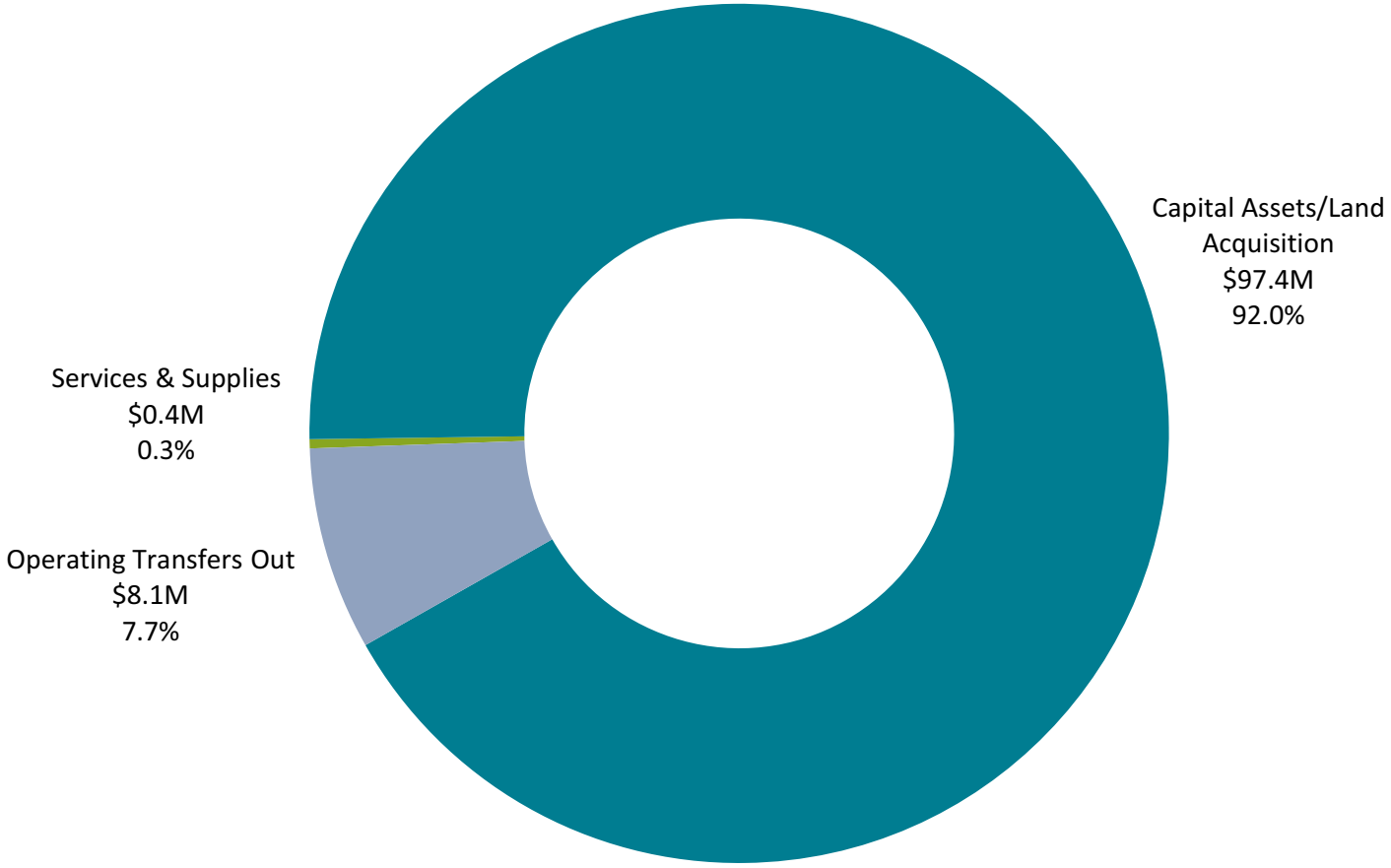


Recommended Budget by Fund: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	$	0.6	0.6
County Health Complex Fund		11.8	11.1
Capital Outlay Fund		46.0	43.5
Library Projects Capital Outlay Fund		1.8	1.7
Major Maintenance Capital Outlay Fund		37.2	35.1
Edgemoor Development Fund		8.5	8.0
Total	$	**105.9**	**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 2020–21: $105.9 million

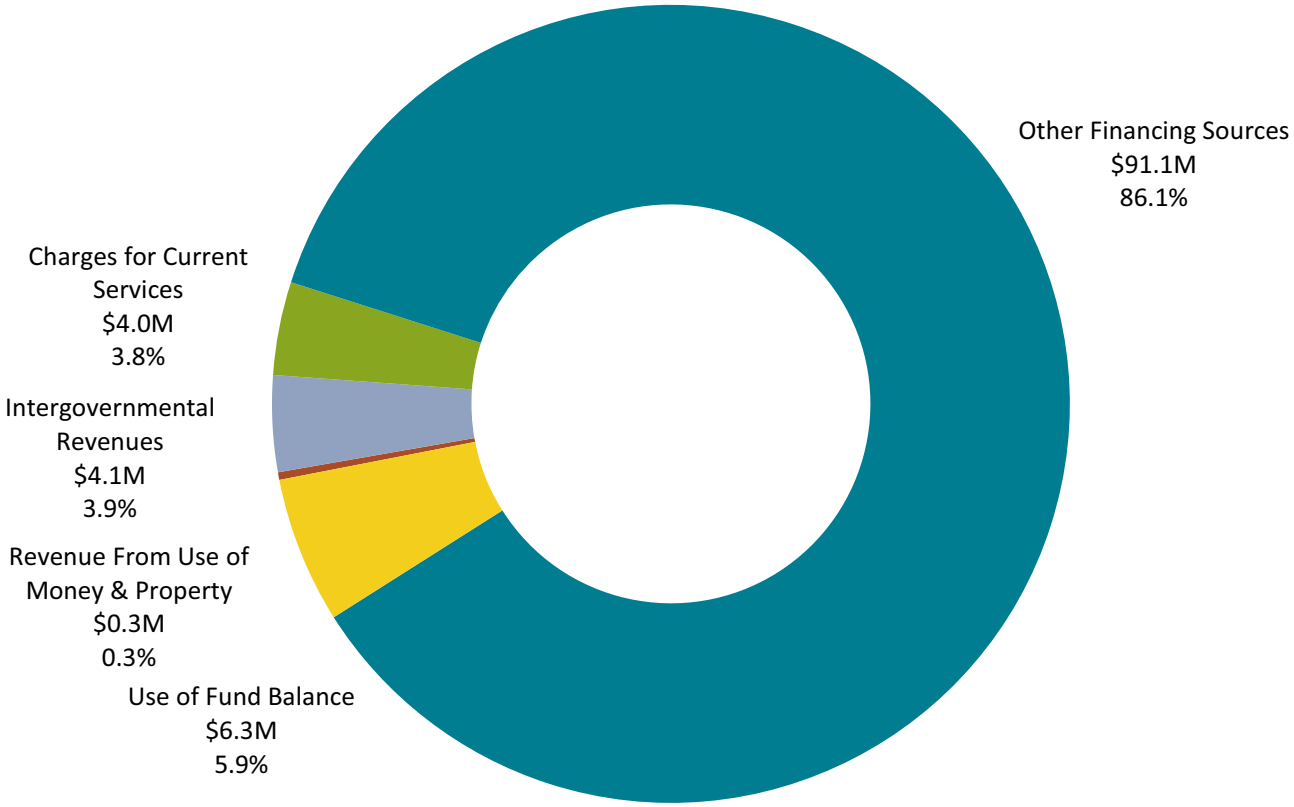


Recommend Budget by Categories of Expenditures: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Services & Supplies	$	0.4	0.3
Capital Assets/Land Acquisition		97.4	92.0
Operating Transfers Out		8.1	7.7
Total	$	**105.9**	**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 2020–21: $105.9 million



Recommended Budget by Categories of Revenues: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	$	0.3	0.3
Intergovernmental Revenues		4.1	3.9
Charges for Current Services		4.0	3.8
Other Financing Sources		91.1	86.1
Use of Fund Balance		6.3	5.9
Total	$	**105.9**	**100.0**

*The sum of individual figures within a column may not equal the total for that column due to rounding.

Capital Appropriations: Fiscal Year 2020–21

The Capital Appropriation Section provides a detailed overview of each capital project that received new appropriations in the Fiscal Year 2020–21:

Casa De Oro Library

Fiscal Year 2020–21 Appropriations: $315,000

Project Number: 1020105

Estimated Total Project Cost: $21,500,000

Funding Source(s): $315,000

Scope: Construction of new library, approximately 13,000 square feet with teen and children spaces and community room

Schedule and Milestones: Pre-Construction.

County Administration Center (CAC) Major Systems Renovations Project (phased)

Fiscal Year 2020–21 Appropriations: $14,500,000

Project Number: 1021162

Estimated Total Project Cost: $122,693,800

Funding Source(s): General Purpose Revenue $14,500,000

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. Historic Windows & Discretionary work.

Schedule and Milestones: Construction.

East Otay Mesa Fire Station #38

Fiscal Year 2020–21 Appropriations: $200,000

Project Number: 1023723

Estimated Total Project Cost: $20,300,000

Funding Source(s): General Purpose Revenue $200,000

Scope: Construct a new fire station with up to five (5) double loaded drive-thru apparatus bays to accommodate a truck, a type I engine, a type III engine and three (3) ambulances. The station should have the ability to sleep up to sixteen (16) staff.

Schedule and Milestones: Pre-Construction.

Edgemoor Psychiatric Unit

Fiscal Year 2020–21 Appropriations: $2,000,000

Project Number: 1023737

Estimated Total Project Cost: $2,000,000

Funding Source(s): Institutional Care Hospital Revenue $2,000,000

Scope: Convert one (1) unit inside of Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing up to 16 beds.

Schedule and Milestones: Pre-Construction.

Electric Vehicle (EV) Roadmap

Fiscal Year 2020–21 Appropriations: $570,000

Project Number: see project scope

Estimated Total Project Cost: $570,000

Funding Source(s): General Purpose Revenue $570,000

Scope: Electric vehicle installations and improvements at various locations for Public Charging. Various locations and amounts include: Lakeside Branch Library 1021160 ($50,000), Juvenile Justice Campus 1021131 ($180,000), Ohio Street Renovation/ Replacement 1021132 ($50,000) and Southeastern Live Well Campus 1021148 ($290,000).

Schedule and Milestones: Pre-Construction.

Four Gee Park

Fiscal Year 2020–21 Appropriations: $400,000

Project Number: 1022934

Estimated Total Project Cost: $1,000,000

Funding Source(s): Parks Expansion & Improvement Commitment $400,000

Scope: Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.

Schedule and Milestones: Pre-Construction.

Innovative Residential Rehabilitation Program

Fiscal Year 2020–21 Appropriations: $15,000,000

Project Number: 1023734

Estimated Total Project Cost: $15,000,000

Funding Source(s): General Purpose Revenue $15,000,000

Scope: To purchase and improve a property for an innovative residential rehabilitation program offering vocational training, peer counseling, mentoring, leadership training and transitional services. Modeled after The Other Side Academy (TOSA) program.

Schedule and Milestones: Pre-Construction.

Lamar County Park Fitness Loop Connection

Fiscal Year 2020–21 Appropriations: $177,000

Project Number: 1023731

Estimated Total Project Cost: $177,000

Funding Source(s): Federal Aid HUD CDBG 14.218 Revenue $177,000

Scope: The Lamar Park Fitness Loop Connection includes ADA accessibility on the south side creek from the existing paved parking lot to the west connecting to the existing vehicle bridge and south bordering housing community. With the addition of solar lighting for safety, landscape improvements and other park related amenities, the park offers people of all abilities the opportunity to access all areas of the park.

Schedule and Milestones: Pre-Construction.

Lincoln Acres Park Expansion

Fiscal Year 2020–21 Appropriations: $2,100,000

Project Number: 1022612

Estimated Total Project Cost: $5,500,000

Funding Source(s): State Grant: Proposition 68 Statewide Park Development and Community Revitalization Program $2,100,000

Scope: Design/environmental analysis and construction of new park amenities for Lincoln Acres.

Schedule and Milestones: Pre-Construction.

Lindo Lake Improvements (Phases 1 & 2)

Fiscal Year 2020–21 Appropriations: $3,400,000

Project Number: 1019565

Estimated Total Project Cost: $20,425,000

Funding Source(s): General Fund fund balance $3,400,000

Scope: Restore Lindo Lake by deepening the lakebed. Construction will occur in two proposed phases:

Phase 1: $10.9M - Design, Environmental Analysis and construction / dredging of the East Basin, stormwater improvements habitat restoration and site amenities.

Phase 2: $9.5M - Dredging and reconstruction of the west basin, stormwater improvements habitat restoration and site amenities.

Schedule and Milestones: Pre-Construction.

Mt. Laguna Fire Station #49

Fiscal Year 2020–21 Appropriations: $4,200,000

Project Number: 1021892

Estimated Total Project Cost: $5,600,000

Funding Source(s): General Purpose Revenue $4,200,000

Scope: Planning, design, and construction of a new building consisting of a two apparatus bay, associated spaces, and living quarters for up to six staff.

Schedule and Milestones: Pre-Construction.

North Coastal Live Well Health Center Improvements

Fiscal Year2020–21 Appropriations: $7,500,000

Project Number: 1023473

Estimated Total Project Cost: $8,000,000

Funding Source(s): Committed Fund Balance - Realignment $7,500,000

Scope: Build out the parking garage of the newly constructed North Coastal Live Well Health Center at Oceanside to accommodate the new requirement of the Crisis Stabilization Units.

Schedule and Milestones: Pre-Construction.

Otay Valley Regional Park Bike Skills

Fiscal Year2020–21 Appropriations: $500,000

Project Number: 1021894

Estimated Total Project Cost: $1,000,000

Funding Source(s): General Purpose Revenue $500,000

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.

Schedule and Milestones: Pre-Construction.

Palomar Mountain Fire Station

Fiscal Year 2020–21 Appropriations: $2,800,000

Project Number: 1021136

Estimated Total Project Cost: $4,600,000

Funding Source(s): General Purpose Revenue $2,800,000

Scope: Facility remodel and new living quarters.

Schedule and Milestones: Pre-Construction.

Rancho San Diego Library Expansion

Fiscal Year 2020–21 Appropriations: $1,400,000

Project Number: 1021917

Estimated Total Project Cost: $1,400,000

Funding Source(s): General Purpose Revenue $1,400,000

Scope: The proposed additional 400 square feet would provide additional sales area for the Friends of the Library, such as a Children's area, which currently either doesn't exist or are impacted because of the limited space.

Schedule and Milestones: Pre-Construction.

Rock Mountain Detention Facility

Fiscal Year 2020–21 Appropriations: $22,300,000

Project Number: 1022046

Estimated Total Project Cost: $38,000,000

Funding Source(s): Sheriff Inmate Welfare Fund $1,000,000, Criminal Justice Facility Construction Fund $2,000,000 and General Purpose Revenue $19,300,000

Scope: This project will focus on the main facility and five housing units including 1,000 inmate beds. The specific project scope includes: Integrated Electronic Security System (IESS), fire alarm and sprinkler system, closed-circuit television (CCTV), data and voice communications, renovation of control room, communications equipment room, inmate intake corridors, inmate dining, kitchen plumbing, deputy stations and medical safety rooms, convert kitchen storage to dining; convert storage room to briefing room; replace uninterrupted power supply (UPS) systems; replace kitchen ovens; energy savings upgrades to include lighting and plumbing; ADA upgrades (interior and exterior); fencing rework to include additional gates, cameras and controls; re-keying of the entire facility; and electrical transformers.

Schedule and Milestones: Pre-Construction.

San Diego Juvenile Justice Campus (Phase II)

Fiscal Year 2020–21 Appropriations: $400,000

Project Number: 1023885

Estimated Total Project Cost: $70,400,000

Funding Source(s): General Purpose Revenue $400,000

Scope: The appropriations established in Fiscal Year 2020-21 will fund the preliminary design research and developing bridging documents for the second phase of the Juvenile Justice Campus. The project scope of the Phase II includes replacing existing 60-year old Juvenile Hall to house and educate 96 youth while completing the court process.

Schedule and Milestones: Pre-Construction.

South Lane Park

Fiscal Year 2020–21 Appropriations: $650,000

Project Number: 1023729

Estimated Total Project Cost: $650,000

Funding Source(s): Park Expansion & Improvement Commitment $350,000; Park Land Dedication Ordinance 26 Crest Fund Balance $300,000

Scope: Construction of a fitness trail in an existing County park.

Schedule and Milestones: Pre-Construction.

Sweetwater Lane County Park Energy Upgrade

Fiscal Year 2020–21 Appropriations: $1,500,000

Project Number: 1023728

Estimated Total Project Cost: $1,500,000

Funding Source(s): General Purpose Revenue $1,500,000

Scope: 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.

Schedule and Milestones: Pre-Construction.

Sweetwater Loop Trail Acquisition/Construction: Segments 5-7, Segments 8 and 9, Segment 10

Fiscal Year 2020–21 Appropriations: $600,000

Project Number: 1022919

Estimated Total Project Cost: $6,850,000

Funding Source(s): General Purpose Revenue $600,000

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: Pre-Construction.

Third Avenue Mental Health Inpatient Facility Hub, Hillcrest

Fiscal Year 2020–21 Appropriations: $2,000,000

Project Number: 1023736

Estimated Total Project Cost: $115,000,000

Funding Source(s): Institutional Care Hospital Revenue $2,000,000

Scope: Design of an integrated care environment designed to accelerate transition from behavioral health crisis to continuous and chronic care management. This facility is anticipated to include inpatient behavioral health services.

Schedule and Milestones: Pre-Construction.

Capital Program: All Funds Summary

Budget by Fund

	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget	% Change	Fiscal Year 2021-22 Recommended Budget
Capital Outlay Fund	$ 51,562,000	$ 82,582,000	$ 46,027,000	(44.3)	$ —
Major Maintenance Capital Outlay Fund	18,806,981	17,210,206	37,202,074	116.2	—
County Health Complex	71,000,000	—	11,790,000	100.0	—
Justice Facility Construction	94,417,000	5,143,061	630,000	(87.8)	—
Library Projects	22,370,000	—	1,765,000	100.0	—
MSCP - Land Use and Environmental	7,500,000	7,500,000	—	(100.0)	—
Edgemoor Development Fund	9,196,676	9,097,650	8,458,310	(7.0)	8,915,800
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Budget by Categories of Expenditures

	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget	% Change	Fiscal Year 2021-22 Recommended Budget
Services & Supplies	$ 633,000	$ 533,000	$ 359,800	(32.5)	$ 359,800
Capital Assets/Land Acquisition	265,655,981	112,435,267	97,414,074	(13.4)	—
Operating Transfers Out	8,563,676	8,564,650	8,098,510	(5.4)	8,556,000
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Budget by Categories of Revenues

	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget	% Change	Fiscal Year 2021-22 Recommended Budget
Revenue From Use of Money & Property	$ 328,924	$ 328,924	$ 328,924	0.0	$ 328,924
Intergovernmental Revenues	4,536,544	8,550,430	4,130,110	(51.7)	1,853,002
Charges For Current Services	—	—	4,000,000	100.0	—
Miscellaneous Revenues	—	1,053,061	—	(100.0)	—
Other Financing Sources	269,987,189	104,744,760	91,137,074	(13.0)	2,500,000
Use of Fund Balance	—	6,855,742	6,276,276	(8.5)	4,233,874
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Revenue Detail

	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget	% Change	Fiscal Year 2021-22 Recommended Budget
Rents and Concessions	$ 328,924	$ 328,924	$ 328,924	0.0	$ 328,924
State Aid Other	—	6,500,000	2,100,000	(67.7)	—
Other Intergovernmental Revenue	599,553	137,446	—	(100.0)	—
Federal Aid HUD CDBG 14.218	—	—	177,000	100.0	—
Federal Other	3,936,991	1,912,984	—	(100.0)	1,853,002
Federal HHS 93.778 Medical Assistance Program	—	—	1,853,110	100.0	
Institutional Care Hospital	—	—	4,000,000	100.0	—
Miscellaneous Revenue Other	—	1,053,061	—	(100.0)	—
Operating Transfer From General Fund	264,405,928	83,608,818	90,837,074	8.6	—
Operating Transfer From Internal Service Fund	55,000	—	—	0.0	—
Operating Transfer From Parkland Dedication	—	6,147,000	300,000	(95.1)	—
Operating Transfer From Other/ Special District	—	11,000,000	—	(100.0)	—
Operating Transfer From Library Fund	595,500	688,942	—	(100.0)	—
Sale of Fixed Assets	4,930,761	3,300,000	—	(100.0)	2,500,000
Use of Fund Balance	—	6,855,742	6,276,276	(8.5)	4,233,874
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ —	$ —	$ —	0.0	$ —
Other Charges	—	—	—	0.0	—
Capital Assets/Land Acquisition	51,562,000	82,582,000	46,027,000	(44.3)	—
Capital Assets Equipment	—	—	—	0.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	**$ 51,562,000**	**$ 82,582,000**	**$ 46,027,000**	**(44.3)**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ —	$ —	$ —	0.0	$ —
Intergovernmental Revenue	—	5,000,000	2,277,000	(54.5)	—
Charges for Current Services	—	—	—	0.0	—
Miscellaneous Revenue	—	710,000	—	(100.0)	—
Other Financing Sources	51,562,000	76,872,000	43,750,000	(43.1)	—
Use of Fund Balance	—	—	—	0.0	—
Total	**$ 51,562,000**	**$ 82,582,000**	**$ 46,027,000**	**(44.3)**	**$ —**

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ —	$ —	$ —	0.0	$ —
Capital Assets/Land Acquisition	18,806,981	17,210,206	37,202,074	116.2	—
Total	**$ 18,806,981**	**$ 17,210,206**	**$ 37,202,074**	**116.2**	**$ —**

Budget by Categories of Revenues					
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenue	$ 599,553	$ 137,446	$ —	(100.0)	$ —
Miscellaneous Revenue	—	—	—	0.0	—
Other Financing Sources	18,207,428	17,072,760	37,202,074	117.9	—
Total	**$ 18,806,981**	**$ 17,210,206**	**$ 37,202,074**	**116.2**	**$ —**

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ —	$ —	$ —	0.0	$ —
Capital Assets/Land Acquisition	71,000,000	—	11,790,000	100.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	**$ 71,000,000**	**$ —**	**$ 11,790,000**	**100.0**	**$ —**

Budget by Categories of Revenues					
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Miscellaneous Revenues	$ —	$ —	$ 4,000,000	100.0	$ —
Other Financing Sources	71,000,000	—	7,790,000	100.0	—
Use of Fund Balance	—	—	—	0.0	—
Total	**$ 71,000,000**	**$ —**	**$ 11,790,000**	**100.0**	**$ —**

Justice Facility Construction Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ —	$ —	$ —	0.0	$ —
Other Charges	—	—	—	0.0	—
Capital Assets/Land Acquisition	94,417,000	5,143,061	630,000	(87.8)	—
Capital Assets Equipment	—	—	—	0.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	**$ 94,417,000**	**$ 5,143,061**	**$ 630,000**	**(87.8)**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ —	$ 1,500,000	$ —	(100.0)	$ —
Miscellaneous Revenues	—	343,061	—	(100.0)	—
Other Financing Sources	94,417,000	3,300,000	630,000	(80.9)	—
Use of Fund Balance	—	—	—	0.0	—
Total	**$ 94,417,000**	**$ 5,143,061**	**$ 630,000**	**(87.8)**	**$ —**

Library Projects Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ —	$ —	$ —	0.0	$ —
Capital Assets/Land Acquisition	22,370,000	—	1,765,000	100.0	—
Capital Assets Equipment	—	—	—	0.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	**$ 22,370,000**	**$ —**	**$ 1,765,000**	**100.0**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Other Financing Sources	$ 22,370,000	$ —	1,765,000	100.0	$ —
Use of Fund Balance	—	—	—	0.0	—
Total	**$ 22,370,000**	**$ —**	**$ 1,765,000**	**100.0**	**$ —**

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Capital Assets/Land Acquisition	$ 7,500,000	$ 7,500,000	$ —	(100.0)	$ —
Total	**$ 7,500,000**	**$ 7,500,000**	**$ —**	**(100.0)**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Intergovernmental Revenues	$ —	$ —	$ —	0.0	$ —
Miscellaneous Revenues	—	—	—	0.0	—
Other Financing Sources	7,500,000	7,500,000	—	(100.0)	—
Total	**$ 7,500,000**	**$ 7,500,000**	**$ —**	**(100.0)**	**$ —**

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 633,000	$ 533,000	$ 359,800	(32.5)	$ 359,800
Operating Transfers Out	8,563,676	8,564,650	8,098,510	(5.4)	8,556,000
Total	**$ 9,196,676**	**$ 9,097,650**	**$ 8,458,310**	**(7.0)**	**$ 8,915,800**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 328,924	$ 328,924	$ 328,924	0.0	$ 328,924
Intergovernmental Revenues	3,936,991	1,912,984	1,853,110	(3.1)	1,853,002
Charges for Current Services	—	—	—	0.0	—
Miscellaneous Revenues	—	—	—	0.0	—
Other Financing Sources	4,930,761	—	—	0.0	2,500,000
Use of Fund Balance	—	6,855,742	6,276,276	(8.5)	4,233,874
Total	**$ 9,196,676**	**$ 9,097,650**	**$ 8,458,310**	**(7.0)**	**$ 8,915,800**

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Capital Improvement Needs Assessment: Fiscal Years 2020–25

The County's capital improvement planning process is guided by Board of Supervisors Policy G-16, *Capital Facilities 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. 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 to their respective Groups. 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.
- Groups will then assess and forward a prioritized five-year plan to the Facilities Planning Board (FPB) for its consideration.
- The FPB, which consists of the Director of the Office of Financial Planning, the Group Finance Directors and the Director of DGS, will integrate all capital facility needs and will develop the draft annual CINA for review by the Group General Managers, Chief Financial Officer and Chief Administrative Officer. The CINA reflects the County's facility priorities based on numerous factors, with emphasis given to the a proposed project:
  - Strategic Plan linkage
  - Criticality in addressing life, safety or emergency issues
  - Fulfillment of State/federal mandates or legally binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Customer service benefits
  - Positive impact on quality of life in the County
- 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 in turn refers it to the CAO for determining project timing and funding actions, as the Capital Improvements Plan.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that San Diego County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the MSCP land acquisition program, as well as maintaining and expanding its park facilities.

Over the mid- and long-term, the County will continue to take an active approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as Statewide bonds and State and federal grants.

Capital Project Phases

Initiation	Client request submitted Establish project objectives and preliminary project scope statement
Planning	Scope development Communications plan Programming Due diligence, Environmental/Entitlement Review Budget development Schedule development Acquisition strategy Approval/authorization
Execution	Design Construction
Closeout	Closeout project Punch-list items

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CINA Capital Projects

Each year, the Facilities Planning Board ranks all 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 projects is $2.0 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 and infrastructure which are greater than 40 years old and are considered for replacement or major renovation. The County-owned structures, infrastructure and projects that involve consolidation of multiple facilities are identified as aged facilities. The consolidation of multiple facilities are considered aged facilities if one of more of the buildings being consolidated is greater than 40 years old. These projects identified as aged facilities are listed in bold font for easier reference.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	Construction	$122,693,800	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. Historic Windows & Discretionary work.
North Coastal Live Well Health Center (CSU) Improvements	Pre-Construction	8,000,000	Build out the parking garage of the newly constructed North Coastal Live Well Health Center at Oceanside to accommodate the new requirement of a Crisis Stabilization Unit.
Mt. Laguna Fire Station #49	Pre-Construction	5,600,000	Planning, design, and construction of a new building consisting of a two-apparatus bay, associated spaces, and living quarters for up to six.
Palomar Mountain Fire Station	Pre-Construction	4,600,000	Facility remodel and new living quarters.
Edgemoor Psychiatric Unit	Pre-Construction	2,000,000	Convert one (1) unit inside of Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing up to 16 beds; pre-construction.
Sweetwater Lane County Park Energy Upgrade (CAP)	Pre-Construction	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.
South Lane Park	Pre-Construction	650,000	Construction of a fitness trail in an existing County park.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
EV Roadmap (CAP)	Pre-Construction	570,000	Electric vehicle installations and improvements located at various locations for public charging.
San Diego Juvenile Justice Campus (Phase II & III)	Pre-Construction	70,400,000	Replace existing 60-year old Juvenile Hall to house and educate 96 youth while completing the court process. Replace the more than 50-year old Juvenile Probation Center with a new office building to support Court-related functions and Departmental administrative staff.
Four Gee Park	Pre-Construction	1,000,000	Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.
East Otay Mesa Fire Station #38	Pre-Construction	20,300,000	New station with up to five (5) double loaded drive-thru apparatus bays to accommodate a truck, a type I engine, a type III engine and three (3) ambulances. The station should have the ability to sleep up to sixteen (16) staff.
Lamar County Park Fitness Loop Connection	Pre-Construction	177,000	The Lamar Park Fitness Loop Connection includes ADA accessibility on the south side creek from the existing paved parking lot to the west connecting to the existing vehicle bridge and south bordering housing community. With the addition of solar lighting for safety, landscape improvements and other park related amenities, the park offers people of all abilities the opportunity to access all areas of the park.
San Diego Juvenile Justice Campus	Construction	130,000,000	New urban camp to house 96 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	Pre-Construction	75,705,000	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.
Hall of Justice (HOJ)	Pre-Construction	65,000,000	Major Systems Replacement; acquisition of design contract for 20/21. Funding for design phase will commence 21/22.
Regional Communications System Upgrade	Construction	35,867,093	Design, procure and install next generation regional public safety communications system.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Emergency Vehicles Operation Course (EVOC)	Pre-Construction	32,440,000	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.
San Diego County Psychiatric Hospital Renovation	Pre-Construction	30,000,000	Renovation of the existing San Diego County Psychiatric Hospital located on Rosecrans Street to include mechanical, electrical, plumbing and structural elements.
Rady Children's Hospital Behavioral Health Hub for Children and Youth (parking structure)	Pre-Construction	25,000,000	Establish a behavioral health hub in the North Central region to provide critical services to children and youth through a partnership with Rady Children's Hospital. Rady funded construction of joint-use parking structure on County-owned property.
Lindo Lake Improvements (Phases 1 & 2)	Pre-Construction	20,425,000	Restore Lindo Lake by deepening the lakebed. Construction will occur in two proposed phases. Phase 1: $7.25M - Design, Environmental Analysis and construction / dredging of the East Basin, stormwater improvements habitat restoration and site amenities Phase 2: $9M - Dredging and reconstruction of the west basin, stormwater improvements habitat restoration and site amenities.
Lakeside Branch Library	Pre-Construction	19,473,167	Construction of new 17,000 square feet library with teen and children spaces, Community room. Estimate includes demolition of existing library.
Ohio Street New Probation Office	Construction	19,325,833	Demo existing building and construct an approximately 21,000 square feet office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.
Tri-City Psychiatric Health Facility	Pre-Construction	17,400,000	Memorandum of Understanding (MOU) between the County and Tri-City Healthcare District (Tri-City) has been drafted detailing an arrangement to pursue the development of a 16-bed psychiatric health facility on vacant land located at the Tri-City Medical Center in Oceanside, California.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail	Pre-Construction	11,650,000	Design, environmental and construction of an estimated 3.83 miles of trail on 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.
Inmate Transfer Tunnel	Construction	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	Pre-Construction	7,500,000	Rehabilitation of fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area.
Lincoln Acres Park Expansion	Pre-Construction	5,500,000	Design/environmental analysis and construction of new park amenities for Lincoln Acres. Remaining funding will be Grant funded.
Lakeside Baseball Park Synthetic Turf Replacement and Energy Upgrades (CAP)	Construction	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.
Bonita Library Expansion	Construction	4,400,000	Expansion of 3,200 square feet to accommodate both a new Children's area and a relocated Teens area.
Santa Ysabel East-West Trail (Cauzza)	Pre-Construction	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.
Regional Communications System Support Infrastructure	Construction	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 $200k per site. Actual numbers dependent on new RCS technology network design. Have acquired three (3) of 20 sites.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
San Diego Botanic Garden Expansion	Construction	3,800,000	Construct new administrative and horticultural buildings along with improvements to the lawn and Larabee Houses.
Fallbrook Local Park	Pre-Construction	3,172,000	Acquisition and development of a new approximately five acre County park. Improvements include a soccer field, court sports and playground.
Playground Equipment (various locations)	Pre-Construction	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.
San Diego County Fire Training Center	Construction	2,000,000	Planning, design, and installation of Phase 1 for state-of-the-art training center. Improvements will be phased as funding permits.
Otay Lakes County Park Sewer	Pre-Construction	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.
Sycamore Canyon Trails	Pre-Construction	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.
Estrella Park Improvements	Construction	1,445,000	Construction of Americans with Disability Act (ADA) parking, decomposed granite trails, landscape, irrigation, a small creek bridge, park benches and picnic tables.
Otay Lakes County Park Electrical Upgrade	Pre-Construction	1,000,000	Upgrades to electrical infrastructure in Otay Lakes Park to improve system efficiency and reliability.
Lindo Lake Photovoltaic (CAP)	Pre-Construction	1,000,000	Install covered parking areas with photovoltaic panels at Lindo Lake Park.
Woodhaven Park Well and Fitness Trail (CAP)	Construction	928,938	Installation of a new well, reduce the park's turf area for water conservation, and to construct a new fitness trail.
Guajome Sewer Improvements	Pre-Construction	871,951	Design and construction of sewer improvements through Guajome Park.
Water Conservation at Patriot Park and Jess Martin Park (CAP)	Construction	750,000	Water conservation strategies reduce operational costs and lower our environmental footprint. These improvements will be located at Patriot and Jess Martin Parks.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Otay Lakes County Park - Primitive Campground Infrastructure	Construction	750,000	Design, environmental and construction of infrastructure to support a future primitive youth/group campground at Otay Lakes Park.
Stelzer Park Ranger Station/Visitor Center	Pre-Construction	675,000	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.
Fallbrook Skatepark	Pre-Construction	602,000	Construction of a Skatepark in Fallbrook.
Replace Playground Equipment at Dos Picos and Heise Park	Pre-Construction	600,000	Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience.
Don Dussault County Park Improvements Phase II and Phase III	Pre-Construction	585,000	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.
Ildica Park	Pre-Construction	560,000	Initial Development of Ildica Park. Improvements include a community garden, play equipment, a walking path, parking and picnic area.
Park Volunteer Pads at Boulder Oaks, El Monte, and Old Ironside	Pre-Construction	450,000	Construction of new volunteer pads that include covered Photovoltaic parking and water generator at Boulder Oaks, El Monte, and Old Ironside Parks.
Pine Valley Pavilion	Construction	374,821	Installation of a pavilion at the Pine Valley Park.
Lindo Lake County Park - Playground Equipment Replacement	Pre-Construction	350,000	Removal of old playground equipment and replacement with new equipment.
Dos Picos County Park Playground Equipment Replacement	Pre-Construction	175,000	Removal of old playground equipment and replacement with new equipment.
Steele Canyon County Park - Playground Equipment Replacement	Pre-Construction	175,000	Removal of old playground equipment and replacement with new equipment.
Sweetwater Summit Amphitheater Shade Structure	Pre-Construction	250,000	Installation of shade over the existing park amphitheater to provide an enhanced and more comfortable recreational experience for the park.
Casa De Oro Library	Pre-Construction	21,500,000	Land Acquisition and construction of new library, approximately 13,000 square feet with teen and children spaces and community room. Phase 1: Land Acquisition, Phase 2: Construction.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Pre-Construction	294,000,000	Acquisition of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.

CINA Capital Projects			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	Pre-Construction	115,000,000	Design of an integrated care environment designed to accelerate transition from behavioral health crisis to continuous and chronic care management. This facility is anticipated to include inpatient behavioral health services.
Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	Pre-Construction	53,940,000	Build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Projects may be constructed in any order. Proposed phasing: 1. $5.65M- Heritage Staging Area and Area A Trails: 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 in Zone A within OVRP. Zone A trails include +3.5 miles of planned trails in Otay Valley Regional Park Zone A (I-805 to Heritage Road) 2. $4.25M - Area B Trails: Acquisition of trail easements, design, environmental analysis, and construction/ improvement of approximately 12 miles of planned trails in Otay Valley Regional Park Zone B (Heritage Road to Otay Lakes County Park) 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) 6. $14M - Area 11 Nature Center. Design/ environmental and construction of a new nature center in Active Recreation Area 11.

CINA Capital Projects			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	51,268,287	Acquisition and development of planned 1600-acre San Luis Rey River Park (SLRRP). Projects can that be constructed in any order. Anticipated phasing is as follows: 1. $12.95M ($0.8M received) - Moosa Active Recreation node (Bonsall Community). Design, environmental analysis and construction of a 55 acre active recreation park. 2. $1M - Bonsall Bridge Staging Area: Design, environmental and construction of a staging area at the west end of SLRRP. 3. $1M - Via Montellano Staging Area and Trails: Design, environmental, construction of staging area and trail connection to middle ROW trail. 4. $20.6M ($1M received) - Dulin Rd Active Recreation node (Rio Prado). Design, environmental, construction of a 40 acre active recreation park. 5. $4M - East Right of Way Trail - Design, environmental, construction for trail and bridge over live oak creek. 6. $4M - South Trail: Design, environmental, construction of a new trail segment connecting the Bonsall staging area to Moosa Active Recreation node. 7. $1.4M ($1.4 received) - Middle Right-of-Way Trail: Design, environmental, and construction on 1.5 mile trail. 8. $0.75M - Northern Staging Area, Trails, and Trail Bridge: Design, environmental, and construction of connecting trails and N.SLR Staging Area. 9. $1M - Rio Prado West Trail: Design and environmental of acquired easement west of future Rio Prado Park. 10. 4.5M ($4.5M received) - Land Acquisition and Trail Construction. Acquisition, design, environmental, construction of a trail system.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Tijuana River Valley Regional Park (TRVRP) Active Recreation and Community Park, and Campgrounds	Construction	47,170,000	Development of the 1,800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include campground, local park and sports complex, and equestrian center. Projects may be constructed in any order. 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. $14.3M ($14.3M received) - TJ Campground. Design, environmental analysis and construction (phased) of low-cost accommodation campground on 79 acres within the Coastal Zone. Includes approximately 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 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 pasture area.
Rock Mountain Detention Facility	Pre-Construction	38,000,000	Integrated Electronic Security System and renovation of existing facility.
Ramona Sheriff Station	Pre-Construction	35,600,000	Construction of new 18,000 square feet Sheriff Station on existing site.
San Diego County Animal Shelter	Pre-Construction	25,400,000	Design and construction of new Animal Shelter.
Star Valley Park	Pre-Construction	20,650,000	Design, environmental analysis, and construction of Star Valley Park. Park amenities could include sport fields/ courts, playgrounds, picnic areas.
Calavo Park	Pre-Construction	16,454,000	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.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Ramona Intergenerational Community Campus (RICC)	Pre-Construction	16,400,839	Land acquisition, master plan, design, and construction. Includes three phases: Phase 1 - Cal Trans land exchange Phase 2 - Affordable Housing Land Acquisition Phase 3 - Construction of HHSA Family Resource Live Well Center.
Intermountain Fire Station 85	Pre-Construction	16,200,000	Construction of a new fire station to replace Station #85 (Intermountain) and Station #87 (Witchcreek). Phase 1: land acquisition and Phase 2: design and construction.
Lakeside Equestrian Facility	Pre-Construction	16,900,000	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.
Innovative Residential Rehabilitation Program	Pre-Construction	15,000,000	To purchase and improve a property for an innovative residential rehabilitation program offering vocational training, peer counseling, mentoring, leadership training and transitional services. Modeled after The Other Side Academy (TOSA) program.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Pre-Construction	13,500,000	Design, environmental and construction of a 10-20 acre County park in the community of Alpine to include sports fields, picnic areas, playgrounds, and other recreation amenities. The community of Alpine does not currently have a County park.
Stowe Trail Acquisition and Trail Realignment	Pre-Construction	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.
Sweetwater Loop Trail Acquisition/ Construction: Segments 5-7 Segments 8 and 9 Segment 10	Pre-Construction	6,850,000	1. $1M - Segments 5-7: The project consists of the design, environmental review and permitting, and construction 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. 2. $4M - Segments 8 and 9: Design, environmental, and construction of trail equestrian and bikeways segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park. 3. $1.85M - Segment 10: Acquisition of property, design, environmental permitting, mitigation, and construction of Sweetwater Loop Trail Segment 10.
San Dieguito Local Park	Pre-Construction	6,000,000	Acquisition and development of a new approximately five-acre County park. Improvements include a soccer field, court sports and playground.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Heritage Park Building	Pre-Construction	5,000,000	Design and construct interior retrofit to make the Heritage Park building code complaint and to convert the use to a hotel.
Julian Library Community Room	Pre-Construction	4,200,000	New community room to accommodate 150 people (seated) with expanded Kitchen/Serving room and storage closet. New audio-visual system, tables, chairs and emergency generator.
Sweetwater Summit Regional Park Campground Expansion Phase II (CAP)	Pre-Construction	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.
Mount Woodson Parking Lot	Pre-Construction	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.
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	3,350,000	Two phases of design and construction to complete preserve infrastructure to allow public access. Improvements will be made to approximately 8 miles of new and existing multi-use trails and one ADA accessible trail. Construction items include restrooms, driveway and road improvements, staging areas, signage, gates, fencing, improvements to existing trails, new trails, additional trail signage, and shade and picnic areas.
Ramona Grasslands Preserve Phase 1, 2 & 3	Pre-Construction	3,135,000	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.
Santa Maria Creek Greenway	Pre-Construction	3,000,000	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.
Twin Oaks Local Park	Pre-Construction	3,000,000	Acquisition and development of a new approximately four-acre County park. Improvements include a sports field, sports court and playground.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
SR-94 Safe Passage	Pre-Construction	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.
Sage Hill Staging Area and Trail System Improvements	Pre-Construction	2,160,000	Environmental design and construction of trail and staging area for Sage Hill Park.
Rancho San Diego Library Expansion	Pre-Construction	1,400,000	The proposed additional 400 square feet 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.
Potts Trail	Pre-Construction	1,100,000	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.
Center for Integrated Behavioral Health Care and Wellness	Pre-Construction	1,000,000	An innovative model of integrated outpatient care and housing for people with behavioral health conditions or who are at risk of behavioral health conditions, at an existing County owned site located at the corner of East Valley Parkway and Fig Street in Escondido.
East County Crisis Stabilization Unit (CSU) Hub/Network Plan (Alvarado)	Pre-Construction	1,000,000	Crisis Stabilization Unit (CSU) located in East County; pre-construction.
South County Crisis Stabilization Unity (CSU) Hub/Network Plan	Pre-Construction	1,000,000	Crisis Stabilization Unit (CSU) located in South County; pre-construction.
Otay Valley Regional Park (OVRP) Bike Skills	Pre-Construction	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.
Otay Valley Regional Park (OVRP) Community Garden	Pre-Construction	950,000	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.
Borrego Springs Shadeway	Construction	650,000	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.

CINA Capital Projects

Project Title	Current Status	Estimated Project Cost	Project Description
Lonny Brewer Park Leash Free Area	Pre-Construction	400,000	Environmental studies, design, and construction of an enclosed area for dogs to run off-leash. The new amenity will include site work, additional benches, trash cans, and dog waste stations, and create an ADA accessible path of travel.
Camping Cabins at Guajome County Park	Pre-Construction	400,000	Target installation of 2-4 camping cabins at County campgrounds.
4S Ranch Parks - Water Conservation (CAP)	Construction	380,000	Design, environmental and construction of Calsense controllers at three 4S Ranch Parks (Liberty Park, Homestead Park, and Heritage Park)
Playground Shade Structures for Flinn Springs and Steele Canyon	Pre-Construction	330,000	Installation of shade structures over playground equipment at Flinn Springs and Steele Canyon.
Jamul Fire Station 36 Land Acquisition	Pre-Construction	300,000	Negotiate and purchase land occupied by fire station.
Playground Shade Structure at San Dieguito, Patriot Park, and Liberty Park	Pre-Construction	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.
Otay Lakes County Park Recreation Amenities	Construction	250,000	Development of existing park land. Improvements include a playground and benches.
Playground Shade Structures for Lamar and Hilton Head	Pre-Construction	215,000	Installation of shade structures over playground equipment at Lamar and Hilton Head parks.
Santee Public Safety Center; Phase 1, Pre-Construction	Pre-Construction	200,000	Site design of approximately 10 acres within incorporated city of Santee for new Santee Public Safety Center.
Pine Valley County Park - New Playground Shade Structure	Pre-Construction	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	Pre-Construction	165,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Eucalyptus County Park - New Playground Shade Structure	Pre-Construction	155,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Jacumba Fire Station #43 - Land Acquisition and Construction	Pre-Construction	150,000	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.

CINA Capital Projects			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Goodland Acres County Park - New Playground Shade Structure	Pre-Construction	100,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

Operating Impact of Capital Program: Fiscal Years 2020–22

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 2020-22.

2020–22 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
Lakeside Branch Library	The operating impact for this facility will include $2.5 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.	$ 19,500,000	January – 2021	$ 1,000,000	$ 716,665	—	$ 716,665
San Marcos Road Maintenance Station and Fleet Garage	The operating impact for this facility will include $0.9 million in FF&E costs, and $1.3 million for operations, maintenance, contracted services and utilities costs to operate a 57,000 square foot facility.	$ 7,500,000	March – 2021	$ 25,837	$ 102,755	—	$ 102,755
2020–21 Total Operating Impact		**$ 27,000,000**	—	**$ 1,025,837**	**$ 819,420**	**0.0**	**$ 819,420**

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
Mount Laguna Fire Station	The operating impact for this facility will include $0.1 million in FF&E costs and $0.02 million in operations, maintenance, contracted services and utility costs to operate the 4,892 square foot facility.	$ 5,600,000	July – 2021	$ 107,815	$ 27,321	—	$ 27,321
Emergency Vehicle Operations Course	The operating impact for this facility will include $0.1 million in staffing, operations, maintenance, contracted services and utility costs to operate the 2,185 square foot facility.	$ 32,440,000	August – 2021	$ —	$ 140,674	—	$ 140,674
Ohio Street Probation Renovation and Replacement	The operating impact for this facility will include $1.0 million in FF&E costs and $0.4 million in operations, maintenance, contracted services and utility costs to operate the 22,000 square foot facility.	$ 19,325,833	September – 2021	$ 1,000,000	$ 357,811	—	$ 357,811

2020–22 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
Palomar Mountain Fire Station	The operating impact for this facility will include $0.06 million in FF&E costs and $0.03 million in operations, maintenance, contracted services and utility costs to operate the 5,313 square foot facility.	$ 4,600,000	September – 2021	$ 67,000	$ 31,231	—	$ 31,231
Rock Mountain Detention Facility	The operating impact for this facility will include approximately $4.8 million in operations, maintenance, contracted services and utilities costs to operate this facility.	$ 38,000,000	November – 2021	$ —	$ 4,828,200	—	$ —
Inmate Transfer Tunnel	The operating impact for this facility will include $0.02 million in operations, maintenance, contracted services and utility costs to operate the 5,508 square foot facility.	$ 8,953,345	November – 2021	$ —	$ 15,100	—	$ 15,100
2021–22 Total Operating Impact		**$ 108,919,178**	—	**$ 1,174,815**	$ **5,400,337**	**0.0**	$ **572,137**

County of San Diego

Finance Other

Finance Other 529

Lease Payments 533

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 2020–21 and 2021–22.

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. In prior years applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given concurrently with the budget adoption process. However due to a change in the policy, recommendations for grant awards will now be 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 2020–21 is budgeted at $3.2 million, $2.6 million of which reflects anticipated TOT revenues compared to $5.4 million in Fiscal Year 2019-20. The additional $0.41 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2018-19, the remaining $0.16 million is rebudgeted based on Fiscal Year 2019-20 returned funds. The significant decrease in anticipated TOT revenues of $2.6 million in Fiscal

Year 2020-21 compared to $5.4 million in Fiscal Year 2019-20 is due to the effects of COVID-19 pandemic to the hotel industry and tourism as a whole.

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 2020-21 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 2020–21, $58.1 million is budgeted in the Contributions to Capital Program as follows:

- $14.5 million for the County Administration Center (CAC) Renovations,
- $15.0 million for the Innovative Residential Rehabilitation Program,
- $7.5 million for the North Coastal Live Well Health Center Improvements,
- $4.2 million for the Mt. Laguna Fire Station #49,
- $3.4 million for the Lindo Lake Improvements (Phases 1 & 2),
- $3.3 million for the South Bay Regional Center Escalator and Elevator Replacement,
- $2.8 million for the Palomar Mountain Fire Station,

- $1.5 million for the Sweetwater Lane County Park Energy Upgrades,
- $1.4 million for the Rancho San Diego Library Expansion project,
- $1.0 million for the North County Regional Center Generator Replacement,
- $0.6 million for the acquisition/construction of the Sweetwater Loop Trail,
- $0.6 million for the Electric Vehicle Roadmap project to be located at various County locations.
- $0.5 million for the construction of the Otay Valley Regional Park (OVRP) Bike Skills,
- $0.4 million for the San Diego Juvenile Justice Campus (Phase II),
- $0.4 million for the Four Gee Park,
- $0.4 million for the construction of South Lane Park
- $0.3 million for land acquisition for the Casa De Oro Library,
- $0.2 million for the East Otay Mesa Fire Station #38,
- $0.1 million for the San Marcos RMS Generator and ATS Replacement,

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2021-22.

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 $24.6 million in Fiscal Year 2020–21 is a net decrease of $4.0 million from the Fiscal Year 2019–20 Adopted Operational Plan as a result of decreases in the annual lease payment for the 2011 MTS Tower Refunding Certificates of Participation (COPs), refunding of the 2009 Justice Facilities Refunding (COP), and additional interest revenue earned which is used to offset annual payments.

The Fiscal Year 2021–22 payments are estimated at $25.4 million which is a net increase of $0.8 million from the Fiscal Year 2020–21 Recommended Operational Plan. 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 $121.9 million, the major components of the Countywide General Expenses program in Fiscal Year 2020–21 include:

- A Countywide Stabilization of $25.0 million in Fiscal Year 2020–21 will be used to mitigate volatility in program revenues or any other emergent requirements and to replenish the General Fund Reserve [minimum of two months of audited General Fund expenses (equivalent of 16.7%) per Administrative Code Section 113.1 General Fund Balances and Reserves] per Administrative Code Section 113.3 Restoration of General Fund Reserve Minimum Balance. The COVID-19 pandemics impacts on the economy have resulted in significant shortfalls in program revenues across the County necessitating various mitigation strategies to maintain a balanced budget include service reductions and program deferrals. In instances where mitigation strategies would jeopardize essential services, the County has recommended the use of the General Fund Reserve to mitigate the impact. Amounts drawn below the minimum required levels must be replenished. The plan to restore the General Fund Reserve to its targeted levels is described in the “General Fund Reserves and Resources” section of this document.
- Remaining appropriations of $96.9 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.
  - To support one-time department operational requirements including various Major Maintenance projects and various IT projects. Details of these projects are included in the General Fund Use of Fund Balance/Fund Balance Component Decreases (previously Designations) section of this document under 'Various items funded with General Purpose Revenue'. These one time activities are supported by General Purpose Revenue to reduce the use of General Fund Reserves. These General Purpose Revenues are planned to be allocated to departments on an ongoing basis in the future to address fixed cost increases and/or to mitigate revenue shortfalls.
  - 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).

The Fiscal Year 2021–22 appropriations are estimated at $191.1 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; it also includes the second year of resources towards the replenishment of General Fund Reserves per Administrative Code Section 113.3 Restoration of General Fund Reserve Minimum Balance.

Countywide Shared Major Maintenance

In Fiscal Year 2020–21, there are no appropriations budgeted for Countywide Shared Major Maintenance. The funding level for Fiscal Year 2021–22 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, 2019, the total reported liability for the fund was $192.9 million with current assets of $187.3 million resulting in a negative net position of $5.6 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 $5.3 million as of June 30, 2020. To address the unfunded actuarial liability which is driving the negative net position, a $5.0 million amount was budgeted in Fiscal Year 2019–20, and $2.0 million will be budgeted in both Fiscal Year 2020–21 and 2021–22. Appropriations for Fiscal Year 2020–21 total $47.1 million for the workers' compensation internal service fund.

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 2020–21 are $3.2 million, which reflects an increase of $1.3 million, due to the anticipated significant increase in claims.

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 2020–21 and $0.5 million are budgeted for Fiscal Year 2021–22.

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, 2019 was $87.0 million with current assets of $74.0 million resulting in a negative net position of $13.0 million. The actuarial claims liability is expected to increase by $7.0 million as of June 30, 2020. To address the unfunded actuarial liability which is driving the negative net position, a $5.7 million amount was budgeted in Fiscal Year 2019–20, and $5.2 million will be budgeted in both Fiscal Year 2020–21 and 2021–22. Collections of the unfunded liability are amortized over a ten year period subject to annual review.

Appropriations for Fiscal Year 2020–21 total $36.7 million for the Public Liability Internal Service Fund, which reflects a $3.5 million increase from the Fiscal Year 2019–20 Adopted Operational Plan primarily due to an increase in Settlements relating to liability payments and the amount collected to offset the unfunded actuarial liability.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt service in the amount of $81.5 million annually. See the Debt Management Policies and Obligations section of this document for more information on the POBs, including the history, outstanding principal and scheduled payments.

Finance Other Appropriations/Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Community Enhancement	$ 6,260,138	$ 5,698,747	$ 3,155,662	(44.6)	$ 3,873,163
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Contributions to Capital Program	246,849,000	78,225,000	58,050,554	(25.8)	—
Lease Payments: Capital Projects	30,413,643	28,531,551	24,571,641	(13.9)	25,377,301
Countywide General Expenses	186,156,022	132,902,270	121,933,782	(8.3)	191,097,443
Countywide Shared Major Maintenance	15,500,000	8,960,000	—	(100.0)	2,000,000
Employee Benefits Internal Service Funds (ISF)					
Workers Compensation Employee Benefits ISF	46,353,170	48,381,137	47,073,208	(2.7)	47,073,208
Unemployment Insurance Employee Benefits ISF	1,925,950	1,941,871	3,249,906	67.4	3,249,906
Local Agency Formation Commission Administration	475,684	487,062	483,914	(0.6)	498,431
Public Liability ISF	33,175,867	33,200,542	36,664,543	10.4	36,664,542
Pension Obligation Bonds	81,461,036	81,495,804	81,499,123	0.0	81,495,803
Total	**$ 658,570,510**	**$ 429,823,912**	**$ 386,682,333**	**(10.0)**	**$ 401,329,797**

Lease Payments-Bonds

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Lease Payments-Bonds	$ 30,413,643	$ 28,531,551	$ 24,571,641	(13.9)	$ 25,377,301
Total	**$ 30,413,643**	**$ 28,531,551**	**$ 24,571,641**	**(13.9)**	**$ 25,377,301**

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 2,001	$ 2,001	$ 2,001	0.0	$ 2,001
Other Charges	30,411,642	28,529,550	24,569,640	(13.9)	25,375,300
Total	**$ 30,413,643**	**$ 28,531,551**	**$ 24,571,641**	**(13.9)**	**$ 25,377,301**

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 1,098,070	$ 735,527	$ 716,886	(2.5)	$ 759,503
Other Financing Sources	10,763,676	10,764,650	9,453,680	(12.2)	10,387,975
Fund Balance Component Decreases	800,000	800,000	800,000	0.0	800,000
Use of Fund Balance	—	—	844,830	0.0	378,025
General Purpose Revenue Allocation	17,751,897	16,231,374	12,756,245	(21.4)	13,051,798
Total	**$ 30,413,643**	**$ 28,531,551**	**$ 24,571,641**	**(13.9)**	**$ 25,377,301**

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**17,583.50**	**18,024.50**	**17,929.50**	**(0.5)**	**17,765.50**

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 2,231,098,111	$ 2,379,088,553	$ 2,507,286,748	5.4	$ 2,574,869,296
Services & Supplies	2,262,087,808	2,434,534,641	2,622,078,783	7.7	2,194,783,084
Other Charges	710,026,156	709,239,588	732,283,970	3.3	705,322,615
Capital Assets/Land Acquisition	279,920,843	150,164,665	119,135,406	(20.7)	148,764,112
Capital Assets Equipment	37,302,838	39,917,454	39,440,414	(1.2)	25,780,480
Expenditure Transfer & Reimbursements	(37,034,467)	(37,953,457)	(110,195,299)	190.3	(34,012,383)
Contingency Reserves	7,255,233	10,747,220	—	(100.0)	—
Fund Balance Component Increases	76,350,000	350,000	—	(100.0)	—
Operating Transfers Out	676,841,455	544,413,317	501,790,996	(7.8)	395,123,490
Management Reserves	27,000,000	22,150,000	—	(100.0)	—
Total	**$ 6,270,847,977**	**$ 6,252,651,981**	**$ 6,411,821,018**	**2.5**	**$ 6,010,630,694**

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 749,471,934	$ 790,750,588	$ 797,971,613	0.9	$ 818,241,346
Taxes Other Than Current Secured	510,193,144	541,253,163	550,929,170	1.8	585,746,048
Licenses Permits & Franchises	57,505,046	59,865,709	54,320,403	(9.3)	51,547,363
Fines, Forfeitures & Penalties	46,406,143	46,322,296	32,294,314	(30.3)	40,626,519
Revenue From Use of Money & Property	56,905,819	71,629,660	50,167,691	(30.0)	50,040,181
Intergovernmental Revenues	2,617,792,349	2,792,201,550	2,905,653,491	4.1	2,740,192,664
Charges For Current Services	992,174,509	1,025,285,390	1,092,623,374	6.6	1,035,039,214
Miscellaneous Revenues	50,567,191	66,369,779	85,192,137	28.4	45,359,557
Other Financing Sources	656,317,836	515,143,636	469,699,631	(8.8)	363,959,087
Residual Equity Transfers In	400,000	1,700,000	2,300,000	35.3	2,300,000
Fund Balance Component Decreases	95,647,374	63,188,482	91,564,210	44.9	62,699,135
Use of Fund Balance	437,466,632	278,941,728	279,104,984	0.1	214,879,580
Total	**$ 6,270,847,977**	**$ 6,252,651,981**	**$ 6,411,821,018**	**2.5**	**$ 6,010,630,694**

Public Safety Group

Staffing

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**7,573.00**	**7,556.00**	**7,456.00**	**(1.3)**	**7,456.00**

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 1,113,149,273	$ 1,180,836,838	$ 1,228,551,327	4.0	$ 1,269,944,575
Services & Supplies	391,469,278	412,924,244	405,190,639	(1.9)	380,548,497
Other Charges	113,628,631	116,323,723	119,261,350	2.5	122,262,930
Capital Assets/Land Acquisition	—	—	7,288,867	0.0	—
Capital Assets Equipment	10,709,327	13,219,115	7,592,438	(42.6)	1,876,500
Expenditure Transfer & Reimbursements	(22,266,598)	(23,457,767)	(50,227,450)	114.1	(19,561,820)
Operating Transfers Out	320,907,959	355,801,519	326,485,327	(8.2)	309,623,700
Management Reserves	1,250,000	2,000,000	—	(100.0)	—
Total	**$ 1,928,847,870**	**$ 2,057,647,672**	**$ 2,044,142,498**	**(0.7)**	**$ 2,064,694,382**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 1,498,665	$ 1,183,009	$ 1,333,055	12.7	$ 1,333,055
Licenses Permits & Franchises	1,053,890	1,053,890	784,473	(25.6)	921,573
Fines, Forfeitures & Penalties	18,486,933	19,649,931	13,314,545	(32.2)	14,822,900
Revenue From Use of Money & Property	4,427,911	4,446,756	4,594,202	3.3	4,596,446
Intergovernmental Revenues	550,527,149	567,436,476	525,521,933	(7.4)	514,856,883
Charges For Current Services	181,284,515	188,227,101	182,340,948	(3.1)	192,604,981
Miscellaneous Revenues	24,930,863	30,183,768	24,933,697	(17.4)	17,956,521
Other Financing Sources	314,927,522	336,868,529	301,275,180	(10.6)	307,781,821
Fund Balance Component Decreases	20,599,839	30,747,074	34,630,744	12.6	33,630,744
Use of Fund Balance	62,908,968	87,684,191	117,670,649	34.2	100,458,786
General Purpose Revenue Allocation	748,201,615	790,166,947	837,743,072	6.0	875,730,672
Total	**$ 1,928,847,870**	**$ 2,057,647,672**	**$ 2,044,142,498**	**(0.7)**	**$ 2,064,694,382**

Health and Human Services Agency

Staffing

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**6,405.50**	**6,771.50**	**6,771.50**	**0.0**	**6,771.50**

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 657,043,018	$ 709,039,841	$ 763,325,605	7.7	$ 792,223,010
Services & Supplies	1,020,260,351	1,147,038,640	1,303,268,567	13.6	1,110,412,868
Other Charges	379,651,984	358,458,915	373,312,532	4.1	372,957,926
Capital Assets Equipment	859,451	274,500	274,500	0.0	274,500
Expenditure Transfer & Reimbursements	(10,230,896)	(10,291,929)	(30,902,487)	200.3	(10,102,487)
Operating Transfers Out	44,460,837	42,065,700	58,745,059	39.7	56,275,210
Management Reserves	20,000,000	16,000,000	—	(100.0)	—
Total	**$ 2,112,044,745**	**$ 2,262,585,667**	**$ 2,468,023,776**	**9.1**	**$ 2,322,041,027**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 1,784,154	$ 1,891,472	$ 2,348,672	24.2	$ 2,410,901
Taxes Other Than Current Secured	2,027,817	2,260,545	2,383,133	5.4	2,383,133
Licenses Permits & Franchises	968,097	1,002,171	1,002,171	0.0	1,002,171
Fines, Forfeitures & Penalties	7,433,220	7,443,720	7,444,058	0.0	7,444,058
Revenue From Use of Money & Property	3,002,242	3,228,605	3,270,525	1.3	3,270,525
Intergovernmental Revenues	1,832,306,887	1,945,443,853	2,083,024,076	7.1	1,978,501,409
Charges For Current Services	82,188,933	85,449,252	117,205,275	37.2	101,563,193
Miscellaneous Revenues	8,759,324	17,987,330	43,506,036	141.9	10,470,328
Other Financing Sources	10,887,259	11,189,292	20,540,694	83.6	20,540,694
Fund Balance Component Decreases	12,884,055	15,936,155	14,198,815	(10.9)	2,370,714
Use of Fund Balance	38,045,922	36,043,953	38,391,002	6.5	54,492,201
General Purpose Revenue Allocation	111,756,835	134,709,319	134,709,319	0.0	137,591,700
Total	**$ 2,112,044,745**	**$ 2,262,585,667**	**$ 2,468,023,776**	**9.1**	**$ 2,322,041,027**

Land Use and Environment Group

Staffing

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**1,870.50**	**1,946.50**	**1,955.50**	**0.5**	**1,791.50**

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 231,178,034	$ 247,473,675	$ 260,721,209	5.4	$ 249,470,519
Services & Supplies	283,813,462	295,668,104	269,627,010	(8.8)	228,483,454
Other Charges	24,269,673	46,418,681	46,081,257	(0.7)	14,938,570
Capital Assets/Land Acquisition	3,261,000	13,838,000	14,432,465	4.3	4,000,000
Capital Assets Equipment	8,994,570	8,155,349	12,873,253	57.9	6,560,480
Expenditure Transfer & Reimbursements	(1,360,995)	(1,197,547)	(4,017,901)	235.5	(1,300,615)
Fund Balance Component Increases	350,000	350,000	–	(100.0)	–
Operating Transfers Out	31,664,835	40,316,978	32,502,392	(19.4)	5,672,933
Management Reserves	1,000,000	1,000,000	–	(100.0)	–
Total	**$ 583,170,579**	**$ 652,023,240**	**$ 632,219,685**	**(3.0)**	**$ 507,825,341**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 43,991,948	$ 46,665,977	$ 48,964,544	4.9	$ 49,774,371
Taxes Other Than Current Secured	12,650,470	14,201,444	10,693,852	(24.7)	10,705,921
Licenses Permits & Franchises	48,743,204	50,973,793	46,199,744	(9.4)	43,669,322

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Fines, Forfeitures & Penalties	1,625,719	1,750,201	1,541,336	(11.9)	780,651
Revenue From Use of Money & Property	24,556,963	25,260,632	27,359,585	8.3	27,681,815
Intergovernmental Revenues	148,548,043	180,025,537	170,345,279	(5.4)	127,154,468
Charges For Current Services	104,528,272	112,878,911	115,261,351	2.1	118,338,323
Miscellaneous Revenues	4,363,290	3,703,731	2,502,869	(32.4)	2,431,529
Other Financing Sources	29,055,053	32,125,286	29,020,022	(9.7)	5,575,833
Fund Balance Component Decreases	876,421	1,904,573	20,110,830	955.9	12,323,856
Use of Fund Balance	93,330,013	103,619,377	78,523,238	(24.2)	25,258,705
General Purpose Revenue Allocation	70,901,183	78,913,778	81,697,035	3.5	84,130,547
Total	**$ 583,170,579**	**$ 652,023,240**	**$ 632,219,685**	**(3.0)**	**$ 507,825,341**

Finance and General Government Group

Staffing

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**1,734.50**	**1,750.50**	**1,746.50**	**(0.2)**	**1,746.50**

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits	$ 229,727,786	$ 241,738,199	$ 254,688,607	5.4	$ 263,231,192
Services & Supplies	433,643,662	441,716,920	498,559,764	12.9	403,737,407
Other Charges	15,905,555	17,078,878	16,712,198	(2.2)	16,712,198
Capital Assets Equipment	16,739,490	18,268,490	18,700,223	2.4	17,069,000
Expenditure Transfer & Reimbursements	(3,175,978)	(3,006,214)	(25,047,461)	733.2	(3,047,461)
Fund Balance Component Increases	1,000,000	–	–	0.0	–
Operating Transfers Out	14,771,101	10,092,300	11,267,011	11.6	8,122,011
Management Reserves	4,750,000	3,150,000	–	(100.0)	–
Total	**$ 713,361,616**	**$ 729,038,573**	**$ 774,880,342**	**6.3**	**$ 705,824,347**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Licenses Permits & Franchises	$ 1,270,500	$ 1,846,500	$ 1,419,500	(23.1)	$ 1,113,500
Fines, Forfeitures & Penalties	620,150	620,150	620,150	0.0	620,150
Revenue From Use of Money & Property	1,602,153	1,922,262	1,702,262	(11.4)	1,702,262
Intergovernmental Revenues	4,278,811	4,283,264	11,836,208	176.3	4,025,068
Charges For Current Services	463,366,862	476,727,082	507,638,924	6.5	455,759,162
Miscellaneous Revenues	12,013,714	12,941,889	13,749,535	6.2	14,001,179
Other Financing Sources	20,397,041	19,174,881	18,053,077	(5.9)	16,952,860
Residual Equity Transfers In	400,000	1,700,000	2,300,000	35.3	2,300,000
Fund Balance Component Decreases	3,156,059	4,858,481	5,240,488	7.9	5,240,488
Use of Fund Balance	41,439,379	31,462,881	34,383,435	9.3	20,057,989
General Purpose Revenue Allocation	164,816,947	173,501,183	177,936,763	2.6	184,051,689
Total	**$ 713,361,616**	**$ 729,038,573**	**$ 774,880,342**	**6.3**	**$ 705,824,347**

Capital Program

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 633,000	$ 533,000	$ 359,800	(32.5)	$ 359,800
Capital Assets/Land Acquisition	265,655,981	112,435,267	97,414,074	(13.4)	—
Operating Transfers Out	8,563,676	8,564,650	8,098,510	(5.4)	8,556,000
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 328,924	$ 328,924	$ 328,924	0.0	$ 328,924
Intergovernmental Revenues	4,536,544	8,550,430	4,130,110	(51.7)	1,853,002
Charges For Current Services	–	–	4,000,000	0.0	–
Miscellaneous Revenues	–	1,053,061	–	(100.0)	–
Other Financing Sources	269,987,189	104,744,760	91,137,074	(13.0)	2,500,000
Use of Fund Balance	–	6,855,742	6,276,276	(8.5)	4,233,874
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Finance Other

Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Services & Supplies	$ 132,268,055	$ 136,653,733	$ 145,073,003	6.2	$ 71,241,058
Other Charges	176,570,313	170,959,391	176,916,633	3.5	178,450,991
Capital Assets/Land Acquisition	11,003,862	23,891,398	—	(100.0)	144,764,112
Contingency Reserves	7,255,233	10,747,220	—	(100.0)	—
Fund Balance Component Increases	75,000,000	—	—	0.0	—
Operating Transfers Out	256,473,047	87,572,170	64,692,697	(26.1)	6,873,636
Total	**$ 658,570,510**	**$ 429,823,912**	**$ 386,682,333**	**(10.0)**	**$ 401,329,797**

Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Revenue From Use of Money & Property	$ 2,908,070	$ 4,275,527	$ 3,806,886	(11.0)	$ 3,849,503
Charges For Current Services	160,805,927	160,403,044	164,576,876	2.6	165,173,555
Other Financing Sources	11,063,772	11,040,888	9,673,584	(12.4)	10,607,879
Fund Balance Component Decreases	58,131,000	9,742,199	17,383,333	78.4	9,133,333
Use of Fund Balance	201,742,350	13,275,584	3,860,384	(70.9)	10,378,025
General Purpose Revenue Allocation	223,919,391	231,086,670	187,381,270	(18.9)	202,187,502
Total	**$ 658,570,510**	**$ 429,823,912**	**$ 386,682,333**	**(10.0)**	**$ 401,329,797**

Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2018–19 Adopted Budget	**Fiscal Year 2019–20 Adopted Budget**	**Fiscal Year 2020–21 Recommended Budget**	**% Change**	**Fiscal Year 2021–22 Recommended Budget**
Taxes Current Property	$ 702,197,167	$ 741,010,130	$ 745,325,342	0.6	$ 764,723,019
Taxes Other Than Current Secured	495,514,857	524,791,174	537,852,185	2.5	572,656,994
Licenses Permits & Franchises	5,469,355	4,989,355	4,914,515	(1.5)	4,840,797
Fines, Forfeitures & Penalties	18,240,121	16,858,294	9,374,225	(44.4)	16,958,760
Revenue From Use of Money & Property	20,079,556	32,166,954	9,105,307	(71.7)	8,610,706
Intergovernmental Revenues	77,594,915	86,461,990	110,795,885	28.1	113,801,834
Charges For Current Services	–	1,600,000	1,600,000	0.0	1,600,000
Miscellaneous Revenues	500,000	500,000	500,000	0.0	500,000
Total	**$ 1,319,595,971**	**$ 1,408,377,897**	**$ 1,419,467,459**	**0.8**	**$ 1,483,692,110**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Air Pollution Control District	$ 42,731,522	$ 73,381,377	$ 79,553,984	8.4	$ –
Capital Project Funds	274,852,657	121,532,917	105,872,384	(12.9)	8,915,800
Community Facilities Districts	1,946,958	2,463,544	4,394,323	78.4	2,777,267
County Service Areas	19,848,840	21,791,350	23,159,262	6.3	21,930,544
Debt Service County Family	81,461,036	81,495,804	81,499,123	0.0	81,495,803
General Fund	4,699,541,570	4,728,665,244	4,908,989,593	3.8	4,750,768,943
Miscellaneous Local Agencies	7,135,190	7,473,804	7,807,156	4.5	7,807,156
Miscellaneous Special Districts	14,430,353	9,292,335	12,487,348	34.4	9,096,701
Permanent Road Divisions	6,930,137	7,008,536	4,742,045	(32.3)	1,405,213
County Proprietary Enterprise Funds	39,509,265	39,120,475	41,699,026	6.6	41,936,249
County Proprietary Internal Service Funds	505,763,102	535,943,096	562,679,981	5.0	513,283,680
Sanitation Districts	30,468,324	42,586,171	42,268,155	(0.8)	33,356,299
Special Revenue Funds	546,229,023	581,897,328	536,668,638	(7.8)	537,857,039
Total	**$ 6,270,847,977**	**$ 6,252,651,981**	**$ 6,411,821,018**	**2.5**	**$ 6,010,630,694**

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 1,591,193,371	$ 1,694,668,624	$ 1,720,525,206	1.5	$ 1,738,437,317
Sheriff's Asset Forfeiture Program	5,249,936	999,496	2,900,000	190.2	–
Sheriff's Asset Forfeiture - State	27,326	80,000	900,000	1,025.0	–
District Attorney Asset Forfeiture Program Fed	500,000	500,000	1,000,000	100.0	1,000,000
District Attorney Asset Forfeiture Program - US Treasury	50,000	50,000	50,000	0.0	50,000
District Attorney Asset Forfeiture State	200,000	100,000	100,000	0.0	100,000
Probation Asset Forfeiture Program	100,000	100,000	100,000	0.0	100,000
Sheriff's Inmate Welfare	9,909,022	10,776,517	8,206,372	(23.9)	7,289,075
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	294,370,302	314,020,434	286,542,427	(8.8)	298,840,922
CSA 115 Pepper Drive Fire Protection / EMS	385,000	–	–	0.0	–
CSA 135 Mt Laguna Fire/Medical SRV ZN	17,200	17,000	17,100	0.6	17,100
CSA 135 Palomar Mt Fire/ Medical SRV ZN	50,208	60,000	60,600	1.0	60,600
CSA 135 San Pasqual Fire/ Medical SRV ZN	45,100	43,184	43,184	0.0	43,184
CSA 135 Descanso Fire/Medical SRV ZN	56,000	53,000	57,500	8.5	57,500
CSA 135 Dulzura Fire/Medical SRV ZN	12,200	12,300	12,400	0.8	12,400
CSA 135 Tecate Fire/Medical SRV ZN	12,100	12,100	12,500	3.3	12,500
CSA 135 Potrero Fire/Medical SRV ZN	15,500	15,600	15,600	0.0	15,600
CSA 135 Jacumba Fire/Medical SRV ZN	16,800	17,000	17,100	0.6	17,100
CSA 135 Rural West Fire/Medical SRV ZN	357,000	370,000	477,700	29.1	477,700
CSA 135 Yuima Fire Med SRV ZN	–	–	50,000	0.0	50,000
CSA 135 Julian Fire Med SRV ZN	–	–	100,000	0.0	100,000
CSA 135 Fire Authority Fire Protection / EMS	1,444,242	2,730,821	2,030,655	(25.6)	1,530,655
CSA 135 Del Mar 800 MHZ Zone B	46,500	49,500	46,500	(6.1)	44,241
CSA 135 Poway 800 MHZ Zone F	160,000	165,000	165,500	0.3	137,385

Public Safety Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
CSA 135 Solana Beach 800 MHZ Zone H	60,000	60,000	59,500	(0.8)	39,751
CSA 135 Borrego Springs FPD 800 MHZ Zn K	–	8,300	8,550	3.0	–
CSA 135 CFD 04-01 Special Tax A	15,800	7,100	5,000	(29.6)	5,000
CSA 135 EOM CFD 09-01 Special Tax A	94,500	130,000	130,000	0.0	130,000
CSA 135 EOM CFD 09-01 Special Tax B	450,000	760,000	518,000	(31.8)	518,000
SHF Jail Stores Commissary Enterprise	11,088,808	10,360,321	9,583,492	(7.5)	9,583,492
Penalty Assessment	4,168,552	4,662,751	5,457,442	17.0	4,107,885
Criminal Justice Facility	7,618,387	15,708,507	4,295,998	(72.7)	910,987
Courthouse Construction	1,039,016	1,015,117	559,172	(44.9)	910,988
Total	**$ 1,928,847,870**	**$ 2,057,647,672**	**$ 2,044,142,498**	**(0.7)**	**$ 2,064,694,382**

Health and Human Services Agency

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 2,085,994,809	$ 2,235,225,913	$ 2,430,707,713	8.8	$ 2,284,272,682
Co Successor Housing Agy Gillespie Housing	15,000	10,000	25,000	150.0	25,000
Co Successor Housing Agy USDRIP Housing	10,000	3,500	3,500	0.0	3,500
Tobacco Securitization Special Revenue	6,200,000	6,200,000	15,312,638	147.0	15,312,638
CSA 17 San Dieguito Ambulance	5,327,893	5,806,672	5,693,878	(1.9)	5,846,878

Health and Human Services Agency

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
CSA 69 Heartland Paramedic	7,386,853	7,879,278	8,502,391	7.9	8,801,673
Co Successor Agy Redev Obligation Ret Fund	2,065,141	2,271,012	2,350,600	3.5	2,350,600
Co Successor Agy Gillespie Fld Debt Srv	1,426,059	1,474,140	1,553,728	5.4	1,553,728
Co Successor Agy Gillespie Fld Interest Acct	581,059	549,140	498,728	(9.2)	498,728
Co Successor Agy Gillespie Fld Principal Acct	525,000	555,000	580,000	4.5	580,000
Co Successor Agy Gillespie Fld Turbo Redemption	320,000	370,000	475,000	28.4	475,000
Co Successor Agy USDRIP	550,000	550,000	550,000	0.0	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,426,059	1,474,140	1,553,728	5.4	1,553,728
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	0.0	216,872
Total	**$ 2,112,044,745**	**$ 2,262,585,667**	**$ 2,468,023,776**	**9.1**	**$ 2,322,041,027**

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 222,206,261	$ 242,954,622	$ 221,474,103	(8.8)	$ 201,028,283
Road Fund	160,507,564	159,886,840	145,980,964	(8.7)	145,262,626
Air Pollution Control District Operations	27,143,694	29,588,820	32,261,094	9.0	–
APCD Air Quality Improvement Trust	11,120,000	16,424,549	14,458,700	(12.0)	–
Air Quality State Moyer Program	3,910,228	4,737,018	6,623,540	39.8	–
Air Quality Power General Mitigation	100	–	–	0.0	–
Air Quality Proposition 1B GMERP	557,500	248,790	113,000	(54.6)	–
Air Quality Farmer Program	–	1,269,700	604,290	(52.4)	–
Air Quality Community AB 617	–	21,112,500	21,110,000	(0.0)	–
Air Quality Clean Cars 4 All	–	–	4,383,360	0.0	–
San Diego County Lighting Maintenance District 1	2,879,966	2,789,906	2,715,403	(2.7)	2,711,456
County Library	46,555,993	50,014,204	52,646,411	5.3	52,792,123
Inactive Waste Site Management	5,830,820	6,850,846	7,122,528	4.0	6,801,486
Waste Planning and Recycling	3,099,555	3,515,600	3,850,660	9.5	3,784,940

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Hillsborough Landfill Maintenance	–	2,947	–	(100.0)	–
Duck Pond Landfill Cleanup	14,650	14,669	14,669	0.0	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	2,000	1,000	(50.0)	1,000
Parkland Ded Area 19 Jamul	1,500	51,000	51,000	0.0	1,000
Parkland Ded Area 20 Spring Valley	4,500	4,000	2,000	(50.0)	2,000
Parkland Ded Area 25 Lakeside	5,500	5,000	5,000	0.0	5,000
Parkland Ded Area 26 Crest	1,500	1,000	301,000	30,000.0	1,000
Parkland Ded Area 27 Alpine	4,500	4,000	4,000	0.0	4,000
Parkland Ded Area 28 Ramona	8,800	8,000	8,000	0.0	8,000
Parkland Ded Area 29 Escondido	500	1,000	1,000	0.0	1,000
Parkland Ded Area 30 San Marcos	700	500	500	0.0	500
Parkland Ded Area 31 San Dieguito	5,800	4,705,000	5,000	(99.9)	5,000
Parkland Ded Area 32 Carlsbad	200	200	200	0.0	200
Parkland Ded Area 35 Fallbrook	3,000	734,500	1,500	(99.8)	1,500
Parkland Ded Area 36 Bonsall	4,500	254,000	254,000	0.0	4,000
Parkland Ded Area 37 Vista	700	716,000	1,000	(99.9)	1,000
Parkland Ded Area 38 Valley Center	5,500	5,000	5,000	0.0	5,000
Parkland Ded Area 39 Pauma Valley	700	1,000	1,000	0.0	1,000
Parkland Ded Area 40 Palomar Julian	2,500	252,000	332,000	31.7	2,000
Parkland Ded Area 41 Mountain Empire	2,000	111,500	111,500	0.0	1,500
Parkland Ded Area 42 Anza Borrego	5,500	5,000	2,500	(50.0)	2,500
Parkland Ded Area 43 Central Mountain	2,000	1,500	1,500	0.0	1,500
Parkland Ded Area 45 Valle de Oro	4,500	4,000	4,000	0.0	4,000
PLD Administrative Fee	–	10,500	12,000	14.3	12,000
PRD 6 Pauma Valley	186,050	110,100	170,548	54.9	39,336
PRD 8 Magee Road Pala	234,897	112,200	67,370	(40.0)	26,594
PRD 9 Santa Fe Zone B	95,944	101,400	121,663	20.0	21,390
PRD 10 Davis Drive	27,616	11,145	22,253	99.7	9,173

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
PRD 11 Bernardo Road Zone A	64,484	64,907	22,632	(65.1)	17,311
PRD 11 Bernardo Road Zone C	5,897	4,025	4,550	13.0	2,507
PRD 11 Bernardo Road Zone D	34,112	12,665	14,258	12.6	6,933
PRD 12 Lomair	196,381	107,115	116,774	9.0	17,510
PRD 13 Pala Mesa Zone A	138,352	160,400	95,470	(40.5)	59,086
PRD 13 Stewart Canyon Zone B	26,307	22,085	37,006	67.6	10,714
PRD 16 Wynola	112,712	120,507	135,268	12.3	24,066
PRD 18 Harrison Park	229,482	255,300	38,223	(85.0)	35,828
PRD 20 Daily Road	275,726	110,585	276,500	150.0	107,640
PRD 21 Pauma Heights	564,030	574,335	314,301	(45.3)	86,496
PRD 22 West Dougherty St	8,000	5,500	3,557	(35.3)	1,751
PRD 23 Rock Terrace Road	24,370	23,300	17,983	(22.8)	7,365
PRD 24 Mt Whitney Road	56,561	53,580	58,264	8.7	9,421
CSA 26 Rancho San Diego	260,344	270,100	260,100	(3.7)	266,902
CSA 26 Cottonwood Village Zone A	230,818	173,420	148,850	(14.2)	137,276
CSA 26 Monte Vista Zone B	295,810	265,780	170,650	(35.8)	153,750
SD Landscape Maintenance Zone 1	163,500	179,994	177,044	(1.6)	179,194
Landscape Maintenance Dist Zone 2 - Julian	124,661	131,633	186,319	41.5	138,785
PRD 30 Royal Oaks Carroll	39,199	38,350	13,235	(65.5)	3,620
PRD 38 Gay Rio Terrace	36,487	33,200	43,112	29.9	7,975
PRD 45 Rincon Springs Rd	24,742	21,200	18,383	(13.3)	10,765
PRD 46 Rocoso Road	16,239	17,635	16,384	(7.1)	6,750
PRD 49 Sunset Knolls Road	50,658	48,175	48,297	0.3	7,350
PRD 50 Knoll Park Lane	60,533	34,850	7,946	(77.2)	5,981
PRD 53 Knoll Park Lane Extension	162,147	101,170	26,087	(74.2)	16,000
PRD 54 Mount Helix	129,936	143,000	17,929	(87.5)	16,869
PRD 55 Rainbow Crest Rd	345,920	311,900	191,719	(38.5)	52,204
PRD 60 River Drive	40,964	88,500	15,914	(82.0)	13,655
PRD 61 Green Meadow Way	128,786	155,800	155,693	(0.1)	10,354
PRD 63 Hillview Road	247,683	293,350	228,235	(22.2)	31,829
PRD 70 El Camino Corto	25,150	17,850	22,950	28.6	6,429
PRD 75 Gay Rio Dr Zone A	40,397	202,650	17,551	(91.3)	14,421
PRD 75 Gay Rio Dr Zone B	91,184	293,400	98,327	(66.5)	18,594
PRD 76 Kingsford Court	54,446	37,790	15,864	(58.0)	8,441

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
PRD 77 Montiel Truck Trail	111,240	133,600	20,979	(84.3)	20,447
PRD 78 Gardena Way	62,207	62,520	72,416	15.8	7,156
PRD 80 Harris Truck Trail	256,857	168,900	193,611	14.6	20,020
CSA 81 Fallbrook Local Park	533,188	532,984	539,890	1.3	573,865
CSA 83 San Dieguito Local Park	751,612	769,789	1,579,490	105.2	804,490
CSA 83A Zone A4S Ranch Park 95155	880,616	947,000	1,414,365	49.4	1,113,470
PRD 88 East Fifth St	23,033	20,540	17,945	(12.6)	4,949
PRD 90 South Cordoba	50,136	35,250	17,205	(51.2)	6,289
PRD 94 Roble Grande Road	408,073	429,300	31,206	(92.7)	24,765
PRD 95 Valle Del Sol	221,645	108,530	188,829	74.0	26,046
PRD 99 Via Allondra Via Del Corvo	24,225	26,830	16,589	(38.2)	4,475
PRD 100 Viejas Lane View	30,185	30,220	–	(100.0)	–
PRD 101 Johnson Lake Rd	49,931	46,600	36,503	(21.7)	27,710
PRD 101 Hi Ridge Rd Zone A	12,891	10,650	8,554	(19.7)	3,649
PRD 102 Mountain Meadow	186,714	188,450	82,278	(56.3)	62,325
PRD 103 Alto Drive	189,970	203,725	68,627	(66.3)	17,800
PRD 104 Artesian Rd	26,025	104,150	92,045	(11.6)	15,606
PRD 105 Alta Loma Dr	38,700	58,600	66,501	13.5	19,000
PRD 105 Alta Loma Dr Zone A	70,816	80,570	88,435	9.8	17,600
PRD 106 Garrison Way Et Al	21,135	18,400	33,820	83.8	11,330
PRD 117 Legend Rock	222,907	410,320	165,222	(59.7)	156,390
CSA 122 Otay Mesa East	6,745	6,745	6,980	3.5	–
PRD 123 Mizpah Lane	53,809	58,560	11,963	(79.6)	10,440
PRD 125 Wrightwood Road	26,153	13,415	11,009	(17.9)	10,300
PRD 126 Sandhurst Way	10,707	9,470	7,353	(22.4)	4,380
PRD 127 Singing Trails Drive	36,716	32,970	107,861	227.2	17,550
CSA 128 San Miguel Park Dist	1,187,450	1,192,650	1,280,916	7.4	1,274,545
PRD 130 Wilkes Road	186,304	192,400	42,348	(78.0)	27,270
PRD 133 Ranch Creek Road	37,812	42,510	43,467	2.3	42,510
PRD 134 Kenora Lane	65,442	72,180	77,061	6.8	12,000
CSA 136 Sundance Detention Basin	21,500	21,500	24,000	11.6	24,000
San Diego County Flood Control District	10,816,809	5,719,651	8,850,467	54.7	5,563,767
Blackwolf Stormwater Maint ZN 349781	11,000	11,000	11,500	4.5	11,500

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Lake Rancho Viejo Stormwater Maint ZN 442493	92,300	91,500	102,700	12.2	102,700
Ponderosa Estates Maint ZN 351421	12,000	12,000	12,000	0.0	12,000
Harmony Grove Cap Proj	–	–	1,570,609	0.0	–
Other Services - Harmony Grove Fund	171,000	430,502	436,200	1.3	461,536
Flood Control - Harmony Grove Fund	8,000	100,677	125,000	24.2	73,248
Fire Protection - Harmony Grove Fund	290,000	307,720	381,045	23.8	416,936
Improvement - Harmony Grove Fund	917,658	36,707	36,707	0.0	36,707
Horse Crk Rdg CFD 13-01 Interim Maint	–	304,544	361,115	18.6	372,775
Horse Crk Rdg CFD 13-01 A-Special Tax	–	224,372	384,414	71.3	384,414
Horse Crk Rdg CFD 13-01 B-Special Tax	–	91,577	157,313	71.8	157,313
Horse Crk Rdg CFD 13-01 C-Special Tax	–	70,345	116,942	66.2	116,942
Sweetwtr Pl Maint CFD 19-02 Special Tax	–	–	171,978	0.0	104,396
PRD 1003 Alamo Way	19,605	17,330	7,187	(58.5)	4,400
PRD 1005 Eden Valley Lane	77,668	81,240	86,107	6.0	8,112
PRD 1008 Canter	28,974	28,210	28,095	(0.4)	5,700
PRD 1009 Golf Drive	–	781	–	(100.0)	–
PRD 1010 Alpine High	307,463	318,100	363,023	14.1	47,190
PRD 1011 La Cuesta	73,997	78,225	77,119	(1.4)	10,600
PRD 1012 Millar Road	55,796	57,556	62,446	8.5	10,284
PRD 1013 Singing Trails	33,725	25,490	37,374	46.6	13,650
PRD 1014 Lavender Point Lane	46,374	43,135	4,010	(90.7)	3,920
PRD 1015 Landavo Drive	46,057	47,840	49,734	4.0	7,992
PRD 1016 El Sereno Way	41,453	64,000	70,877	10.8	9,000
Survey Monument Preservation Fund	350,000	350,000	350,000	0.0	350,000
Grazing Lands	–	8,700	8,700	0.0	–
Special Aviation	255,000	50,000	51,957	3.9	50,000
County Fish and Game Propogation	18,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	19,313,831	19,125,359	19,402,982	1.5	20,555,856
Liquid Waste Enterprise Fund	9,106,626	9,634,795	12,712,552	31.9	11,796,901

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
CWSMD-Zone B (Campo Hills Water)	298,000	298,000	413,000	38.6	313,000
Campo WSMD-Zone A (Rancho Del Campo Water)	320,278	370,278	382,278	3.2	382,278
San Diego County Sanitation District	30,468,324	42,586,171	42,268,155	(0.7)	33,356,299
DPW Equipment Internal Service Fund	6,065,141	6,130,000	6,025,000	(1.7)	6,025,000
DPW ISF Equipment Acquisition Road Fund	7,515,000	6,792,500	9,829,000	44.7	6,731,000
DPW ISF Equipment Acquisition Inactive Waste	180,000	110,000	330,000	200.0	90,000
DPW ISF Equipment Acqusition Airport Enterprise	290,000	210,000	460,000	119.0	695,000
DPW ISF Equipment Acquistion General Fund	100,000	50,000	50,000	0.0	50,000
DPW ISF Equipment Acquisition Liquid Waste	1,289,000	1,100,000	2,205,000	100.5	1,065,000
Total	**$ 583,170,579**	**$ 652,023,240**	**$ 632,219,685**	**(3.0)**	**$ 507,825,341**

Finance and General Government Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 304,492,642	$ 291,011,455	$ 318,087,018	9.3	$ 294,184,323
Information Technology Internal Service Fund	175,775,724	191,461,085	221,652,551	15.8	177,862,200
Purchasing Internal Service Fund	12,301,955	14,839,789	15,349,055	3.4	14,994,637
Fleet Services Internal Service Fund	11,831,061	11,438,476	10,550,054	(7.8)	10,762,649
Fleet ISF Equipment Acquisition General	31,483,669	34,128,287	34,056,382	(0.2)	33,553,464
Fleet ISF Materials Supply Inventory	20,803,691	21,092,134	20,485,662	(2.9)	20,504,489
Fleet ISF Accident Repair	1,650,310	1,387,130	1,351,068	(2.6)	1,352,255
Facilities Management Internal Service Fund	127,566,187	130,556,116	139,385,265	6.8	138,450,030
Major Maintenance Internal Service Fund	27,456,377	33,124,101	13,963,287	(57.9)	14,160,300
Total	**$ 713,361,616**	**$ 729,038,573**	**$ 774,880,342**	**6.3**	**$ 705,824,347**

Capital Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Capital Outlay Fund	$ 51,562,000	$ 82,582,000	$ 46,027,000	(44.3)	$ –
Major Maint Capital Outlay Fund	18,806,981	17,210,206	37,202,074	116.2	–
Capital MSCP Acquisition Fund	7,500,000	7,500,000	–	(100.0)	–
County Health Complex Capital Outlay Fund	71,000,000	–	11,790,000	0.0	–
Justice Facility Construction Capital Outlay Fnd	94,417,000	5,143,061	630,000	(87.8)	–
Library Projects Capital Outlay Fund	22,370,000	–	1,765,000	0.0	–
Edgemoor Development Fund	9,196,676	9,097,650	8,458,310	(7.0)	8,915,800
Total	**$ 274,852,657**	**$ 121,532,917**	**$ 105,872,384**	**(12.9)**	**$ 8,915,800**

Finance Other

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
General Fund	$ 495,654,487	$ 264,804,630	$ 218,195,553	(17.6)	$ 232,846,338
Pension Obligation Bonds	$ 81,461,036	$ 81,495,804	$ 81,499,123	0.0	$ 81,495,803
Employee Benefits Internal Service Fund	$ 48,279,120	$ 50,322,954	$ 50,323,114	0.0	$ 50,323,114
Public Liabilty Internal Service Fund	$ 33,175,867	$ 33,200,524	$ 36,664,543	10.4	$ 36,664,542
Total	**$ 658,570,510**	**$ 429,823,912**	**$ 386,682,333**	**(10.0)**	**$ 401,329,797**

Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Animal Services	$ 8,320,364	$ 9,120,023	$ 9,172,105	0.6	$ 9,283,359
Child Support Services	51,804,642	51,229,266	47,422,231	(7.4)	50,796,263
Citizens' Law Enforcement Review Board	917,060	986,564	1,052,309	6.7	1,068,201
District Attorney	192,342,715	208,786,130	231,099,809	10.7	235,388,076
Medical Examiner	11,468,578	11,668,771	12,144,343	4.1	12,416,809
Office of Emergency Services	8,411,474	7,741,836	7,973,335	3.0	7,481,471
Probation	231,520,925	233,560,671	232,062,507	(0.6)	235,729,023
Public Defender	90,334,891	92,976,849	95,406,487	2.6	97,840,165
Public Safety Executive Office	78,865,138	87,314,101	78,408,597	(10.2)	78,734,291
San Diego County Fire Authority	41,170,398	46,676,767	50,003,438	7.1	49,278,179
Sheriff	876,037,186	944,607,646	955,780,045	1.2	960,421,480
Total	**$ 1,591,193,371**	**$ 1,694,668,624**	**$ 1,720,525,206**	**1.5**	**$ 1,738,437,317**

Health and Human Services Agency

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Administrative Support	$ 191,065,929	$ 209,630,339	$ 281,965,301	34.5	$ 183,646,986
Aging & Independence Services	162,485,712	183,094,858	192,318,978	5.0	197,985,696
Behavioral Health Services	658,175,550	712,886,993	762,164,308	6.9	718,923,804
Child Welfare Services	379,140,438	387,095,386	400,362,189	3.4	406,455,514
Housing & Community Development Services	28,255,967	66,978,000	83,712,029	25.0	60,642,396
Public Health Services	143,264,905	148,282,093	161,379,564	8.8	157,051,985
Self-Sufficiency Services	523,606,308	527,258,244	548,805,344	4.1	559,566,301
Total	**$ 2,085,994,809**	**$ 2,235,225,913**	**$ 2,430,707,713**	**8.8**	**$ 2,284,272,682**

Land Use and Environment Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Agriculture, Weights and Measures	$ 23,272,648	$ 25,689,211	$ 26,032,998	1.3	$ 26,348,029
Environmental Health	48,466,580	53,228,971	55,549,387	4.4	56,299,152
Land Use and Environment Executive Office	6,584,601	6,670,899	5,465,662	(18.1)	5,465,050
Parks and Recreation	45,562,055	48,651,430	48,062,859	(1.2)	46,316,893
Planning and Development Services	49,853,299	57,537,410	46,883,184	(18.5)	45,282,030
Public Works	47,201,107	49,795,331	38,450,042	(22.8)	20,447,158
University of California Cooperative Extension	1,265,971	1,381,370	1,029,971	(25.4)	869,971
Total	**$ 222,206,261**	**$ 242,954,622**	**$ 221,474,103**	**(8.8)**	**$ 201,028,283**

Finance and General Government Group

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Assessor / Recorder / County Clerk	$ 77,524,311	$ 71,674,938	$ 80,941,722	12.9	$ 72,739,078
Auditor and Controller	37,205,936	37,925,850	39,035,848	2.9	40,278,904
Board of Supervisors	9,506,564	10,134,043	10,983,982	8.4	10,983,982
Chief Administrative Office	5,114,587	5,921,870	10,817,050	82.7	5,915,630
Civil Service Commission	570,141	574,328	579,058	0.8	593,402
Clerk of the Board of Supervisors	4,094,835	4,281,744	4,174,085	(2.5)	4,441,764
County Communications Office	3,695,904	4,380,851	3,951,184	(9.8)	3,778,455
County Counsel	29,729,546	31,459,375	32,794,259	4.2	33,843,297
County Technology Office	19,913,073	12,461,370	11,196,509	(10.2)	9,782,841
Finance & General Government Executive Office	33,591,187	28,197,805	24,992,141	(11.4)	25,350,004
General Services	7,668,000	3,475,000	5,170,000	48.8	3,195,000
Grand Jury	786,712	799,215	760,186	(4.9)	762,910
Human Resources	27,630,087	28,875,561	29,961,429	3.8	30,739,937
Purchasing and Contracting	722,350	854,350	594,000	(30.5)	594,000
Registrar of Voters	23,427,241	26,655,234	38,749,652	45.4	27,257,253
Treasurer - Tax Collector	23,312,168	23,339,921	23,385,913	0.2	23,927,866
Total	**$ 304,492,642**	**$ 291,011,455**	**$ 318,087,018**	**9.3**	**$ 294,184,323**

Finance Other

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Community Enhancement	$ 6,260,138	$ 5,698,747	$ 3,155,662	(44.6)	$ 3,873,163
Contributions to Capital Program	246,849,000	78,225,000	58,050,554	(25.8)	–
Countywide General Expense	201,656,022	141,862,270	121,933,782	(14.0)	193,097,443
Lease Payments-Bonds	30,413,643	28,531,551	24,571,641	(13.9)	25,377,301
Local Agency Formation Commission Administration	475,684	487,062	483,914	(0.6)	498,431
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Total	**$ 495,654,487**	**$ 264,804,630**	**$ 218,195,553**	**(17.6)**	**$ 232,846,338**

Total All Groups/Agency

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Total	**$ 4,699,541,570**	**$ 4,728,665,244**	**$ 4,908,989,593**	**3.8**	**$ 4,750,768,943**

Financing Sources

Financing Sources by Category

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Taxes Current Property	$ 702,197,167	$ 741,010,130	$ 745,325,342	0.6	$ 764,723,019
Taxes Other Than Current Secured	495,516,857	524,791,174	537,852,185	2.5	572,656,994
Licenses Permits & Franchises	43,656,402	45,718,067	39,622,719	(13.3)	45,475,363
Fines, Forfeitures & Penalties	39,748,918	39,398,356	28,640,601	(27.3)	35,327,582
Revenue From Use of Money & Property	24,516,676	36,269,015	13,161,605	(63.7)	12,709,621
Intergovernmental Revenues	2,189,842,725	2,323,055,969	2,485,182,704	7.0	2,343,537,245
Charges For Current Services	401,217,088	406,647,723	438,188,999	7.8	425,283,059
Miscellaneous Revenues	32,612,000	48,561,269	70,340,059	44.8	30,524,632
Other Financing Sources	328,583,141	350,548,448	323,367,312	(7.8)	332,725,680
Total Revenues	**$ 4,257,890,974**	**$ 4,516,000,151**	**$ 4,681,681,526**	**3.7**	**$ 4,562,963,195**
Fund Balance Component Decreases	$ 95,647,374	$ 63,188,482	$ 76,891,087	21.7	$ 52,819,213
Use of Fund Balance	346,003,222	149,476,611	150,416,980	0.6	134,986,535
Total Financing Sources	**$ 4,699,541,570**	**$ 4,728,665,244**	**$ 4,908,989,593**	**3.8**	**$ 4,750,768,943**

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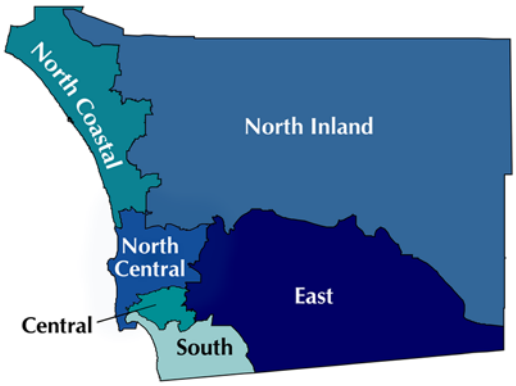
Appendix D: Health and Human Services Agency: General Fund

Health and Human Services—General Fund

This appendix summarizes the Health and Human Services Agency's (HHSA) staffing and General Fund budget by operations and assistance payments.



Group Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020-21 Recommended Budget	% Change	Fiscal Year 2021–22 Approved Budget
Self-Sufficiency Services	2,532.00	2,529.00	(0.1)	2,529.00
Aging Programs	137.00	138.00	0.7	138.00
Adult Protective Services	99.00	101.00	2.0	101.00
In-Home Supportive Services	213.00	210.00	(1.4)	210.00
Behavioral Health Services	1,007.50	1,006.50	(0.1)	1,006.50
Child Welfare Services	1,493.00	1,492.00	(0.1)	1,492.00
Public Health Services	694.00	696.00	0.3	696.00
Administrative Support	447.00	448.00	0.2	448.00
Office of Military & Veteran Affairs	21.00	21.00	0.0	21.00
Housing & Community Development Services	128.00	130.00	1.6	130.00
HHSA Total	**6,771.50**	**6771.50**	**0.0**	**6,771.50**

General Fund Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Self-Sufficiency Services	**$ 527,258,244**	**$ 548,805,344**	**4.1**	**$ 559,566,301**
Operational Budget	329,814,685	339,900,196	3.1	350,661,153
Assistance Payments Budget	197,443,559	208,905,148	5.8	208,905,148
CalWORKs Assistance Payments	149,415,641	161,415,640	8.0	161,415,640
Employment and Child Care Payments	21,226,043	16,295,854	(23.2)	16,295,854
General Relief Payments	13,125,824	17,625,824	34.3	17,625,824
Cash Assistance Program for Immigrants (CAPI)	3,931,175	3,931,175	0.0	3,931,175
Expanded Subsidized Employment (ESE)	4,135,414	4,081,464	(1.3)	4,081,464
Work Incentive Nutritional Supplement (WINS)	2,741,179	2,741,178	(0.0)	2,741,178
Approved Relative Caregiver (ARC)	–	–	–	–
Family Stabilization (FS)	991,112	960,474	(3.1)	960,474
Trafficking and Crime Victims Assistance Program (TCVAP)	994,745	1,084,276	9.0	1,084,276
Refugee Aid Payments	49,211	49,211	0.0	49,211
Diaper Assistance Payments	833,215	720,052	(13.6)	720,052
Aging Programs	**$ 34,976,378**	**$ 38,119,439**	**9.0**	**$ 38,130,714**
Operational Budget	34,976,378	38,119,439	9.0	38,130,714
Assistance Payments Budget	–	–	–	–
Adult Protective Services	**$ 16,602,100**	**$ 17,628,966**	**6.2**	**$ 17,639,091**
Operational Budget	16,602,100	17,628,966	6.2	17,639,091
Assistance Payments Budget	–	–	–	–
In-Home Supportive Services	**$ 131,516,380**	**$ 136,570,573**	**3.8**	**$ 142,215,891**
Operational Budget	131,516,380	136,570,573	3.8	142,215,891
Assistance Payments Budget	–	–	–	–

Note: The sum of individual amounts may not total due to rounding.

General Fund Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Behavioral Health Services	**$ 712,886,993**	**$ 762,164,308**	**6.9**	**$ 718,923,804**
Operational Budget	712,886,993	762,164,308	6.9	718,923,804
Assistance Payments Budget	–	–	–	–
Child Welfare Services	**$ 387,095,386**	**$ 400,362,189**	**3.4**	**$ 406,455,514**
Operational Budget	239,014,522	248,502,697	4.0	254,596,022
Assistance Payments Budget	148,080,864	151,859,492	2.6	151,859,492
Foster Care Aid Payments	54,576,345	55,071,813	0.9	55,071,813
Kinship Guardianship Assistance Payments (Kin-GAP)	6,084,233	6,084,233	–	6,084,233
Adoption Assistance Payments	83,245,316	86,735,236	4.2	86,735,236
Approved Relative Caregiver (ARC)	3,074,970	2,868,210	(6.7)	2,868,210
Child Care Bridge	1,100,000	1,100,000	–	1,100,000
Public Health Services	**$ 148,282,093**	**$ 161,379,564**	**8.8**	**$ 157,051,985**
Operational Budget	148,282,093	161,379,564	8.8	157,051,985
Assistance Payments Budget	–	–	–	–
Administrative Support	**$ 205,855,477**	**$ 277,878,575**	**35.0**	**$ 179,460,280**
Operational Budget	205,855,477	277,878,575	35.0	176,460,280
Assistance Payments Budget	–	–	–	–
Office of Military & Veteran Affairs	**$ 3,774,862**	**$ 4,086,726**	**8.3**	**$ 4,186,706**
Operational Budget	3,774,862	4,086,726	8.3	4,186,706
Assistance Payments Budget	–	–	–	–
Housing & Community Development Services	**$ 66,978,000**	**$ 83,712,029**	**25.0**	**$ 60,642,396**
Operational Budget	66,978,000	83,712,029	25.0	60,643,396
Assistance Payments Budget	–	–	–	–
HHSA General Fund Total	**$ 2,235,225,913**	**$ 2,430,707,713**	**8.7**	**$ 2,284,272,682**
Operational Budget Total	$ 1,889,701,490	$ 2,069,943,073	9.5	$ 1,923,508,042
Assistance Payments Total	$ 345,524,423	$ 360,764,640	4.4	$ 360,764,640

Note: The sum of individual amounts may not total due to rounding.

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Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill

A&C: Auditor and Controller

ACA: *Patient Protection and Affordable Care Act* of 2010

ACAO: Assistant Chief Administrative Officer

ACP: Alternative Compliance Project

ACT: Assertive Community Treatment

ADA: Americans with Disabilities Act

ADS: Alcohol & Drug Services

AIS: Aging & Independence Services

ALMS: Airport Lease Management System

ALS: Advanced Life Support

AOT: Assisted Outpatient Treatment

APCD: Air Pollution Control District

APS: Adult Protective Services

ARC: Approved Relative Caregiver program

ARCC: Assessor/Recorder/County Clerk

ARI: Advanced Recovery Initiative

ARRA: *American Recovery and Reinvestment Act* of 2009

AS: Administrative Support

ASAP NET: Advanced Situational Awareness for Public Safety Network

ASIST: Applied Suicide Intervention Skills Training

AVA: Acutely Vulnerable Adult

AWM: Agriculture, Weights and Measures

BEA: Bureau of Economic Analysis

BHS: Behavioral Health Services

BIM: Building Information Modeling

BOS: Board of Supervisors

BPR: Business Process Reengineering

BSCC: Bureau of State and Community Corrections

BBH: Building Better Health

CA: California

CAC: County Administration Center

CAFR: Comprehensive Annual Financial Report

CAL FIRE: California Department of Forestry and Fire Protection

CalMHSA: California Mental Health Services Authority

CAHP: Coordinated Assessment and Housing Placement

CAMS: Contracts Award & Management System

CAO: Chief Administrative Officer

CAP: Climate Action Plan, Community Action Partnership

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

CoC: Continuum of Care

APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

COC: County Operations Center
COF: Capital Outlay Fund
COOP: Continuity of Operations Plan
COPs: Certificates of Participation
COVID: Corona Virus Disease
CPI: Consumer Price Index
CPI-U: Consumer Price Index for All Urban Consumers
CQI: Continuous Quality Improvement
CREP: Comprehensive Renewable Energy Plan
CSA: County Service Area
CSAC: California State Association of Counties
CSG: Community Services Group
CSU: Crisis Stabilization Unit
CTC: Community Transition Center
CTO: County Technology Office
CUPA: Certified Unified Program Agency
CVPD: Chula Vista Police Department
CWS: Child Welfare Services
CYF: Children Youth and Families
D&I: Diversity and Inclusion
DA: District Attorney
DAS: Department of Animal Services
DCAI: Discipline Case Advocacy Institute
DCAO: Deputy Chief Administrative Officer
DCCA: Downpayment and Closing Cost Assistance
DCSS: Department of Child Support Services
DEH: Department of Environmental Health
DGS: Department of General Services
DHR: Department of Human Resources
DLP: Data Loss Prevention
DMS: Division of Measurement Standards
DMV: Department of Motor Vehicles
DO: Department Objective
DPC: Department of Purchasing and Contracting
DPR: Department of Parks and Recreation
DPSNF: Distinct Part Skilled Nursing Facility
DPW: Department of Public Works
ECAP: Environmental Corrective Action Program
EDPP: Enterprise Document Processing Platform
EFC: Extended Foster Care
EIR: Environmental Impact Report
EMS: Emergency Medical Services
EMT: Emergency Medical Technician
EOC: Emergency Operations Center
ERAF: Educational Revenue Augmentation Fund
ERG: Employee Resource Groups
ERP: Enterprise Resource Planning
ESG: Emergency Solutions Grant
ESU: Emergency Screening Unit
EUI: Energy Use Intensity
EVOC: Emergency Vehicle Operations Course
EWG: Enterprise-Wide Goal
eWIN: Extension Wildfire Information Network
EV: Electric Vehicle
FASB: Financial Accounting Standards Board
FEMA: Federal Emergency Management Agency
FF&E: Furniture, fixtures and equipment
FGG: Finance and General Government Group
FHA: Farm and Home Advisor, Federal Housing Authority
FIs: Field Interviews
FPB: Facilities Planning Board
FSP: Full Service Partnerships
FSWG: Food Systems Working Group
FTE: Full-time equivalent
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GC: Government Code
GDP: Gross Domestic Product
GEMS: Global Election Management System
GFOA: Government Finance Officers Association
GHG: Greenhouse gas
GIS: Geographic Information System
GM: General Manager
GMS: General Management System
GO: General Obligation (bonds)
GPR: General Purpose Revenue
GPS: Geographic Positioning System
GR: General Relief
GSR: Global Scale Rating
GWOW: Government Without Walls
HACSD: Housing Authority of the County of San Diego

HAVA: Help America Vote Act

HCDS: Housing and Community Development Services

HCV: Housing Choice Voucher

HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness

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

OFP: 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: Pubic Health Center

PHS: Public Health Services

APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

PII: Personal Identifiable Information

PILT: Payments in Lieu of Taxes

PLDO: Parkland Dedication Ordinance

PM: Performance Measure(s)

POB: Pension Obligation Bond

POFA: Project One for All

PRD: Permanent Road Division

PROP: Proposition

PSAs: Public Service Announcements

PSG: Public Safety Group

PV: Photovoltaic

QA: Quality Assurance

QR: Quick Response

RCCC: Regional Continuum of Care Council

RCFE: Residential Care Facilities for the Elderly

RCS: Regional Communications System

RFP: Request for Proposal

RG3: Regional Realignment Response Group

RIFA: Red Imported Fire Ants

RLA: Resident Leadership Academies

ROV: Registrar of Voters

RPTT: Real Property Transfer Tax

RPTTF: Redevelopment Property Tax Transfer Fund

RRC: Regional Recovery Centers

RSVP: Retired & Senior Volunteer Program

RWQCB: Regional Water Quality Control Board

S&B: Salaries & Benefits

S&S: Services & Supplies

SANCAL: San Diego County Capital Asset Leasing Corporation

SANDAG: San Diego Association of Governments

SanGIS : San Diego Geographic Information Source

SAPT: Substance Abuse Prevention and Treatment

SARMS: Substance Abuse and Recovery Management System

SB: Senate Bill

SD: San Diego

SDCERA: San Diego County Employees' Retirement Association

SDCFA: San Diego County Fire Authority

SDCJ: San Diego Central Jail

SDCL: San Diego County Library

SDCPH: San Diego County Psychiatric Hospital

SDG&E: San Diego Gas and Electric

SDRBA: San Diego Regional Building Authority

SE/T: Sustainable Environments/Thriving

SF: Square foot/feet

SHSGP: State Homeland Security Grant Program

SIDS: Sudden Infant Death Syndrome

SME: Subject Matter Expert

SNAP-ED: Supplemental Nutrition Assistance Program-Education

SNF: Skilled Nursing Facilities

SOC: Standards of Cover

SR: State Route

SSS: Self-Sufficiency Services

STAR: Sheriff's Transfer, Assessment and Release

SUAS: State Utility Assistance Subsidy

TABs: Tax Allocation Bonds

TB: Tuberculosis

TEVAP: Trafficking and Crime Victims Assistance Program

TICP: Tactical Interoperable Communications Plan

TIF: Transportation Impact Fee

Title IV-E Waiver: California Well-Being Demonstration Project

TJRV: Tijuana River Valley

TMDL: Total Maximum Daily Load

TN: Technological Needs

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

TRC: Teen Recovery Centers

UAAL: Unfunded Actuarial Accrued Liability

UASI: Urban Areas Security Initiative Grant

UCLA: University of California, Los Angeles

UCCE: University of California Cooperative Extension

UDC: Unified Disaster Council

US: United States

USDA: United States Department of Agriculture

USDRIP: Upper San Diego River Improvement Project

UST: Underground Storage Tanks

VAP: Voluntary Assistance Program

VASDHS: Veterans Administration San Diego Healthcare System

VASH: Veterans Affairs Supportive Housing program

VBM: Vote-by-Mail

VLF: Vehicle License Fees

WIC: Welfare and Institutions Code

WQE: Water Quality Equivalency

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SAN DIEGO
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Appendix F: Glossary of Operational Plan Terms

Accomplishment: The successful achievement of a goal.

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue- or expenditure-related, are recorded in accounts. Also called "Object" in the County's Performance Budgeting (PB) system.

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: The actuarial accrued liability, commonly used in pension fund discussions, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods but is always assessed by an actuary.

Actuals: The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, it represents the year-end actual measures or results for operational performance data for a fiscal year.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

Adopted Budget: The County's annual budget as formally adopted by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first fiscal year and a tentative budget that is approved in principle for the second fiscal year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous fiscal year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assigned Fund Balance: The portion of fund balance that reflects an intended use of resources. For non-general funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer (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 Building Better Health, Living Safely, Sustainable Environments/Thriving 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 (Supervisorial 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 4 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 (HHSA) is the Director. See General Manager.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and various pension, medical and life insurance plans.

Encumbrance: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing these goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance and integrate existing financial and human resources information technology systems.

Enterprise-Wide Goals (EWG): A set of focused goals for departments to collaborate on for the greatest positive impact to the community. Each Enterprise-Wide Goal supports a specific Audacious Vision, as laid out in the County's Strategic Plan.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County investment pool or specific investments.

Finance Other: Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

Financial Planning Calendar: A timetable outlining the process and tasks to be completed during the annual financial planning and budget cycle.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003 and Firestorm 2007: Devastating wildfire events that occurred in San Diego County in October 2003 and October 2007 that financially affected the County and resulted in programs and services to recover from the damage and improve fire-related disaster preparedness.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fixed Assets: Assets with a useful life extending beyond one year, that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.

Functional Threading: The process of collaboration throughout the organization to pursue goals, solve problems, share information and leverage resources. Functional Threading ensures all areas of the County work together to meet goals set in both the Strategic and Operational Plans. Functional Threading is a component of the County's General Management System (GMS).

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming fiscal year as a funding source for one-time projects/services.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Component Increases/Decreases: An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are used only for adjustments to Restricted, Committed or Assigned Fund Balance.

GASB 54: Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

General Fund: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

General Manager (GM): An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO/COO. Responsible for managing all financial, personnel, and operational functions for each of the County's 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 (HHSA).

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 balanced 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/Thriving 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 G: Operational Plan Format

Introduction: County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years, July 1, 2020 through June 30, 2022. The introductory portion of the document highlights the following:

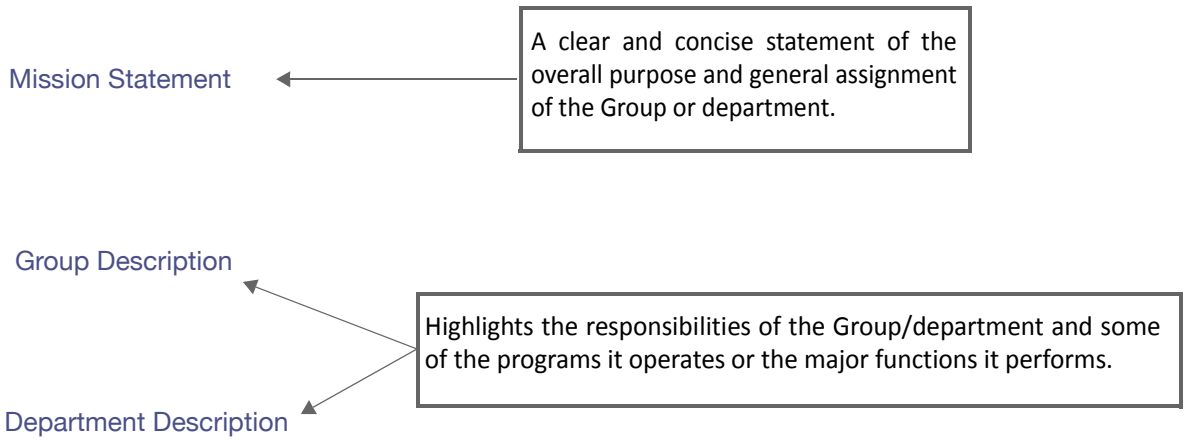
- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Executive Summary
- County Profile, County History and Economic Indicators
- Governmental Structure
- General Management System
- Strategic Framework and Alignment
- Awards and Recognition of County Performance
- 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:



2019–20 Accomplishments

Brief descriptions of the Group's/department's accomplishments for Fiscal Year 2019–20. The discussions address the progress made on the 2019–21 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.

2020–22 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]	2018–19 Actuals	2019–20 Adopted	2019–20 Estimated Actuals	2020–21 Recommended	2021–22 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: 2019–20 to 2020–21

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: 2020–21 to 2021–22

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 2018–19 and 2019-20; the Recommended Budget for Fiscal Year 2020-21; the percent change from the Fiscal Year 2019-20 Adopted Budget to the Fiscal Year 2020-21 Recommended Budget; and the Fiscal Year 2021-22 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Program

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues

	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Recommended Budget	% Change	Fiscal Year 2021–22 Recommended 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 2020–25.
- 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 2020–22.
- Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2020–21, 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.

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 2018–19 and 2019–20; the Recommended Budget for Fiscal Year 2020–21; the percent change from the Fiscal Year 2019-20 Adopted Budget to the Fiscal Year 2020-21 Recommended Budget; and the Fiscal Year 2021-2022 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: Operational Plan Acronyms and Abbreviations: Common abbreviations and acronyms referenced.
- Appendix F: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- Appendix G: Operational Plan Format: An instructional guide detailing each section of the Operational Plan and its intended purpose.
- Index: An alphabetical listing of key topics and the page reference for each.

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