

# CAO RECOMMENDED OPERATIONAL PLAN

FISCAL YEARS  
2021-22  
& 2022-23



**Helen N. Robbins-Meyer**

Chief Administrative Officer

**L. Michael Vu**

Assistant Chief Administrative Officer

## BOARD OF SUPERVISORS

Nora Vargas, District 1

Joel Anderson, District 2

Terra Lawson-Remer, District 3

Nathan Fletcher, District 4

Jim Desmond, District 5



COUNTY OF SAN DIEGO



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Office of Financial Planning  
Brian Hagerty, Director





# Table of Contents

*County of San Diego*

- Board of Supervisors . . . . . 3
- Organizational Chart . . . . . 4
- Message from the Chief Administrative Officer . . . . . 5
- Executive Summary . . . . . 7
- Investing in Equity, Diversity & Inclusion . . . . . 17
- San Diego County Facts and Figures . . . . . 21
- San Diego County Profile and Economic Indicators . . . . . 25
- Governmental Structure . . . . . 41
- General Management System . . . . . 43
- Strategic Framework and Alignment . . . . . 47
- Financial Forecast and Budget Process . . . . . 51
- Financial Planning Calendar: 2021 Dates . . . . . 55
- All Funds: Total Appropriations . . . . . 57
- All Funds: Total Staffing . . . . . 75
- All Funds: Total Funding Sources . . . . . 81
- General Fund . . . . . 91
- General Purpose Revenue . . . . . 105
- Summary of Financial Policies . . . . . 115
- Capital Projects . . . . . 121
- General Fund Reserves and Resources . . . . . 123
- Debt Management Policies and Obligations . . . . . 127

*Public Safety Group*

- Public Safety Group at a Glance . . . . . 137
- Public Safety Group Summary & Executive Office . . . . . 139
- District Attorney . . . . . 147
- Sheriff . . . . . 155
- Animal Services . . . . . 165
- Child Support Services . . . . . 169
- Office of Emergency Services . . . . . 177
- Medical Examiner . . . . . 183
- Probation . . . . . 189
- Public Defender . . . . . 199
- San Diego County Fire . . . . . 205

*Health and Human Services Agency*

- Health and Human Services Agency at a Glance . . . . . 217
- Health and Human Services Agency Summary . . . . . 219
- Self-Sufficiency Services . . . . . 227
- Aging & Independence Services . . . . . 233
- Behavioral Health Services . . . . . 243
- Child Welfare Services . . . . . 253
- Public Health Services . . . . . 261
- Administrative Support . . . . . 271
- Housing & Community Development Services . . . . . 281
- County Successor Agency . . . . . 287



<i>Land Use and Environment Group</i>	Land Use and Environment Group at a Glance . . . . .	293
	Land Use and Environment Group Summary & Executive Office . . . . .	295
	Agriculture, Weights and Measures . . . . .	301
	Air Pollution Control District . . . . .	313
	County Library . . . . .	319
	Environmental Health and Quality . . . . .	329
	Parks and Recreation . . . . .	339
	Planning & Development Services . . . . .	349
	Public Works . . . . .	361
	University of California Cooperative Extension . . . . .	375
<i>Finance and General Government Group</i>	Finance and General Government Group at a Glance . . . . .	383
	Finance and General Government Group Summary & Executive Office . . . . .	385
	Board of Supervisors . . . . .	393
	Assessor/Recorder/County Clerk . . . . .	399
	Treasurer-Tax Collector . . . . .	407
	Chief Administrative Office . . . . .	413
	Auditor and Controller . . . . .	419
	Citizens' Law Enforcement Review Board . . . . .	427
	Civil Service Commission . . . . .	433
	Clerk of the Board of Supervisors . . . . .	437
	County Communications Office . . . . .	441
	County Counsel . . . . .	447
	County Technology Office . . . . .	455
	General Services . . . . .	461
	Grand Jury . . . . .	469
	Human Resources . . . . .	473
	Purchasing and Contracting . . . . .	479
	Registrar of Voters . . . . .	485
<i>Capital Program</i>	Capital Program . . . . .	493
	2021–22 Recommended Budget at a Glance: Capital Program . . . . .	495
	Capital Appropriations: Fiscal Year 2021–22 . . . . .	501
	Capital Program: All Funds Summary . . . . .	515
	Capital Program: All Funds Detail . . . . .	517
	Capital Improvement Needs Assessment: Fiscal Years 2021–26 . . . . .	523
	CINA Capital Projects . . . . .	525
	Operating Impact of Capital Program: Fiscal Years 2021–23 . . . . .	537
<i>Finance Other</i>	Finance Other . . . . .	543
	Lease Payments . . . . .	547
<i>Appendices</i>	Appendix A: All Funds Budget Summary . . . . .	551
	Appendix B: Budget Summary and Changes in Fund Balance . . . . .	565
	Appendix C: General Fund Budget Summary . . . . .	574
	Appendix D: Health and Human Services Agency: General Fund . . . . .	581
	Appendix E: Operational Plan Acronyms and Abbreviations . . . . .	585
	Appendix F: Glossary of Operational Plan Terms . . . . .	591
	Appendix G: Operational Plan Format . . . . .	601
	Index . . . . .	607

*County of San Diego*

Board of Supervisors	3
.....	
Organizational Chart	4
.....	
Message from the Chief Administrative Officer	5
.....	
Executive Summary	7
.....	
Investing in Equity, Diversity and Inclusion	17
.....	
San Diego County Facts and Figures	21
.....	
San Diego County Profile and Economic Indicators	25
.....	
Governmental Structure	41
.....	
General Management System	43
.....	
Strategic Framework and Alignment	47
.....	
Financial Forecast and Budget Process	51
.....	
Financial Planning Calendar: 2021 Dates	55
.....	
All Funds: Total Appropriations	57
.....	
By Group/Agency	57
.....	
By Categories of Expenditures	64
.....	
By Fund Type	68
.....	
All Funds: Total Staffing	75
.....	
By Group/Agency	75
.....	

All Funds: Total Funding Sources	81
By Source	81
General Fund	91
Overview of General Fund Financing Sources	91
Financing Sources by Category	93
Program Revenue	95
General Purpose Revenue	105
By Source	105
Allocation of General Purpose Revenue by Group/Agency	113
Summary of Financial Policies	115
Capital Projects	121
General Fund Reserves and Resources	123
Debt Management Policies and Obligations	127





# Board of Supervisors



Nora Vargas  
Supervisor  
District One



Joel Anderson  
Supervisor  
District Two



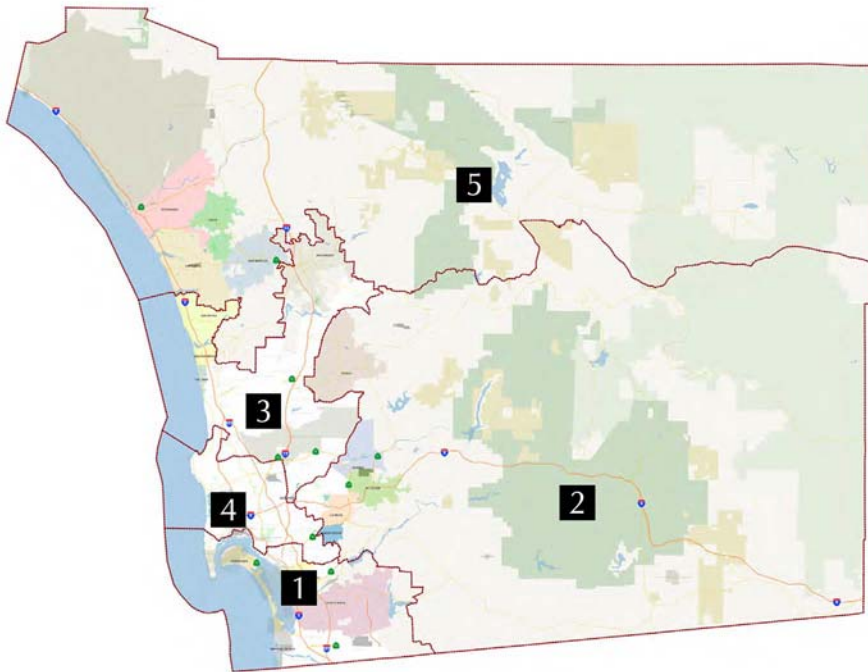
Terra Lawson-Remer  
Supervisor  
District Three



Nathan Fletcher  
Supervisor  
District Four



Jim Desmond  
Supervisor  
District Five

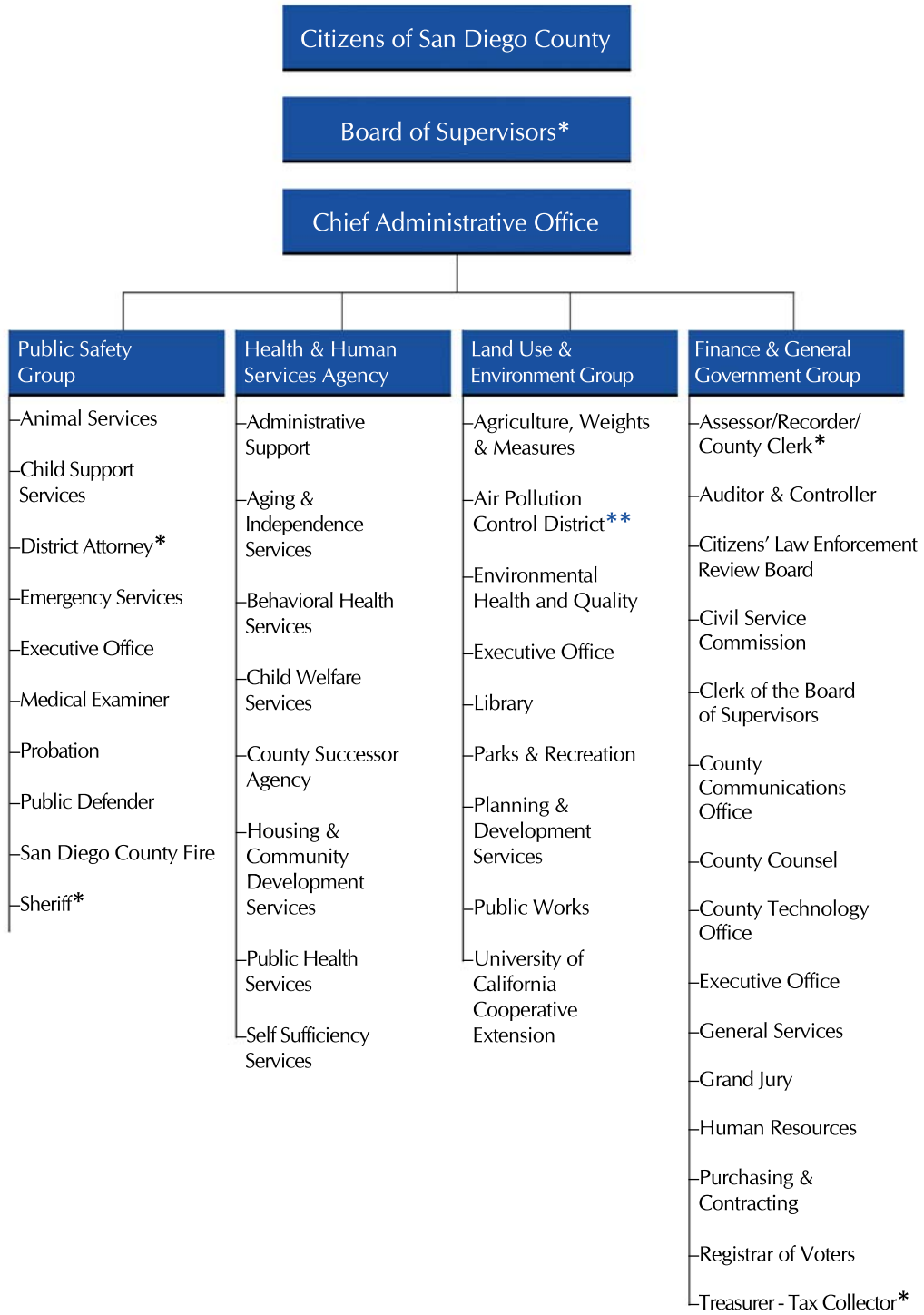


Note: This map reflects the Supervisorial District boundaries as adopted by the Board of Supervisors on September 27, 2011.





# Organizational Chart



\* Elected Officials

\*\* Effective March 1, 2021, the Air Pollution Control District no longer functions within the organizational structure of the County due to the restructuring of the APCD governing board pursuant to AB423.

Rev. 5/21



## Message from the Chief Administrative Officer

### It's a New Day

It's a new day at the County! We have built an operational plan that is more responsive to community voices than ever and builds upon a bold new Framework for the Future established by the Board of Supervisors.

As we introduce this new budget, you will see that the framework places equity at the forefront of all that we do and strengthens outcome-based programs and services to best meet the needs of our region. It also focuses on helping our residents and businesses come back strong after the devastating impacts of this pandemic.

Consistent with the framework, this budget sets a new foundation built upon racial equity, social and environmental justice, sustainability and economic opportunity. We are also examining all we do through a renewed focus on transparency and inclusion, one that brings community to the table and one that will strengthen our operations.

We remain focused on fiscal responsibility while prioritizing our resources based on data analysis and community need. While we continue to hold our core values of integrity, stewardship and service commitment at the forefront of our operations, we are also re-examining all our policies and programs to tear down structural racism and ensure equity is considered at every level of government programs and services.

The County of San Diego's recommended budget is designed to help improve the lives of all San Diegans, especially the most vulnerable. This year's budget will increase by 7.3% or nearly \$0.5 billion over last year's budget to more than \$7 billion in Fiscal Year 2021–22.

Our top priority has always been and remains serving the residents of San Diego County by striving for excellence in everything we do.

The future is promising. Together we are strong, and together with the community and our Board, we will build upon the lessons learned in 2020 and strengthen our vision of a County that equitably builds better health, ensures safe living and thrives.



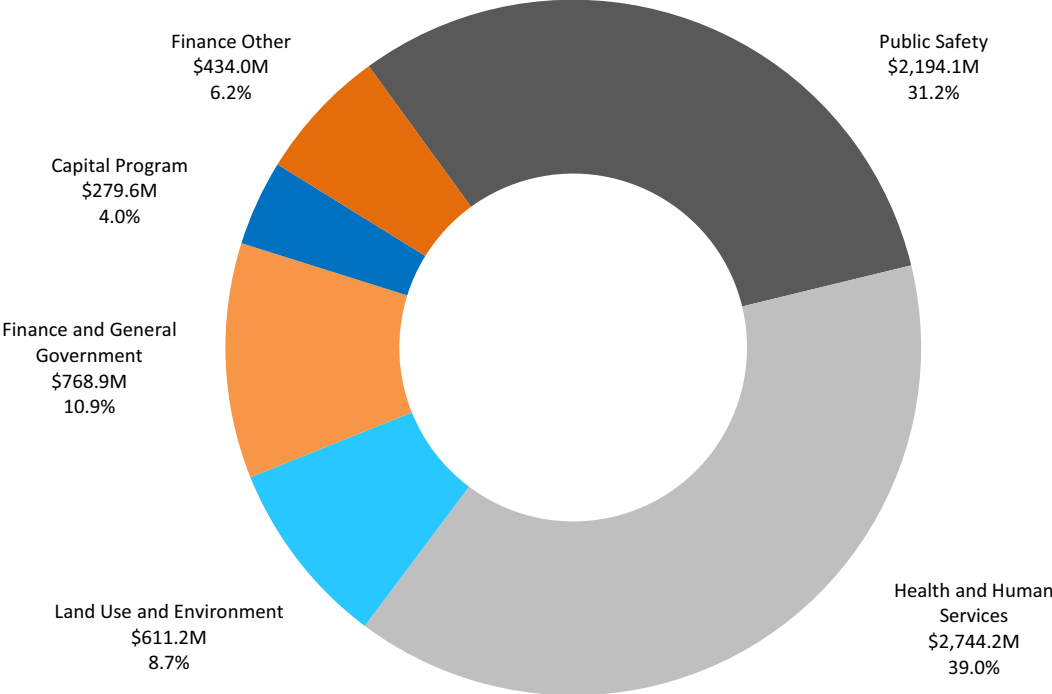
Helen N. Robbins-Meyer  
Chief Administrative Officer



# Executive Summary

## Recommended Budget by Group/Agency: All Funds

**Total Recommended Budget: \$7.03 billion**



Recommended Budget by Group/Agency: All Funds					
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	Change	% Change	
Public Safety	\$ 2,047.0	\$ 2,194.1	\$ 147.1	7.2	
Health and Human Services	2,532.9	2,744.2	211.4	8.3	
Land Use and Environment*	650.1	611.2	(38.9)	(6.0)	
Finance and General Government	776.4	768.9	(7.5)	(1.0)	
Capital Program	129.7	279.6	149.8	115.5	
Finance Other	415.8	434.0	18.2	4.4	
<b>Total</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>\$ 480.2</b>	<b>7.3</b>	

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

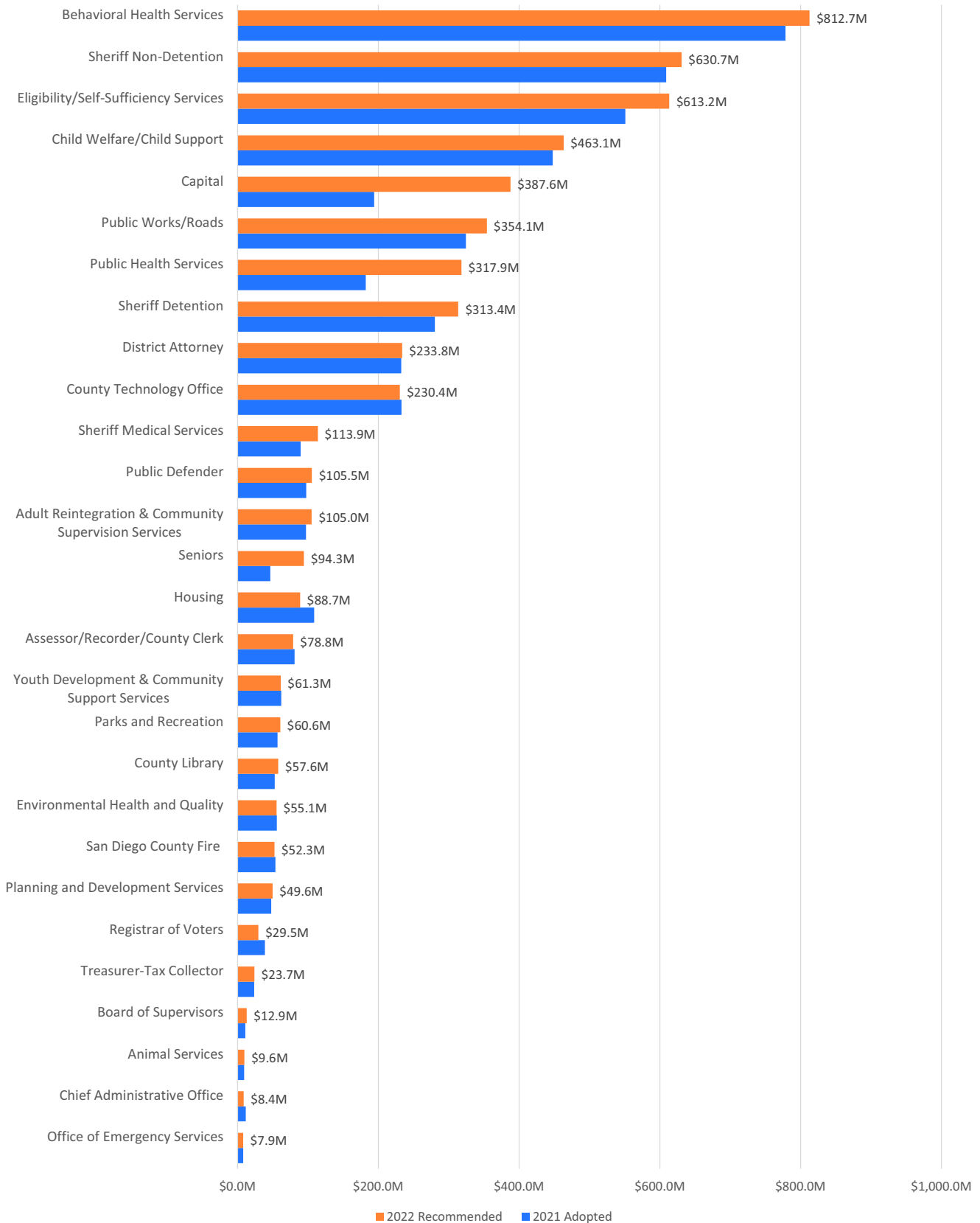
\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its budget (\$80.1 million) from LUEG. Adjusted to exclude this transition, the LUEG budget **increases by 7.2% or \$41.2 million**.

Appropriations total \$7.03 billion in the CAO Recommended Budget for Fiscal Year 2021-22. This is an increase of \$480.2 million or 7.3% for Fiscal Year 2021-22 from the Fiscal Year 2020-21 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation decreases in the Land

Use and Environment Group and Finance and General Government Group, while there are increases in the Public Safety Group, Health and Human Services Agency, Capital Program, and Finance Other.

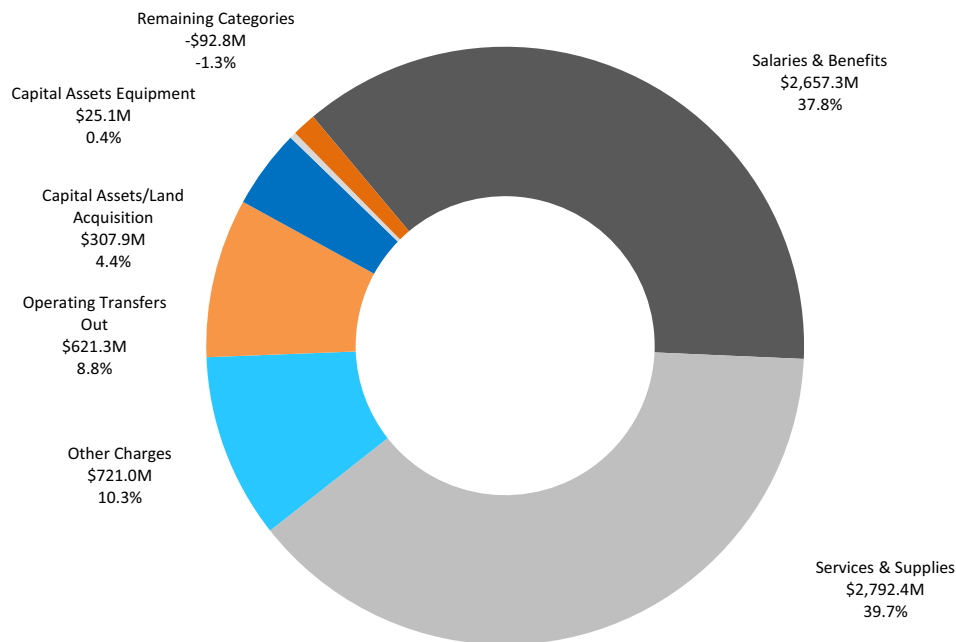
## Recommended Budget by Select Program

Fiscal Year 2021-22



## Recommended Budget by Categories of Expenditures: All Funds

**Total Recommended Budget: \$7.03 billion**



Recommended Budget by Categories of Expenditures: All Funds					
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	Change	%	
					Change
Salaries & Benefits	\$ 2,510.2	\$ 2,657.3	\$ 147.1	5.9	
Services & Supplies	2,666.2	2,792.4	126.2	4.7	
Other Charges	759.1	721.0	(38.1)	(5.0)	
Operating Transfers Out	529.9	621.3	91.4	17.3	
Capital Assets/Land Acquisition	143.0	307.9	164.9	115.3	
Capital Assets Equipment	39.4	25.1	(14.3)	(36.3)	
Remaining Categories	(95.9)	(92.8)	3.0	(3.2)	
<b>Total</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>\$ 480.2</b>	<b>7.3</b>	

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

The CAO Recommended Budget overall increase is primarily due to increases in Capital Assets/Land Acquisition of \$164.9 million to support key parks, library, health and public safety capital projects throughout the County; increases in Salaries & Benefits of \$147.1 million due to an increase in overall staffing, negotiated labor agreements, increased retirement contributions; and increases in Services & Supplies of \$126.2 million. The Services & Supplies increase is primarily in the Health and Human Services Agency with over half of the increase driven by continued costs for COVID-19 response including the Test, Trace, Treat strategy (T3), vaccination efforts, and meals to at-risk seniors under the

Great Plates Delivered program. Additional increases are driven by new investments which build upon priority areas and meet increased need for essential services, including investments to the Behavioral Health Continuum of Care to expand access and redesign services to improve outcomes, investments in additional employment supports for CalWORKs recipients to align with additional federal and State funding, and funding for new pilot programs to support mothers and families.

Resources are added to the Sheriff's Department to expand medical care and enhance access to mental health services throughout the jail system and to open three housing units and



## EXECUTIVE SUMMARY

dedicated medical facilities in the Rock Mountain Detention Facility. These actions continue the department's progress in achieving National Commission on Correctional Health Care accreditation by adding needed medical and mental health staff to the jail system. The addition of beds and medical staff also facilitates jail system compliance with the Board of State and Community Corrections capacity requirements and makes it pos-

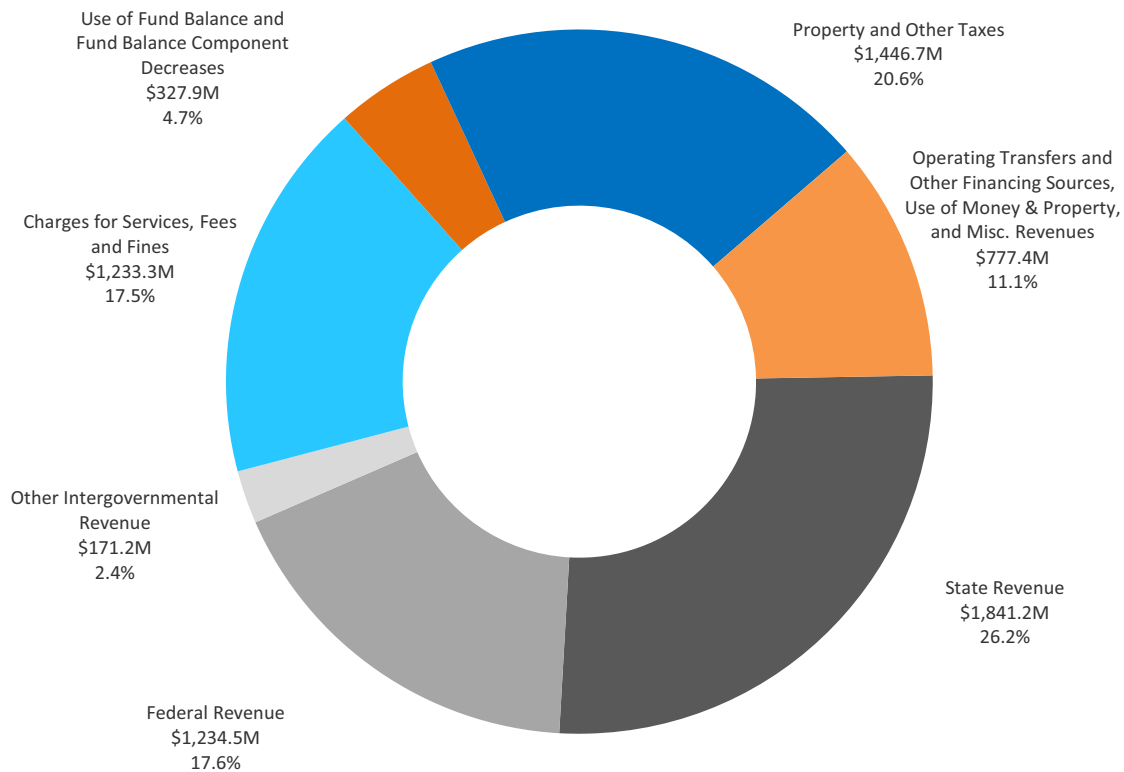
sible for the department to carry out critical repairs and maintenance at major jail facilities to support safe operations for individuals in custody and for staff. These investments support the goal of improving outcomes for individuals returning to our communities, thus improving overall public health and reducing recidivism.





## Recommended Budget by Categories of Revenues: All Funds

**Total Recommended Budget: \$7.03 billion**



Recommended Budget by Categories of Revenues: All Funds					
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	Change	% Change	
State Revenue	\$ 1,788.3	\$ 1,841.2	\$ 53.0	3.0	
Property and Other Taxes	1,348.9	1,446.7	97.8	7.2	
Charges for Services, Fees and Fines	1,177.2	1,233.3	56.1	4.8	
Federal Revenue	1,036.5	1,234.5	197.9	19.1	
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	636.2	777.4	141.3	22.2	
Use of Fund Balance/Fund Balance Component Decrease	421.0	327.9	(93.1)	(22.1)	
Other Intergovernmental Revenue	143.8	171.2	27.3	19.0	
<b>Total</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>\$ 480.2</b>	<b>7.3</b>	

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

For Fiscal Year 2021-22, the combination of State Revenue (\$1.8 billion), Federal Revenue (\$1.2 billion) and Other Intergovernmental Revenue (\$171.2 million) supplies 46.2% of the funding sources for the County's budget. These Intergovern-

mental Revenues represent the most significant changes. Together, they increased by \$278.2 million. Federal revenues increased overall by \$197.9 million primarily due to an increase in HSA which will continue supporting the COVID-



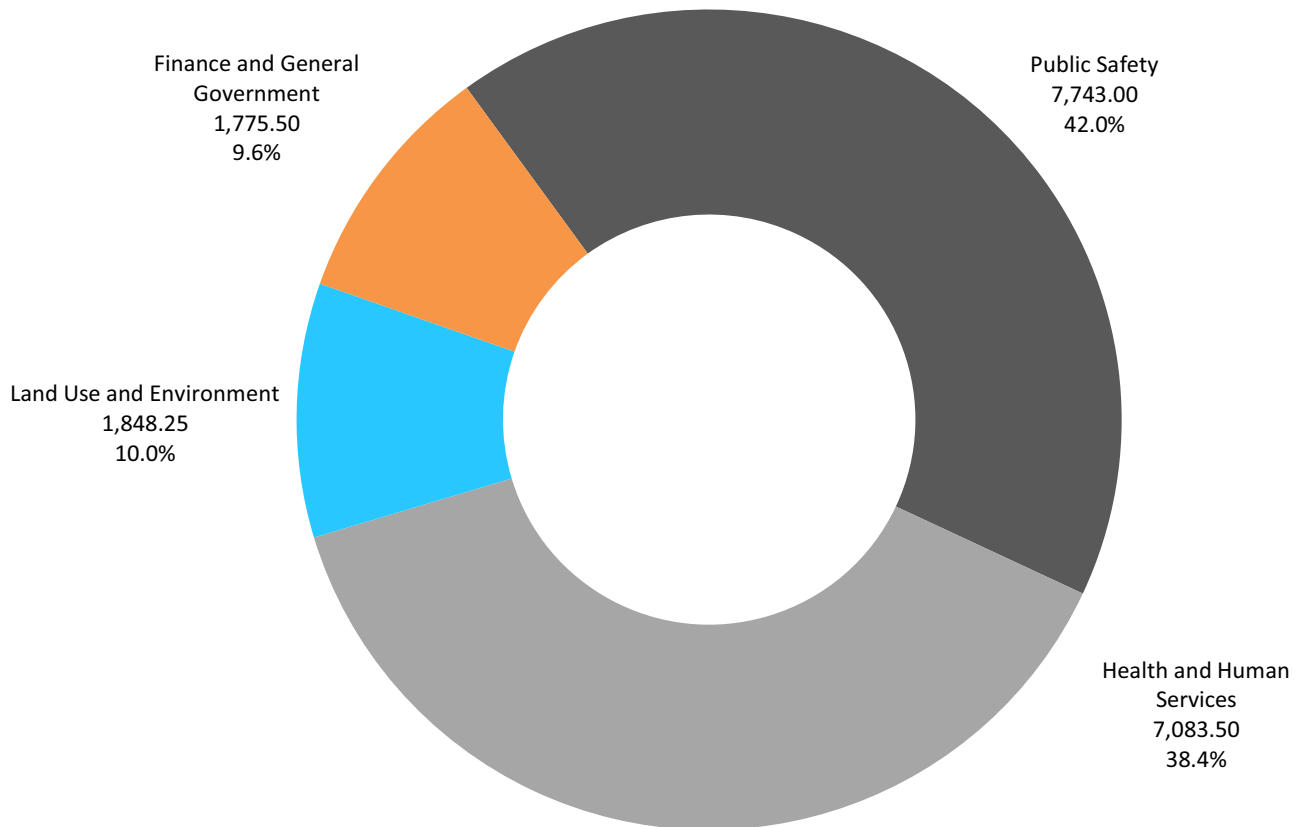
19 response and recovery and State revenues increased overall by \$53.0 million primarily due to an increase in PSG for the Proposition 172 Fund which supports regional law enforcement services. The remaining increase is primarily in Other Intergovernmental Revenue due to the recognition of higher residual revenue from the distribution of former redevelopment funds. Another 17.5% (\$1.2 billion) of the County budget comes from Charges for Current Services and Fees and Fines. Charges for Current Services are increasing by \$43.3 million primarily in FGG (\$14.9 million) for the cost of services provided to County departments and in PSG (\$12.0 million) due to adjustments to law enforcement services to agency contracts.

Operating Transfers and Other Financing Sources, Use of Money & Property, and Miscellaneous Revenues are increasing by \$141.3 million overall to support the increased transfer of State revenue from the Proposition 172 Fund to the Public Safety Group; increases to this category of revenue also support the Capital Program, including anticipated bond proceeds. These increases are partially offset by a decrease in revenue in the Inmate Welfare Fund due to the elimination of Rents & Concession revenue for communication services for incarcerated persons.



## Recommended Staffing by Group/Agency: All Funds

**Total Recommended Staffing: 18,450.25**



Recommended Staffing by Group/Agency: All Funds (Staff Years <sup>1</sup> )				
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	Change	% Change
Public Safety	7,470.00	7,743.00	273.00	3.7
Health and Human Services	6,772.50	7,083.50	311.00	4.6
Land Use and Environment*	1,956.50	1,848.25	(108.25)	(5.5)
Finance and General Government	1,754.50	1,775.50	21.00	1.2
<b>Total</b>	<b>17,953.50</b>	<b>18,450.25</b>	<b>496.75</b>	<b>2.8</b>

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

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

\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its staffing (164.00) from LUEG. Adjusted to exclude this transition, LUEG staffing **increases by 3.1% or 55.75 FTEs**.

Total staff years for Fiscal Year 2021-22 increased by 496.75 from the Adopted Budget for Fiscal Year 2020-21, an increase of 2.8% to a total of 18,450.25 staff years. This net increase is attributable to increased staffing in the Public Safety Group,

the Health and Human Services Agency, and the Finance and General Government Group, and decreased staffing in the Land Use and Environment Group.



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 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Public Safety</b>	<b>7,551.00</b>	<b>7,470.00</b>	<b>7,743.00</b>	<b>273.00</b>	<b>3.7</b>	<b>7,797.00</b>
Public Safety Executive Office	14.00	14.00	14.00	—	0.0	14.00
District Attorney	991.00	991.00	1,006.00	15.00	1.5	1,006.00
Sheriff*	4,415.00	4,381.00	4,636.00	255.00	5.8	4,690.00
Child Support Services	497.00	497.00	467.00	(30.00)	(6.0)	467.00
Office of Emergency Services	21.00	21.00	21.00	—	0.0	21.00
Animal Services	61.00	61.00	61.00	—	0.0	61.00
Medical Examiner	57.00	57.00	60.00	3.00	5.3	60.00
Probation	1,068.00	1,007.00	1,009.00	2.00	0.2	1,009.00
Public Defender	400.00	414.00	442.00	28.00	6.8	442.00
San Diego County Fire	27.00	27.00	27.00	—	0.0	27.00
<b>Health and Human Services</b>	<b>6,771.50</b>	<b>6,772.50</b>	<b>7,083.50</b>	<b>311.00</b>	<b>4.6</b>	<b>7,083.50</b>
Self Sufficiency Services	2,532.00	2,529.00	2,629.00	100.00	4.0	2,629.00
Aging & Independence Services	449.00	449.00	492.00	43.00	9.6	492.00
Behavioral Health Services	1,007.50	1,006.50	1,092.50	86.00	8.5	1,092.50
Child Welfare Services	1,493.00	1,492.00	1,530.00	38.00	2.5	1,530.00
Public Health Services	694.00	709.00	729.00	20.00	2.8	729.00
Administrative Support	468.00	457.00	481.00	24.00	5.3	481.00
Housing & Community Development Services	128.00	130.00	130.00	—	0.0	130.00
<b>Land Use and Environment**</b>	<b>1,946.50</b>	<b>1,956.50</b>	<b>1,848.25</b>	<b>(108.25)</b>	<b>(5.5)</b>	<b>1,848.25</b>
Land Use and Environment Executive Office	13.00	13.00	15.00	2.00	15.4	15.00
Agriculture, Weights and Measures	179.00	179.00	179.00	—	0.0	179.00
Air Pollution Control District	159.00	164.00	—	(164.00)	(100.0)	—
County Library	284.50	284.50	286.50	2.00	0.7	286.50
Environmental Health and Quality	308.00	309.00	312.75	3.75	1.2	312.75

\* Includes an increase of 141.00 nursing, health and mental health staff years to expand medical care and enhance access to mental health services throughout the jail system.

\*\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its staffing (164.00) from LUEG. Adjusted to exclude this transition, LUEG staffing increases by 3.1% or 55.75 FTEs.





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

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
Parks and Recreation	234.00	235.00	248.00	13.00	5.5	248.00
Planning & Development Services	230.00	232.00	237.00	5.00	2.2	237.00
Public Works	539.00	540.00	570.00	30.00	5.6	570.00
<b>Finance and General Government</b>	<b>1,755.50</b>	<b>1,754.50</b>	<b>1,775.50</b>	<b>21.00</b>	<b>1.2</b>	<b>1,775.50</b>
Finance and General Government Group Executive Office	25.00	25.00	29.00	4.00	16.0	29.00
Board of Supervisors	57.00	60.00	72.00	12.00	20.0	72.00
Assessor/Recorder/County Clerk	419.50	419.50	419.50	—	0.0	419.50
Treasurer-Tax Collector	123.00	123.00	123.00	—	0.0	123.00
Chief Administrative Office	16.50	16.50	20.50	4.00	24.2	20.50
Auditor and Controller	238.50	236.50	235.50	(1.00)	(0.4)	235.50
County Technology Office	15.00	14.00	14.00	—	0.0	14.00
Citizens' Law Enforcement Review Board	5.00	8.00	8.00	—	0.0	8.00
Civil Service Commission	4.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	28.00	28.00	—	0.0	28.00
County Counsel	147.00	148.00	150.00	2.00	1.4	150.00
Grand Jury	1.00	—	—	—	0.0	—
Human Resources	123.00	122.00	122.00	—	0.0	122.00
County Communications Office	23.00	21.00	21.00	—	0.0	21.00
General Services	395.00	395.00	395.00	—	0.0	395.00
Purchasing and Contracting	66.00	66.00	66.00	—	0.0	66.00
Registrar of Voters	69.00	69.00	69.00	—	0.0	69.00
<b>Total</b>	<b>18,024.50</b>	<b>17,953.50</b>	<b>18,450.25</b>	<b>496.75</b>	<b>2.8</b>	<b>18,504.25</b>







# Investing in Equity, Diversity and Inclusion

## Creating an Equitable County Government through Targeted Universalism Principles and Belonging

As an enterprise, we seek to engage employees as well as the underserved communities in setting County department priorities. Following our Diversity & Inclusion (D&I) Strategic Plan on delivering four desired outcomes, which include: Exceptional service to our diverse customers; Inclusion for all employees and customers; A motivated and engaged workforce; and, Organizational effectiveness and innovation, the County has taken continuous action to address the long-standing inequities and strengthen our region. This D&I Strategic Plan has strengthened our diversity and inclusion efforts throughout the county and provided the framework we follow to ensure our employees and customers can be authentic and feel respected. Those efforts include expanding the following:

### D&I Executive Council

Diverse executive leadership creating a culture that keeps diversity and inclusion at the forefront for leaders throughout the enterprise by guiding the County's diversity and inclusion strategy.

### D&I Employee Training

Through the Department of Human Resources Diversity Executive Council initiatives, the team is actively engaged in offering materials and training such as Cultural Competency and Unconscious Bias Trainings that reflect the County's commitment to a diverse workforce.

### D&I Champions

The D&I Lead and Department Champions work throughout the enterprise to provide learning opportunities about diversity, inclusion, and cultural competency.

### Employee Resource Groups

The County of San Diego has ten thriving Employee Resource Groups that play an important role in advancing our commitment to diversity and creating and sustaining an inclusive workplace. ERGs provide employees networking and professional development activities, support County initiatives, and promote cultural awareness.

### Office of Ethics & Compliance

Department dedicated to fostering a culture of integrity, implementing the Code of Ethics, promoting ethics and compliance through developed policies, programs and trainings, and reviewing discrimination, fraud, waste and abuse complaints.

### Human Resources Equity, Diversity & Inclusion Unit

The Department of Human Resources further extended the diversity and inclusion strategy by creating the Equity, Diversity and Inclusion division. The division focuses on identifying a framework to assess policies, procedures, and practices in sup-

port of integrating equity, identifying and undoing systemic racism, promoting equitable opportunities for career advancement, recruiting diverse leadership and monitoring progress. In partnership with the D&I Executive Council, leadership and employee resources were created to enhance skills and knowledge to provide a culturally competent foundation for addressing and responding to bias.

### San Diego County Leon Williams Human Relations Commission

31-member community commission established to promote positive human relations, respect and integrity of every individual in the County of San Diego.

### Office of Equity & Racial Justice

Department devoted to engaging the community to co-create transformative, enduring, structural and systemic change in San Diego County government. This office bridges San Diego County departments and community voices to design bold policies and practices to advance equity.

### County Procurement Tiger Team

The Procurement Tiger Team working group analyzed Department of Purchasing & Contracting practices and identified opportunities to remove barriers and reduce challenges in County contracting, including maximizing the diversity of the County supplier base and creating further public accountability and compliance.

### Live Well Communities

The County's Live Well Communities project works to address historically underserved residents of the county. By acknowledging community voices as subject matter experts, the County through the Live Well Communities approach, can respond to those priorities by implementing large-scale procedural changes, specific programs and services to address disproportionalities that have created barriers for residents to live well.



## Other County Programs

The County offers a number of programs that work to address long-standing inequities, disparities, and disproportionality in our communities, some examples of these programs include: the Cultural Broker Program in Central Region which is aimed at reducing the disproportionate number of African American children in the Child Welfare System; the Safe Destination Nights program which is a collaboration between various County departments to provide evening activities for teens in areas with a history of higher rates of youth crime and gang involvement; and, Achievement Centers that provide an opportunity for justice-involved youth who present non-criminal at-risk behavior to receive services that help maintain important family and community relationships.

Recognizing racism underpins health inequities throughout the region and has a substantial correlation to poor outcomes in many facets of life, the Board of Supervisors declared racism a public health crisis on January 12, 2021 (8). With this declaration, the Board directed several changes to County operations to begin laying the foundation for structural, systemic and enduring changes to the County.

Some of these changes include adding Equity and Belonging into the County's mission, vision, values and strategic plan. Creating a process to solicit community input to identify County policies and practices that lead to or perpetuate racial or ethnic disparity. This will be a part of the annual strategic plan for the OERJ. Staff

from the OERJ will facilitate a series of Leon Williams Human Relations Commission (HRC) subcommittee meetings annually to gather input on County policies and practices.

Incorporating a section titled Equity Impact Statement in the Board Letter template for all County departments to identify and determine a systematic approach with standardized guidelines to express the equity impact of recommended actions. Enhancing data collection capabilities to identify racial disparities among programs and services that are meant to improve health, social, economic, educational, and criminal justice circumstances, and prioritize funding proportional to need when possible.

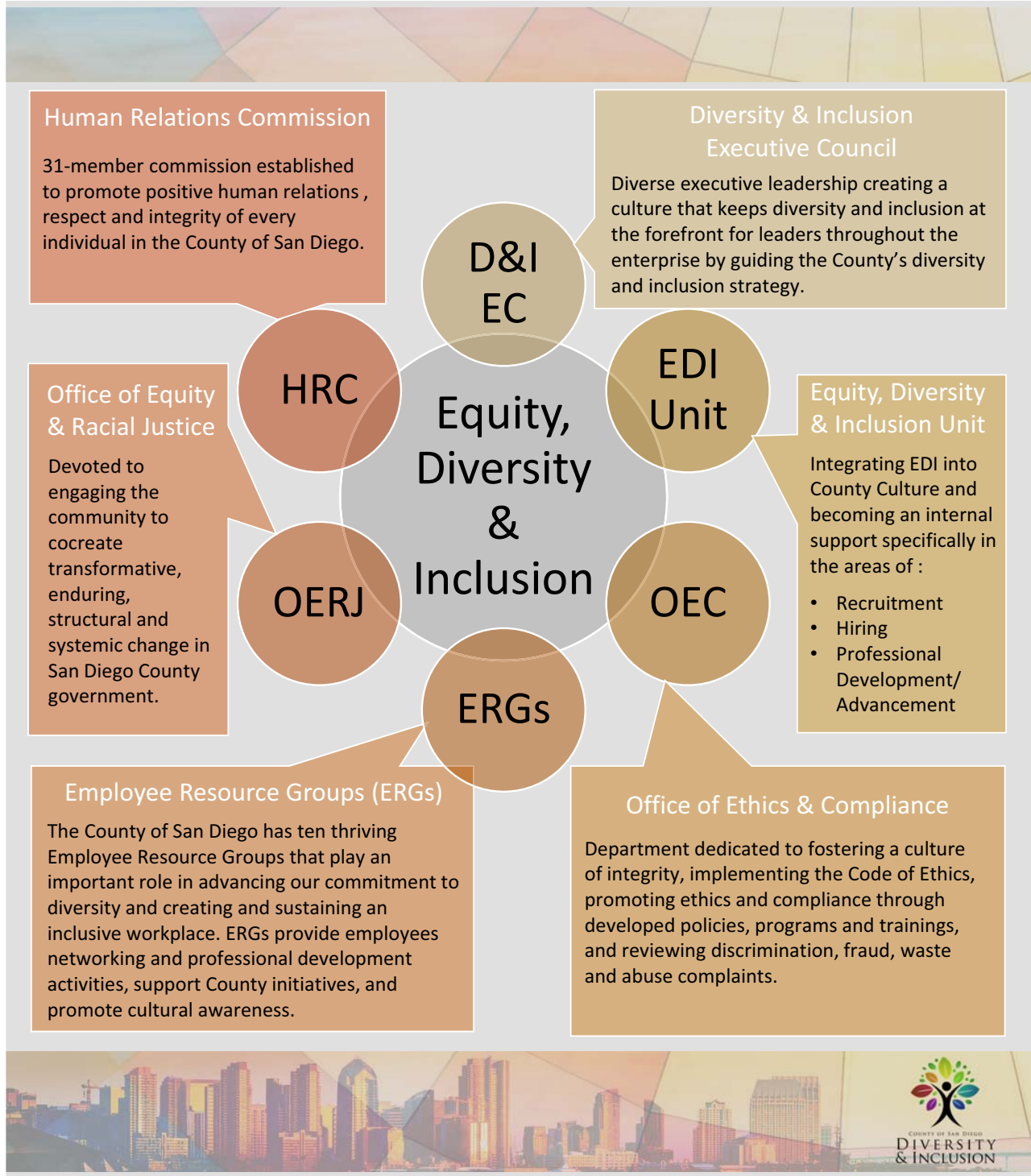
Lastly, updating the County's strategic plan with Enterprise-Wide Goals that focus on the concepts of Belonging and Equity 2.0, also known as Targeted Universalism. Targeted Universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. Strategies are developed to achieve those goals by focusing on what is needed for the different groups situated within structures, culture, and across geographies to obtain the universal goal. Departments have begun developing these goals and creating strategies to monitor progress. Many of these goals are represented in the graphic on the next page. Full incorporation of these goals into the County's operational plan is planned for the Fiscal Year 2022-24 operational plan cycle.







# COUNTY of SAN DIEGO D&I PARTNERSHIP MODEL







# San Diego County Facts and Figures

## POPULATION<sup>1</sup>:

Year:	2018	2019	2020
Total:	3,337,456	3,340,312	3,343,355

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

Source: California Department of Finance.

Note: Population for 2019 was restated.

## INCORPORATED CITIES:

18

## CIVILIAN LABOR FORCE:

Year:	2019	2020
Total:	1,590,600	1,538,400

Source: California Employment Development Department.

## UNEMPLOYMENT RATE:

Year:	2019	2020
Percentage:	3.2%	9.2%

Source: California Employment Development Department.

## EMPLOYMENT MIX: (Industry)<sup>1</sup>

	2019 Employees	2020 Employees
Government <sup>2</sup>	251,600	235,900
Professional and Business Services	261,300	253,400
Trade, Transportation and Utilities	232,900	220,500
Educational and Health Services	220,800	211,800
Leisure and Hospitality	200,600	130,400
Manufacturing	117,300	112,900
Financial Activities	77,500	74,000
Construction	84,800	87,800
Other Services	54,500	40,600
Information Technology	23,500	21,900
Farming	9,000	8,400
Mining and Logging	400	300
<b>Total</b>	<b>1,534,200</b>	<b>1,397,900</b>

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

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

Source: California Employment Development Department

## TEN LARGEST EMPLOYERS:

	2019 Employees	2020 Employees
U.C. San Diego	35,847	35,802
Sharp Healthcare	18,700	19,468
County of San Diego	18,025	17,954
City of San Diego	11,545	11,820
San Diego Community College District	6,805	5,400
General Atomics (and affiliated companies)	6,777	6,745
San Diego State University	6,371	6,454
Rady Children's Hospital-San Diego	5,541	5,711
YMCA of San Diego County	5,517	5,057
Sempra Energy	4,741	5,063

Sources: San Diego Business Journal Book of Lists (2020) & County of San Diego Fiscal Year 2019-20 Adopted Operational Plan.

Note: The Naval Base San Diego was excluded.



CONSUMER PRICE INDEX:			
Year:	2018	2019	2020
Amount:	292.55 (3.4% increase)	299.43 (2.4% increase)	303.93 (1.5% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, February 2021 (CPI-U for the San Diego-Carlsbad Metropolitan Area, not seasonally adjusted, annual).

MEDIAN HOUSEHOLD INCOME <sup>1</sup> :			
Year:	2017 <sup>1</sup>	2018 <sup>1</sup>	2019 <sup>1</sup>
Amount:	\$ 70,588	\$ 74,855	\$ 78,980

<sup>1</sup>Each amount adjusted annually for inflation according to its respective year.  
Source: U.S. Census Bureau

MEDIAN HOME PRICE <sup>1</sup> :			
Year:	January 2019	January 2020	January 2021
Single Family Homes	\$ 615,000	\$ 670,000	\$ 744,000
Attached Homes	\$ 415,000	\$ 435,000	\$ 485,000

<sup>1</sup>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 2020):	
	2020
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 2020–21  
ASSESSED VALUATION: \$566.7 billion

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

ESTIMATED TOTAL  
HOUSING UNITS: 1,233,777

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

LAND USE: (in descending order) <sup>1</sup>	
	2020 Acres
Parkland	1,414,373
Vacant or Undeveloped Land	557,093
Residential	380,930
Agriculture	119,503
Public/Government	119,448
Other Transportation	108,207
Commercial/Industrial	33,929
<b>Total</b>	<b>2,733,483</b>

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

AGRICULTURAL PRODUCTION:		
	2019 Value	2019 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,249,388,514	12,101
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 341,721,924	29,354
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 130,883,159	3,164
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 41,726,968	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 18,094,152	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 6,818,060	189,858
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 6,040,642	N/A
Timber Products (e.g., firewood and timber)	\$ 855,154	N/A
<b>Grand Totals</b>	<b>\$ 1,795,528,573</b>	<b>234,477</b>

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



MAJOR MILITARY BASES AND INSTALLATIONS:	
	City
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
United States Coast Guard Sector San Diego	San Diego

Source: U.S. Department of Defense Base Structure Report, 2019.

TOURIST ATTRACTIONS:	
Anza-Borrego Desert State Park <sup>1</sup> , Borrego Springs	Mount Soledad Veterans Memorial, La Jolla
Aquatica - Seaworld's Waterpark, San Diego	Old Town San Diego State Historic Park, San Diego
Balboa Park and Museums, San Diego	Palomar Observatory, Palomar Mountain
Belmont Park, San Diego	Petco Park, San Diego
Birch Aquarium at Scripps, La Jolla	Point Loma and Cabrillo National Monument, San Diego
Del Mar Racetrack, Del Mar	San Diego Zoo Safari Park, Escondido
Gaslamp Quarter National Historic District, San Diego	San Diego Zoo, San Diego
Hotel Del Coronado, Coronado	SeaWorld San Diego, San Diego
IFLY San Diego, San Diego	Torrey Pines Golf Course, La Jolla
Legoland California, Carlsbad	Torrey Pines State Beach & Reserve, San Diego
Maritime Museum, San Diego	U.S. Olympic Training Center, Chula Vista
Mission Bay Aquatic Park, San Diego	USS Midway Museum, San Diego

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

<b>TOTAL VISITORS 2020:</b>	<b>14,330,000</b>
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Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2020).





# 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 2020, the County's population estimate for January 1, 2020 was 3.34 million, which grew 0.1 percent or roughly 3,000 from the January 1, 2019 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 2019 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.

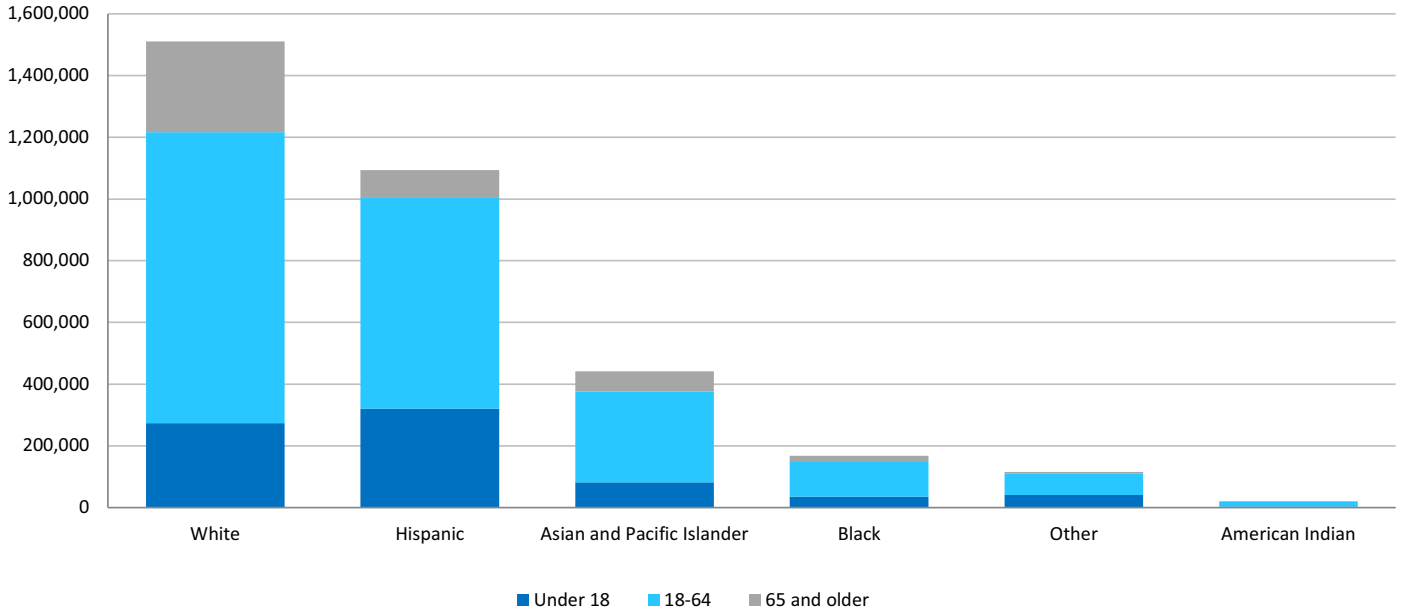
SAN DIEGO COUNTY POPULATION:				
	2000	2019	2020	Year Incorporated
Carlsbad	78,247	113,635	114,463	1952
Chula Vista	173,556	271,032	272,202	1911
Coronado	24,100	23,814	21,381	1890
Del Mar	4,389	4,275	4,268	1959
El Cajon	94,869	104,104	104,393	1912
Encinitas	58,014	62,096	62,183	1986
Escondido	133,559	152,391	153,008	1888
Imperial Beach	26,992	27,934	28,055	1956
La Mesa	54,749	59,827	59,966	1912
Lemon Grove	24,918	26,426	26,526	1977
National City	54,260	62,254	62,099	1887
Oceanside	161,029	177,242	177,335	1888
Poway	48,044	49,298	49,338	1980
San Diego	1,223,400	1,428,600	1,430,489	1850
San Marcos	54,977	96,651	97,209	1963
Santee	52,975	57,780	57,999	1980
Solana Beach	12,979	13,786	13,838	1986
Vista	89,857	102,098	102,928	1963
Unincorporated	442,919	507,069	505,675	1850
<b>Total</b>	<b>2,813,833</b>	<b>3,340,312</b>	<b>3,343,355</b>	

Source: US Census - 2010 data and California Department of Finance 2019 and 2020 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 historical 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.

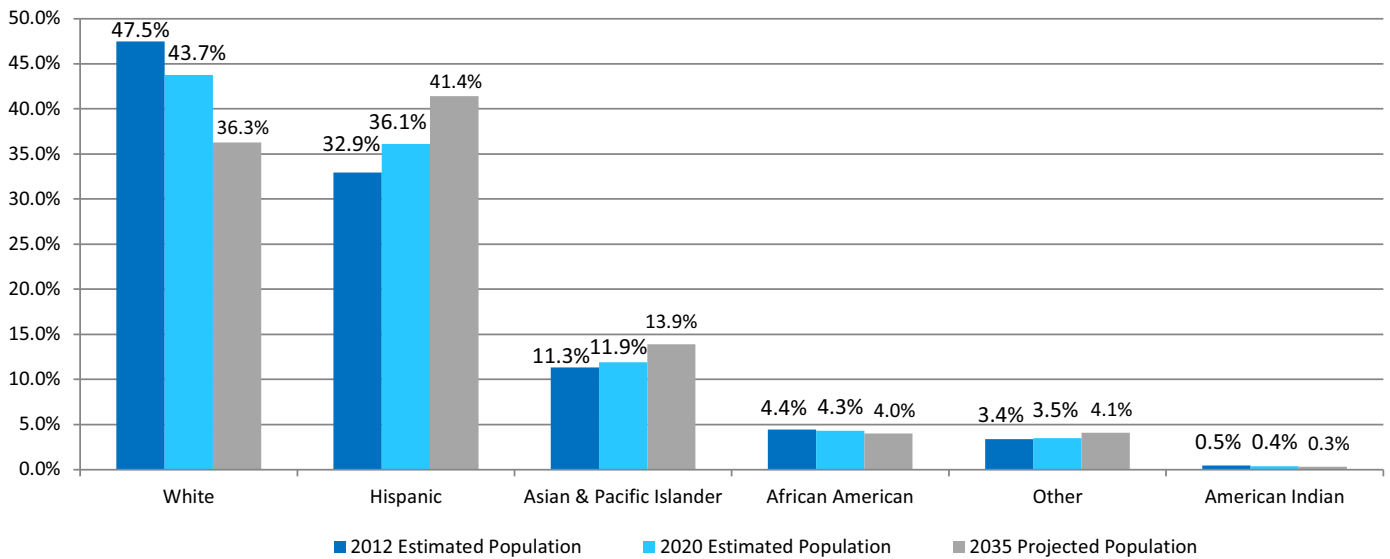


**San Diego County Population Distribution by Race, Ethnicity and Age**  
 2019 Total Population: 3,351,786



Source: San Diego Association of Governments 2019 Demographic & Socio Economic Estimates, as of March 2021 reflects latest data available.

**San Diego County Population Distribution by Race and Ethnicity**  
 2012, 2020 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 Series 13 Regional Growth Forecast, as of March 2021 reflects latest data available.



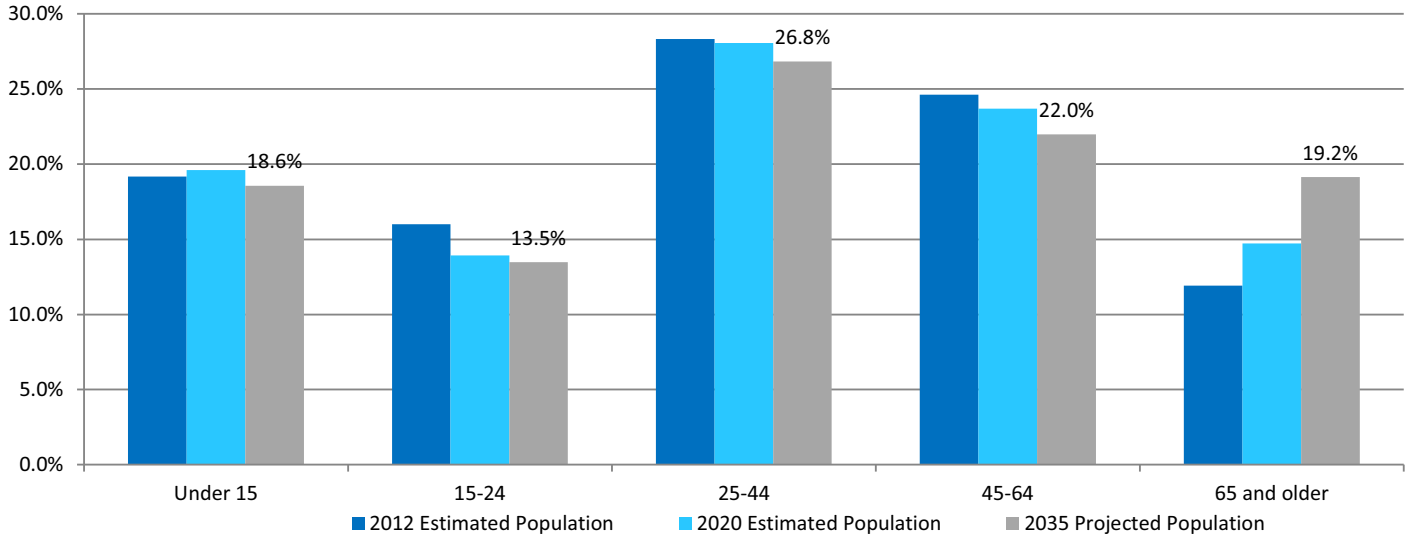




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 65 years of age projected to decline gradually from 2019 estimates, and the number of individuals aged 65 and older estimated to increase by 2035.

San Diego County’s population has grown approximately 0.8 percent annually on average since 2006, 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 2012, 2020 and 2035 Projection

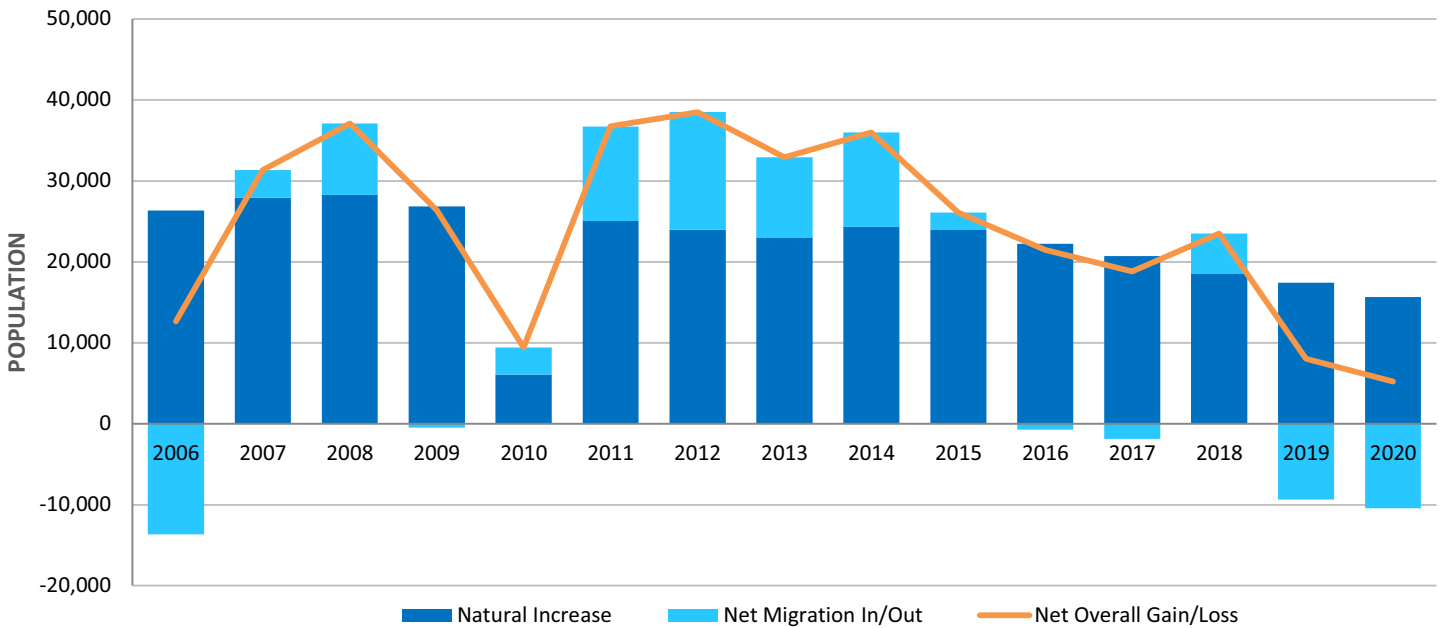


Sources: U.S. Census 2000; San Diego Association of Governments Series 13 Regional Growth Forecast, as March 2021 reflects the latest data.

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



### San Diego County Population Change: 2006 through 2020



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, 2010-2020.

## 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 2020 saw a decrease in real GDP, closing the year with a 3.5 percent annual contraction over the previous year, compared to an increase of 2.2 percent seen in 2019 (Bureau of Economic Analysis [BEA]. Gross Domestic Product, Fourth Quarter and Year 2020 (Second Estimate). February 2021.). According to the BEA, “The decrease in real GDP in 2020 reflected decreases in PCE [personal consumption expenditures], exports, private inventory investment, nonresidential fixed investment, and state and local government that were partly offset by increases in federal government spending and residential fixed investment. Imports decreased” (ibid).

Clearly, the national economy was significantly impacted by the response to the global COVID-19 pandemic; GDP in the first quarter fell 5.0 percent and in the second quarter it dropped by 31.4

percent (ibid). But in the third and fourth quarters, GDP bounced back in the third quarter by 33.4 percent, and in the fourth quarter despite a strong uptick in COVID-19 cases in many parts of the country, GDP growth was still a strong 4.1 percent (ibid). According to the BEA, “The increase in fourth-quarter GDP reflected both the continued economic recovery from the sharp declines earlier in the year and the ongoing impact of the COVID-19 pandemic, including new restrictions and closures that took effect in some areas of the United States” (ibid).

Commenting on the economic impact of the COVID-19 pandemic, the UCLA Anderson March Economic Outlook predicts near-record economic growth that has not been seen in the US since the 1980s and notes, “we are forecasting 6.3% growth in 2021, 4.6% growth in 2022, and 2.7% growth in 2023”. (UCLA Anderson Forecast. March 2021 Economic Forecast: Nation - Robust Economic Growth and Recovery After a Dreadful Year. March 2021). UCLA also predicts national GDP to return to pre-pandemic peak growth rates by the middle of 2021, and real GDP will return to its pre-pandemic levels by the beginning of 2022; the primary drivers of this growth is the spending of savings, consumers engaging in the purchase of services again, and a continuation of a thriving housing market (ibid).





At the beginning of 2020 before the COVID-19 pandemic, the national unemployment rate was historically strong and had dropped to 4.0 percent. However, the impact of the COVID-19 pandemic in 2020 produced dramatic increases in unemployment across the country. According to the Bureau of Labor Statistics (BLS), the unemployment rate rose sharply in 2020 to a rate in April 2020 of 14.4 percent, followed by a slow, downward descent from May when it was 13.0 percent to the end of 2020 at 6.5 percent. Average annual unemployment in 2020 was 8.1 percent (Bureau of Labor Statistics. Labor Force Statistics from the Current Population Survey. February 2021). To kickoff 2021, unemployment was 6.8 percent, a year over year increase of 2.8 percent (ibid).

Increased unemployment and stalled economic activity have led to continued low interest rates. The Federal Reserve Board noted “significant stress in high-contact, customer-facing businesses and industries” while at the same time “remained generally positive about the outlook, particularly for the second half of 2021 when vaccine distribution is expected to be more widespread” (Federal Reserve System. Minutes of the Board's Discount Rate Meetings on January 19 and January 27, 2021, accessed on March 15, 2021.) However, in light of the potential for an unstable economy in the future, the Board chose to leave the primary federal funds rate at the existing level (0.25%) (ibid).

Despite the decision by the Federal Reserve Board in January, mortgage rates ticked up by 8 basis point in February from January to 2.73%; still lower than one year ago when it was 3.31% (US Department of Housing and Urban Development. Housing Market Indicators Monthly Update. February 2021). Low mort-

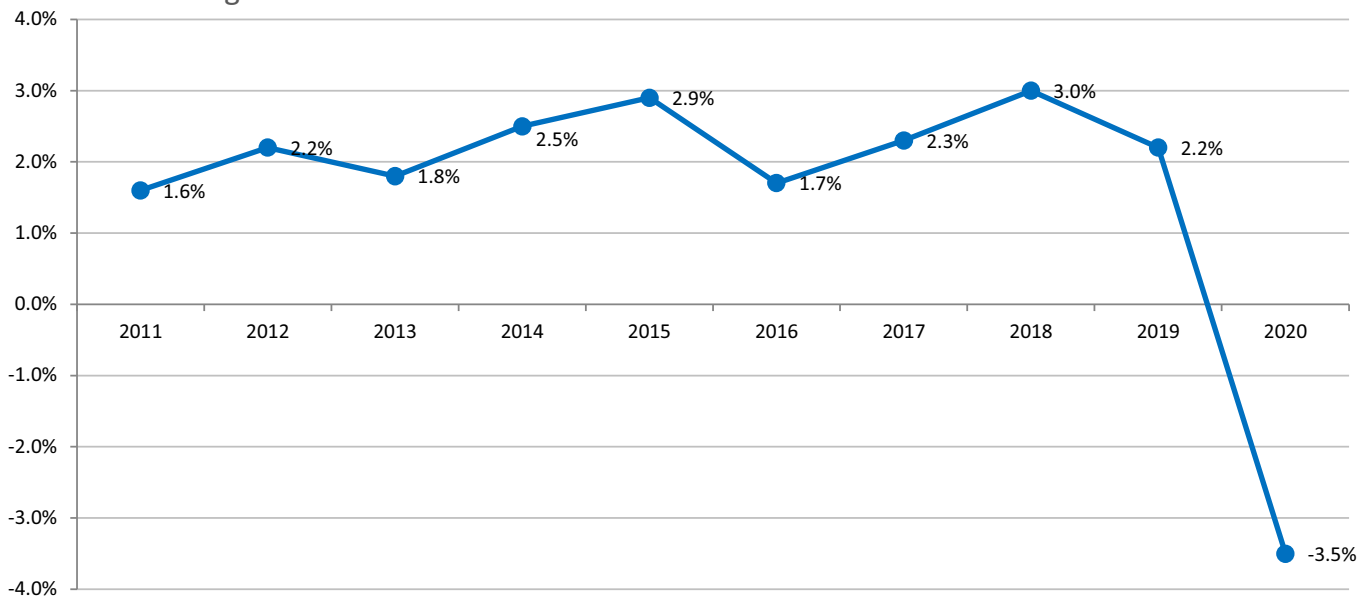
gage interest rates have contributed to high sales volumes, high prices, and low inventory of homes for sale (ibid). UCLA Anderson forecasts the rate of sales and prices seen in 2020 will not continue in 2021 but is rather a one-time event due to a perfect storm including low rates, aging homeowners staying put, and millennials’ desire to own homes amid a shortage (UCLA Anderson Forecast. March 2021 Economic Forecast: Nation - Robust Economic Growth and Recovery After a Dreadful Year. March 2021). Something to be cautious of during this buying and selling frenzy is the number of homes in forbearance (pause or reduction in payments). Before the pandemic, only 0.25% of borrowers were in forbearance programs, but as of February 2021 13.8% or approximately 2.6 million homeowners were in forbearance programs (US Department of Housing and Urban Development. Housing Market Indicators Monthly Update. February 2021).

Looking forward, the Federal Reserve Board has forecasted the following: the projected Unemployment rate at 5.0% in 2021, 4.2% in 2022, and 3.7% in 2023, and the personal consumption expenditures (PCE) inflation rate at 1.8% in 2021, 1.9% in 2022 and 2.0% in 2023 (Federal Reserve System. Summary of Economic Projections, accessed on March 15, 2021).

The economic impacts of the COVID-19 pandemic prompted federal fiscal stimulus efforts, which provided substantial support to economic activity in 2020 and will continue to support economic activity in 2021. Federal fiscal policy measures (including the CARES Act and the Consolidated Appropriations Act, 2021) enacted in response to the pandemic have provided income support for households and businesses; increased grants-in-aid to

### U.S. Gross Domestic Product Annual Percent Change

2011 through 2020



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



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, February 2021).

The economic impacts of the COVID-19 pandemic are regularly being assessed, but what remains uncertain is the duration of the public health emergency, and while some economists and experts seem to predict a positive economic recovery in 2021, it still seems mostly tied to successful vaccination efforts or other forms of COVID-19 immunity.

## 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 (pre-COVID-19), 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/qgdstate0420.pdf>, accessed on June 17, 2020). In 2020, California also led the nation with 3 million total COVID cases; this environment led to a sharply different 2020 economy than was previously forecasted (Los Angeles Economic Development Corporation. LAEDC 2021 Economic Forecast. February 2021).

In February 2020 prior to the pandemic, California's economy was forecast to grow at 2.0 percent (Los Angeles Economic Development Corporation [LAEDC]. LAEDC 2020 Economic Forecast. February 2020), however the State's economy contracted by 0.6% (Los Angeles Economic Development Corporation. LAEDC 2021 Economic Forecast. February 2021). The LAEDC again projects 2.0% growth in 2021 based on higher year-over-year growth in personal income (excluding stimulus payments), a partial recovery in industry earnings, and a gradual decline in unemployment (ibid). Because of the spike in COVID-19 cases, the recovery of some of California's hardest hit sectors, including leisure & hospitality (tourism), were negatively impacted (UCLA Anderson Forecast. March 2021 Economic Forecast: California - The Economic/Pandemic Question: To Close or Not to Close? March 2021). On the other hand, tax collections in the State are 42% ahead of budget projections, potentially allowing more discretionary State spending (Legislative Analyst's Office. January 2021 State Tax Collections. February 2021). According to UCLA's analysis, one of the primary reasons for the State being ahead of collections is that the tech industry prospered during the pandemic (UCLA Anderson Forecast. March 2021 Economic Forecast: California - The Economic/Pandemic Question: To Close or Not to Close? March 2021). Another bright spot is that the overall housing market boomed. In fact, home sales in California were higher

in 2020 than they were since just prior to the Great Recession (ibid). Home sales and prices rose throughout the pandemic and continue to rise. There are likely two reasons driving this housing boom: first, mortgage rates are at historic lows and second, home buyers or higher income earners have been largely unaffected by the pandemic (Beacon Economics. Beaconomics: An Economic Forecast for the U.S. and California. December 2020).

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 Forecast. Financial Outlook for 2020. December 2019). 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 January 2021, the state annual unemployment rate for 2020 was at 10.1 percent, which was 6.1 percent higher than the annual average for 2019 (4.0 percent) (California Employment Development Department. Local Area Unemployment Statistics & Monthly Labor Force Data for Counties - Annual Average for 2020, accessed March 2021). According to the Anderson Forecast, "there were several sectors shouldering the brunt of the job loss: leisure and hospitality, education, other services and retail...job losses in these sectors from December 2019 to December 2020 represent 76% of all the job losses in the state" (UCLA Anderson Forecast. March 2021 Economic Forecast: California - The Economic/Pandemic Question: To Close or Not to Close? March 2021). Including healthcare and social service job losses brings the represented job losses, or the "hardest hit" sectors in the state, to accounting for 81% of job losses (ibid).

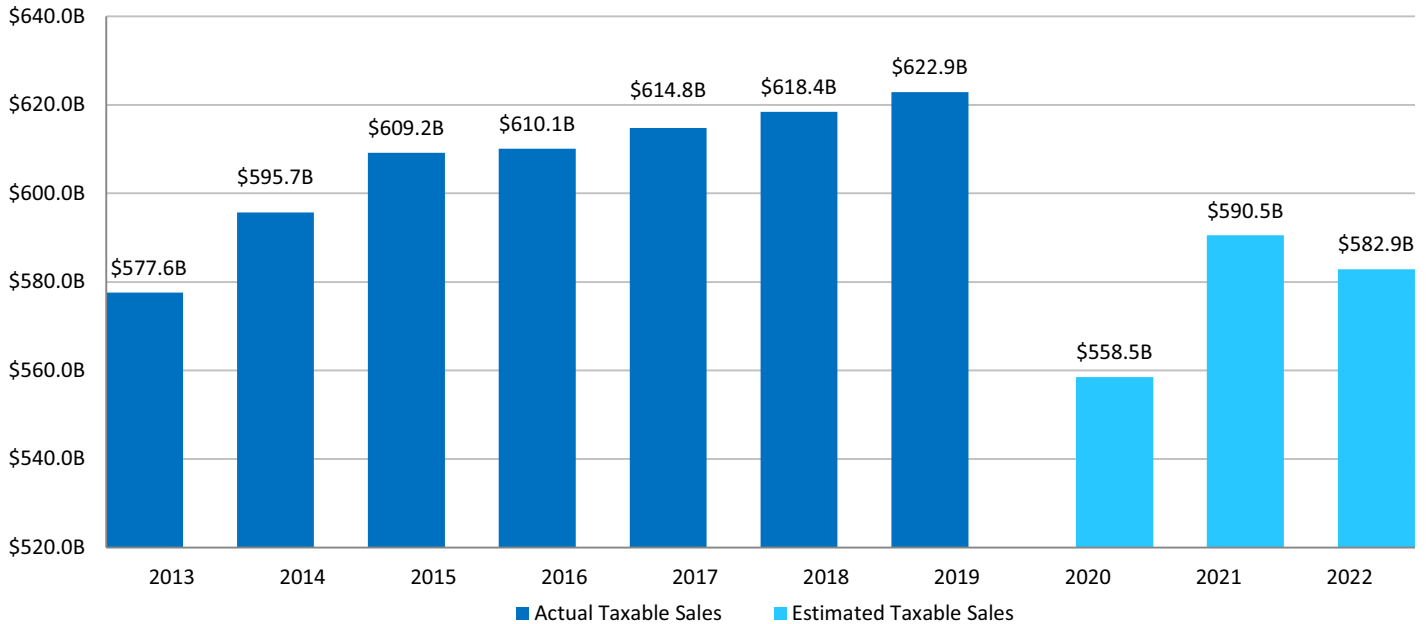
UCLA forecasts that overall the California employment sector will rebound faster than the national average as stringent pandemic restrictions are loosened and more jobs that involve person-to-person contact come back online (ibid). That said, unemployment is not expected to fully recover nationally until 2023; as the economy expands and more jobs become available, the labor force will also grow which will push unemployment back up (or slow the rate at which unemployment goes down) (ibid). As more people get back to work, consumer spending will get back to a more normal growth pattern, increasing taxable sales revenue. The accompanying chart presents the historical trend in taxable sales in California.

As the State recovers economically from the COVID-19 pandemic and reduces its restrictions on businesses, experts predict consumers to return to pre-pandemic behaviors, including spending on housing, food, clothing, cars, furnishings and healthcare (California Forecast. Progress of the Recovery - The Outlook for 2021 is Still Hazy. February 2021). What is unknown is whether spending for live events and large public gatherings will return to pre-pandemic activities or if they will remain socially distanced with reduced capacities and audiences (ibid).





## California Annual Taxable Sales Trend 2013 through 2022



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

One trend that intensified at the start of the pandemic was the online purchase of goods. This resulted in a year-over-year increase in State imports of 4.0 percent, and a noticeable increase in traffic at the major ports of entry, particularly for shipping containers (Beacon Economics. California Trade Report. March 2021). While it's unclear whether major California trade partners (China, Mexico, and Canada) will recover with the same strength as is projected in the US economy, experts expect exports to US companies that manufacture goods in China, Mexico and Canada to "surge" (ibid). The positive outlook for trade contrasts with the State's housing affordability.

It was previously mentioned the housing market surge drove up housing sales and prices. This was good for many, including those in the real estate and construction industries and current homeowners. However, the median home price in California (\$740,050) was more than double the national median home price, and 76 percent of households were either rent burdened (51 percent) or extremely rent burdened (25 percent) (Los Angeles Economic Development Corporation. LAEDC 2021 Economic Forecast. February 2021). This means that over 50 percent of households spent at least a third of their income on rent and 25 percent of households spent more than half of their income on rent (ibid). Consequently, the high price of housing is an incentive to keep home builders planning and building, but this takes a significant amount of time. UCLA estimates an additional 127,000 new units in 2021 and growth to 134,000 units by 2023, but the UCLA forecast adds, "this level of home building means that the prospect for the pri-

ivate sector building out of the housing affordability problem over the next three years is nil" (UCLA Anderson Forecast. March 2021 Economic Forecast: California - The Economic/Pandemic Question: To Close or Not to Close? March 2021). Despite the affordability constraints, UCLA concludes their data supports the idea that people are leaving California not due to affordability constraints but rather because remote work is giving employees the opportunity to experience life in a non-urban setting (ibid). The California Public Policy Institute comments, "Relocation due to the pandemic-both in and out of the state-will have long-term consequences if it persists. However, decades of underinvestment in housing mean that supply shortages will continue to put upward pressure on prices in most areas of the state" (Public Policy Institute of California. California's Future. January 2021).

### 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 (U.S. Census Bureau. County Population Totals: 2010-2019, accessed on March 29, 2021). In 2019, San Diego County accounted for more than \$222.3 billion, or 7.9 percent of California's GDP, based on data from the BEA (Bureau of Economic Analysis. Real Gross Domestic Product by County, 2016-2019, accessed on March 29, 2021) and 8.4 percent of the State's population, based on U.S. Census Bureau data.



The San Diego region includes the largest concentration of U.S. military in the world, making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the life sciences/biomedical and technology-oriented industries, and in non-pandemic years San Diego is 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 2021, the San Diego Business Journal hosted its annual economic forecast and several of the panelists had positive and negative reviews for the local outlook. Most predicted flat or slow GDP growth at the beginning of the year with it ramping up in the second half of 2021 and into 2022 as COVID-19 cases and restrictions moderated with distribution of the vaccine, noting that San Diego is expected to outperform the State of California in the recovery and be in the middle of the pack compared to the US overall (San Diego Business Journal. Sizing Up the Economic Potential of 2021: Experts Offer a Variety of Perspectives. February 2021). While economic growth is expected to help the San Diego region recover in terms of unemployment, investment into the region, and other areas, experts noted one troubling indicator (ibid). All income levels in San Diego suffered job losses at the outset of the pandemic, however after nearly a year of recovery, high wage earners (earnings greater than \$60,000 per year) showed a 2.4% increase in jobs yet low wage earners (earnings below \$27,000 per year) about a quarter of those who had initially lost their jobs at the start of the pandemic were still unemployed (ibid). Mark Cafferty, President & CEO of the San Diego Regional Economic Development Corporation said, "Not surprisingly, many of the jobs in that particular area...are in places like tourism, are in restaurants and really are anywhere where foot traffic in general and people gathering in places is critical to the business model" (ibid).

The COVID-19 pandemic also led to changes in consumer behavior. SANDAG estimates the San Diego Gross Regional Product (GRP) will be down 3.1% - 4.5%, or in other words, a \$7 - \$10 billion loss in 2020 (SANDAG. The San Diego Economy: COVID-19 Impacts A Year in Review. March 2021). Nine out of every ten jobs lost in San Diego came from either the tourism, education, or retail sectors; these were the hardest hit during the pandemic (ibid). "According to the San Diego Tourism Authority (SDTA), the visitor industry lost 20 years of economic gain in 2020 and expects a five-year recovery horizon. Specifically, visitor spending fell from \$11.6 billion in 2019 to \$5.2 billion in 2020 (below the 2001 visitor spending level of \$5.9 billion), and the meeting and special event industry, which included 2.7 million visitors and \$3.5 billion in spending, essentially came to a stop and has yet to pick up" (ibid). Further highlighting a long road to recovery,

domestic air travel to San Diego decreased by 74%, and 76% of the scheduled cruise ship calls for 2020 were cancelled, creating about \$158.6 million in lost economic activity (ibid).

The National Bureau of Economic Analysis officially declared that February 2020 was the peak of economic expansion that began in June 2009; this marked the beginning of a recession (National Bureau of Economic Analysis. NBER Determination of the February 2020 Peak in Economic Activity. June 8, 2020). A recession, as the world quickly found out in 2020, leads to a slowdown in sales tax collection, as consumers and businesses are more reluctant to spend. However, the COVID-19 Recession was not typical. Recessions are marked with bearish stock markets, halted consumer spending, and perhaps other negative outcomes. In 2020, "the stock market reached new highs and asset prices went up, all while the economy was contracting" (SANDAG. The San Diego Economy: COVID-19 Impacts A Year in Review. March 2021). Most experts expected overall sales tax dollars to be less in 2020 than the same period in 2019, but stimulus funding and a shift to online shopping have not only helped consumers but the overall health of the economy. When compared to the Fiscal Year 2018-19 (when there was no recession), declines are anticipated in the General Consumer Goods, and Tourism, while this is expected to be offset by increases in Online Sales (particularly for General Consumer Goods), Autos & Transportation, Building & Construction, and Food & Drugs (HDL Companies. San Diego Second Quarter Sales Tax Forecast and Economic Drivers).

Despite the recession and changes in business regulations as of the Second Quarter report to the Board of Supervisors in mid-March, the County was projected to overrealize budgeted Sales Tax-based revenues by \$59.0 million in Fiscal Year 2020-21 or 5.6%. These projections assume a Countywide recovery will not begin until at least the second quarter of 2021 and that the shift towards online shopping is permanent (ibid).

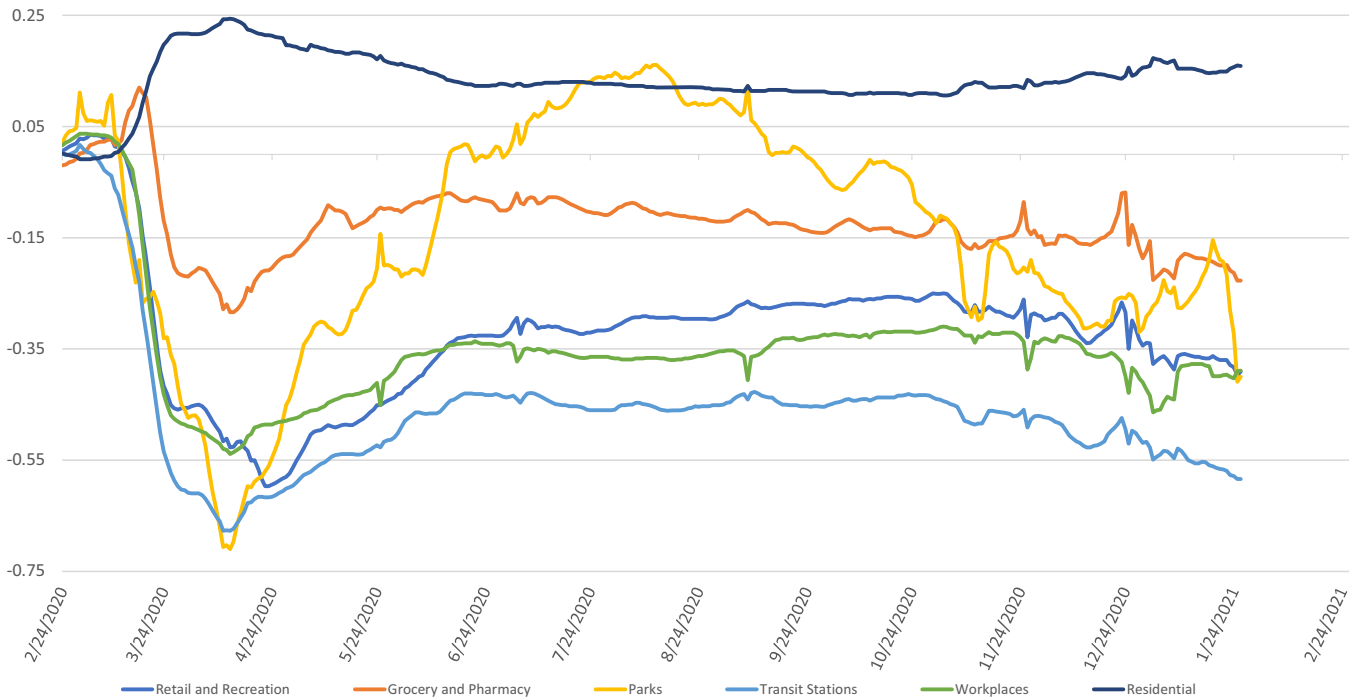
Since the Great Recession, the County's reliance on sales tax revenue has increased. Due to changes in funding and service delivery models by the State, sales tax revenue has become critical to supporting essential program areas in Public Safety, and Health and Human Services through dedicated revenue sources including Prop 172 and Health and Public Safety Realignment. 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, these revenue sources combined as of the Second Quarter are expected lower than the Fiscal Year 2020-21 budgeted levels by \$40.1 million.

The San Diego County Taxable Sales by Category chart nearby records annual, actual data and does not reflect the discussion above; it shows decreasing trends in most categories for 2020.



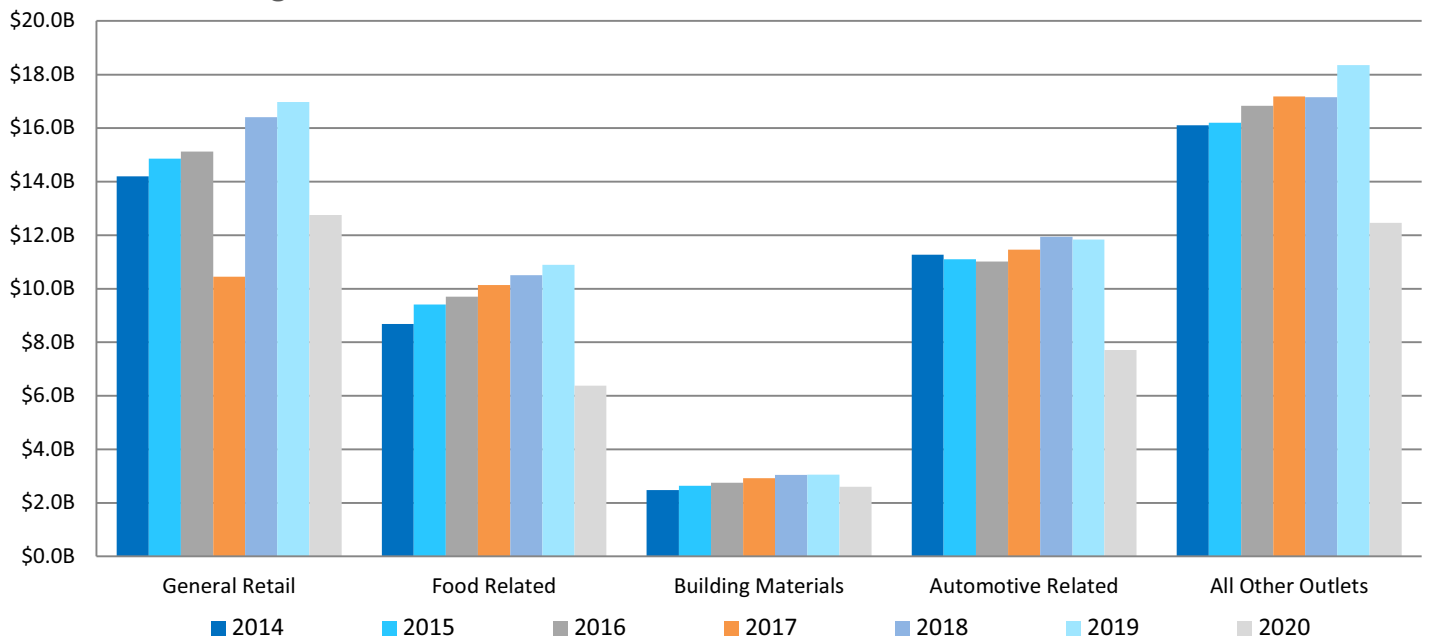


### County of San Diego Change in Foot Traffic February 2020 through February 2021



Source: Chetty, Friedman, Hendren, Stepler, and the Opportunity Insights Economic Tracker Team, 2021

### San Diego County Taxable Sales by Category 2014 through 2020



Source: California Department of Tax and Fee Administration.  
Note: 2020 as of Q3

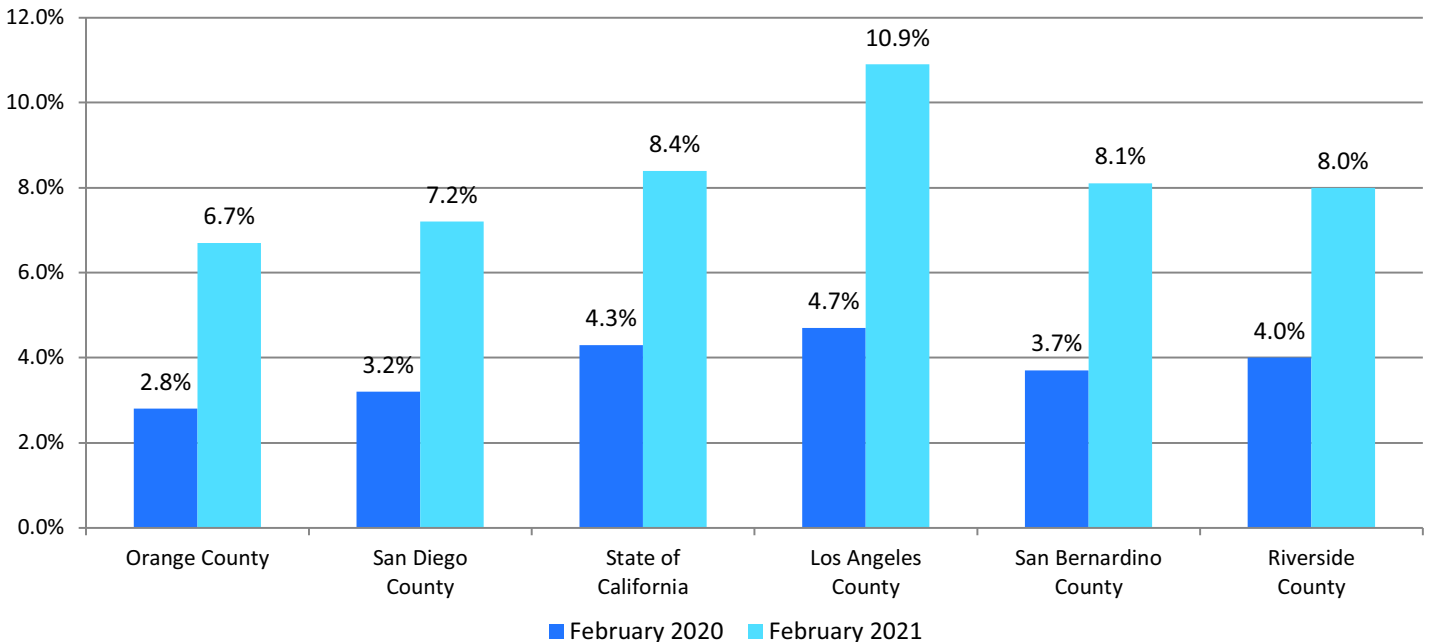


Pre-COVID-19, the visitor industry was the region's second largest export industry and, employed "199,800 residents in fields directly related to the hospitality industry, including lodging, food service, attractions, and transportation," (San Diego Tourism Authority. San Diego County 2020 Visitor Industry General Facts, accessed on March 29, 2021). However, this same industry is still missing 50,000 jobs that were lost due to the pandemic; it is one of the hardest hit sectors during 2020 (SANDAG. The San Diego Economy: COVID-19 Impacts A Year in Review. March 2021). Declining tourism resulting from COVID-19 impacts the County's revenue from Transient Occupancy Tax (TOT), the County's hotel room tax collected in the unincorporated area. In Fiscal Year 2019-20, this revenue source was projected to realize a shortfall of \$1.8 million, in Fiscal Year 2020-21 TOT revenue was budgeted at a lower amount due to decreased air travel and overall tourism to the region, and as of Second Quarter in Fiscal Year 2020-21 TOT revenue was expected to be \$2.2 million higher than budget but still lower than the Fiscal Year 2018-19 baseline by about \$1.0 million.

In terms of jobs and employment, the region's numbers are getting better. 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 monthly data from 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 a 2020 peak of 15.9% at the end of April; it dropped to a pandemic low of 6.8% in November before the winter surge in COVID-19 cases sent cases upward and caused additional State closures on businesses (California Employment Development Department. San Diego - Carlsbad MSA Labor Force Data, accessed on March 29, 2021). By February 2021, the local San Diego unemployment rate was 7.2%, slightly higher than the US average (6.6%) and lower than the State's rate (8.4%) (California Employment Development Department. San Diego - Carlsbad Metropolitan Statistical Area Press Release. March 2021). 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 February 2020 and February 2021



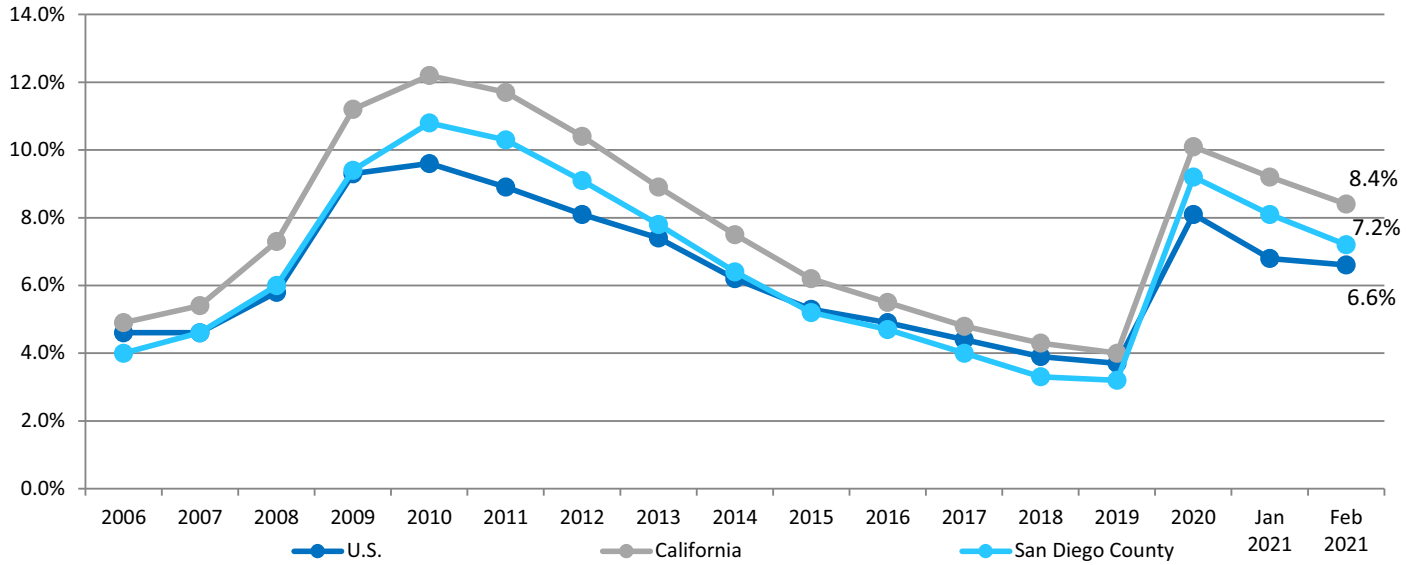
Source: California Employment Development Department  
Note: Data not seasonally adjusted







## Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2006 through February 2021



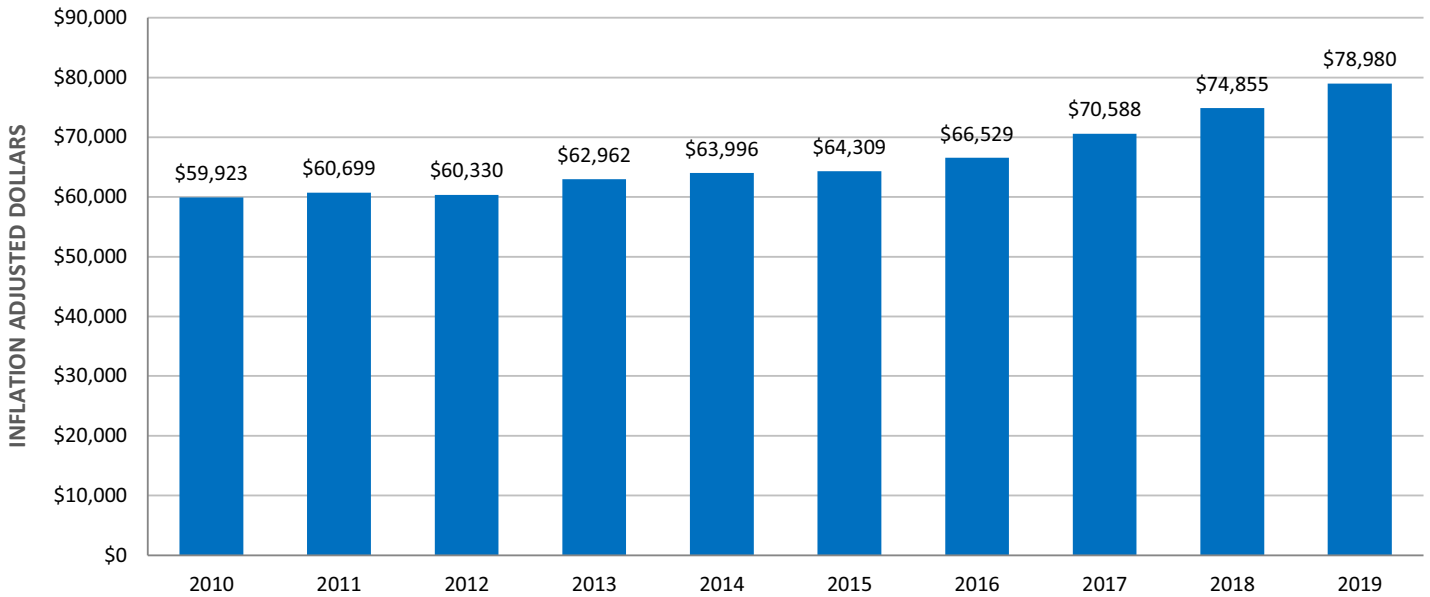
Notes: Unemployment rates are measured by calendar year; for 2021, January & February monthly data is shown. Data not seasonally adjusted.  
Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor.

When it came to wages, low earning and middle wage San Diego County workers made more than the State average, however high earners on average made less than the State average (California Employment Development Department. Occupational Employment Statistics, accessed on March 30, 2021). The chart

shows the median household income for San Diego County in 2019 was nearly \$79,000, but diminishing factors including inflation and the real estate market can reduce that overall buying power.



### San Diego County Median Household Income 2010 through 2019



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 January 2021, the CPI for San Diego County was up 0.4 percent, indicating slight inflation for November and December 2020 (Bureau of Labor Statistics. Consumer Price Index, San Diego Area. January 2021). While food prices increased 0.6 percent during this period, it was not as sharp of an increase as earlier in the pandemic when there were other COVID-related food-supply issues; energy prices also rose by 3.7 percent due primarily to higher gas prices (gasoline and natural gas) (ibid). The behavior of consumers will continue to shape the post-COVID recovery for the San Diego region. If con-

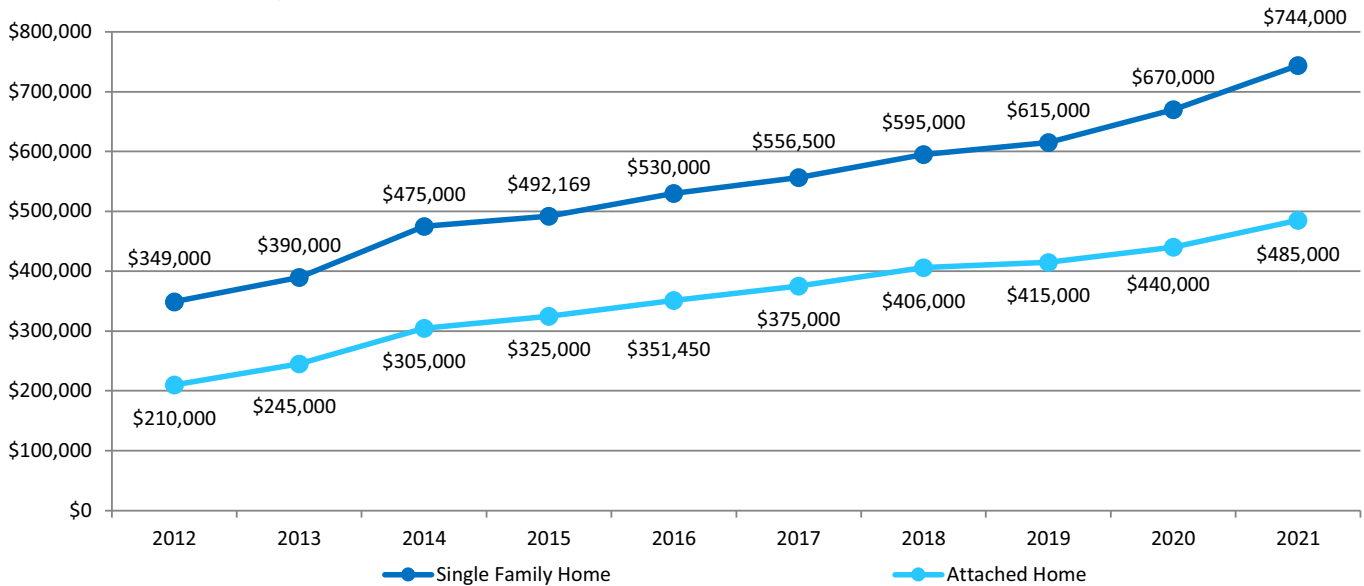
sumers save, deflation will snowball and the pace of any economic recovery will slow; if consumers spend, prices will stabilize, and economic recovery will surge.

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 \$744,000 in the first quarter of 2021, up 11 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 (San Diego Regional EDC. Economic Snapshot, accessed on March 30, 2021). 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” (San Diego Regional EDC. Addressing San Diego's Affordability Crisis, accessed on March 30, 2021). The chart illustrates median home price changes over time.





## San Diego County Median Price of Homes Sold 2012 through 2021



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

After initial analysis of COVID-19 impacts, economists predicted the local housing market would eventually slow in activity and stop appreciating (San Diego Business Journal. San Diego Business Journal Economic Trends 2020. February 2020). While new listings for sale slowed significantly (19.6% annual decrease), sales (5.9%) and sales price (20.0%) have increased compared to one year ago while average days a home is on the market decreased by about one month (San Diego Association of Realtors. Monthly Indicators. February 2021). By one measure (new listings), the housing market slowed, but by nearly every other metric it heated up. The federal stimulus, a booming stock market, and historically low interest rates “fueled the San Diego region’s housing market where prices have increased” (SANDAG. The San Diego Economy: COVID-19 Impacts A Year in Review. March 2021).

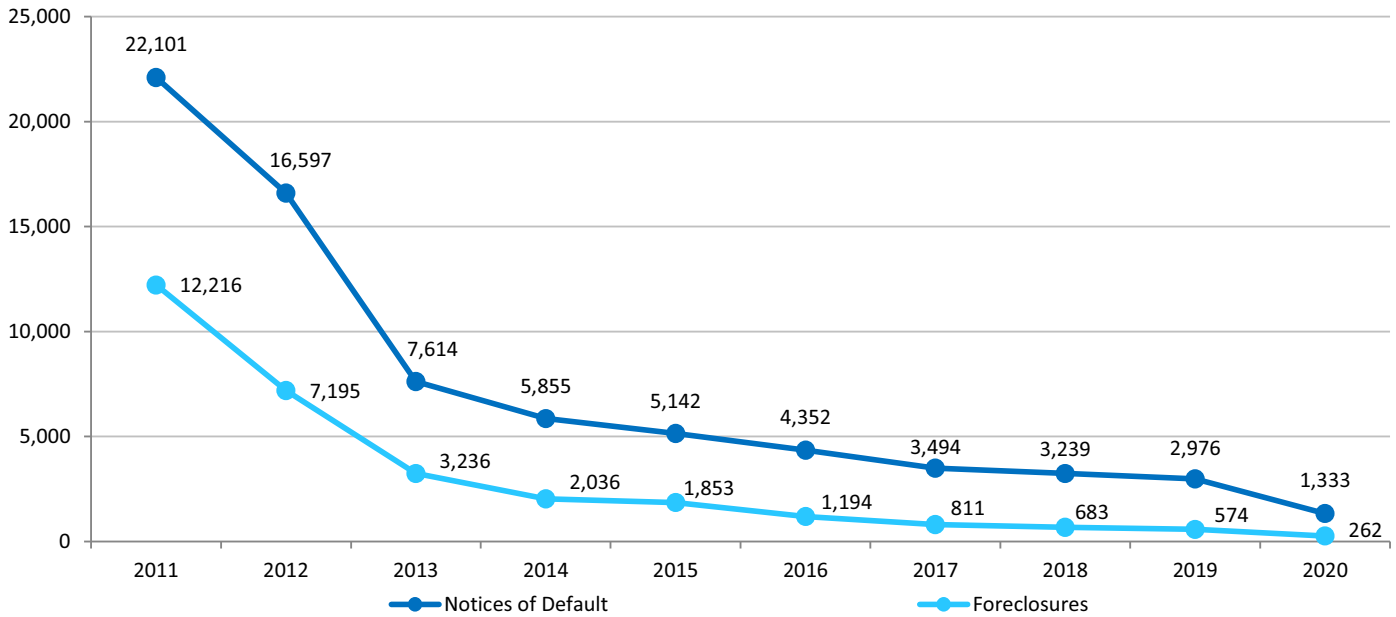
Looking to construction as an indicator of future activity in the residential real estate market, the San Diego Regional EDC reports that in the fourth quarter of 2020, “Housing permits increased by 1,378 in 2020 compared to 2019, driven by multi-

family units” (San Diego Regional EDC. Economic Snapshot, accessed on March 30, 2021). San Diego and Riverside Counties were the only Southern California regions to increase home building during the pandemic; the Building Industry Association attributes this to designating the construction industry as an essential service (The San Diego Union Tribune. San Diego County on Track to Build More Housing in 2020. December 2020).

Outside of the single family home sector and pre-COVID-19, according to market rental rate data from Zillow rents in San Diego were higher than the national average but increased at the same rate (Zillow Research. Zillow Observed Rent Index, accessed on March 30, 2021). However, with the 2020 upward trend in the housing market, the rental rate in San Diego outpaced the national average by 3.5% in 2020 (ibid). This upended real estate tracker CoStar’s prediction of a 10% drop in rents across the County by the end of the year as a result of the pandemic (The San Diego Union Tribune. Forecast: San Diego Rents to Drop by 10 Percent. May 29, 2020).



### San Diego County Total Notices of Default and Foreclosures 2011 through 2020



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.

While increasing rents did not generally put pressure on property owners to eventually default on their property, job loss and economic hardship during a recession can ultimately force a property owner to default. 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 0.2 percent in 2020. Total deeds recorded in 2020 were 138,302, an increase of 16.9 percent from the previous year. Notices from lenders to property owners that they were in default on their mortgage loans peaked at 38,308 in 2009, and foreclosures reached a high of 19,577 in 2008. In comparison, San Diego County saw 1,333 Notices of Default in 2020, down 55.2 percent from the 2019 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 Great Recession, this indicator peaked at 57.5 percent in 2008 but since has declined to 19.7 percent in 2020, a slight 0.4 percent increase but an overall decrease in terms of the number of foreclosures from 2019. This can be partially explained due to the estimated forbearance outstanding in San Diego (4.7%) (Federal Reserve Bank of Atlanta. Mortgage Analytics and Performance Dashboard, accessed on March 30, 2021). 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. Like most government agencies, the County had unknown revenue impacts during the Fiscal Year 2020-21, but it continued to monitor the recovery and adapt as the public health situation progressed and the economy reopened incrementally. The County will continue to respond to COVID-19 with programs like Test, Trace, Treat strategy (T3), vaccination efforts, and meals to at-risk seniors under the Great Plates Delivered program. It will also





receive and prioritize new federal stimulus dollars from the American Rescue Plan Act of 2021 (ARPA) to offset costs of the County's direct COVID-19 response.

When the Fiscal Year 2020-21 Adopted Operational Plan was approved, much was still unknown about COVID-19 and the recovery. To mitigate any revenue shortfalls and unexpected impacts, the Fiscal Year 2020-21 Operational Plan assumed there would be no new programs or expansion of existing programs, and no additional staffing for non-essential County services. Since that time, three new County Supervisors were sworn in, a framework for the future was set, and many have been vaccinated against the deadly virus. It is clear the Board wants to continue a safe reopening with maximum COVID-19 response efforts but also begin to thoughtfully expand services to those most in need of County services and hardest hit by the effects of the pan-

demic. This will require all levels of the County to be more focused when reaching out to stakeholder groups as well as more data-driven in its decision making and resource allocation.

With a signed stimulus and vaccination levels that will reach herd immunity levels by the end of the summer, the County expects residents to begin to feel a return to normal by the beginning or middle of Fiscal Year 2021-22. SANDAG predicts those sectors that did well during the pandemic to continue to do well and grow at a steady pace, including innovation, manufacturing, construction, finance, insurance, and the military (SANDAG. The San Diego Economy: COVID-19 Impacts A Year in Review. March 2021). Some of the hardest hit sectors like retail and education may quickly recover once the economy is fully reopened with tourism perhaps taking up to five years to recover, according to the San Diego Tourism Authority (ibid). With this Operational Plan, the County will execute the short and long-term direction the Board sets to begin to fully recover from the pandemic and bring lasting, positive change to the region.





# Governmental Structure

## Governmental Structure

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

San Diego County is one of 14 charter counties in California. The Charter of the County of San Diego provides for:

- ◆ The election, compensation, terms, removal and salary of a governing board of five members, elected by district.
- ◆ An elected Sheriff, an elected District Attorney, an elected Assessor/Recorder/County Clerk, an elected Treasurer-Tax Collector, the appointment of other officers, their compensation, terms and removal from office.
- ◆ The performance of functions provided by statute.
- ◆ The powers and duties of governing bodies and all other county officers and the consolidation and segregation of county offices.

## Board of Supervisors

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

## Chief Administrative Officer

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

## Governing Authority

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

## Business Groups

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





# General Management System

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

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

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

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



## Context for Strategic and Operational Planning

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

**Vision:**

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

**Mission:**

To efficiently provide public services that build strong and sustainable communities

**Values:**

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

**Integrity—Character First**

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

**Stewardship—Service Before Self**

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

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

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

## Equitable County Government

Our goal is to create a County government culture of equity, belonging and racial justice. We are in the process of taking bold actions to lay a solid foundation to make significant, systemic and structural change. We are doing this through, engaging community voices, creating an equity and racial justice lens on all County operations and, enhancing our data analysis to find disparities and root out systemic racism. In order to lay a solid foundation for having a lens of Equity and Belonging in all County operations, it is essential that we incorporate these concepts into our Mission, Vision, Values and strategic plan.

Over the next year, we will be working with our employees to gain feedback on the mission, vision and values and how best to include equity in belonging. We will also be applying an equity lens on our strategic plan by developing goals and objectives using a Targeted Universalism framework.

## 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/](http://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



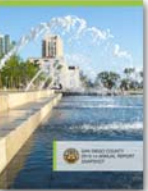


This final component of the GMS ensures employees are engaged and committed to excellence across the organization. A few ways the County recognizes, rewards and motivates employees is by offering wellness programs, opportunities for training and continued education that support and encourage their well-

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.

### GMS Deconstructed

Each of the five components of the GMS asks a crucial question and delivers a specific product. Together these five components form an annual cycle. Certain components take place at specific times, while others are performed year round. If we deconstruct the five components of the GMS into a visual chart that reflects its use in County operations, it looks like the image below.

## GMS "OWNERS MANUAL"

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





# Strategic Framework and Alignment

## Strategic Initiatives

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

The Strategic Initiatives are:

- ◆ **Building Better Health**—Ensure every resident has the opportunity to make positive healthy choices, and that San Diego County has fully optimized its health and social services delivery system with an intentional focus on equity to make 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.

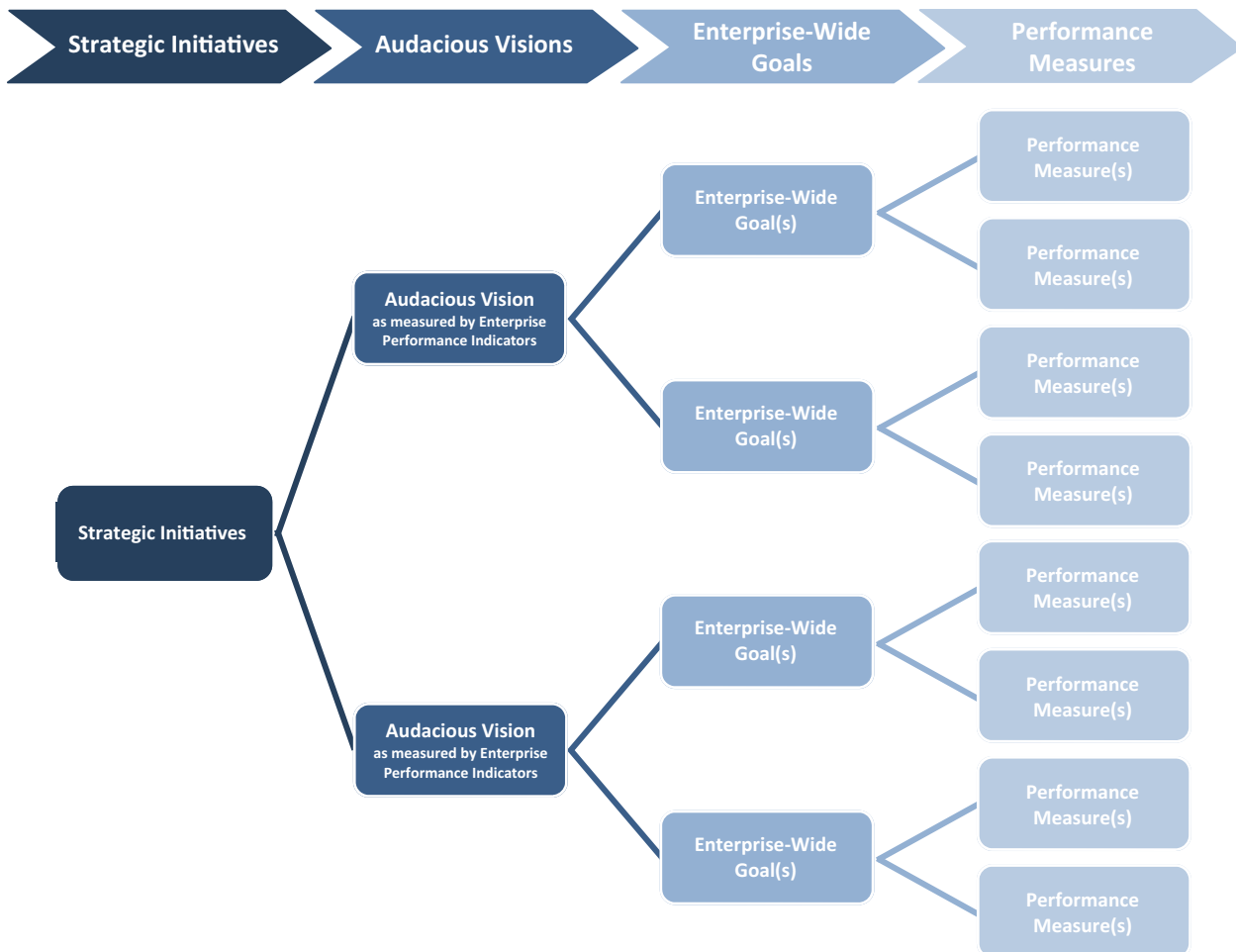


### Strategic Alignment

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 Enterprise–Wide 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		









# 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. A summary of the most recent Five-Year Forecast, including the ongoing effects of the recession due to the COVID-19 pandemic are as follows:

## Review of Economic Indicators and Demographic Trends

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

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

For more information and charts on demographic trends and economic indicators 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. Assessed Value is forecasted to grow at 3.00% in Fiscal Year 2021–22 and 3.00% in Fiscal Year 2022–23.

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 are still recovering as a result of the COVID-19 recession. For more information about other funding sources, refer to the All Funds: Total Funding Sources section.

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 2020–21 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 a possible decrease in the assumed rate of return (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 SDCERA will continue to lower the ARR during future reviews of economic and demographic assumptions, which will result in higher annual County retirement costs beginning in Fiscal Year 2023–24. 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. 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 2021–22 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

### CAO Recommended Operational Plan

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

- ◆ Summary tables outlining financing sources and expenditures for all County funds, plus an overview of staffing levels;

- ◆ A summary of the County’s projected reserves, debt management policies and short-term and long-term financial obligations;
- ◆ A detailed section by group/agency and department/program describing each entity’s functions, mission, current fiscal year anticipated accomplishments, operating objectives for the two upcoming fiscal years, performance measures; and budget tables for staffing by program, expenditures by category, and revenue amounts and sources;
- ◆ An 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 CAO presents the Board of Supervisors and the public with an overview of the information contained in the CAO Recommended Operational Plan. The operational plan presentation takes place in May and is an opportunity for the Board and the public to understand key changes from year to year and ask questions. In addition, the Board conducts a public hearing in mid-June 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.

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 in June 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 by the end of June.

## 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 occurs in June.

## Adopted Operational Plan

The Adopted Operational Plan shows the Board of Supervisor'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 2021

- Jan 28** Office of Financial Planning (OFP) issues Operational Plan instructions  
County's budgeting application, Performance Budgeting (PB), opens for Recommended Operational Plan development
- Feb 2** Countywide Operational Plan Kickoff
- Feb 12** Capital Appropriations spreadsheet open to Groups
- Mar 10** PB closes to Groups for Recommended Op Plan  
  
Deadline for Groups and Departments to submit final narratives to OFP, including: Anticipated Accomplishments, Objectives, Recommended Changes and Operational Impacts (from Year 1 to Year 2), and Performance Measures  
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
- Mar 16** 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)
- Mar 19** Deadline for Groups and Department to submit Classification Activity Reports (CARs) for Recommended Operational Plan to DHR in a package
- Apr 16** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer and Deputy Chief Administrative Officer/Chief Financial Officer
- Apr 27** PB opens for Change Letter development
- May 6** Recommended Budget document released to the public
- May 19** PB closes to Groups and Departments (Change Letter)  
Deadline for Groups and Departments to submit all final Change Letter and financial narratives to OFP  
OFP sends request to Groups for Referrals to Budget
- May 26** Deadline for Groups and Departments to submit Classification Activity Requests (CARs) for Change Letter to DHR
- May 26-27** Budget Presentations
- Jun 14** Public Hearing on CAO Recommended Op Plan (9:00 AM)
- Jun 14-23** Budget Hearings
- Jun 16** Public Hearing on CAO Recommended Op Plan (5:30 PM)
- Jun 21** File/docket Draft Board Letter and resolutions to adopt the budget



 **FINANCIAL PLANNING CALENDAR**

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- Jun 23** Last day for written testimony on budget to Clerk of the Board, including Change Letter Budget board letter, resolution(s) to adopt budget, and any referrals to budget filed with the Clerk of the Board
- Jun 25** Revised Recommended Budget document available to the public
- Jun 29** Budget Deliberations (2:00 PM) & Budget Adoption
- Aug 4** Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP

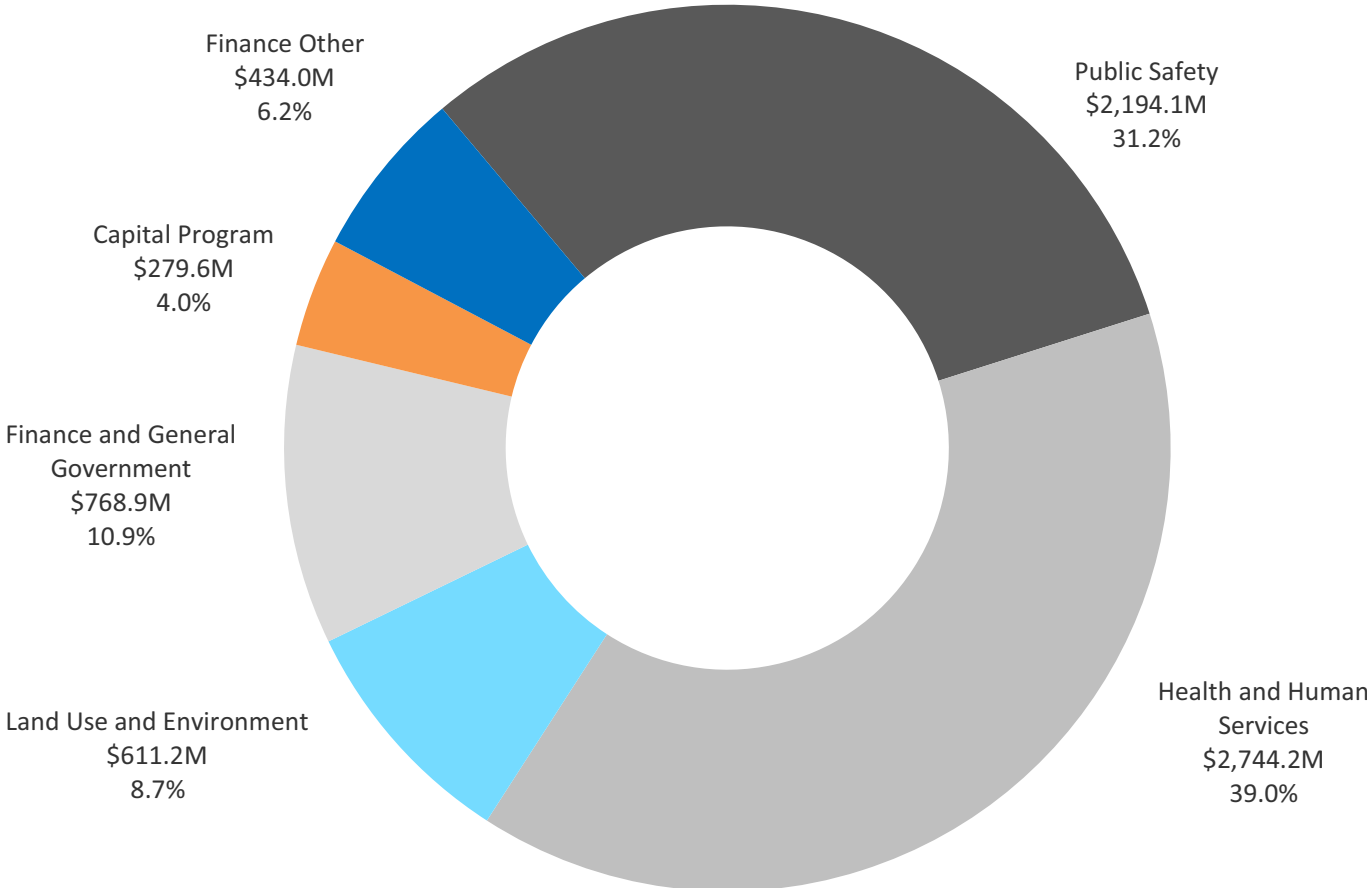


# All Funds: Total Appropriations

## Total Appropriations by Group/Agency

Appropriations total **\$7.03 billion in the Recommended Budget for Fiscal Year 2021-22** and \$6.35 billion for Fiscal Year 2022-23. This is an increase of \$480.2 million or 7.3% for Fiscal Year 2021-22 from the Fiscal Year 2020-21 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in the Public Safety Group, Health and Human Services Agency, Capital Program, and Finance Other, while there are decreases in the Land Use and Environment Group and Finance and General Government Group.

### Total Appropriations by Group/Agency Fiscal Year 2021-22: \$7.03 billion



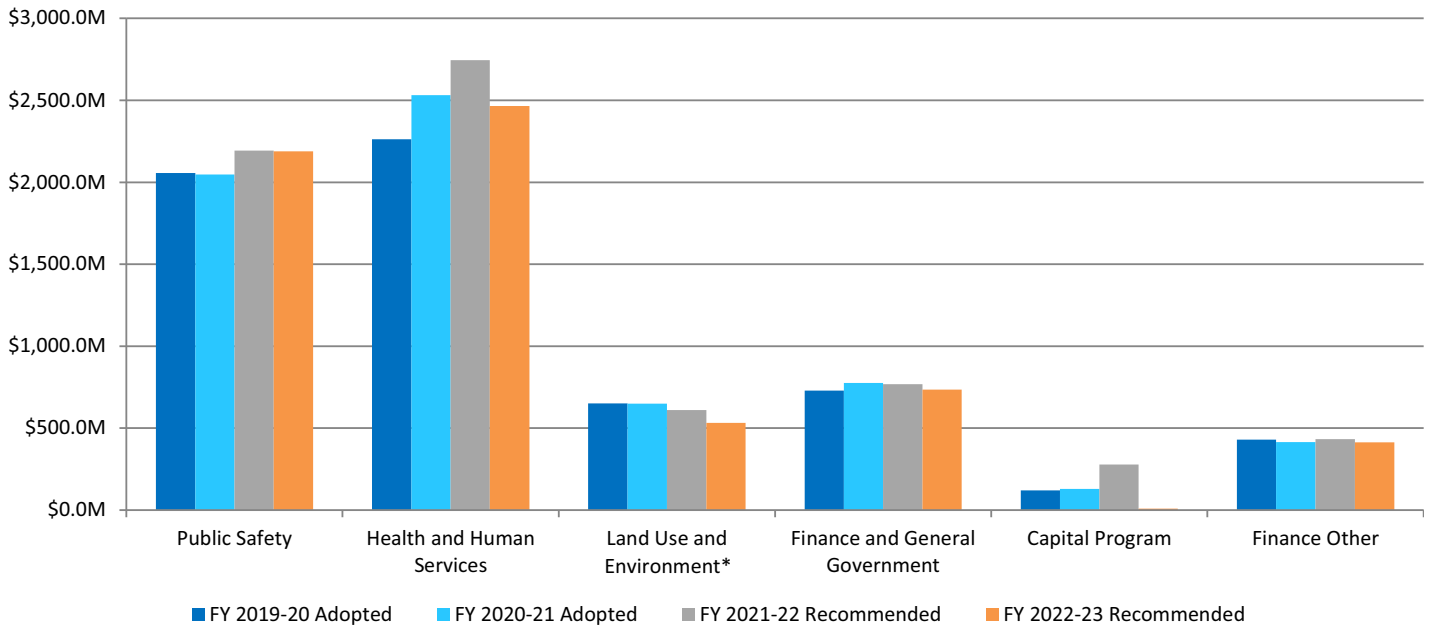
The chart above shows each Group/Agency’s share of the Fiscal Year 2021-22 CAO Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2021-22 and 2022-23 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2021-22 CAO Recommended Budget and the Fis-

cal Year 2020-21 Adopted Budget. An overview of the County’s Operational Plan for Fiscal Year 2021-22 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 2019-20 through 2022-23



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget	
Public Safety	\$ 2,056.7	\$ 2,047.0	\$ 2,194.1	7.2	\$ 2,187.7	
Health and Human Services	2,262.6	2,532.9	2,744.2	8.3	2,466.4	
Land Use and Environment*	652.0	650.1	611.2	(6.0)	533.9	
Finance and General Government	730.0	776.4	768.9	(1.0)	735.8	
Capital Program	121.5	129.7	279.6	115.6	8.8	
Finance Other	429.8	415.8	434.0	4.4	413.5	
<b>Total</b>	<b>\$ 6,252.7</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>7.3</b>	<b>\$ 6,346.1</b>	

\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its budget (\$80.1 million) from LUEG. Adjusted to exclude this transition, the LUEG budget **increases by 7.2% or \$41.2 million**.

#### Public Safety Group (PSG)

A net increase of \$147.1 million or 7.2% from the Fiscal Year 2020-21 Adopted Budget. This includes an increase in Salaries & Benefits of \$79.6 million due to increased negotiated labor costs and retirement contributions and the addition of 273.00 staff

years. The budget includes increases in activities supported by sales tax-based revenues, including Proposition 172, the Local Public Safety Protection and Improvement Act of 1993 funds and funds received through 2011 Public Safety Realignment.







Major changes to service delivery include:

- ◆ Net staffing increase in the Sheriff's Department (255.00 staff years) includes an additional 141.00 staff years to expand medical care and enhance access to mental health care for persons in custody. This includes additional nurses for detention operations program needs and additional mental health clinicians to provide patients with increased access to care, more programming classes and discharge planning activities. Staffing is also included to operate three housing units in the renovated Rock Mountain Detention Facility to facilitate jail system compliance with state capacity requirements and to carry out critical facility repairs and maintenance. The budget also includes support of the enforcement for unlicensed cannabis operations and resources to provide communication services at no cost for incarcerated persons.
- ◆ Net staffing increases in the District Attorney to support One Safe Place: The North County Family Justice Center, the Workplace Justice Initiative, Juvenile Pre-File Diversion Initiative, to implement new legislative requirements and to meet general criminal prosecution operational needs.
- ◆ Net staffing increases in the Probation Department (2.00 staff years) to align with changes for the Public Service Work program, managed and funded by the Department of Public Works. The budget also includes support to provide communication services at no cost to youth in facilities.
- ◆ Staffing increases in the Public Defender (28.00 staff years) to address increased case responsibilities and activities, provide assistance to clients with behavioral health and housing needs, conviction relief through the Fresh Start program, consultation regarding immigration consequences and various legislative requirements.
- ◆ Staffing decrease in the Department of Child Support Services to align with available State and federal allocations.
- ◆ Staffing increase in the Medical Examiner to address increased workload and to meet pathologist caseload ratios described in accreditation requirements.

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:

- ◆ Expand medical care and access to mental health services throughout the jail system, supporting the goal of improving outcomes for individuals returning to our communities, thus improving overall public health and reducing recidivism.
- ◆ Support the continued implementation of a service delivery system that addresses individuals' needs by connecting people struggling with mental health and substance use, in the community and in custody, with treatment options. To achieve this, public safety departments will work with County and community 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, working with diverse communities to increase our awareness of all public safety needs. Continue crime prevention activities to extend historically low crime rates.
- ◆ 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. Continue to work with community partners, families, schools and law enforcement to provide diversion and community-based service opportunities.
- ◆ Provide excellent wildfire response. San Diego County Fire continues to provide high-quality fire and emergency medical service across approximately 1.7 million acres of San Diego County.
- ◆ Develop high-quality facilities designed to further advance the culture change in juvenile justice that prioritizes youth rehabilitation, a new fire station that will improve the County's capabilities in fire service, and a new Animal Services facility to promote the health and well-being of people and their pets in the unincorporated area. The District Attorney will open One Safe Place: North County Family Justice Center, a regionalized victim services center providing support and services to victims of crime.

### Health and Human Services Agency (HHS)

A net increase of **\$211.4 million or 8.3%** from the Fiscal Year 2020-21 Adopted Budget. Salaries & Benefits are up \$69.0 million due to required retirement contributions, negotiated labor increases, and the addition of 311.00 staff years to address increasing caseloads for safety net programs in Self Sufficiency Services (SSS) and Aging & Independence Services, and to bolster several County priority areas impacting Behavioral Health Services (BHS), Public Health Services (PHS), and Child Welfare Services (CWS) as well as continued efforts to address homelessness. Services & Supplies are up by \$170.6 million, over half of the increase driven by costs for COVID-19 response efforts assumed to continue into the budget year covering items such as testing, culturally competent disease investigation, and assistance with safe isolation and individualized services under the Test, Trace, Treat strategy (T3), vaccination efforts, and meals to at-risk seniors under the Great Plates Delivered program. A total of \$226.9 million is included in the HHS budget for response activities. Additionally, there are new investments to build upon priority areas and meet increased need for essential services. These include investments to the Behavioral Health Continuum of Care to expand access and redesign services to improve outcomes, investments in additional employment supports for Cal-



## ALL FUNDS: TOTAL APPROPRIATIONS

WORKs recipients to align with additional federal and State funding, and funding for new pilots such as doula services to supplement and enhance existing programs. Remaining major object budgetary accounts are down by a net of \$28.2 million and primarily reflect adjustments for costs funded outside of the HHS General Fund, prior year one-time projects and costs, and adjustments to align direct benefit payments to anticipated caseload levels, with no impact to available services.

Major changes include:

- ◆ The addition of 311.00 staff years as noted above, with the largest increases in SSS (100.00 staff years) to meet increased demand for essential safety net services, including the Medi-Cal and CalFresh programs, and in BHS (86.00 staff years) for administrative support requirements associated with service increases, enhanced data analytics, and for increased nursing support at the San Diego County Psychiatric Hospital. The remaining 125.00 staff years span several departments and include increases in Aging & Independence Services (AIS) to meet anticipated caseloads levels in the In-Home Supportive Services and Adult Protective Services programs, and increases to augment County priority areas in CWS and PHS, as well as increases for efforts to address homelessness. Increases for continued efforts associated with responding to COVID-19, including costs for the T3 Strategy, Great Plates Delivered program, COVID-19 Positive Recovery Stipend Program, vaccination efforts necessary to safeguard public health in the COVID-19 environment, and general response costs including items such as personal protective equipment, outreach, and public health hotel rooms.
- ◆ Increases supporting the Behavioral Health Continuum of Care including a service delivery redesign of biopsychosocial recuperation programs consistent with evidence-based best practices, expansion of crisis stabilization services, and continued rollout of Countywide Mobile Crisis Response Teams (MCRT).
- ◆ Increases in employment services and ancillary support for CalWORKs recipients.
- ◆ Increases to align benefit payments with projected caseload trends in Foster Care and General Relief.
- ◆ Increases for software technology supporting teleworking and offsite operations, allowing for increased efficiency, productivity, and improved customer response times.
- ◆ Increases to continue to address and prevent homelessness including investments in the Community Care Coordination (C3) for Veterans program, which provides housing assistance and other supports to veterans reintegrating into the community, investments in Whole Person Care housing costs funded through a one-time State allocation and in the CalWORKs Housing Support program, and increases to meet demand for emergency shelter placements for homeless people during times of inclement weather.
- ◆ Increases in the In-Home Supportive Services (IHSS) program for health benefit contributions for eligible IHSS home care workers tied to an increase in paid service hours, for the County's IHSS Maintenance of Effort (MOE) covering the annual statutory 4% increase in the County's share of program costs, and for increased outreach efforts both to potential eligible participants and to potential caregivers.
- ◆ Increases for new pilot programs including access to doula services for at-risk families to help address maternal health disparities, and a drowning prevention program and outreach campaign for underserved youth.
- ◆ Increases in Child Welfare Services to support a new San Pasqual Academy Promise Unit supporting youth in educational settings, to implement the Family Urgent Response System (FURS) facilitating immediate crisis stabilization services, and to establish an online system with an internet-based option for mandated reporters to make child abuse and neglect reports.
- ◆ Increases to support activities under a new County Office of Immigrants and Refugee Affairs, including access to legal counsel.

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 *No Place Like Home* (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 \$38.9 million or 6.0% from the Fiscal Year 2020-21 Adopted Operational Plan. This decrease is primarily due to the restructuring of the Air Pollution Control District governing board, finances and operations to comply with AB 423 effective March 1, 2021. Salary & Benefit decreases due to the Air Pollution Control District restructure are offset by increases primarily due to required retirement contributions, negotiated labor agreements and 55.75 staff years added to support operations. Other increases relate to the road maintenance and resurfacing projects, traffic signal improvements, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), and the preparation of a revised Climate Action Program (CAP) and Supplemental Environmental Impact report to reduce greenhouse gas (GHG) emissions in the unincorporated areas and from County operations.

Major changes include:

- ◆ The addition of 55.75 staff years in the following departments: Land Use and Environment Group Executive Office, County Library, Environmental Health and Quality, Parks and Recreation, Planning & Development Services and Department of Public Works.
- ◆ The decrease of 164.00 staff years for Air Pollution Control District.
- ◆ Continued investments related to the Watershed Protection Program to fund Total Maximum Daily Load (TMDL) compliance activities, including design and construction of struc-

tural 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.
- ◆ Preparation of a revised CAP.

Key areas of focus include:

- ◆ 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.
- ◆ Protecting a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.
- ◆ 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.
- ◆ Maintaining County roadway infrastructure in good condition to reduce impact to vehicles, enhance road safety and improve transportation facilities for customers.
- ◆ Committed to helping the County be a leader in sustainability efforts to develop the Regional Decarbonization Framework which will provide a framework for the region to achieve zero carbon.
- ◆ 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.

### Finance and General Government Group (FGG)

A net decrease of \$7.5 million or 1.0% from the Fiscal Year 2020-21 Adopted Budget. The decrease is primarily tied to various reductions in enterprise support costs and one-time Information Technology (IT) projects. The decrease noted above is offset by increases primarily due to required retirement contributions and negotiated labor agreements, staff increase to support operations, new one-time IT projects, election costs, Community Choice Energy, various major



## ALL FUNDS: TOTAL APPROPRIATIONS

maintenance projects, and an investment to support the Uplift Boys and Men of Color initiative in the Office of Equity and Racial Justice (OERJ).

Major changes include:

- ◆ Planned IT services for County departments through the County's information technology outsourcing contract.
- ◆ Increased resources to support staffing and various services and supplies in support of the June 2022 Gubernatorial Primary election.
- ◆ Pursue options for the County's participation in a Community Choice Energy (CCE) partnership.
- ◆ 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 \$0.5 million to support the Uplift Boys and Men of Color initiative in OERJ.
- ◆ Increase of 21.00 staff years primarily to support capacity for community outreach efforts provided to residents, OERJ operations, improved financial communication and outreach efforts to enhance budget equity for the organization, and legal advisory services.

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.
- ◆ Support expansion of Electric Vehicle (EV) charging infrastructure and use of EV.

- ◆ Strengthening 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.
- ◆ Model the use of an equity and belonging lens in the design, decision making, and implementation in all that we do.

### Capital Program

A net increase of **\$149.8 million or 115.5%** from the Fiscal Year 2020-21 Adopted Budget. The amount budgeted in the Capital Program for capital projects can vary significantly from year to year based on the size and scope of capital needs in the coming years. The Fiscal Year 2021-22 Capital Program includes \$270.8 million for capital projects and \$8.8 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 2021-22 total \$279.6 million. The projects included in the Capital Program funds are as follows:

- ◆ \$75.0 million for the construction of the Youth Transition Campus (formerly San Diego Juvenile Justice Campus);
- ◆ \$21.0 million for the Casa De Oro Library;
- ◆ \$18.1 million for the construction of the East Otay Mesa Fire Station #38;
- ◆ \$13.0 million for the design and construction of the Heritage Park Building;
- ◆ \$11.0 million for the construction at the Tijuana River Valley (TJRV) Smuggler's Gulch Basin;
- ◆ \$10.1 million to construct the San Diego County Animal Shelter;
- ◆ \$9.0 million to construct Calavo Park;
- ◆ \$3.0 million for the Julian Library Community Room;
- ◆ \$3.0 million to construct an active recreation site at Waterfront Park;
- ◆ \$2.5 million for the replacement of certain electrical and sewer at Felicita County Park;
- ◆ \$2.0 million for the design and construction of the Sage Hill Staging Area and Trail System Improvements;
- ◆ \$1.0 million to construct the South County Zipline;
- ◆ \$1.0 million for the construction of the Otay Valley Regional Park Community Garden;
- ◆ \$0.8 million for the completion of the Inmate Transfer Tunnel; and
- ◆ \$16.1 million for various other major maintenance projects to be capitalized.

The Fiscal Year 2021-22 Capital Program also includes partial funding for the following capital projects:

- ◆ \$25.0 million for the acquisition and improvement at San Luis Rey River Park;





- ◆ \$14.0 million for the County Administration Center (CAC) phased renovations;
- ◆ \$10.5 million for the Alpine Local Park;
- ◆ \$10.0 million for Third Avenue Mental Health Inpatient Facility (Central Region Hub);
- ◆ \$7.5 million to acquire land for the Multiple Species Conservation Program;
- ◆ \$5.0 million for the major systems renovation at the Hall of Justice;
- ◆ \$4.6 million for the acquisition and construction of the Sweetwater Loop Trail: Segments 5-10;
- ◆ \$2.0 million for the construction of the Boulder Oaks Preserve Trails and Improvements;
- ◆ \$1.2 million for the acquisition and construction of the staging area and active recreation sites at Otay Valley Regional Park;
- ◆ \$1.2 million for San Diego Botanic Gardens Master Plan;
- ◆ \$1.0 million for the East County Crisis Stabilization (CSU) Hub/Network Plan;
- ◆ \$0.7 million for the construction of the Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail;
- ◆ \$0.5 million for the Health Services Complex;

- ◆ \$0.5 million for the improvements at Lindo Lake;
- ◆ \$0.3 million for the construction of a new El Cajon Branch Library; and
- ◆ \$0.2 million for the Descanso Fire Station 45 Apparatus Bay Replacement.

In Fiscal Year 2022-23, appropriations decrease by \$270.8 million from Fiscal Year 2021-22 and the program includes funding of \$8.8 million for the Edgemoor Development Fund.

### Finance Other

A **net increase of \$18.2 million or 4.4%** from the Fiscal Year 2020-21 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

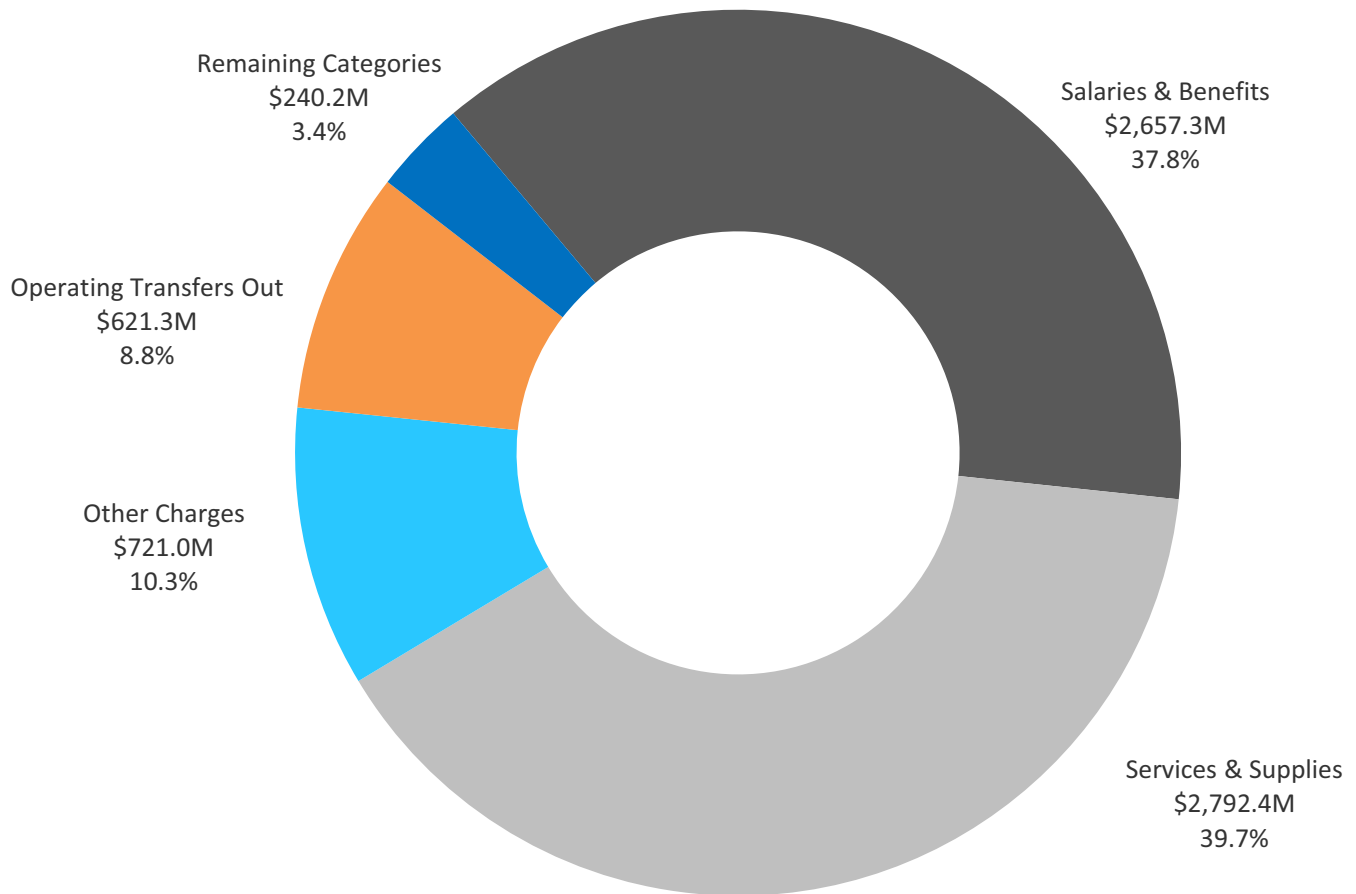
The increase is primarily due to funded capital projects; in Countywide Shared Major Maintenance for major maintenance projects at County facilities that are shared by departments from multiple groups; and in the Employee Benefits ISF due to anticipated significant increase in claims. These increases are offset by decreases primarily from appropriations to support one-time department operational requirements.



**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 2021-22 CAO Recommended Budget is **increasing overall by \$480.2 million or 7.3%** to \$7.03 billion from the Fiscal Year 2020-21 Adopted Budget and decreasing by \$686.0 million or 9.8% to \$6.35 billion in Fiscal Year 2022-23.

**Total Appropriations by Categories of Expenditures  
Fiscal Year 2021-22: \$7.03 billion**



**Salaries & Benefits**

Salaries & Benefits are **increasing by a net of \$147.1 million or 5.9%** in Fiscal Year 2021-22. This change reflects negotiated labor agreements, increased retirement contributions and a net staffing increase of 496.75 staff years. This net increase is primarily attributable to increased staffing in the Public Safety Group (PSG), Health and Human Services Agency (HHSA) and the Finance and General Government Group (FGG), partially offset by decreased staffing in the Land Use and Environment Group (LUEG).

In Fiscal Year 2022-23, Salaries & Benefits are increasing by a net of \$36.2 million or 1.4%, which reflects negotiated salary and benefit costs. An increase of 54.00 staff years in Fiscal Year 2022-23 is due to the addition of nursing and mental health positions for the operation of the Rock Mountain Detention Facility.

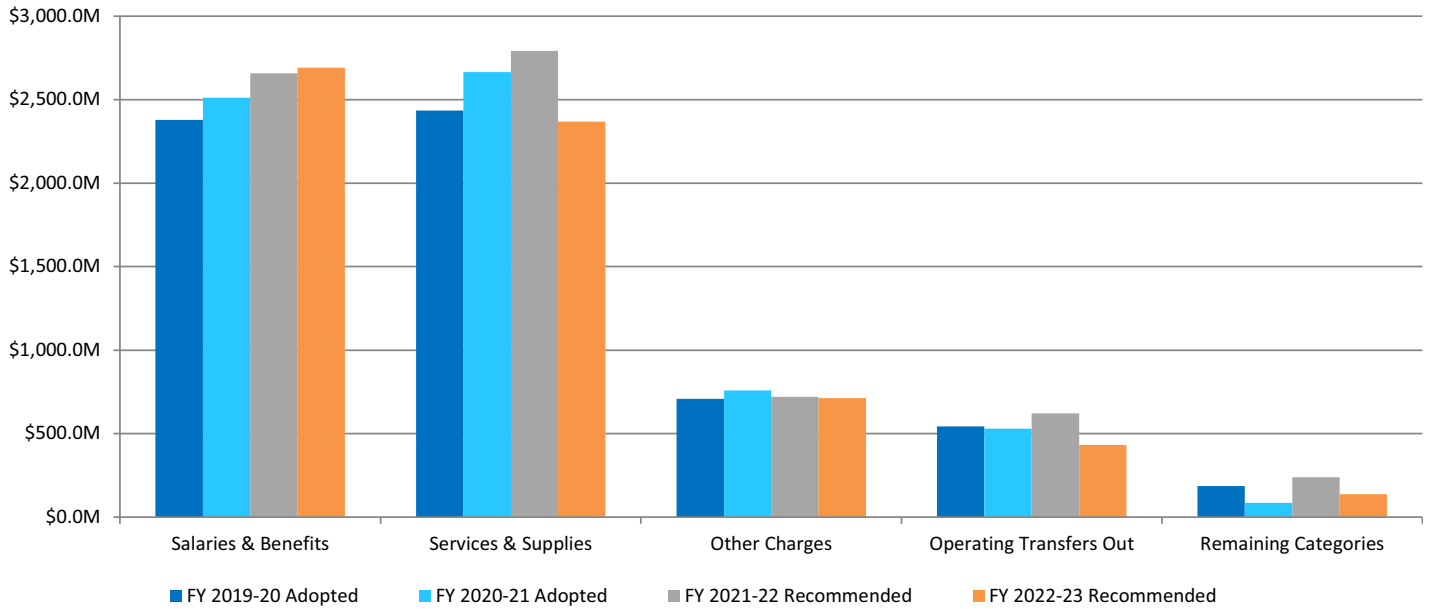
See the All Funds: Total Staffing section for a summary of staffing changes by business group.





### Total Appropriations by Categories of Expenditures

Fiscal Years 2019-20 through 2022-23



Total Appropriations by Categories of Expenditures (in millions)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget	
Salaries & Benefits	\$ 2,379.1	\$ 2,510.2	\$ 2,657.3	5.9	\$ 2,693.5	
Services & Supplies	2,434.5	2,666.2	2,792.4	4.7	2,367.8	
Other Charges	709.2	759.1	721.0	(5.0)	713.6	
Operating Transfers Out	544.4	529.9	621.3	17.3	432.7	
Remaining Categories:						
<i>Capital Assets/Land Acquisition</i>	150.2	143.0	307.9	115.3	156.5	
<i>Capital Assets Equipment</i>	39.9	39.4	25.1	(36.3)	18.3	
<i>Expenditure Transfer &amp; Reimbursements</i>	(38.0)	(110.4)	(92.9)	(15.8)	(36.4)	
<i>Contingency Reserves</i>	10.7	—	—	—	—	
<i>Fund Balance Component Increases</i>	0.4	—	—	—	—	
<i>Management Reserves</i>	22.2	14.5	—	(100.0)	—	
<b>Total</b>	<b>\$ 6,252.7</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>7.3</b>	<b>\$ 6,346.1</b>	



## Services & Supplies

Services & Supplies are **increasing by a net of \$126.2 million or 4.7%** in Fiscal Year 2021-22. 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 increase is \$170.6 million in HNSA primarily in Public Health Services, Aging & Independence Services, Self-Sufficiency Services, and Behavioral Health Services with over half of the increase driven by continued costs for COVID-19 response including the Test, Trace, Treat strategy (T3), vaccination efforts, and meals to at-risk seniors under the Great Plates Delivered program. Additional increases are driven by new investments which build upon priority areas and meet increased need for essential services, including investments to the Behavioral Health Continuum of Care to expand access and redesign services to improve outcomes, investments in additional employment support for CalWORKs recipients to align with additional federal and State funding, and funding for new pilot programs such as doula services to supplement and enhance existing programs for new families. This is offset by a decrease of \$45.0 million in Finance Other due to reduced countywide general expenses and a decrease of \$24.1 million in FGG primarily in the FGG Executive Office and Registrar of Voters due to the completion of one-time IT projects and the November 2020 General Election.

A decrease of \$424.5 million or 15.2% in Fiscal Year 2022-23 is primarily due to the anticipated completion of one-time projects.

## Other Charges

Other Charges are **decreasing by a net of \$38.1 million or 5.0%** in Fiscal Year 2021-22. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts. The overall decrease is largely driven by a restructuring in LUEG; effective March 1, 2021, the Air Pollution Control District (APCD) had to comply with Assembly Bill 423 and became a fiduciary fund held by the County of San Diego. As a result, APCD will have no recommended budget in Fiscal Year 2021-22 and will prepare and adopt its own budget.

A decrease of \$7.4 million or 1.0% is projected in Fiscal Year 2022-23.

## Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **increasing by a net of \$91.4 million or 17.3%** in Fiscal Year 2021-

22. The two most significant increases are in Finance Other, Contributions to Capital Program where appropriations represent the General Fund cost for new or augmented capital development of land acquisition projects and in the Public Safety Group (PSG) Executive Office associated with the Proposition 172 Fund. The increases in Finance Other are due to an augmented capital program that implements known Board priorities, and the increases in PSG are due to available funds to support regional law enforcement services and public safety focused services, information technology, facility costs, fleet and other operational costs.

A decrease of \$188.6 million or 30.4% is projected for Fiscal Year 2022-23 primarily due to the nonrecurrence of one-time items from the prior year.

## Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **increasing by \$164.9 million or 115.3%** in Fiscal Year 2021-22.

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

A decrease of \$151.4 million or 49.2% is projected for Fiscal Year 2022-23 due to one-time appropriations to support capital projects from the prior year.

## Capital Assets Equipment

Capital Assets Equipment is **decreasing by \$14.3 million or 36.3%** in Fiscal Year 2021-22. 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 \$6.8 million or 27.3% is anticipated in Fiscal Year 2022-23.

## Expenditure Transfers & Reimbursements

Expenditure Transfer & Reimbursements are **increasing by \$17.5 million or 15.8%** in Fiscal Year 2021-22. 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 \$56.5 million or 60.8% is anticipated in Fiscal Year 2022-23.







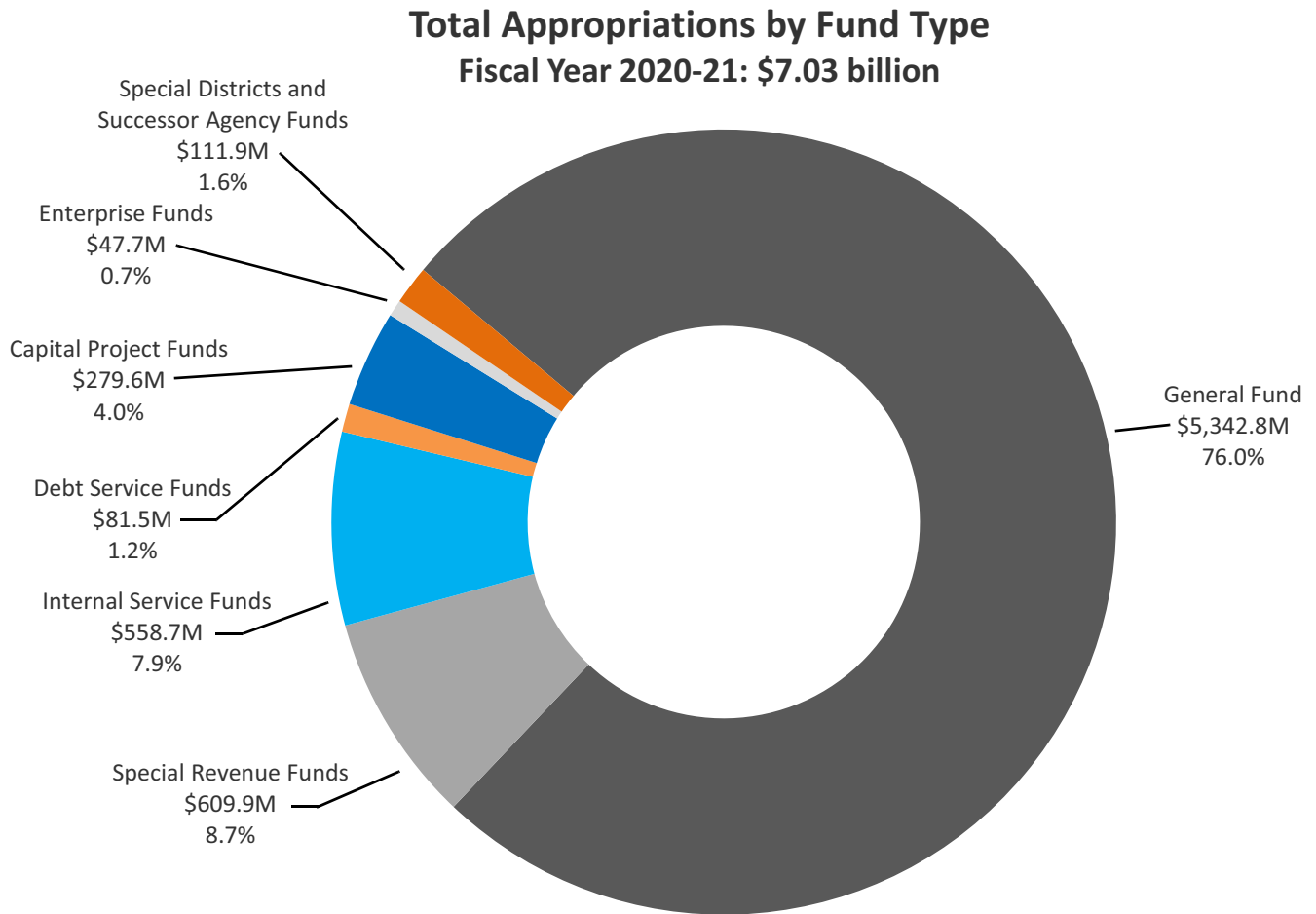
The Expenditure Transfer & Reimbursements accounts are negative amounts to avoid the duplication of expenditures. One example is the agreement between the Health and Human Services Agency (HHSA) and the Department of Child Support Services (DCSS) for Bureau of Public Assistance Investigations services. The DCSS performs early intervention and eligibility

verifications of public assistance applications for 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.



**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.

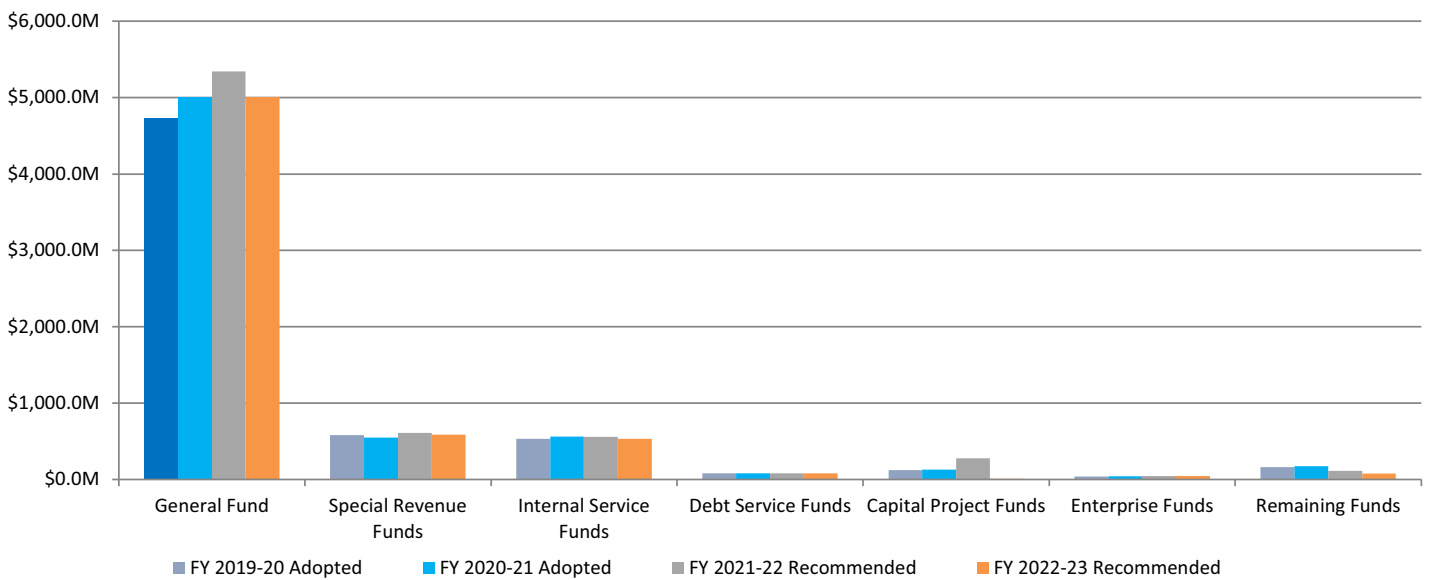
**Debt Service Funds** account for the accumulation of resources for the payment of principal and interest on general long-term debt.

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 2019-20 through 2022-23



\*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget	
General Fund	\$ 4,728.7	\$ 5,013.8	\$ 5,342.8	6.6	\$ 5,005.8	
Special Revenue Funds	581.9	547.5	609.9	11.4	588.8	
Internal Service Funds	535.9	562.7	558.7	(0.7)	535.1	
Debt Service Funds	81.5	81.5	81.5	0.0	81.4	
Capital Project Funds	121.5	129.7	279.6	115.5	8.8	
Enterprise Funds	39.1	41.7	47.7	14.4	47.5	
Special Districts and Successor Agency	164.0	175.0	111.9	(36.1)	78.7	
<b>Total</b>	<b>\$ 6,252.7</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>7.3</b>	<b>\$ 6,346.1</b>	



## Proprietary Fund Types

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

**Enterprise Funds** account for any activity for which a fee is charged to external users for goods or services. Enterprise funds are also used for any activity whose principal external revenue sources meet any of the following criteria:

- ◆ 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

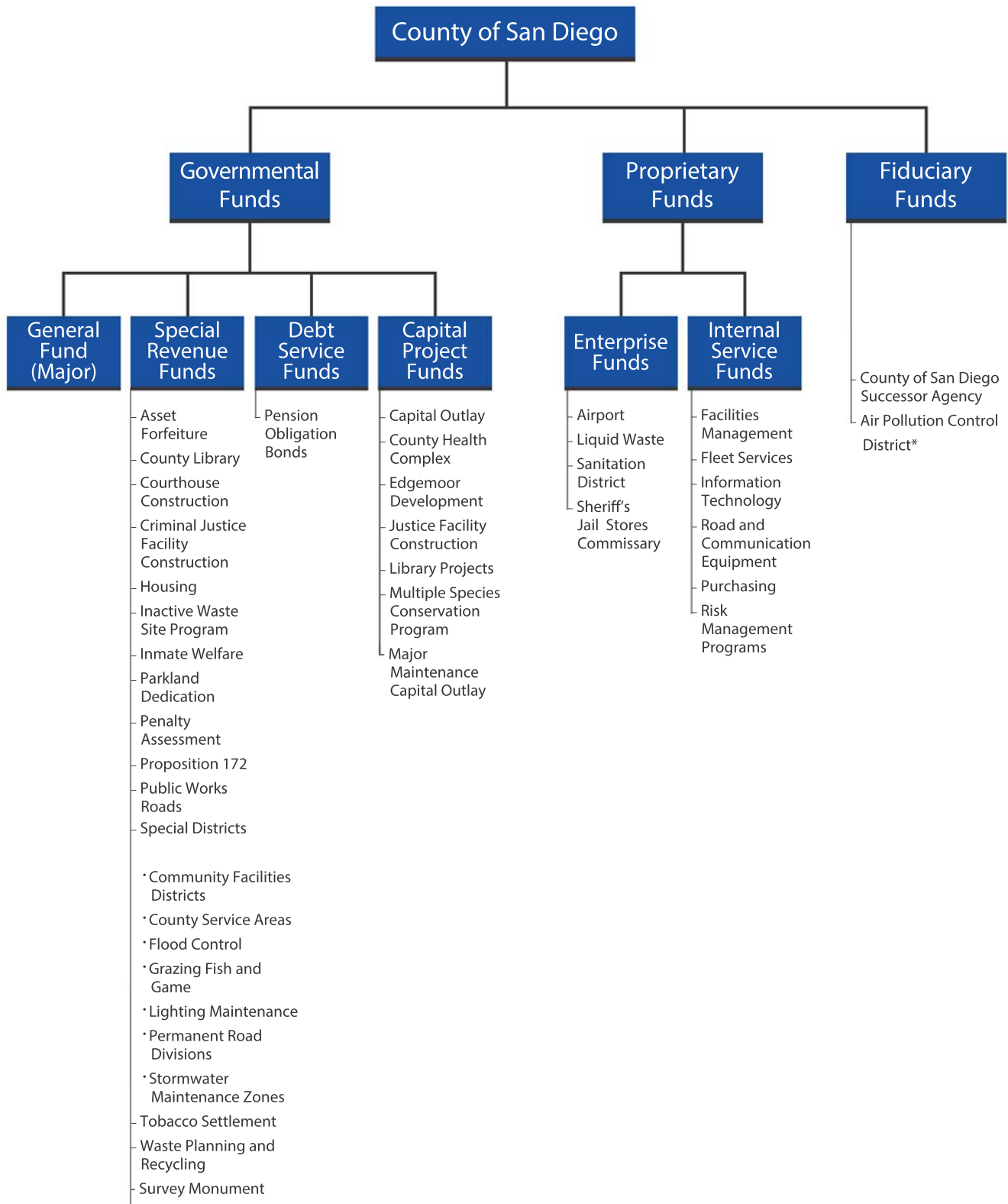
**Special Districts** are separate legal entities governed by the Board of Supervisors that provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The special districts provide authorized services including sanitation, 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 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



\* Effective March 1, 2021, the Air Pollution Control District no longer functions within the organizational structure of the County due to the restructuring of the APCD governing board pursuant to AB423.



## Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County’s business groups as of July 1, 2021. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
<b>Public Safety Group (PSG)</b>							
Animal Services	✓						
Child Support Services	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire	✓	✓					
Sheriff	✓	✓			✓		
<b>Health and Human Services Agency (HHSA)</b>							
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	✓						
<b>Land Use and Environment Group (LUEG)</b>							
Agriculture, Weights and Measures	✓	✓					
County Library		✓					
Environmental Health and Quality	✓						
University of California Cooperative Extension	✓						





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
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	
<b>Finance and General Government (FGG) Group</b>							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Citizens' Law Enforcement Review Board	✓						
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	✓						
<b>Capital Program</b>	✓			✓			
<b>Finance Other</b>	✓		✓			✓	



### Appropriations Limits

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

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

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

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

San Diego County Appropriations Limit (in millions)					
	Fiscal Year 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21
Gann Limit	\$ 5,030	\$ 5,264	\$ 5,509	\$ 5,752	\$ 5,982
Appropriations subject to the limit	\$ 1,796	\$ 1,967	\$ 2,121	\$ 2,264	\$ 2,201





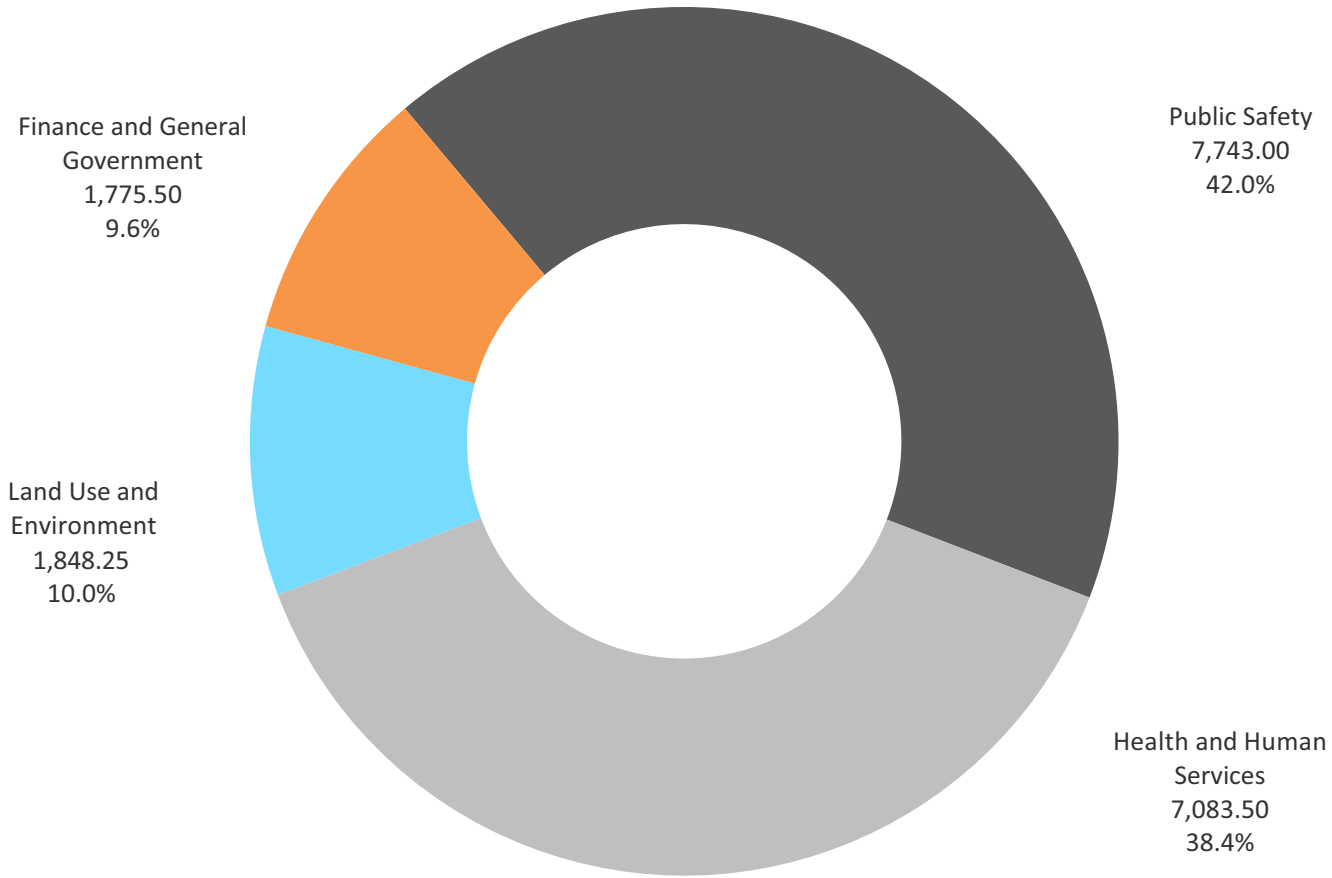
# All Funds Total Staffing

## Total Staffing by Group/Agency

Total staff years<sup>1</sup> for Fiscal Year 2021-22 **increased by 496.75** from the Adopted Budget for Fiscal Year 2020-21, an increase of 2.8% to a total of 18,450.25 staff years.

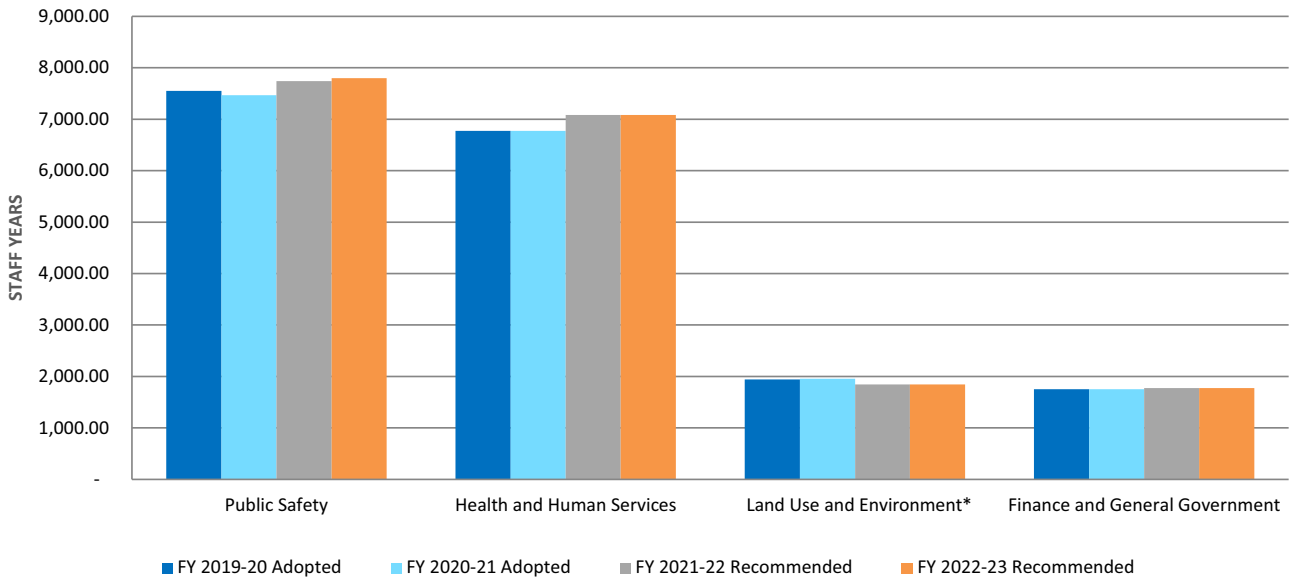
This net increase is attributable to increased staffing in the Public Safety Group, the Health and Human Services Agency, and the Finance and General Government Group, and decreased staffing in the Land Use and Environment Group. The staffing changes are summarized by business group in the chart below.

### Total Staffing by Group/Agency Fiscal Year 2021-22: 18,450.25 Staff Years



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

**Total Staffing by Group/Agency**  
Fiscal Years 2019-20 through 2022-23



Total Staffing by Group/Agency (staff years)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
Public Safety*	7,551.00	7,470.00	7,743.00	273.00	3.7	7,797.00
Health and Human Services	6,771.50	6,772.50	7,083.50	311.00	4.6	7,083.50
Land Use and Environment**	1,946.50	1,956.50	1,848.25	(108.25)	(5.5)	1,848.25
Finance and General Government	1,755.50	1,754.50	1,775.50	21.00	1.2	1,775.50
<b>Total</b>	<b>18,024.50</b>	<b>17,953.50</b>	<b>18,450.25</b>	<b>496.75</b>	<b>2.8</b>	<b>18,504.25</b>

\* Includes an increase of 141.00 nursing, health and mental health staff years to expand medical care and enhance access to mental health services throughout the jail system.

\*\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its staffing (164.00) from LUEG. Adjusted to exclude this transition, LUEG staffing **increases by 3.1% or 55.75 FTEs**.

### Public Safety Group (PSG)

PSG net **increase of 273.00 staff years, or 3.7%**, to address key operational requirements.

- ◆ District Attorney increases by 15.00 staff years
  - ◆ Increases to address workload changes and to support key initiatives. Initiatives include the North County Family Justice Center/One Safe Place, the Workplace Justice Initiative, and the Juvenile Diversion Initiative. Workload changes include State Senate Bill (SB) 384, *Sex Offender Registration: Criminal offender record information systems and Assembly Bill (AB) 1950, Probation Length of Terms*.
- ◆ Sheriff’s Department: increases by a net of 255.00 staff years.
  - ◆ Net increase of 253.00 staff years in Detention Services which includes 141.00 staff years for nursing and mental

health staff for services throughout the jail system and for medical operations at the Rock Mountain Detention Facility. These resources will enhance the evaluation of each individual's mental and physical health risks upon booking into jail, expand services in custody. These actions work towards the goal of improving outcomes for individuals returning to our communities, thus improving overall public health and reducing recidivism. Staff are also included to operate three housing units at the Rock Mountain Detention Facility to facilitate jail system compliance with the Board of State and Community Corrections capacity requirements and makes it possible for the department to carry out critical repairs and



maintenance at major facilities to support safe operations for individuals in custody and for staff. Staff will also provide increased programming classes for incarcerated pregnant persons as a requirement by AB 732 *County jails: prisons: incarcerated pregnant persons*.

- ❖ Net increase of 51.00 staff years in the Management Services Bureau due to transfers of vacant positions from various Sheriff’s Department bureaus - Law Enforcement Services, Court Services, ISF/IT and Human Services. These positions were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impact of the pandemic; court security positions held vacant with other positions to address operational needs due to increased workload.
- ❖ Increase of 1.00 staff year in the Office of the Sheriff due to a transfer from the Law Enforcement Services Bureau to support operational needs.
- ❖ Decrease of 43.00 staff years in the Sheriff’s Court Services Bureau due to a reduction in the level of services for court security.
- ❖ Net decrease of 4.00 staff years in Law Enforcement Services Bureau to align with the reduction of Prop 69, *The DNA Fingerprint, Unsolved Crime and Innocence Protection Act revenue*; decrease services in Cal-ID program and services requested by North County Transit District; offset by increases due to the addition of 6.00 staff years for enforcement of unlicensed cannabis operations; services requested by contract cities and to investigate prohibited persons firearms cases.

- ❖ Decrease of 2.00 staff years in the Sheriff’s ISF/IT Bureau due to a transfer to the Management Services Bureau.
- ❖ Decrease of 1.00 staff year from the Human Resource Services Bureau to Management Services Bureau.
- ❖ Department of Child Support Services decreases by 30.00 staff years to align staffing with the declining allocation from the State.
- ❖ Medical Examiner increases by 3.00 staff years to address increased caseload and to adhere to forensic pathologist caseload ratio.
- ❖ Probation Department: increases by a net of 2.00 staff years.
  - ❖ Increase of 2.00 staff years for the Public Service Work program, managed and funded by Department of Public Works.
- ❖ Public Defender: increase of 28.0 staff years.
  - ❖ Increase of 28.00 staff years to address increased case responsibilities and activities in video evidence processing, SB 395 and SB 203, *Custodial Interrogation: Juveniles*; Penal code 832.7 and SB 1421, *Peace Officers Release of Records and SB 384, Tiered Registration for Sex Offenders* and to add resources to the Defense Transition Unit, Substance Abuse Assessor unit and the Fresh Start program.

In Fiscal Year 2022-23, there is an increase of 54.00 staff years in the Sheriff’s Department, comprised of 30.00 nursing staff and 24.00 mental health staff to continue increasing the level of care in Sheriff facilities.

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

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Public Safety</b>	<b>7,551.00</b>	<b>7,470.00</b>	<b>7,743.00</b>	<b>273.00</b>	<b>3.7</b>	<b>7,797.00</b>
Public Safety Executive Office	14.00	14.00	14.00	—	0.0	14.00
District Attorney	991.00	991.00	1,006.00	15.00	1.5	1,006.00
Sheriff*	4,415.00	4,381.00	4,636.00	255.00	5.8	4,690.00
Child Support Services	497.00	497.00	467.00	(30.00)	(6.0)	467.00
Office of Emergency Services	21.00	21.00	21.00	—	0.0	21.00
Animal Services	61.00	61.00	61.00	—	0.0	61.00
Medical Examiner	57.00	57.00	60.00	3.00	5.3	60.00
Probation	1,068.00	1,007.00	1,009.00	2.00	0.2	1,009.00
Public Defender	400.00	414.00	442.00	28.00	6.8	442.00
San Diego County Fire	27.00	27.00	27.00	—	0.0	27.00

\* Includes an increase of 141.00 nursing, health and mental health staff years to expand medical care and enhance access to mental health services throughout the jail system.



**Health and Human Services Agency (HHSA)**

HHSA has a net **increase of 311.00 staff years or 4.6%** from the Fiscal Year 2020-21 Adopted Budget to address increasing case-loads and several County priority areas. There were also transfers within the Agency that occurred mid-year among divisions to meet operational needs.

- ◆ Self-Sufficiency Services (SSS): Increase of 100.00 staff years to continue to deliver essential safety net services to residents timely, effectively, and efficiently. Over the last 12 months, Self-Sufficiency Services has enrolled over 200,000 new participants in CalFresh and Medi-Cal. Both of these programs combine to act as the main social safety net for low-income San Diegans, combating food insecurity and allowing our most vulnerable to meet their health care needs.
- ◆ Aging & Independence Services (AIS): increase of 43.00 staff years primarily to meet increased demand in the In-Home Supportive Services (IHSS) and Adult Protective Services (APS) programs in order to increase overall safety for vulnerable elders and dependent adults in APS and to decrease the risk of hospitalization and out of home placements for IHSS recipients.
- ◆ Behavioral Health Services (BHS): increase of 86.00 staff years; 56.00 staff years to address increased administrative support requirements associated with continued service increases and to further expand the department's data science footprint; 23.00 staff years to address increased census and service levels at the San Diego County Psychiatric Hospital; 5.00 staff years in the juvenile forensics unit to enhance clinical services for youth involved in the juvenile justice system; and a transfer of 2.00 staff years from Public Health Services (PHS) to support pharmaceutical services to County programs.
- ◆ Child Welfare Services (CWS): increase of 38.00 staff years; 20.00 staff years to phase in the new San Pasqual Academy (SPA) Promise Unit to support youth in educational settings

by partnering with the San Diego County Office of Education and expanding the Fostering Academic Success in Education effort to serve more youth; 15.00 staff years to create a Placement Integration Unit to support quality placement efforts to locate relatives; 6.00 staff years to create a combination Emergency After Hours Response/ Hotline Screener Unit to respond to after-hour emergency referrals and take calls as hotline screeners; offset by a transfer of 3.00 staff years to PHS to support operational needs.

- ◆ Public Health Services (PHS): increase of 20.00 staff years; 10.00 staff years to augment staffing capacity in areas such as the Public Health Laboratory, Public Health clinics, the Office of Vital Records and Statistics, and the CalFresh Healthy Living program; 7.00 staff years to support the End the HIV Epidemic Initiative; 3.00 staff years to support implementation of the Tobacco Retail License Initiative; and a transfer of 3.00 staff years from CWS offset by a transfer of 2.00 staff years to BHS and 1.00 staff year to Administrative Support to support operational needs.
- ◆ Administrative Support: increase of 24.00 staff years; 19.00 staff years for efforts to address homelessness including wrap around teams, support, case management and outreach for the Housing and Disability Advocacy Program (HDAP) and efforts to expand services to serve youth and high need individuals under the Homeless Housing, Assistance and Prevention (HHAP) program; 2.00 staff years to support an Office of Immigrant and Refugee Affairs; 2.00 staff years to focus on streamlining and leveraging existing County services, programs and benefits for working families; and a transfer of 1.00 staff year from PHS to support operational needs.

In Fiscal Year 2022-23, no change in staffing is recommended.

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Health and Human Services</b>	<b>6,771.50</b>	<b>6,772.50</b>	<b>7,083.50</b>	<b>311.00</b>	<b>4.6</b>	<b>7,083.50</b>
Self Sufficiency Services	2,532.00	2,529.00	2,629.00	100.00	4.0	2,629.00
Aging & Independence Services	449.00	449.00	492.00	43.00	9.6	492.00
Behavioral Health Services	1,007.50	1,006.50	1,092.50	86.00	8.5	1,092.50
Child Welfare Services	1,493.00	1,492.00	1,530.00	38.00	2.5	1,530.00
Public Health Services	694.00	709.00	729.00	20.00	2.8	729.00
Administrative Support	468.00	457.00	481.00	24.00	5.3	481.00
Housing & Community Development Services	128.00	130.00	130.00	—	0.0	130.00



## Land Use and Environment Group (LUEG)

LUEG has a **net decrease of 108.25 staff years or 5.5%**.

- ◆ Land Use and Environment Group Executive Office: increase by 2.00 staff years to support regional sustainability efforts and expand community engagement.
- ◆ Air Pollution Control District: decreases by 164.00 staff years due to the restructuring of the Air Pollution Control District governing board, finances and operations to comply with AB 423, San Diego County Air Pollution Control District: members and duties.
- ◆ County Library: increases by 2.00 staff years to support the new Lakeside Library.
- ◆ Environmental Health and Quality: increases by 3.75 staff years to support water quality monitoring at South County beaches and to support the Hazardous Materials Division.
- ◆ Parks and Recreation: increases by 13.00 staff years to support daily operations and maintenance of the new and expanded parks under construction in Valley Center, Tijuana River Valley Campground, Lincoln Acres, Helix, Sweetwater Campgrounds and Rancho Lilac Open Space.

- ◆ Planning & Development Services: increases by 5.00 staff years to support Community Plan Updates (1.00), development and implementation of the Cannabis Ordinance (2.00), and to support the preparation of a revised Climate Action Plan and Supplemental Environmental Impact Report (2.00) to reduce greenhouse gas emissions in the unincorporated areas and from County operations.
- ◆ Public Works: increases by 30.00 staff years to support the Road Resurfacing Program (9.00) to implement the Pavement Condition Index (PCI) from 60 to 70, to support program expansion in Wastewater Management Program (6.00), to support the Litter Abatement & Vegetation Crew (6.00), to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025 (4.00), to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements (2.00), to provide traffic signal support (1.00), to support the sanitation and cleanup programs (1.00) and to provide Information Technology support (1.00).

In Fiscal Year 2022-23, no change in staffing is recommended.

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

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Land Use and Environment**</b>	<b>1,946.50</b>	<b>1,956.50</b>	<b>1,848.25</b>	<b>(108.25)</b>	<b>(5.5)</b>	<b>1,848.25</b>
Land Use and Environment Executive Office	13.00	13.00	15.00	2.00	15.4	15.00
Agriculture, Weights and Measures	179.00	179.00	179.00	—	0.0	179.00
Air Pollution Control District	159.00	164.00	—	(164.00)	(100.0)	—
County Library	284.50	284.50	286.50	2.00	0.7	286.50
Environmental Health and Quality	308.00	309.00	312.75	3.75	1.2	312.75
Parks and Recreation	234.00	235.00	248.00	13.00	5.5	248.00
Planning & Development Services	230.00	232.00	237.00	5.00	2.2	237.00
Public Works	539.00	540.00	570.00	30.00	5.6	570.00

\*\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its staffing (164.00) from LUEG. Adjusted to exclude this transition, LUEG staffing **increases by 3.1% or 55.75 FTEs**.

## Finance and General Government Group (FGG)

FGG has a **net increase of 21.00 staff years or 1.2%**.

- ◆ Board of Supervisors: increase of 12.00 staff years in the district offices to support community outreach efforts provided to residents located in their district.
- ◆ District 1: increases by 4.00 staff years
- ◆ District 2: increases by 3.00 staff years
- ◆ District 3: increases by 3.00 staff years
- ◆ District 4: increases by 1.00 staff year
- ◆ District 5: increases by 1.00 staff year



## ALL FUNDS TOTAL STAFFING

- ◆ Finance and General Government Group Executive Office: increase of 4.00 staff to improve financial communication and outreach efforts to enhance budget equity for the organization.
- ◆ Chief Administrative Office: increase of 4.00 staff years for the Office of Equity and Racial Justice.
- ◆ Office of County Counsel: increase of 2.00 staff years due to program coordination support with Planning and Development Services and Health and Human Services Agency.
- ◆ Auditor & Controller: decrease of 1.00 staff year due to realignment of operational needs in the Office of Equity & Racial Justice to support enterprise priorities.

In Fiscal Year 2022-23, there is no change in staffing.

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Finance and General Government</b>	<b>1,755.50</b>	<b>1,754.50</b>	<b>1,775.50</b>	<b>21.00</b>	<b>1.2</b>	<b>1,775.50</b>
Finance and General Government Group Executive Office	25.00	25.00	29.00	4.00	16.0	29.00
Board of Supervisors	57.00	60.00	72.00	12.00	20.0	72.00
Assessor/Recorder/County Clerk	419.50	419.50	419.50	—	0.0	419.50
Treasurer-Tax Collector	123.00	123.00	123.00	—	0.0	123.00
Chief Administrative Office	16.50	16.50	20.50	4.00	24.2	20.50
Auditor and Controller	238.50	236.50	235.50	(1.00)	(0.4)	235.50
County Technology Office	15.00	14.00	14.00	—	0.0	14.00
Citizens' Law Enforcement Review Board	5.00	8.00	8.00	—	0.0	8.00
Civil Service Commission	4.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	28.00	28.00	—	0.0	28.00
County Counsel	147.00	148.00	150.00	2.00	1.4	150.00
Grand Jury	1.00	—	—	—	0.0	—
Human Resources	123.00	122.00	122.00	—	0.0	122.00
County Communications Office	23.00	21.00	21.00	—	0.0	21.00
General Services	395.00	395.00	395.00	—	0.0	395.00
Purchasing and Contracting	66.00	66.00	66.00	—	0.0	66.00
Registrar of Voters	69.00	69.00	69.00	—	0.0	69.00
Registrar of Voters	69.00	69.00	69.00	—	0.0	69.00



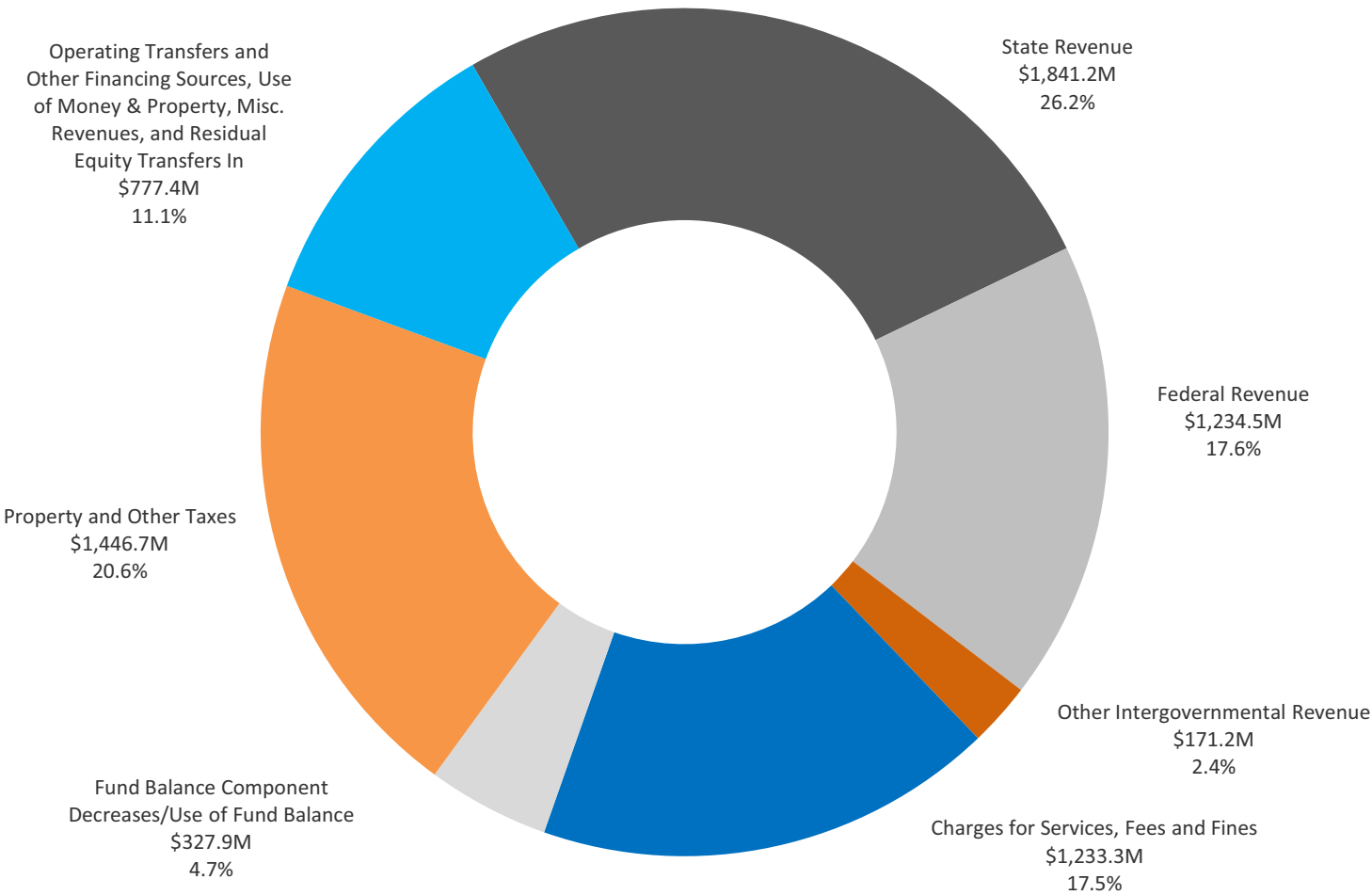


# All Funds: Total Funding Sources

## Total Funding by Source

Total resources available to support County services for **Fiscal Year 2021-22** are **\$7.03 billion**, an increase of **\$480.2 million or 7.3%** from the Fiscal Year 2020-21 Adopted Budget. Total resources decrease by \$686.0 million or 9.8% to \$6.35 billion in Fiscal Year 2022-23. For Fiscal Year 2021-22, the combination of State Revenue (\$1.8 billion), Federal Revenue (\$1.2 billion) and Other Intergovernmental Revenue (\$171.2 million) supplies 46.2% 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 11.1% of the funding sources (\$777.4 million). Another 17.5% (\$1.2 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 4.7% (\$327.9 million) of the funding sources.

### Total Funding by Source Fiscal Year 2021-22: \$7.03 billion



Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 20.6% (\$1.4 billion) of the financing

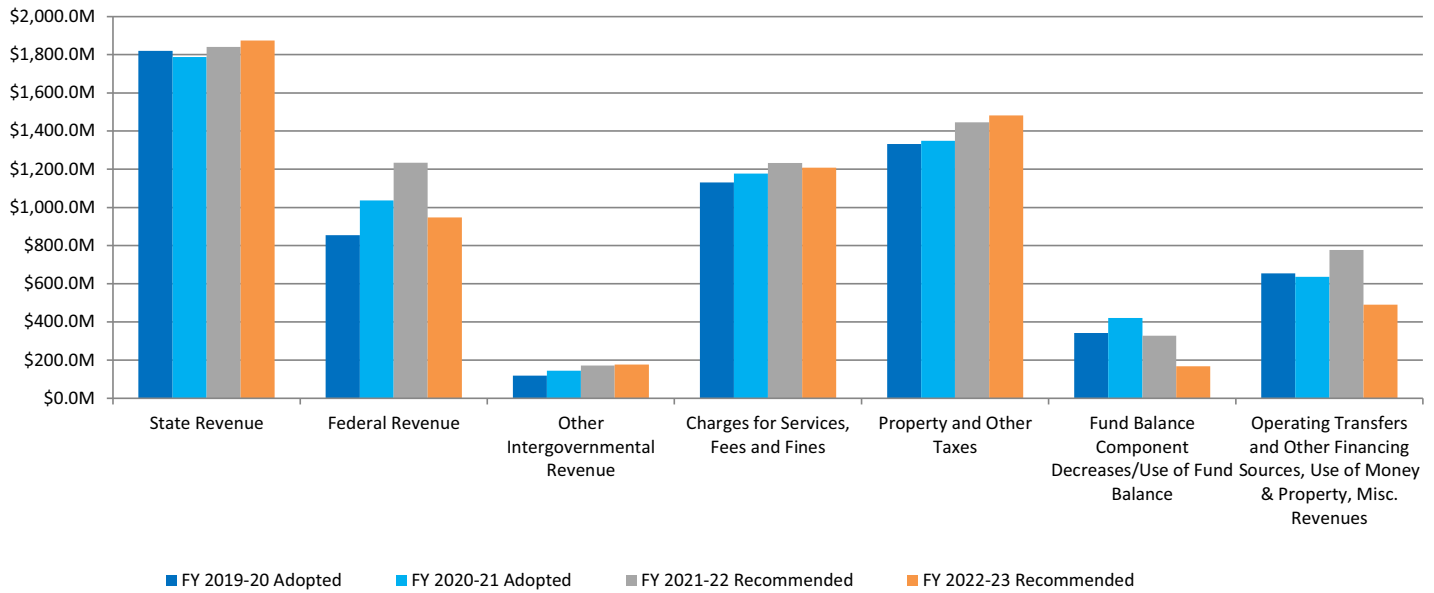
sources for the County's budget. The majority of the revenues in this category (94.9%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



**ALL FUNDS: TOTAL FUNDING SOURCES**

Total Funding by Source (in millions)					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Program Revenue	\$ 4,502.2	\$ 4,711.4	\$ 5,153.5	9.4	\$ 4,590.6
Use of Fund Balance/Fund Balance Component Decrease	342.1	421.0	327.9	(22.1)	167.0
General Purpose Revenue	1,408.4	1,419.5	1,550.7	9.2	1,588.5
<b>Total</b>	<b>\$ 6,252.7</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>7.3</b>	<b>\$ 6,346.1</b>

**Total Funding by Source**  
Fiscal Years 2019-20 through 2022-23







Total Funding by Source (in millions)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget	
State Revenue	\$ 1,820.2	\$ 1,788.3	\$ 1,841.2	3.0	\$ 1,873.2	
Federal Revenue	853.5	1,036.5	1,234.5	19.1	948.2	
Other Intergovernmental Revenue	118.5	143.8	171.2	19.0	176.8	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	654.8	636.2	777.4	22.2	490.2	
Charges for Services, Fees and Fines	1,131.5	1,177.2	1,233.3	4.8	1,208.7	
Property and Other Taxes	1,332.0	1,348.9	1,446.7	7.2	1,482.1	
Fund Balance Component Decrease	63.2	91.6	58.1	(36.5)	55.2	
Use of Fund Balance	278.9	329.4	269.8	(18.1)	111.7	
<b>Total</b>	<b>\$ 6,252.7</b>	<b>\$ 6,551.9</b>	<b>\$ 7,032.1</b>	<b>7.3</b>	<b>\$ 6,346.1</b>	

### Overall Change

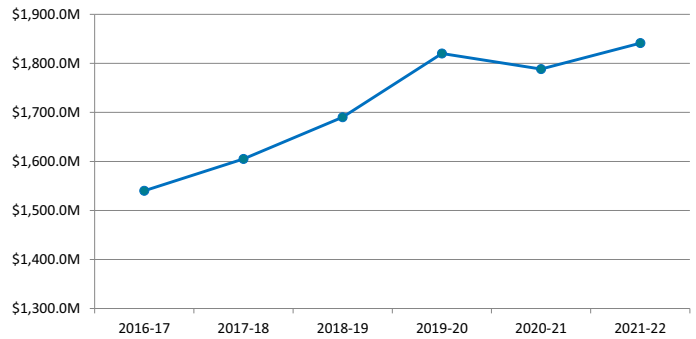
In the Total Funding by Source table, the \$479.7 million increase in the Fiscal Year 2021-22 Recommended Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

### Change by Source

#### State Revenue

State Revenue **increases by \$53.0 million or 3.0%** overall in Fiscal Year 2021-22. The increases in State Revenue are in the Public Safety Group (PSG) of \$49.7 million and in the Capital Program of \$28.9 million partially offset by decreases in the Land Use and Environment Group (LUEG) of \$13.2 million, in the Finance and General Government Group (FGG) of \$7.6 million and in the Health and Human Services Agency (HHS) of \$4.8 million. The decrease of \$9.7 million in the General Fund is described in the next section.

All Funds:  
State Revenue History



State revenues outside of the General Fund increase by \$62.7 million. Increase of \$51.1 million in PSG for the Proposition 172 Fund which supports regional law enforcement services, \$28.9 million in the Capital Program for one-time expenditures and \$0.1 million in FGG for Department of General Services (DGS) to align with projected revenue from the Courts for utilities. Decrease of \$17.4 million in LUEG is due to restructuring of Air Pollution Control District (APCD) partially offset by increase for Department of Public Works (DPW) for anticipated gas tax receipts from the Highway User's Tax Account and Road Repair and Accountability Act of 2017.

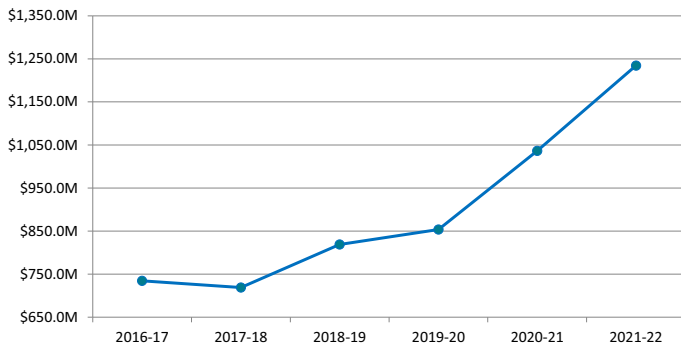
#### Federal Revenue

Federal Revenue **increases by a net of \$197.9 million or 19.1%** overall in Fiscal Year 2021-22. Of the increases in Federal Revenue, \$197.0 million are in the General Fund which is described in the next section.



## ALL FUNDS: TOTAL FUNDING SOURCES

All Funds:  
Federal Revenue History

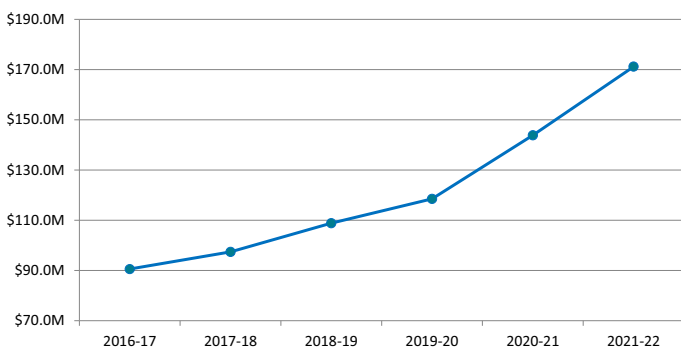


The overall increase of \$0.9 million outside of the General Fund includes a \$1.9 million increase in LUEG for DPW due to Federal grant funding in the Airport Enterprise Fund partially offset by \$0.7 million decrease in the Capital Program due to completion of one-time projects and \$0.3 million in HHS for Public Health Services due to reclassification of payments for Ground Emergency Medical Transportation Quality Assurance Fees (GEMTQAF) program.

### Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$27.3 million or 19.0%** overall in Fiscal Year 2021-22. Of the increases, \$35.0 million are in the General Fund.

All Funds:  
Other Intergovernmental Revenue History

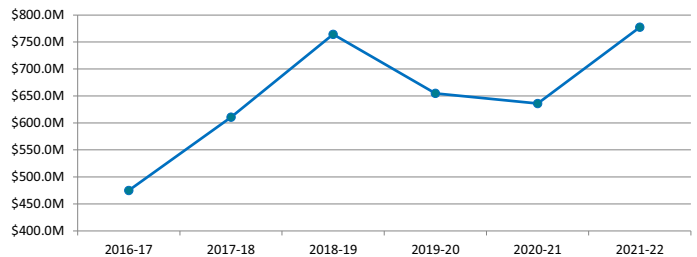


The overall decrease of \$7.7 million outside the General Fund is primarily in LUEG due to restructuring of APCD (\$11.3 million) partially offset by increase in County Library (\$2.4 million) due to resolved litigation for redevelopment property tax revenues. An increase of \$1.2 million in HHS for Public Health Services due to anticipated increase in number of transports directly reflected in Resident transport revenue and recategorization of transport fees.

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

Operating Transfers and Other Financing Sources, Use of Money & Property, Miscellaneous Revenues, and Residual Equity Transfers In **increase by a net of \$141.3 million or 22.2%** overall in Fiscal Year 2021-22.

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



- ◆ Other Financing Sources (primarily Operating Transfers between funds) increase by a net of \$148.6 million or 29.8%. The General Fund increases by \$51.1 million. The most significant changes outside of the General Fund include increase of \$103.2 million in the Capital Program for one-time projects. In FGG, the \$3.6 million decrease primarily in DGS is due to the completion of one-time projects partially offset by increase in County Technology Office for enterprise-wide license costs. In PSG, net \$1.1 million decrease is primarily due to a decrease of one-time transfer from Penalty Assessment Special Revenue Fund to Criminal Justice Facility Construction Special Revenue fund partially offset by increase in the Inmate Welfare Fund. In LUEG, net decrease of \$1.0 million due to \$15.7 million decrease for restructuring of APCD offset by \$14.7 million increase in DPW due to one-time transfer from the DPW General Fund to the San Diego County Sanitation District for TMDL implementation of structural BMP.

- ◆ Revenue from Use of Money & Property decreases by \$3.1 million or 6.1% in Fiscal Year 2021-22. The General Fund decreases by \$0.4 million. Outside of the General Fund, a decrease of \$3.1 million is in PSG primarily in the Inmate Welfare Fund due to elimination of Rents & Concessions revenue for communication services for incarcerated persons and for interest on deposits for Executive Office, and a decrease of \$0.3 million in Finance Other for Public Liability ISF. These are partially offset by an increase of \$0.5 million in LUEG mainly for increases in rents, leases and landing fees in County Airports and vehicle usage rental revenue in the Equipment ISF program and due to anticipated revenue from rents and

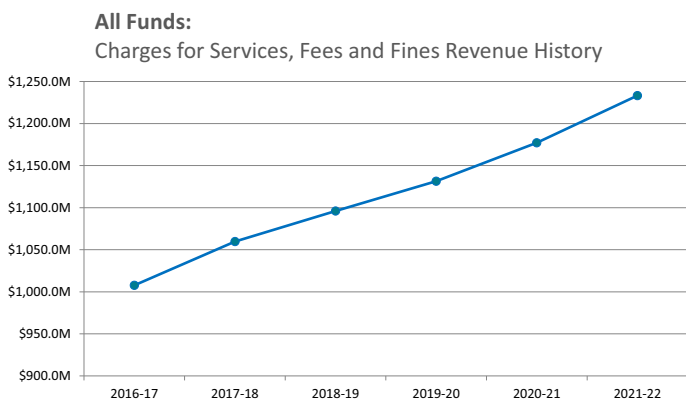


leases associate with a new Community Service Area for the Department of Parks and Recreation; and an increase of \$0.2 million in Capital Program due to interest on deposits.

- ◆ Miscellaneous Revenues decrease by a net of \$2.2 million or 2.5% in Fiscal Year 2021-22. The General Fund decreases by \$2.5 million. An increase of \$0.3 million outside of the General Fund primarily includes:
  - ◆ Increase of \$0.6 million in the Capital Program for one-time projects.
  - ◆ Increase of \$0.1 million in FGG for DGS due to third party recovery related to insurance proceeds for damaged vehicles.
  - ◆ Decrease of \$0.4 million in LUEG primarily due to reduced private donations to the County Library and for tribal grant-funded Dehesa Harbison Canyon project completion in the Road Program.
- ◆ Residual Equity Transfers In decrease by \$2.0 million or 88.8% in Fiscal Year 2021-22 in FGG for DGS due to lower 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 \$56.1 million or 4.8%** overall in Fiscal Year 2021-22.

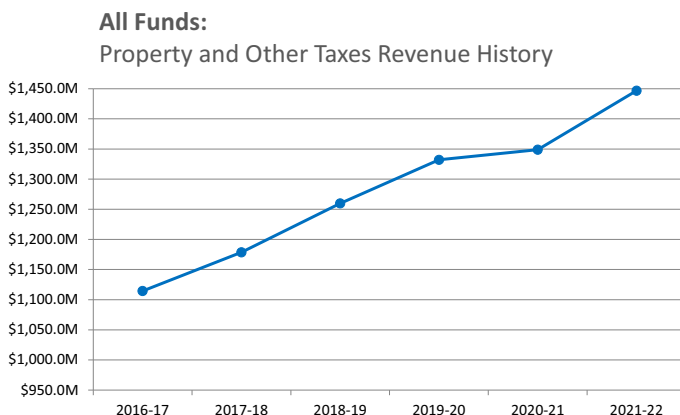


- ◆ Charges for Current Services increase by a net of \$43.3 million or 4.0% in Fiscal Year 2021-22. There is an overall increase of \$20.0 million in the General Fund. Outside of the General Fund, the overall increase is \$23.3 million. An increase of \$17.0 million is in the Capital Program for one-time projects, and an increase of \$8.7 million in FGG for DGS due to cost of services provided to client departments. These are partially offset by \$1.2 million decrease in PSG for San Diego County Fire due to recategorization of revenue; \$0.6 million decrease in LUEG primarily due to restructuring of APCD; \$0.4 million decrease in HHS for Public Health Services primarily due to recategorization of transport fees; and \$0.2 million decrease in Finance Other for Public Liability ISF.

- ◆ Licenses, Permits & Franchises decrease by \$1.2 million or 2.3% in Fiscal Year 2021-22. There is an overall \$6.7 million increase in the General Fund. A \$7.9 million decrease outside of the General Fund is in LUEG primarily due to restructuring of APCD.
- ◆ Fines, Forfeitures & Penalties increase by a net of \$14.0 million or 44.3% in Fiscal Year 2021-22. There is an overall \$12.8 million increase in the General Fund. A \$1.2 million increase outside of the General Fund is in PSG for Public Safety Group Executive Office (\$2.2 million) primarily due to increase in penalty assessment revenue partially offset by \$1.0 million decrease in LUEG due to restructuring of APCD.

### Property and Other Taxes

Property and Other Taxes **increase by \$97.8 million or 7.2%** in Fiscal Year 2021-22.



The overall increase of \$90.1 million is in the General Fund. Outside of the General Fund, there is an increase of \$7.7 million. The increase of \$6.3 million in LUEG is for County Library (\$3.1 million) from property taxes, for DPW (\$2.8 million) for TransNet-funded projects in the Road Fund and for the Department of Parks and Recreation (\$0.4 million) due to projected property tax revenue. The increase of \$1.3 million in PSG is for San Diego County Fire due to recategorization of revenue and projected increase in property tax apportionments. The increase of \$0.1 million in HHS is for Public Health Services to support services in County Service Area (CSA) 17 and 69.

### Fund Balance Component Decreases

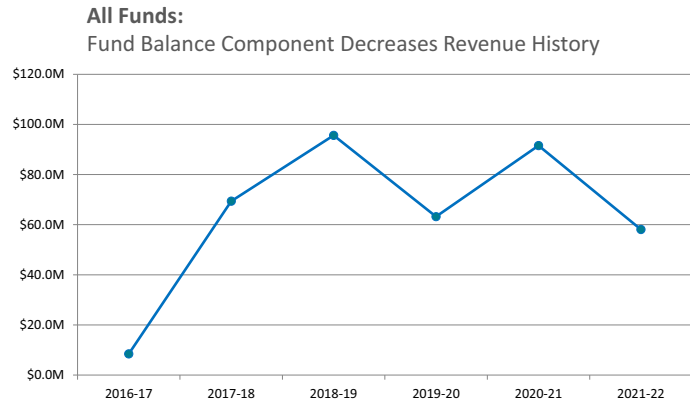
The Use of Fund Balance Component Decreases **decrease by \$33.5 million or 36.5%** in Fiscal Year 2021-22.

The decrease of \$23.1 million in the General Fund is primarily due to the removal of prior year one-time appropriations that were supported by fund balance Committed to Realignment, fund balance Committed to Planning & Development Services (PDS) Building Reserves, fund balance Committed for San Diego



**ALL FUNDS: TOTAL FUNDING SOURCES**

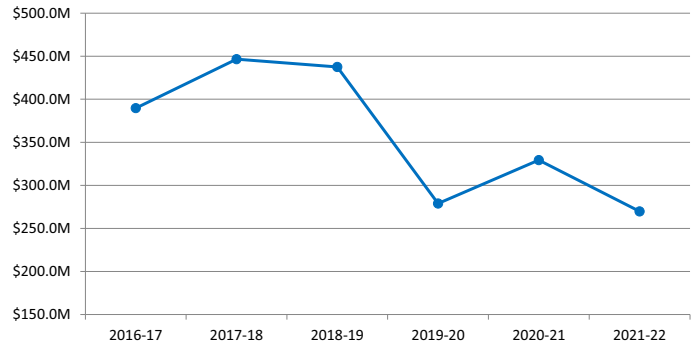
Fire Equipment Replacement and fund balance Committed for Department of Environmental Health and Quality. There is a \$10.4 million decrease outside of the General Fund in LUEG. A decrease of \$9.2 million for DPW is due to the use of committed Road Fund fund balance associated with the \$28.0 million General Fund contribution for the Road Resurfacing Program and a decrease of \$1.2 million for restructuring of APCD.



**Use of Fund Balance**

Finally, the Use of Fund Balance **decreases by a net of \$59.7 million or 18.1%** in Fiscal Year 2021-22. There is a decrease of \$48.2 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 net decrease of \$11.5 million due to \$6.8 million in LUEG, \$3.3 million in FGG, \$1.7 million in PSG and \$0.3 million in HHSA partially offset by an increase of \$0.6 million in the Capital Program. The decrease in LUEG is primarily due to restructuring of APCD, in the Parks Special Districts Funds for various Major Maintenance projects and in the Park Land Dedication Ordinance fund for various parks expansion projects. The decrease in FGG is for DGS in the Fleet Management ISF for countywide vehicle replacement acquisition program partially offset by increase in Purchasing ISF to reduce procurement rates. The decrease in PSG is primarily in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund and in the Inmate Welfare Fund to support core services and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility, partially offset by increase 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. The decrease in HHSA is for Public Health Services due to CSA Fund fund balance to support services in CSA 17 and 69. The increase in the Capital Program is for one-time projects.





Fiscal Year 2021-22 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	\$ 56,459,980	\$ 312,568,753	\$ 60,600,868	\$ 429,629,601
Animal Services	1,829,947	—	7,734,906	9,564,853
Child Support Services	1,111,116	46,243,617	—	47,354,733
District Attorney	91,280,935	24,114,171	118,381,958	233,777,064
Medical Examiner	1,635,429	—	11,618,056	13,253,485
Office of Emergency Services	1,267,678	4,638,319	2,041,357	7,947,354
Probation	44,713,397	106,140,900	85,953,926	236,808,223
Public Defender	6,652,156	2,108,980	96,776,949	105,538,085
San Diego County Fire	10,418,748	—	41,868,235	52,286,983
Sheriff	489,231,856	89,452,171	479,299,240	1,057,983,267
<b>Group Total</b>	<b>\$ 704,601,242</b>	<b>\$ 585,266,911</b>	<b>\$ 904,275,495</b>	<b>\$ 2,194,143,648</b>

Health and Human Services Agency

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Administrative Support	\$ 51,144,146	\$ 176,351,636	\$ 12,480,056	\$ 239,975,838
Aging & Independence Services	3,268,411	228,610,857	16,299,004	248,178,272
Behavioral Health Services	131,623,297	642,622,334	38,467,232	812,712,863
Child Welfare Services	2,333,211	383,836,450	29,585,859	415,755,520
County Successor Agency	7,752,948	—	—	7,752,948
Housing & Community Development Services	12,698,166	70,718,159	5,346,581	88,762,906
Public Health Services	37,597,520	261,273,712	19,064,608	317,935,840
Self-Sufficiency Services	10,411,282	568,009,625	34,740,979	613,161,886
<b>Group Total</b>	<b>\$ 256,828,981</b>	<b>\$ 2,331,422,773</b>	<b>\$ 155,984,319</b>	<b>\$ 2,744,236,073</b>



Land Use and Environment Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Land Use and Environment Executive Office	\$ 1,778,475	\$ —	\$ 4,511,056	\$ 6,289,531
Agriculture, Weights and Measures	5,454,555	13,294,125	8,105,725	26,854,405
Air Pollution Control District	—	—	—	—
County Library	51,789,330	5,830,083	—	57,619,413
Environmental Health and Quality	48,451,902	4,230,293	2,383,384	55,065,579
Parks and Recreation	22,767,529	3,082,860	34,703,151	60,553,540
Planning and Development Services	26,340,131	2,422,548	20,800,732	49,563,411
Public Works	220,573,148	120,147,175	13,362,219	354,082,542
University of California Cooperative Extension	322,021	—	869,971	1,191,992
<b>Group Total</b>	<b>\$ 377,477,091</b>	<b>\$ 149,007,084</b>	<b>\$ 84,736,238</b>	<b>\$ 611,220,413</b>

Finance and General Government Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Finance & General Government Executive Office	\$ 4,355,654	\$ —	\$ 23,441,876	\$ 27,797,530
Assessor/Recorder/County Clerk	51,544,273	—	27,261,426	78,805,699
Auditor and Controller	8,820,210	—	31,457,098	40,277,308
Board of Supervisors	409,200	—	12,524,926	12,934,126
Chief Administrative Office	804,015	—	6,618,614	7,422,629
Citizens' Law Enforcement Review Board	34,682	—	1,524,587	1,559,269
Civil Service Commission	69,914	—	510,818	580,732
Clerk of the Board of Supervisors	856,110	—	3,427,236	4,283,346





Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
County Communications Office	611,062	–	3,330,221	3,941,283
County Counsel	17,954,206	–	15,894,579	33,848,785
County Technology Office	221,675,178	–	8,770,368	230,445,546
General Services	218,755,880	3,761,728	3,000,000	225,517,608
Grand Jury	–	–	763,194	763,194
Human Resources	14,148,355	–	17,297,998	31,446,353
Purchasing and Contracting	15,444,678	–	594,000	16,038,678
Registrar of Voters	8,461,270	455,000	20,569,207	29,485,477
Treasurer - Tax Collector	16,702,783	–	7,018,242	23,721,025
<b>Group Total</b>	<b>\$ 580,647,470</b>	<b>\$ 4,216,728</b>	<b>\$ 184,004,390</b>	<b>\$ 768,868,588</b>

Capital

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Capital Program	\$ 247,182,516	\$ 32,377,219	\$ –	\$ 279,559,735
<b>Group Total</b>	<b>\$ 247,182,516</b>	<b>\$ 32,377,219</b>	<b>\$ –</b>	<b>\$ 279,559,735</b>



**ALL FUNDS: TOTAL FUNDING SOURCES**

Finance Other

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Community Enhancement	\$ 48,036	\$ -	\$ 4,789,300	\$ 4,837,336
Contributions to Capital Program	13,600,000	-	130,317,935	143,917,935
Countywide General Expense	8,333,333	-	73,884,996	82,218,329
Lease Payments-Bonds	12,325,503	-	12,179,703	24,505,206
Local Agency Formation Commission Administration	-	-	498,431	498,431
Neighborhood Reinvestment Program	10,000,000	-	-	10,000,000
Pension Obligation Bonds	81,488,073	-	-	81,488,073
Public Liability ISF	33,813,531	-	-	33,813,531
Workers Compensation Emp Ben ISF	52,766,617	-	-	52,766,617
<b>Group Total</b>	<b>\$ 212,375,093</b>	<b>\$ -</b>	<b>\$ 221,670,365</b>	<b>\$ 434,045,458</b>

Countywide Totals

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	County Total
<b>County Total</b>	<b>\$ 2,379,112,393</b>	<b>\$ 3,102,290,715</b>	<b>\$ 1,550,670,807</b>	<b>\$ 7,032,073,915</b>



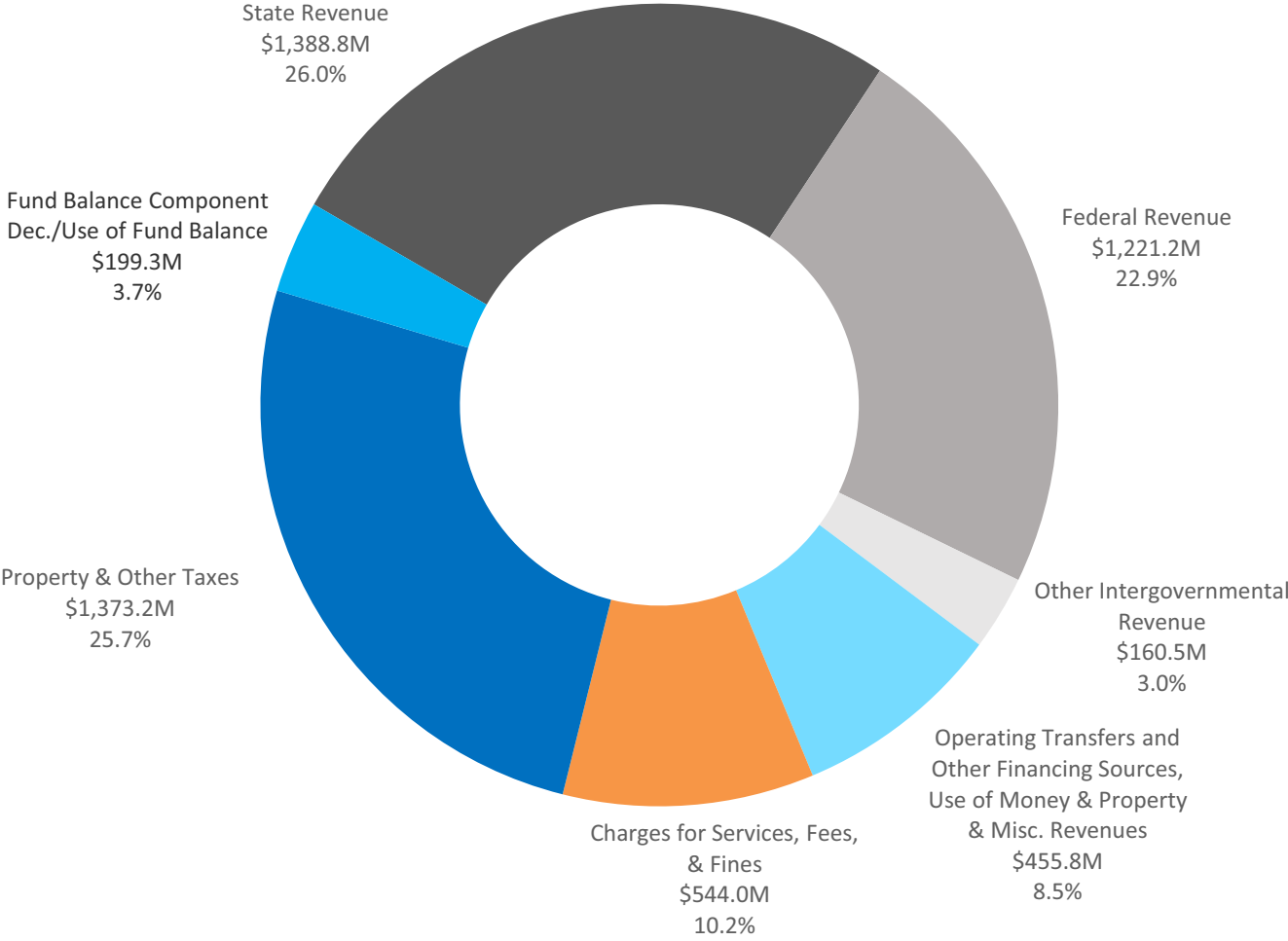


# General Fund

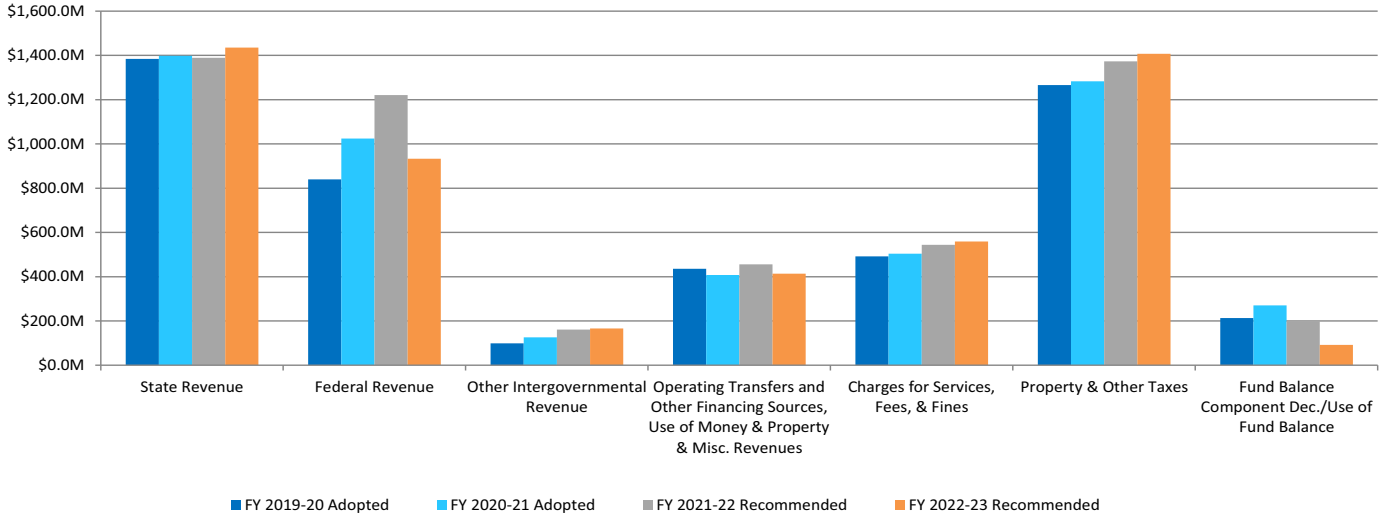
## Overview of General Fund Financing Sources

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 CAO Recommended Operational Plan, General Fund Financing Sources total **\$5.34 billion for Fiscal Year 2021-22, a \$329.0 million or 6.6% increase from the Fiscal Year 2020-21 Adopted Budget**. In comparison, the ten-year average annual growth rate through Fiscal Year 2020-21 was 3.0%. General Fund Financing Sources decrease by \$337.0 million or 6.3% in Fiscal Year 2022-23 primarily due to a reduction in the use of one-time resources.

**General Fund Financing Sources  
Fiscal Year 2021–22: \$5.34 billion**



**General Fund Financing by Sources**  
Fiscal Years 2019-20 through 2022-23



General Fund Financing Sources (in millions)						
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget	
State Revenue	\$ 1,384.1	\$ 1,398.5	\$ 1,388.8	(0.7)	\$ 1,435.8	
Federal Revenue	839.8	1,024.1	1,221.2	19.2	932.9	
Other Intergovernmental Revenue	99.2	125.5	160.5	27.9	166.1	
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	435.4	407.6	455.8	11.8	413.6	
Charges for Services, Fees, & Fines	491.8	504.4	544.0	7.8	558.6	
Property & Other Taxes	1,265.8	1,283.2	1,373.2	7.0	1,407.2	
Fund Balance Component Decreases	63.2	76.9	53.8	(30.0)	51.9	
Use of Fund Balance	149.5	193.6	145.5	(24.9)	39.6	
<b>Total</b>	<b>\$ 4,728.7</b>	<b>\$ 5,013.8</b>	<b>\$ 5,342.8</b>	<b>6.6</b>	<b>\$ 5,005.8</b>	

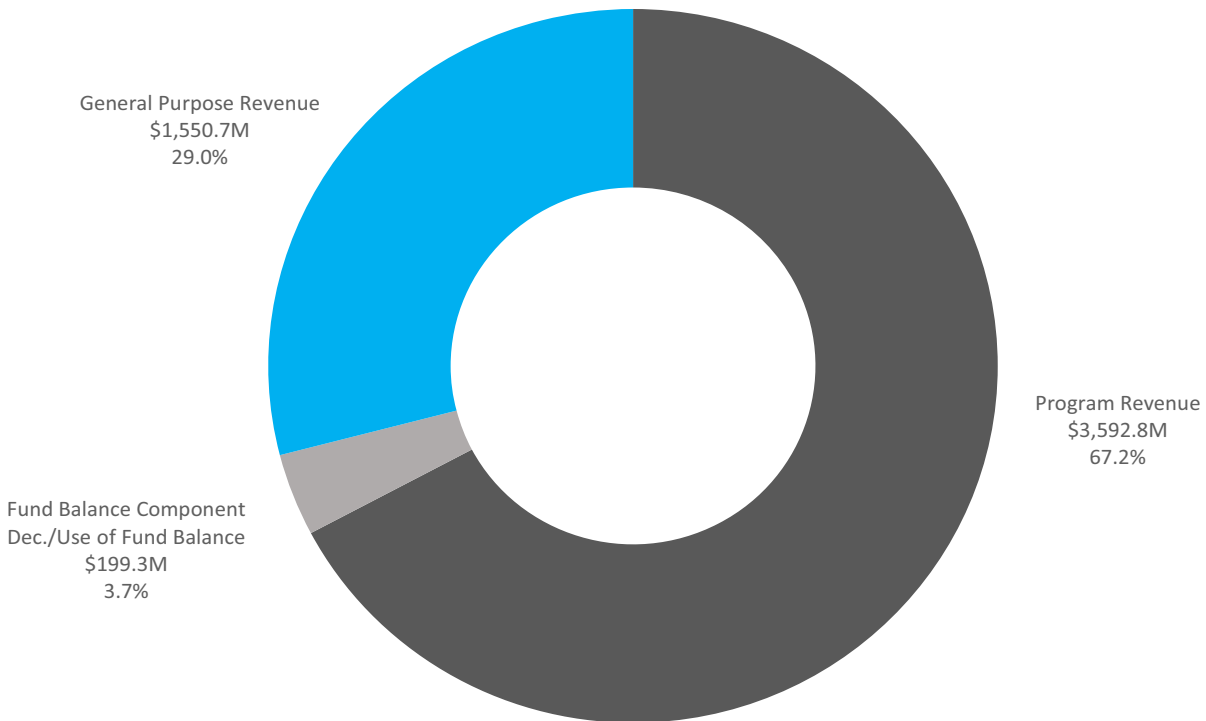


## General Fund Financing Sources by Category

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

In Fiscal Year 2021-22, Program Revenue increased by \$269.0 million or 8.1%, while General Purpose Revenue (GPR) increased by \$131.2 million or 9.2% and the Fund Balance Component Decreases/Use of Fund Balance decreased by \$71.2 million or 26.3% from the Fiscal Year 2020-21 Adopted Budget.

**General Fund Financing Sources by Category**  
**Fiscal Year 2021-22: \$5.34 billion**



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Program Revenue	\$ 3,107.6	\$ 3,323.8	\$ 3,592.8	8.1	\$ 3,325.7
Use of Fund Balance/Fund Balance Component Decreases	212.7	270.5	199.3	(26.3)	91.6
General Purpose Revenue	1,408.4	1,419.5	1,550.7	9.2	1,588.5
<b>Total</b>	<b>\$ 4,728.7</b>	<b>\$ 5,013.8</b>	<b>\$ 5,342.8</b>	<b>6.6</b>	<b>\$ 5,005.8</b>

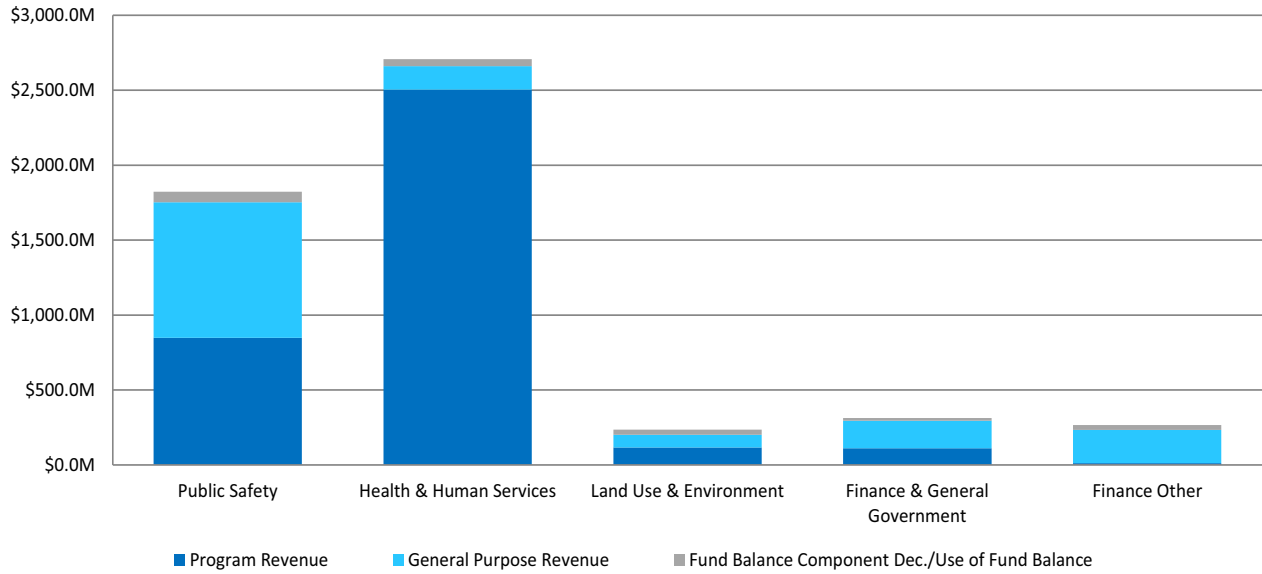
In Fiscal Year 2022-23, GPR increased by 2.4% (\$37.8 million), Program Revenue decreased by 7.6% (\$272.1 million) and the planned Use of Fund Balance declined by 54.1% (\$107.7 million).

Uses of fund balance in Fiscal Year 2022-23 are tentative and subject to revision during the next Operational Plan development cycle.



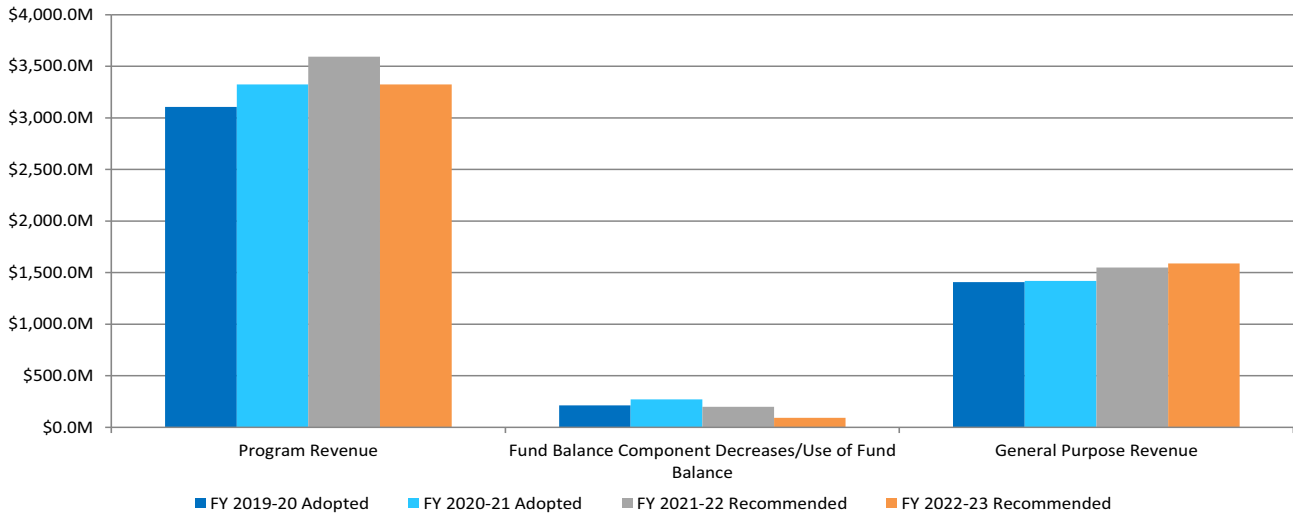
### General Fund Financing by Group and Category

Fiscal Year 2021-22: \$5.34 billion



### General Fund Financing Sources by Category

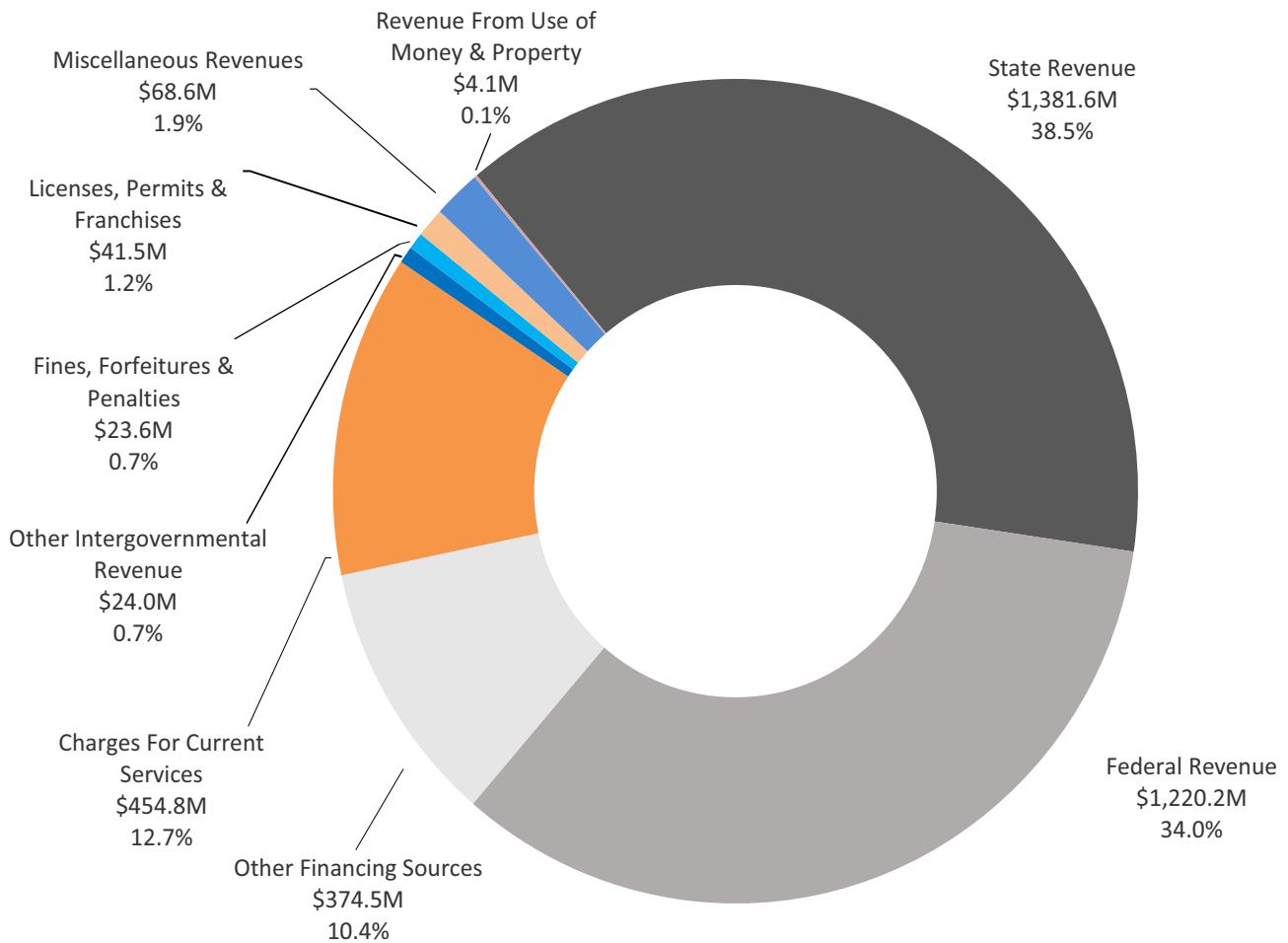
Fiscal Years 2019-20 through 2022-23



## 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 67.2% of General Fund financing sources in Fiscal Year 2021-22, 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 69.7%, 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 8.1% (\$269.0 million) from the Fiscal Year 2020-21 Adopted Budget compared to an average annual growth for the last ten years of 3.0%.

**General Fund Program Revenue by Source**  
**Fiscal Year 2021-22: \$3.59 billion**



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
State Revenue	\$ 1,376.9	\$ 1,391.3	\$ 1,381.6	(0.7)	\$ 1,428.7
Federal Revenue	838.9	1,023.2	1,220.2	19.3	932.0
Other Financing Sources	350.5	323.4	374.5	15.8	368.4
Charges For Current Services	405.0	435.2	454.8	4.5	475.2
Other Intergovernmental Revenue	20.8	22.8	24.0	5.4	25.6
Fines, Forfeitures & Penalties	22.5	18.6	23.6	27.0	16.9
Licenses, Permits & Franchises	40.7	34.7	41.5	19.6	42.5
Miscellaneous Revenues	48.1	70.6	68.6	(2.8)	32.3
Revenue From Use of Money & Property	4.1	4.1	4.1	0.0	4.1
<b>Total</b>	<b>\$ 3,107.6</b>	<b>\$ 3,323.9</b>	<b>\$ 3,592.8</b>	<b>8.1</b>	<b>\$ 3,325.7</b>

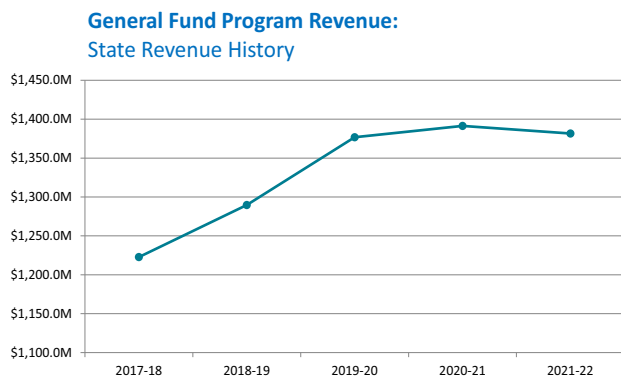
### General Fund Change in Program Revenue

The \$269.0 million increase in Program Revenue in the Fiscal Year 2021-22 CAO Recommended Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

### General Fund Change in Program Revenue by Source

#### State Revenue

State Revenue increases by \$9.7 million or 0.7%.



There is an overall net decrease of \$7.7 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 decrease of \$4.8 million in the Health & Human Services Agency (HHSA) primarily in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue tied to the economic downturn and used to fund Management Reserves, in CalWIN revenue tied to the decrease in CalWIN contracts, in State child welfare revenue to help transition from the Title IV-E California Well-Being Project to the Family First Prevention Services Act (FFPSA), in Prop 56 revenue tobacco funds to align with completion of State grant funded tobacco education and cessation activities, and in unsecuritized Tobacco Settlement Funds tied to the completion of the Whole Person Wellness (WPW) pilot program. These are offset primarily by increases in Realignment revenue based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human services program.

An overall net decrease of \$1.4 million in Public Safety Group (PSG) primarily in the Probation Department from the Community Corrections Performance Incentives Fund for adult probation activities and to support adult supervisory services offset by an increase in Sheriff's Department from the Local Revenue Fund 2011, Community Corrections Subaccount due to increased costs for required retirement contributions and negotiated labor agreements, increased electronic monitoring costs in response to AB 1869 and one-time support to provide increased programming services for incarcerated pregnant persons in the county jails and prisons in response to AB 732.

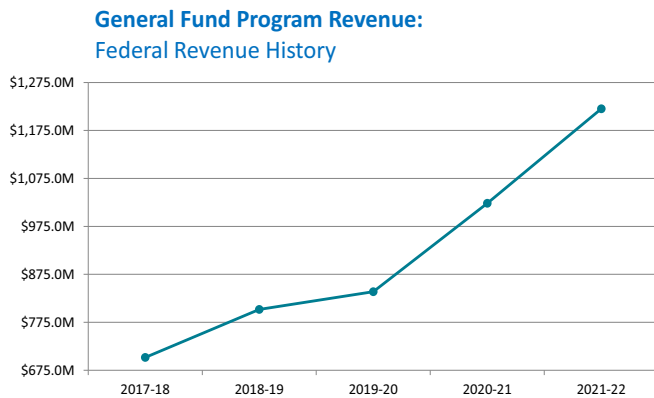
An overall net increase of \$4.2 million in Land Use and Environmental Group (LUEG) primarily in the Agriculture, Weights and Measures due to the increase in State supplemental funding along with the Invasive Shot Hole contract, in Planning & Development Services in state grants from LEAP (Local Early Action Planning) to prepare and adopt planning documents, process improvements that accelerate housing production and facilitate



compliance in implementing the sixth cycle of the regional housing needs assessment, Senate Bill 2 *Building Homes and Jobs Act* to streamline housing approvals and accelerate housing production, and Caltrans for transportation planning in Valley Center, and in Department of Parks and Recreation due to a new State grant revenue for the Coastal California Gnatcatcher Habitat Restoration project, the East Otay Regional Trail Alignment Study, and the South San Diego Coastal Trail Feasibility study.

## Federal Revenue

Federal Revenue **increases by a net of \$197.0 million, or 19.3%.**



The net increase of \$196.4 million in HHSA is primarily from federal emergency funding for the Testing, Tracing, and Treatment Strategy (T3) activities and vaccination efforts, federal administrative revenue associated with anticipated growth in CalWORKs, CalFresh and Medi-Cal administrative allocations, Federal Emergency Management Agency (FEMA) homeland security funding to support the Great Plates Delivery Program, federal mental health services funding driven by increased rates, expanded units of service and a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act in the Short-Doyle Medi-Cal (SDMC) program, in Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) for COVID-19 related augmentations, federal stimulus funding to support the COVID-19 Positive Recovery Stipend Program, and revenues dedicated for the Adult Protective Services and In-Home Supportive Services program. These are offset by decreases in federal COVID-19 response and stimulus funds associated with prior year one-time costs for COVID-19, in Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue supporting one-time telehealth investments made as part of the COVID-19 response efforts, the elimination of one-time funding of CARES Act revenue to fund the COVID-19 ERAP program, and in Homeless Housing, Assistance and Prevention (HHAP), HOME Investment Partnerships Program, and CARES Act revenue to align with the expenditure estimate in addressing homelessness in the unincorporated area.

A net increase in PSG of \$1.0 million is primarily in the Sheriff's Department for the Urban Areas Security Initiative Grant, Homeland Security Grant Program and the Operation Stonegarden Grant Program, offset by a decrease in the San Diego County Fire (SDCF), formerly known as the San Diego County Fire Authority, due to one-time grant from FEMA Assistance to Fire Fighters and Community Development Block Grant.

The net decrease in LUEG of \$0.4 million is primarily in the Department of Environmental Health and Quality and is related to lower federal grant funding.

## Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$51.1 million or 15.8%.**

The net increase of \$49.7 million in PSG includes an increase of \$57.1 million primarily in the Proposition (Prop) 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement and detention services. Increases are in Sheriff (\$46.1 million), Probation (\$8.5 million) and District Attorney (\$2.5 million). More information about Proposition 172 funding appears in the following section. This is offset by decreases outside of Prop 172, including \$7.4 million in Sheriff's Department due to the prior year one-time use of fund balance available in the Criminal Justice Facility Construction Fund to replace the CAD System and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility, a decrease in funds to be transferred from the Inmate Welfare Fund to the General Fund associated with a reduction in reimbursement for positions and anticipated decline in Penalty Assessment revenue.

The net increase of \$1.3 million in Finance Other includes an increase in funds to be transferred from Penalty Assessment Fund to the General Fund (\$0.8 million) for debt lease payment specific for the 2019 Justice Facilities Refunding and an increase in funds to be transferred from Edgemoor Development Fund to the General Fund (\$0.5 million) for debt lease payment for the 2014 Edgemoor & RCS refunding.

A net increase of \$0.1 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 \$19.5 million or 4.5%.** Revenues increase by \$17.3 million in PSG, \$1.9 million in HHSA and \$1.0 million in LUEG, offset by a decrease of \$0.7 million in FGG.

- ◆ In PSG, the net increase of \$17.3 million includes a \$12.0 million increase in Sheriff's Department associated with State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount and Supplemental Trial Court



Security, and 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; \$5.2 million increase in PSG Executive Office primarily in Contribution for Trial Courts to align anticipated revenues in processing cases and assessing fees; \$1.6 million increase in San Diego County Fire from the Jamul Indian Village, Fire Protection Districts agreements, and building inspection and plan review services. These are offset by a decrease of \$0.8 million in Probation Department due to the elimination of the Public Service Work Program in the Probation Department, which is now managed through the Department of Public Works and a decrease of \$0.7 million in Public Defender due to the elimination of juvenile fees.

- ◆ In HHSA, the net increase of \$1.9 million is primarily tied to an increase of \$7.1 million in available Intergovernmental Transfer (IGT) revenue helping to offset increased Salaries & Benefits, one-time projects, and the continuation of project based IT enhancements previously funded with Committed Realignment funds and an increase of \$0.1 million in health care information system costs to automate and streamline reporting and centralize delivery of services. These are offset by a decrease of \$4.2 million in Intergovernmental Transfer (IGT) revenue due to the ending of the WPW program and completion of prior year one-time projects and a decrease of \$1.1 million primarily due to lower projected utilization of forensic evaluation services provided to the Superior Court and lower estimated collection of DUI fees due to the pandemic.
- ◆ In LUEG, the net increase of \$1.0 million includes an increase of \$2.1 million in Planning & Development Services million due to a lower than expected impact from the COVID-19 public health emergency and to align with current fiscal year actuals in plan check revenue and an increase of \$1.0 million in Department of Parks and Recreation due to anticipated increase in camping use. These are offset by a decrease of \$1.8 million in Department of Environmental Health and Quality primarily due to decrease in settlement funds as more fee revenue is expected in the Certified Unified Program Agency (CUPA) program and a decrease of \$0.3 million in LUEG Executive Office due to the transition of the Air Pollution Control District.
- ◆ In FGG, the net decrease of \$0.7 million includes a decrease of \$1.1 million in the Assessor/Recorder/County Clerk primarily in trust fund revenues due to completed award and implementation of the microfilm conversion, digitization and polysulfide treatment services and major maintenance projects, in Recording Fees due to reduced number of vital certificates issued, and in Filing Documents and Notary Public Fees due to reduced number of filings offset by an increase in Recording Document and Duplicating and Filing fees due to

the continued strong real estate market in refinancing homes and businesses; a decrease of \$0.5 million in Registrar of Voters due to the lower number of billable jurisdictions that will participate in the June 2022 Gubernatorial Primary Election; and a decrease of \$0.2 million in Department of Human Resources in cost allocation plan amounts for reimbursement of administrative services provided to other County departments. These are offset by an increase of \$0.6 million in County Counsel due to an anticipated increase in legal services relating to constitutional claims, contracts review, and real estate and road liability matters, an increase of \$0.4 million in FGG Executive Office in cost allocation plan revenues for reimbursement of administrative services provided to other County departments, and an increase of \$0.1 million in Treasurer-Tax Collector due to increases in AB 2890 revenue and Collection Fees for Administrative.

### Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$1.2 million or 5.4%**. A net increase of \$1.7 million in HHSA primarily in the Housing and Community Development Services in administrative revenue to align with anticipated allocation. A net increase of \$0.2 million in PSG in the Sheriff's Department from the Grossmont Union High School District for School Resource Officers. These are offset by a decrease of \$0.7 million in LUEG in the Planning & Development Services primarily due to a reduction in SANDAG grants for Valley Center and Alpine Community Plan updates and the Casa De Oro specific plan.

### Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increases by a net of \$5.0 million or 27.0%**, primarily in PSG (\$4.7 million) in the PSG Executive Office (\$2.5 million) due to increases in fine and fee revenues and in the Sheriff's Department (\$2.2 million) due to an increase in planned expenditures for the Cal-ID program partially offset by a decrease in reimbursement from the Sheriff's Disbursement Fees Trust Fund associated with vehicle replacement and maintenance costs. And an increase in LUEG in the Department of Environmental Health and Quality (\$0.3 million) due to reinstatement of late fees charged to businesses.

### Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$6.8 million or 19.6%**. A net increase of \$6.6 million in LUEG primarily in the Department of Environmental Health and Quality (\$4.1 million) in fee-based revenue due to economic recovery from the impacts of the COVID-19 public health emergency, in Planning & Development Services (\$2.1 million) due to a reduced effect from the COVID-19 public health emergency and to align with current fiscal year actuals in permit revenue and in Agriculture Weights and Measures (\$0.4 million) due to the categorical reclassification of the Industrial Hemp Cultivation fee (\$0.1 mil-





lion) which was previously budgeted under Charges for Current Services, the increase in budgeted revenue for Certified Farmer's Market and Certified Producers fees (\$0.1 million), the increase in budgeted revenue for Pest Exclusion Phyto certificates (\$0.1 million), and the increase in budgeted Weights & Measures device revenue (\$0.1 million). A net increase of \$0.3 million in PSG in the Sheriff's Department (\$0.2 million) in anticipated license fees to align the budget with anticipated actuals and in the Department of Animal Services (\$0.1 million) in license fee collections. These are offset by a decrease of \$0.1 million in FGG in the Assessor/Recorder/County Clerk due to reduced number of marriage licenses issued.

### Miscellaneous Revenues

Miscellaneous Revenues **decreases by a net of \$2.0 million or 2.8%.**

The net decrease of \$2.2 million in HHSA includes a decrease of \$2.1 million in the Housing & Community Development Services in Innovative Housing Trust Fund (IHTF) to align with anticipated loan disbursements for awarded projects and a decrease of \$0.4 million in the Self-Sufficiency Services in recoupment of payments for the General Relief program based on current trends. These are offset by an increase of \$0.2 million in Aging & Independence Services in the SD-VISA program providing home and community-based services to veterans and an increase of \$0.1 million in Administrative Support in sponsorship revenue primarily tied to Live Well Advance program.

The net decrease of \$0.7 million in PSG includes a decrease of \$2.0 million in the San Diego County Fire due to one-time Community Risk Reduction program grant revenue and Firestorm 2007 Trust Fund and a decrease of \$0.3 million in the Child Support Services due to conclusion of the Digital Marketing Grant. These are offset by an increase of \$1.0 million in the Sheriff's Department from the Lucky Duck Foundation to assist with the unsheltered feeding program and an increase of \$0.6 million in the District Attorney to support the addition of 4.00 staff years in Consumer Fraud Prevention services for the Workplace Justice Initiative.

The net decrease of \$0.2 million in LUEG is in the Department of Parks and Recreation due to completion of one-time projects. The net increase of \$1.1 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 and realignment of benefits and insurance revenues.

### Revenue from Use of Money & Property

No significant change in Revenue from Use of Money & Property.

### 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 (**\$635.3 million in Fiscal Year 2021-22 and \$682.5 million in Fiscal Year 2022-23**) are projected to be received from the State to support health and social services programs.

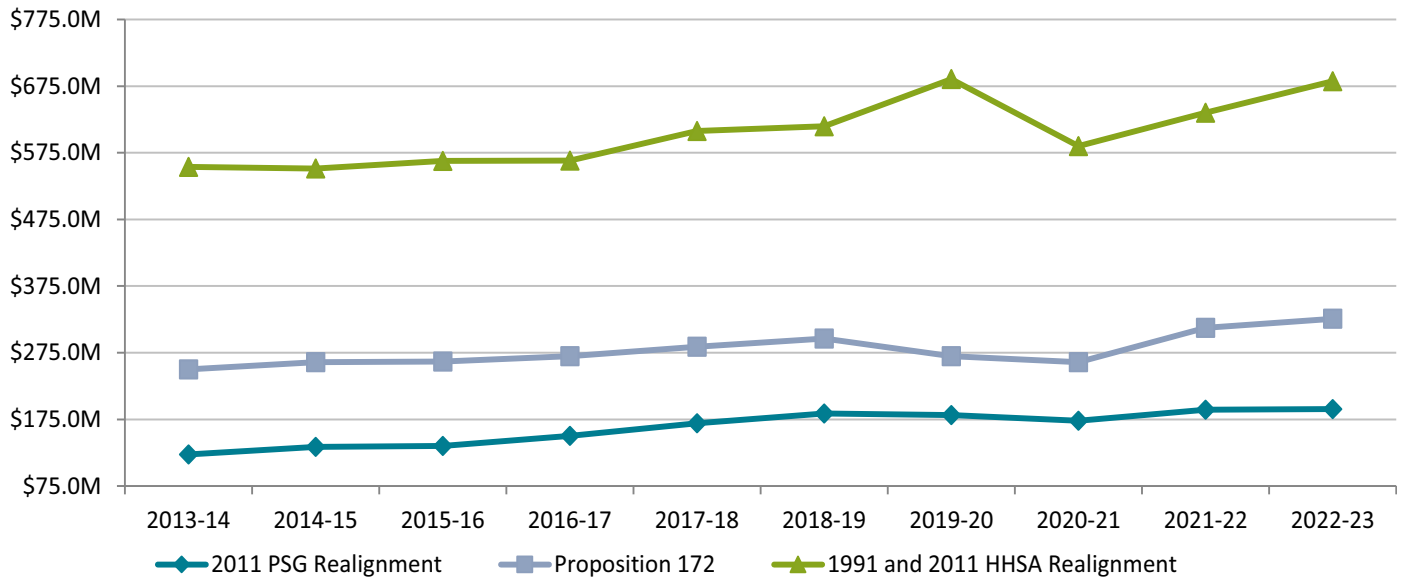
The term "1991 Realignment" refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these services. In Fiscal Year 2011-12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

For Fiscal Year 2021-22, it is projected that 23.2% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010-11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 8.6% (\$50.3 million) compared to the Fiscal Year 2020-21 budget (\$585.0 million) to align with projected statewide sales tax and vehicle license fees. An increase of 7.4% (\$47.2 million) is anticipated for Fiscal Year 2022-23.

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 2013-14 to Fiscal Year 2022-23



Note: Fiscal Year 2013–14 to 2019–20 figures represent actual revenues. Fiscal Year 2020–21 through Fiscal Year 2022–23 figures represent projected revenue as included in the Fiscal Years 2021–23 CAO 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 (**\$189.7 million in Fiscal Year 2021-22 and \$194.4 million in Fiscal Year 2022-23**) are projected to be received from the State to support adult and juvenile 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 supports 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 individuals by the Probation Department, costs associated with the custody of individuals in jails (food, medical costs and equipment) and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. These revenues are projected to increase in Fiscal Year 2021-22 by 9.5% (\$16.5 million) compared to Fiscal Year 2020-21. This change in revenues will sustain current services following the decline of revenues in the previous year. The projected increase in sales tax revenue and vehicle license fee is due to the continued recovery from the economic impact of COVID-19 pandemic and based on formulaic assumptions provided by the State of California and

assumes an underlying statewide sales tax increase rate of 8.9% for Fiscal Year 2021-22. A slow economic recovery is expected with modest increases in Fiscal Year 2022-23.

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

### Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues (**\$312.2 million in Fiscal Year 2021-22 and \$325.9 million in Fiscal Year 2022-23**) 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 compared 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 30055(d).

For Fiscal Year 2021-22, these revenues are projected to increase by 19.6% (\$51.1 million) from Fiscal Year 2020-21 budgeted amount. This assumes an underlying statewide sales tax increase rate of 8.9% for Fiscal Year 2021-22 following a minimal increase



of 0.8% in Fiscal Year 2020-21. It is anticipated that these revenues will have a modest growth in Fiscal Year 2022-23 as the economy continues to recover from the economic downturn resulting from the COVID-19 pandemic. To allow for stabilization in Proposition 172 program revenues and to implement long-term efficiency measures, the budget includes one-time support through use of unassigned General Fund fund balance for planning purposes. This plan will be reevaluated in future years to ensure long-term sustainability of core services. The previous chart shows the realized revenues for Proposition 172 for Fiscal Years 2013-14 through 2020-21 and projected levels for Fiscal Years 2021-22 through 2022-23.

### Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$15.1 million in Fiscal Year 2021-22 and \$15.1 million in Fiscal Year 2022-23**) 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 \$15.1 million budgeted in Fiscal Year 2021-22 reflects \$15.1 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. This is a net

decrease of \$1.5 million to reflect a 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 29.0% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (\$199.3 million in Fiscal Year 2021-22 and \$91.6 million in Fiscal Year 2022-23), represents 3.7% of General Fund Financing Sources in Fiscal Year 2021-22. 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 \$53.8 million in Fiscal Year 2021-22 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.
- ◆ \$8.3 million from fund balance committed for Chula Vista Bayfront project.
- ◆ \$1.0 million from fund balance committed for Parks Expansion and Improvement to fund capital project for South County Zipline.
- ◆ \$0.9 million from fund balance committed for Department of Environmental Health and Quality 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.
- ◆ \$0.8 million from fund balance Assigned to Hall of Justice Lease Payments for the 2019 Justice Facilities Refunding.

The following list details the one-time operational activities of General Fund Use of Fund Balance budgeted for Fiscal Year 2021-22 (\$145.5 million):

- ◆ Labor costs due to one-time negotiated salary and benefit payments.
- ◆ Provisional and temporary help.
- ◆ Contribution for Trial Courts.
- ◆ Start-up costs to support nursing, mental health and unlicensed cannabis enforcement team.



- ◆ Decedent transportation costs.
- ◆ Annual tabletop and full-scale training exercises overtime and backfill cost.
- ◆ Ongoing emergency operational activities such as temporary staff, IT maintenance, Emergency Operations Center audio-visual break fix/upgrade, and various public outreach projects.
- ◆ Support to implement long-term efficiency measures and to allow for stabilization in Proposition 172 program revenues for public safety services.
- ◆ Offset Southern California Edison grant related to San Onofre Nuclear Generating Station (SONGS) glideslope funding reduction.
- ◆ In-service staff training within the juvenile justice system to support positive youth development.
- ◆ Family Urgent Response Team (FUR).
- ◆ Radio network operating costs.
- ◆ Offset Title IV-E revenue shortfall.
- ◆ Support costs associated with Penal Code 3051 (Retroactive Cases).
- ◆ Fire and emergency medical services.
- ◆ General Relief assistance payments.
- ◆ Stabilize mental health and alcohol & drug program services.
- ◆ Drowning Prevention program.
- ◆ Affordable housing programs.
- ◆ Development of an electronic plan review program.
- ◆ Consultant services to facilitate the reorganization of existing programs.
- ◆ Organic Rodenticides and Insecticides project.
- ◆ Comprehensive Tree Program.
- ◆ Youth Environmental-Recreation Core Program.
- ◆ Start-up costs related to Sweetwater Campground Expansion and El Monte River Valley.
- ◆ EV charging stations.
- ◆ Continued implementation of the Climate Action Plan.
- ◆ Options for streamlining renewable energy projects.
- ◆ Permit fee waivers related to accessory dwelling unit applications.
- ◆ Grading ordinance update.
- ◆ Public nuisance abatements.
- ◆ TMDL compliance activities for the Watershed Protection Program.
- ◆ Design and construction of pedestrian sidewalks.
- ◆ Traffic signal upgrades.
- ◆ Design and construction of new bicycle lanes.
- ◆ Campo Water System Reliability and Operational Efficiency Improvements.
- ◆ Traffic signal batteries.
- ◆ Financial study for the Campo Water Maintenance District to support the Camp Lockett Redevelopment Plan.
- ◆ Conservation and Sustainable Agricultural Farming and Manure Practices.
- ◆ Monitoring of the Quantity and Quality of Runoff Water in Nurseries and Greenhouses.
- ◆ Pitahaya Pest Management: Assessing the Incidence and Economic Impacts of Pitahaya Pests and Diseases in San Diego County.
- ◆ Community Choice Energy (CCE).
- ◆ Financial Framework support.
- ◆ Integrated Property Tax System (IPTS) reporting.
- ◆ Support of the Uplift Boys and Men of Color initiative.
- ◆ Gubernatorial Primary election.
- ◆ Neighborhood Reinvestment Program.
- ◆ Various information technology (IT) projects, including:
  - ◆ New lease asset inventory system.
  - ◆ Payroll benefit automation project.
  - ◆ California Statewide Automated Welfare System (CalSAWS) replacement for CalWIN.
  - ◆ Enterprise Document Processing Platform (EDPP) - upgrade & extended support.
  - ◆ Justice Electronic Library System (JELS) - upgrade & enhancements.
  - ◆ Enterprise Applications - maintenance and internet updates.
  - ◆ Identity Access Management (IDAM) Platform - upgrade & enhancements.
  - ◆ Migration of FileShare Data Project.
- ◆ Various facilities, maintenance and upgrades which include:
  - ◆ Probation major maintenance projects.
  - ◆ PSG shared MMIP projects
  - ◆ Carpet replacement.
  - ◆ Renovations, repairs and maintenance of various fire stations.
  - ◆ HHSA major maintenance.
  - ◆ Public Housing Physical Needs Assessment.
  - ◆ ADA improvements at County parks.
  - ◆ Dredging in Smuggler's Gulch.
  - ◆ San Luis Rey River Park (SLRRP) Acquisition and Improvement.
  - ◆ Inmate Transfer Tunnel.
- ◆ Various equipment purchase/replacement including:
  - ◆ X-ray machine replacement.
  - ◆ Spray and neuter community outreach vehicle.
  - ◆ Apparatus replacement.
  - ◆ Radio replacements for the Regional Communication System.
  - ◆ Live Oak Springs Water System repairs and improvements.
  - ◆ Spring Valley Road Station Fleet Garage: replace main fire alarm control.



- ◆ Various rebudget items including:
  - ◆ AB885 Onsite Wastewater Treatment.
  - ◆ Tribal Liaison.
  - ◆ Fire Victim Fee Waiver.
- ◆ Litigation Support.
- ◆ Urban Agriculture Incentive Zone Fee Waiver program.
- ◆ Various IT Projects.
- ◆ Community Enhancement returned funds.



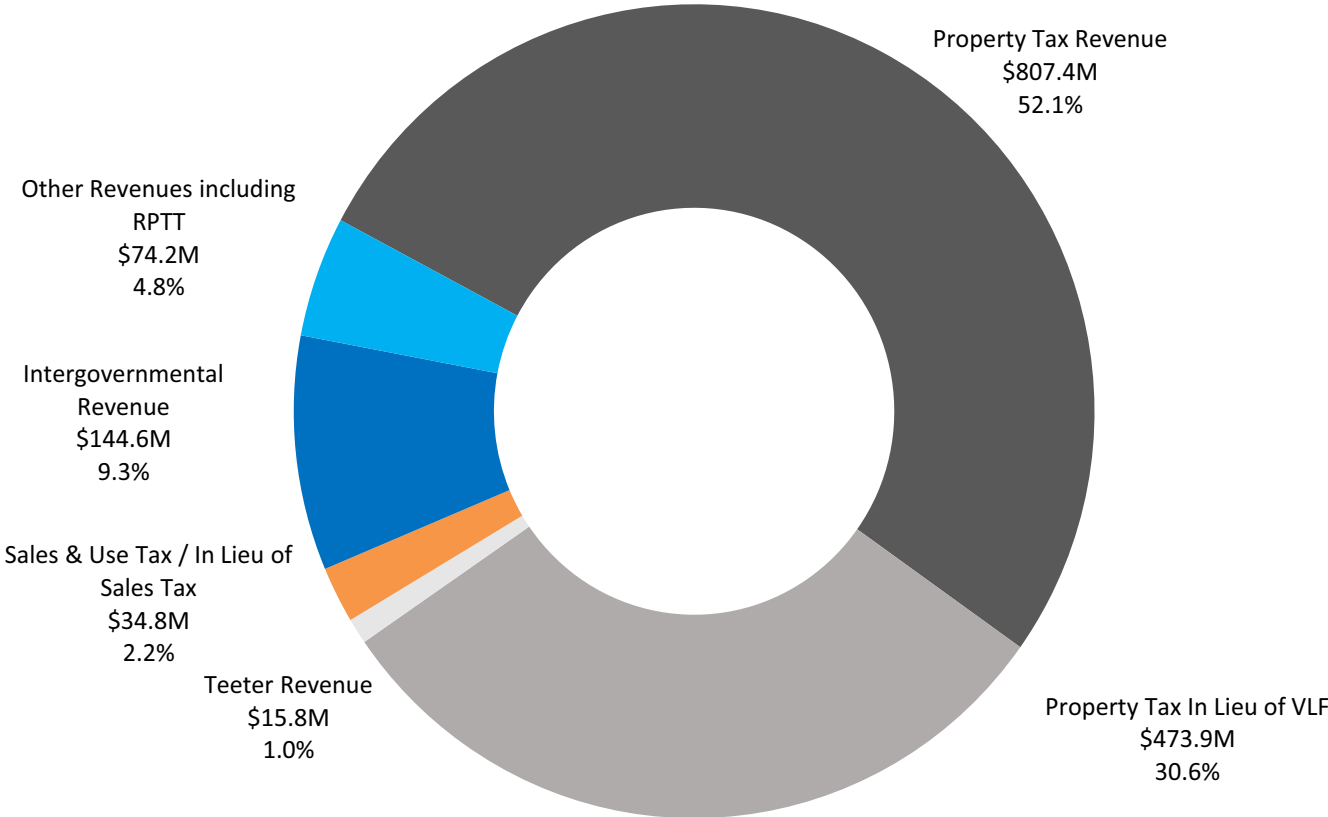


# General Purpose Revenue

## General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 29.0% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and other miscellaneous sources. It may be used for any purpose that is a legal expenditure of County funds. Therefore, the Board of Supervisors has the greatest flexibility in allocating this revenue. The following section presents details of the major components of General Purpose Revenue.

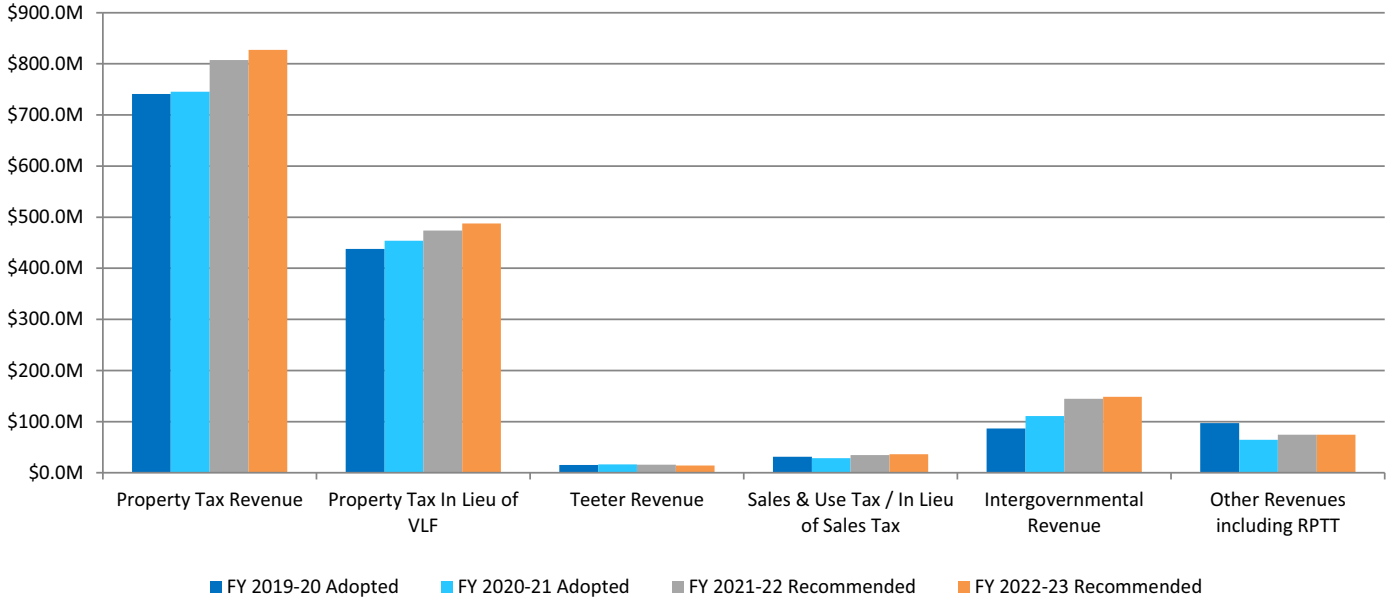
**General Purpose Revenue by Source**  
**Fiscal Year 2021-22: \$1,550.7 million**



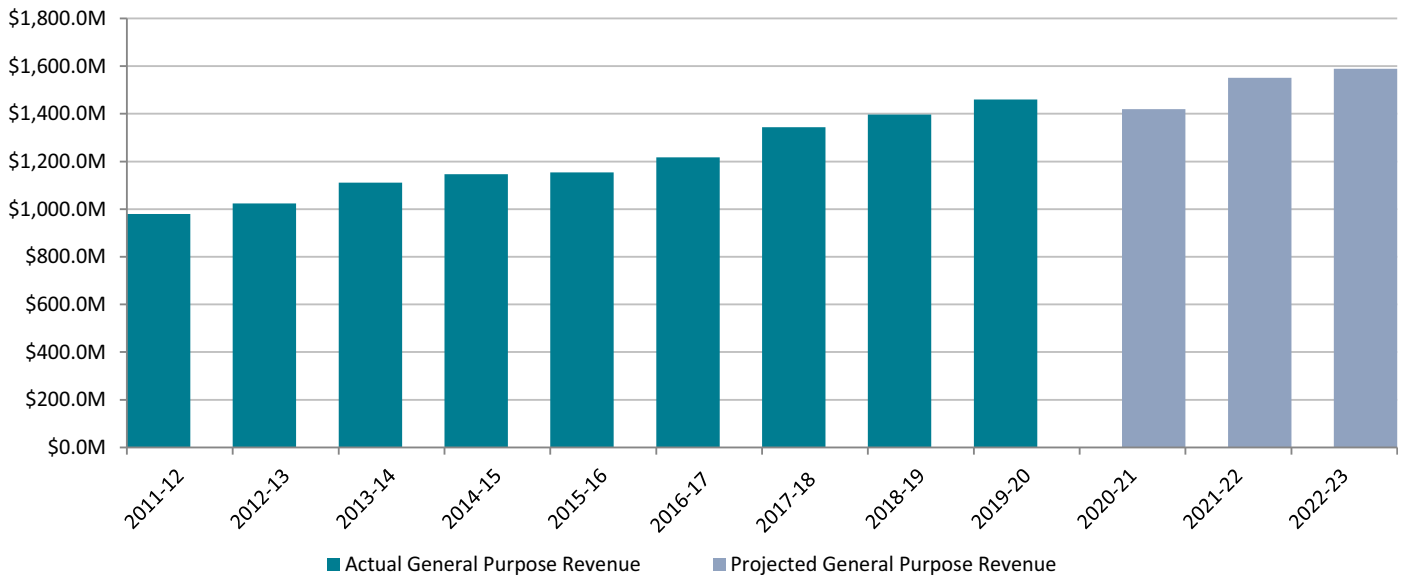
For Fiscal Year 2021-22, the \$1,550.7 million budgeted for GPR is an increase of \$131.2 million or 9.2% from the Fiscal Year 2020-21 budgeted amount of \$1,419.5 million primarily due to increase in AV growth, decrease of delinquency rate assumption from 4.0% to 1.4%, Sales and Use Tax, and continuing growth in pass-through distributions from former redevelopment agency

and higher residual revenue. These resources are projected to increase to \$1,588.5 million in Fiscal Year 2022-23. 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 2019-20 through 2022-23



### General Purpose Revenue History Fiscal Year 2011-12 to Fiscal Year 2022-23



Notes: General Purpose Revenue (GPR) for Fiscal Years 2011-12 through 2019-20 represents actual revenue. For Fiscal Years 2020-21 to 2022-23, the projections are included in the Fiscal Years 2021-23 Recommended Operational Plan.







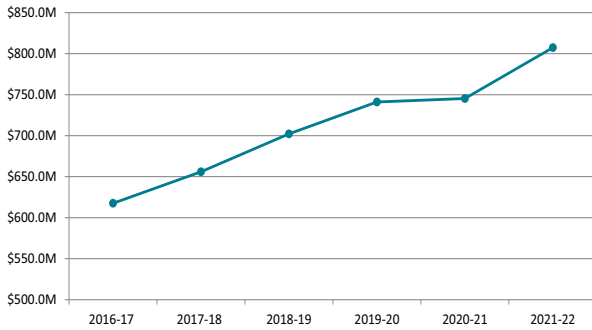
General Purpose Revenue					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Property Taxes Current Secured	\$ 714,168,136	\$ 717,228,809	\$ 777,016,010	8.3	\$ 797,235,420
Property Taxes Current Supplemental	8,978,893	7,786,494	8,782,361	12.8	8,738,450
Property Taxes Current Unsecured	17,807,609	20,253,714	21,516,714	6.2	21,458,366
Property Taxes Current Unsecured Supplemental	55,492	56,325	57,169	1.5	58,027
<b>Total Property Tax Revenue</b>	<b>\$ 741,010,130</b>	<b>\$ 745,325,342</b>	<b>\$ 807,372,255</b>	<b>8.3</b>	<b>\$ 827,490,263</b>
<b>Total Property Tax In Lieu of VLF</b>	<b>\$ 437,826,006</b>	<b>\$ 453,778,023</b>	<b>\$ 473,900,762</b>	<b>4.4</b>	<b>\$ 487,585,582</b>
Teeter Tax Reserve Excess	\$ 10,473,604	\$ —	\$ 10,617,708	—	\$ 9,555,937
Teeter Property Tax All Prior Years	4,428,768	16,463,777	5,206,472	(68.4)	4,417,733
<b>Total Teeter Revenue</b>	<b>\$ 14,902,372</b>	<b>\$ 16,463,777</b>	<b>\$ 15,824,180</b>	<b>(3.9)</b>	<b>\$ 13,973,670</b>
<b>Total Sales &amp; Use Tax/In Lieu of Sales Tax</b>	<b>\$ 31,018,014</b>	<b>\$ 28,567,283</b>	<b>\$ 34,782,693</b>	<b>21.8</b>	<b>\$ 36,287,577</b>
State Aid Homeowner's Property Tax Relief (HOPTR)	\$ 4,714,725	\$ 4,714,725	\$ 4,714,725	0.0	\$ 4,714,725
Federal In-Lieu Taxes	922,549	922,548	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	75,864,374	100,198,270	133,975,512	33.7	137,994,777
<b>Total Intergovernmental Revenue</b>	<b>\$ 86,461,990</b>	<b>\$ 110,795,886</b>	<b>\$ 144,573,127</b>	<b>30.5</b>	<b>\$ 148,592,392</b>
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000
Property Taxes Prior Secured Supplemental	7,976,068	7,520,357	8,437,956	12.2	8,395,766
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	2,303,461	2,268,909	2,234,875	(1.5)	2,201,352
Transient Occupancy Tax	5,373,163	2,585,395	4,789,263	85.2	5,073,163
Real Property Transfer Taxes (RPTT)	24,442,090	25,718,441	24,957,073	(3.0)	25,206,644
Franchises, Licenses, Permits	4,989,355	4,914,515	4,840,797	(1.5)	4,768,185
Fees, Fines & Forfeitures	1,257,488	1,194,615	1,134,885	(5.0)	1,078,141
Penalties & Cost Delinquency Taxes	15,600,806	8,179,610	16,064,628	96.4	16,059,096
Interest On Deposits & Investments	32,166,954	9,105,307	8,708,313	(4.4)	8,773,322
Interfund Charges/Miscellaneous Revenues	2,100,000	2,100,000	2,100,000	0.0	2,100,000
<b>Total Other Revenues including RPTT</b>	<b>\$ 97,159,385</b>	<b>\$ 64,537,149</b>	<b>\$ 74,217,790</b>	<b>15.0</b>	<b>\$ 74,605,669</b>
<b>Total General Purpose Revenue</b>	<b>\$ 1,408,377,897</b>	<b>\$ 1,419,467,459</b>	<b>\$ 1,550,670,807</b>	<b>9.2</b>	<b>\$ 1,588,535,153</b>



### Property Tax Revenue

Property Tax Revenue, (**\$807.4 million in Fiscal Year 2021-22 and \$827.5 million in Fiscal Year 2022-23**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 52.1% of the total General Purpose Revenue in Fiscal Year 2021-22 and 52.1% in Fiscal Year 2022-23.

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



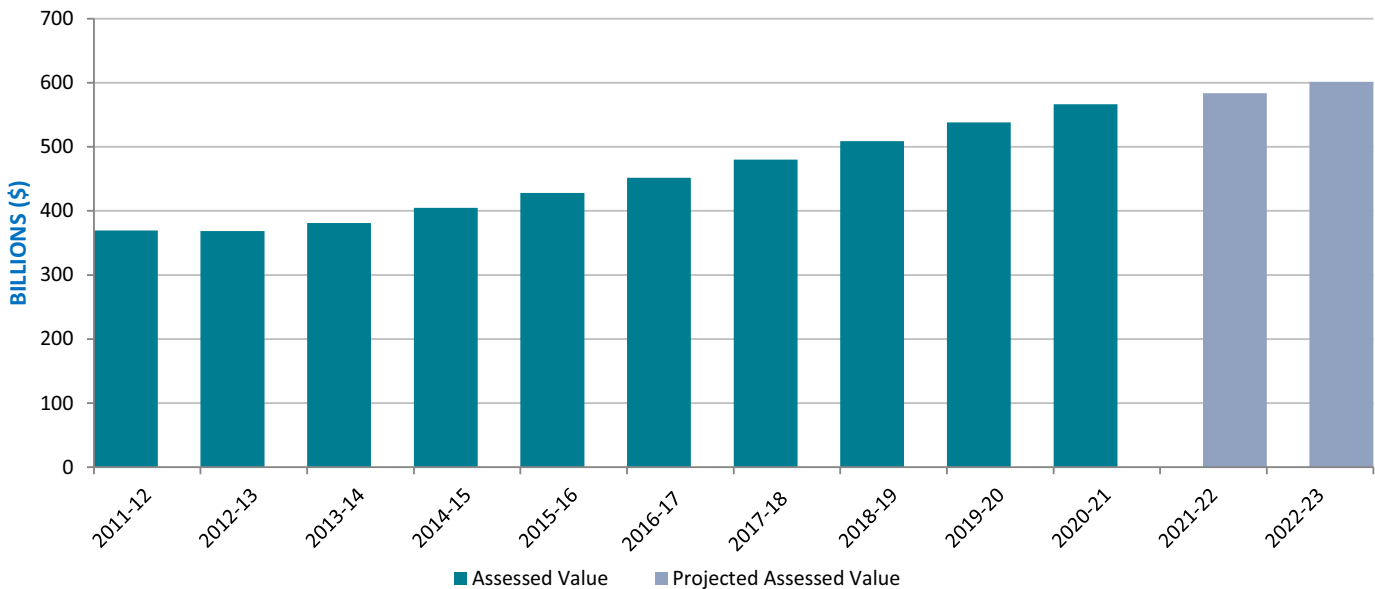
The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2021-22, property tax revenue is budgeted to be \$62.0 million or 8.3% higher than the budget for Fiscal Year 2020-21. The increase is mainly due to the 3.0% Assessed Value (AV) growth in

Fiscal Year 2021-22 plus the decrease in delinquency rate assumption from 4.0% in FY2020-21 to 1.4% in FY2021-22. Property tax revenue is projected to increase 2.6% or \$20.2 million for Fiscal Year 2022-23. 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, 2019, and 2020 the final growth rate was 5.7%, 5.6%, 6.35%, 6.13%, 5.72% and 5.33% respectively. For Fiscal Year 2021-22, an assumed rate of 3.00% is projected in overall assessed value of real property. The Fiscal Year 2022-23 revenue is estimated using a 3.00% assessed value growth.

### Locally Assessed Secured Property Values

Fiscal Year 2011-12 to Fiscal Year 2022-23



Note: The projected locally assessed secured values assume a 3.0% growth rate for Fiscal Year 2021-22 and 3.0% growth rate for Fiscal Year 2022-23. Source: San Diego County Auditor and Controller



### Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$777.0 million in Fiscal Year 2021-22 and \$797.2 million in Fiscal Year 2022-23**) is expected to increase by \$59.8 million in Fiscal Year 2021-22 from the adopted level for Fiscal Year 2020-21.

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 2021-22 revenue amount assumes an increase of 3.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2020-21 of 5.33%. The Fiscal Year 2020-21 current secured revenue assumed a 3.75% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2019-20; however, the actual current local secured assessed value increased by 5.72% (gross less regular exemptions). For Fiscal Year 2022-23, local secured assessed value is assumed to grow by 3.00%. 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 (**\$8.8 million in Fiscal Year 2021-22 and \$8.7 million in Fiscal Year 2022-23**) is expected to increase by \$1.0 million in Fiscal Year 2021-22 from the adopted level for Fiscal Year 2020-21, this is mainly due to the decrease in delinquency rate assumption from 4.0% in FY2020-21 to 1.4% in FY2021-22. 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 (**\$21.5 million in Fiscal Year 2021-22 and \$21.5 million in Fiscal Year 2022-23**) is not based on a lien on real property and is expected to increase by \$1.3 million in Fiscal Year 2021-22 from the adopted level for Fiscal Year 2020-21 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.

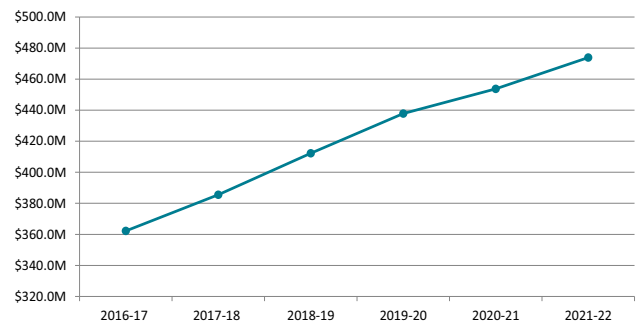
### Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2021-22 and \$0.1 million in Fiscal Year 2022-23**) 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 30.6% (**\$473.9 million**) of the General Purpose Revenue amount in Fiscal Year 2021-22 and 30.7% of the projected amount (**\$487.6 million**) in Fiscal Year 2022-23.

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 3.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2021-22, revenues are anticipated to be \$20.1 million higher than budgeted for Fiscal Year 2020-21. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2020-21 which increased by 5.33% compared to a budgeted increase of 3.75%. The Fiscal Year 2022-23 revenue is estimated using a 3.00% assessed value growth.



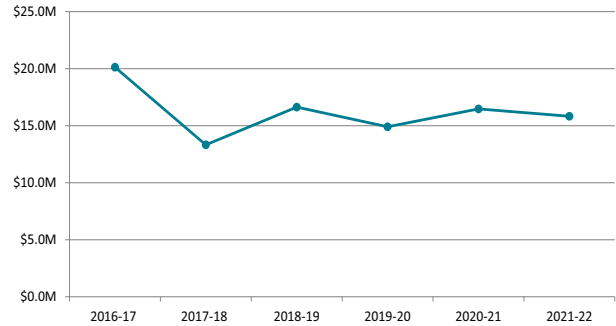
### Teeter Revenue

Teeter Revenue (**\$15.8 million in Fiscal Year 2021-22 and \$14.0 million in Fiscal Year 2022-23**) represents approximately 1.0% of General Purpose Revenue in Fiscal Year 2021-22 and 0.9% of the projected amount in Fiscal Year 2022-23. Teeter Revenue is expected to decrease by \$0.6 million in Fiscal Year 2021-22 from the adopted level for Fiscal Year 2020-21 primarily due to lower than expected delinquency rate during prior fiscal year where COVID-19 did not affect property tax collections. Teeter Revenue is expected to decrease by \$1.9 million in Fiscal Year 2022-23 from the recommended level for Fiscal Year 2021-22 primarily due to improving delinquency rates, indicating the strength of the local real estate market.

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

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

**General Purpose Revenue:**  
Teeter Revenue History

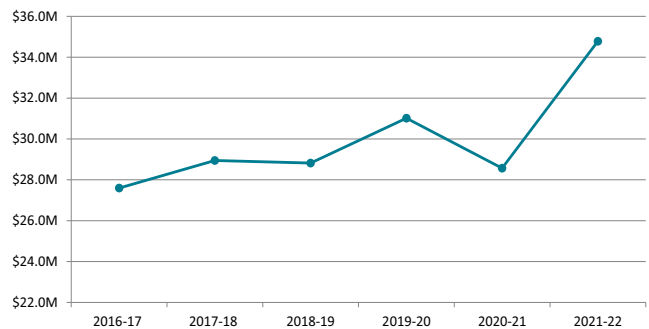


### Sales and Use Tax Revenue

Sales & Use Tax Revenue (**\$34.8 million in Fiscal Year 2021-22 and \$36.3 million in Fiscal Year 2022-23**) represents approximately 2.2% of General Purpose Revenue in Fiscal Year 2021-22 and 2.3% in Fiscal Year 2022-23. 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 2021-22 is estimated to be \$6.2 million or 21.8% higher than the Fiscal Year 2020-21 Adopted Operational Plan and is estimated to be \$1.5 million higher in Fiscal Year 2022-23. The increase in Fiscal Year 2021-22 is primarily due to the Wayfair decision in the County Pools and recoveries in various categories like Food/Drugs, Building/Construction and General Consumer Goods.

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



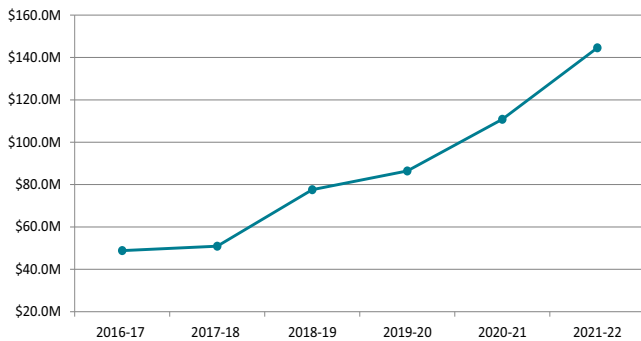
### Intergovernmental Revenue

Intergovernmental Revenue (**\$144.6 million in Fiscal Year 2021-22 and \$148.6 million in Fiscal Year 2022-23**) comprises 9.3% of the General Purpose Revenue amount in Fiscal Year 2021-22 and 9.4% of the projected amount in Fiscal Year 2022-23. For Fiscal Year 2021-22, the amount budgeted is \$33.8 million or 30.5%



higher than the Fiscal Year 2020-21 Adopted Operational Plan due to continuing growth in pass-through distributions 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



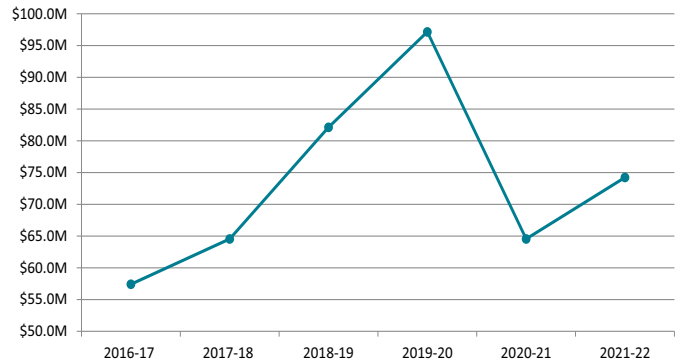
The largest portion of this funding is from aid from Redevelopment Successor Agencies generated by “pass-through” agreements in place prior to redevelopment dissolution.

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 2021-22 total \$74.2 million and increase to \$74.6 million in Fiscal Year 2022-23** and are approximately 4.8% of the total General Purpose Revenue amount in Fiscal Year 2021-22 and 4.7% in Fiscal Year 2022-23. The Fiscal Year 2021-22 amount represents a 15.0% or \$9.7 million increase from the Fiscal Year 2020-21 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 (**\$8.7 million in Fiscal Year 2021-22 is \$0.4 million or 4.4% lower than the Fiscal Year 2020-21 Adopted Operational Plan and \$8.8 million in Fiscal Year 2022-23**) is expected to decrease due to a lower projected cash balance in various funds in the County Pool applied to a low projected interest rate based on the Federal interest rate which is near zero. 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 (**\$25.0 million in Fiscal Year 2021-22 and \$25.2 million in Fiscal Year 2022-23**) is anticipated to decrease by \$0.8 million or 3.0% from the Fiscal Year 2020-21 Adopted Operational Plan. 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



## GENERAL PURPOSE REVENUE

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 (**\$16.1 million in Fiscal Year 2021-22 is \$7.9 million or 96.4% higher than the Fiscal Year 2020-21 Adopted Operational Plan and \$16.1 million in Fiscal Year 2022-23**) are projected to increase significantly from the Fiscal Year 2020-21 Adopted Operational Plan. The Fiscal Year 2020-21 Adopted Operational Plan budget was based on the assumption that a significant portion of penalties will be waived to help alleviate tax payers hardships associated with current economic conditions due to COVID-19, but the projected budget for FY2021-22 assumes that revenues from penalties will be back

to pre-COVID-19 conditions that's why there is a significant increase in this revenue projection. 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

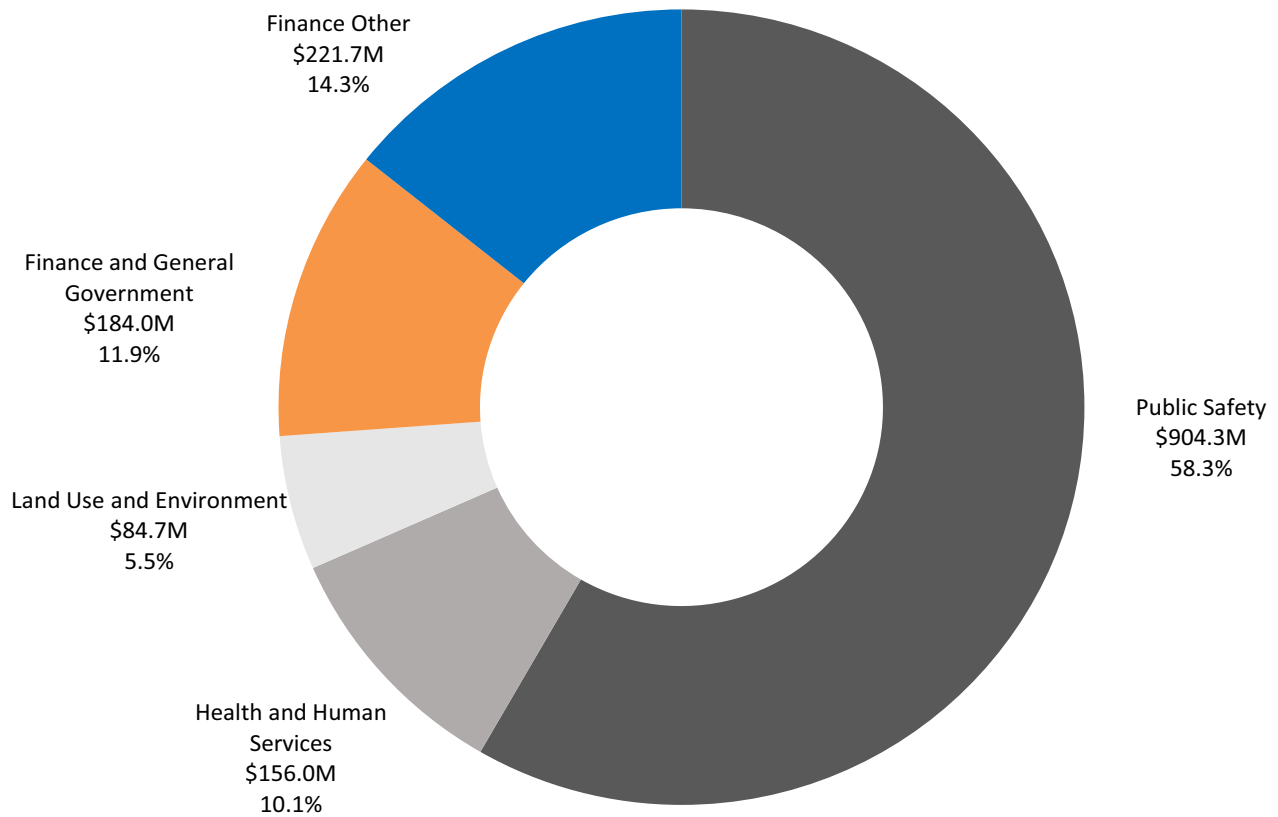
Other Miscellaneous Revenues are projected to be **\$24.5 million in Fiscal Year 2021-22 and \$24.6 million in Fiscal Year 2022-23**, which is an increase of \$3.0 million or 13.7% from the Fiscal Year 2020-21 Adopted Operational Plan. This increase is primarily due to the Transient Occupancy Tax (TOT) revenues received from the hotel industry which have seen some recovery from the effects of COVID-19.



### 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 2021-22 budget for the Public Safety Group represents 31.2% of total County expenditures, the allocation of GPR for services in that Group equals 58.3% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 39.0% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 10.1% of total GPR.

### General Purpose Revenue Allocations by Group/Agency Fiscal Year 2021-22: \$1,550.7 million



The allocation of GPR for Fiscal Years 2021-22 and 2022-23 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.

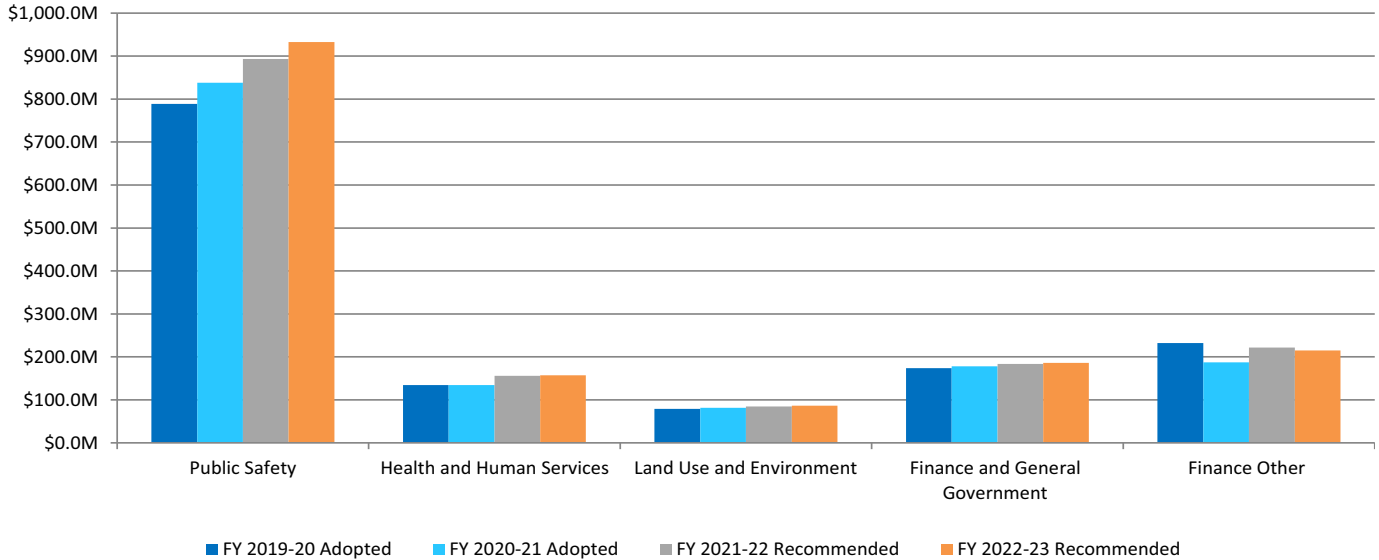
**GPR is budgeted at \$1,550.7 million in Fiscal Year 2021-22**, an increase from Fiscal Year 2020-21 budget of \$1,419.5 million. While in Fiscal Year 2020-21 employer contributions to the

retirement fund are budgeted to increase by 4.4%, the annual rate of increase beyond Fiscal Year 2021-22 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 was decreased from 7.25% to 7.00%.



**General Purpose Revenue by Group/Agency**

Fiscal Years 2019-20 through 2022-23



General Purpose Revenue Allocations by Group/Agency (in millions)					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Public Safety	\$ 789.0	\$ 836.7	\$ 904.3	8.1	\$ 943.7
Health and Human Services	134.7	134.7	156.0	15.8	157.2
Land Use and Environment	78.9	81.7	84.7	3.7	86.3
Finance and General Government	173.6	179.0	184.0	2.8	186.5
Finance Other	232.2	187.4	221.7	18.3	214.8
<b>Total</b>	<b>\$ 1,408.4</b>	<b>\$ 1,419.5</b>	<b>\$ 1,550.7</b>	<b>9.2</b>	<b>\$ 1,588.5</b>

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

- ◆ The Fiscal Year 2021-22 Recommended Operational Plan allocates \$96.9 million of GPR to fund growth in salary and benefit costs including retirement (\$6.0 million) as well as allocation for programs (\$90.9 million). GPR stabilization remaining as of Fiscal Year 2020-21 was \$131.6 million. The Fiscal Year 2021-22 GPR stabilization balance increased by \$59.1 million, to reflect the allocation of GPR net of GPR growth of \$119.7 million, leaving a remaining balance total stabilization resources to \$190.7 million. In Fiscal Year 2021-22, 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 2022-23 Recommended Budget allocates \$44.7 million of GPR to fund increases to support salary and benefit growth as well as allocation for programs. GPR Stabilization is anticipated to decrease to \$182.8 million in Fiscal Year 22-23. In subsequent budget years these amounts will be used to address anticipated increases in retirement costs, negotiated labor agreements, and to support capital.

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





# Summary of Financial Policies

## Background

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

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, *Auditor & Controller Records and Reports*, calls for the provision of periodic updates related to fund status, General Fund cash flow, and budget status reports. Section 113.5, Management Practices, provide guidelines for use on general purpose revenues that are generated by maturing or refunded long-term financial obligations or by greater than anticipated assessed value growth.

Board Policy B-65, *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 deter-





mine 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 per-

sons 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](http://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](http://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 2021-22 capital projects budget for the County is \$270.8 million. This excludes the \$8.8 million appropriated in Fiscal Year 2021-22 and \$8.8 million in Fiscal Year 2022-23 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 2021–22)	Dollar Amount	Number of Projects
Major Maintenance Capital Outlay Fund	\$ 16,084,000	31
Capital Outlay Fund	135,550,000	21
Library Projects Capital Outlay Fund	24,327,935	3
County Health Complex Capital Outlay Fund	11,500,000	3
Justice Facility Construction Fund	75,800,000	2
Multiple Species Conservation Program Fund	7,500,000	1
<b>Total</b>	<b>\$ 270,761,935</b>	<b>61</b>

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





# General Fund Reserves and Resources

The County maintains a prudent level of resources to help protect fiscal health and stability. The following table reflects General Fund Balances as of June 30, 2020, as reported in the County's Comprehensive Annual Financial Report (Annual Report). The Annual Report can be accessed at [www.sdcounty.ca.gov/auditor/cafr.html](http://www.sdcounty.ca.gov/auditor/cafr.html).

General Fund Fund Balance Categories (in thousands)	
	Annual Report (June 30, 2020)
Nonspendable	\$ 23,244
Restricted	696,261
Committed	626,470
Assigned	414,650
Unassigned	707,871
<b>Total General Fund Balance</b>	<b>\$ 2,468,496</b>

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

**Restricted fund balance** represents amounts with constraints placed on their use that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. The most significant restricted amounts included in the June 30, 2020 annual report includes:

- ◆ Unused amounts that were appropriated for pension stabilization that are legally restricted for pension related costs
- ◆ Amounts restricted for laws or regulations of other governments including the Behavioral Health Impact Fund, the No Place Like Home program, housing loans, recorder modernization and vital records, the Teeter program and various public safety activities

**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 and various other programs and services including realigned health and social service programs, the public safety regional communications system, and parks expansion and improvements. The most significant committed amounts included in the June 30, 2020 annual report includes amounts committed for capital projects in progress including:

- ◆ Phase 1 of the Youth Transition Center (formerly Juvenile Justice Campus)
- ◆ Live Well Centers
- ◆ County Administration Center Renovations
- ◆ various libraries, parks, trails, land, community centers including the Multiple Species Conservation Program
- ◆ Tri-City Health Care District Psychiatric Health Facility
- ◆ Bonita Animal Shelter
- ◆ Integrated Property Tax System
- ◆ Regional Communications System upgrade

Other significant amounts committed include:

- ◆ Contributions to support development of the Chula Vista Bayfront
- ◆ Innovative Housing Trust Fund

**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, 2020, reflect one-time appropriations included in the Fiscal Year 2020-21 Operational Plan, amounts obligated under multi-year contracts, and assignments of fund balance for potential litigation exposure. The most significant assigned amounts reflected in the June 30, 2020 annual report include:

- ◆ One-time amounts included in the 2020-21 Adopted Budget
- ◆ Contracted services for: health, mental health and social services; planning, land use, watershed and parks; legislative and administrative services; law enforcement, detentions, and fire protection
- ◆ Amounts set aside for outstanding redevelopment litigation



**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. Unassigned fund balance also provides the funding for many of the one-time uses as listed in the General Fund Use of Fund Balance/Fund Balance Component Decreases section.

### Minimum General Fund Balance Policy

The County provides a wide variety of services that are funded by a number of revenue sources. Expenditures for these services are subject to fluctuations in demand, 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. 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.

Furthermore, on January 12, 2021 (11), the Board of Supervisors took action to realign policies that govern County resources. It is anticipated that as a result of this planned framework adjustment that the Administrative Code provisions regarding fund balance will be revised in the near future.

### Fiscal Year 2021–22 Recommended Uses of Fund Balance

The Fiscal Year 2021-22 total \$327.8 million Uses of fund balance and fund balance components includes amounts within and outside of the general fund. Outside of the General Fund, \$128.5 million uses are primarily in Public Works, County Library, Proposition 172, Penalty Assessment, Criminal Justice Facility, Sheriff Asset Forfeiture, General Services/Purchasing Internal Service Funds, Tobacco Securitization, and Edgemoor Development. The remaining \$199.3 million represents the use of General Fund resources including \$53.8 million of balances *restricted* for Pension Obligation Bonds, Chula Vista Bayfront, environmental health and quality, parks and debt and the use of \$145.5 million of General Fund *Unassigned* fund balance used to fund capital projects and one-time operational needs and to provide stabilization of core public safety and health and human services programs until sales tax driven revenues fully recover. Details of these planned uses are included in the “General Fund” section of this document.

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

Fund balance component decreases of \$53.8 million are recommended for Fiscal Year 2021-22. The table below lists those fund balance components and respective amounts that are recommended for use. For additional details, please see the *General Fund: Financing Sources, General Fund Use of Fund Balance/Fund Balance Component Decreases* discussion.

Decreases (Uses) in Fund Balance Commitments and Assignments (in millions)		
	Fiscal Year 2021–22 Recommended Budget	Source
Assigned: Hall of Justice Lease Payment	\$ 0.8	Assigned
Restricted: Pension Stabilization	42.8	Restricted
Committed: Chula Vista Bayfront Project	8.3	Committed
Committed: Environmental Health	0.9	Committed
Committed: Park Expansion & Improvement	1.0	Committed
<b>Total</b>	<b>\$ 53.8</b>	

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





## 2020-21 General Fund Unassigned Fund Balance Projections

Projected General Fund Unassigned Fund Balance 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, 2020, which was \$707.9 million, through various actions the Board of Supervisors has approved the use of \$49.3 million of last year's balance which must be subtracted. Next, the projected year end operating results in the General Fund of \$252.6 million and the \$43.8 million in anticipated Annual Report adjustments are added. And finally, the \$145.5 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, 2021. Financial Statements for Fiscal Year 2020-21 will not be available prior to the adoption of the budget; however, preliminary unaudited projections indicate that the unassigned fund balance will be approximately \$809.4 million. The Administrative Code requires maintaining a minimum reserve equal to two months' operating expenses. Projections indicate that the minimum will be \$829.2 million, which means that the County will not meet the requirement based on these assumptions and the County would be required to develop a plan to replenish the minimum reserve by \$19.8 million over three years based on final year end operating results.

## Restoration of Fund Balances and Reserves

In accordance with the Code of Administrative Ordinance Sec. 113.3, *Restoration of General Fund Reserve Minimum Balance*, in the event that the General Fund Reserve falls below the minimum required balance, the Chief Administrative Officer shall

present a plan to the Board for restoration of those targeted levels. The plan shall restore balances to targeted levels within one (1) to three (3) years, depending on the use, reasons for use, and severity of the event. In the event that the General Fund Reserve is used to serve as a short-term financing bridge, the plan shall include mitigation of long-term structural budgetary imbalances by aligning ongoing expenditures to ongoing revenues.

The Fiscal Year 2020-21 Adopted Budget projected that General Fund Reserves would draw \$139 million below the minimum. However, final amounts reported in the 2019-20 Annual Report reflected a draw below the minimum of \$10 million. It is anticipated that this draw below the minimum of \$10 million will be fully restored during Fiscal Year 2020-21 by current year general fund year end operating results which are projected at \$252.6 million.

The Fiscal Year 2021-22 Recommended Budget includes a use of General Unassigned fund balance of \$145.5 million which is anticipated to result in the General Fund minimum falling short of its target by \$19.8 million. 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.

To restore the General Fund Reserves minimum required balance, the plan detailed in the table below assumes that favorable conditions will result in continued positive year end budget results and surpluses which will be used to replenish the projected \$19.8 million draw below the projected June 30, 2021 minimum target of \$829.2 million. The final unassigned balance including the minimum target and any amounts drawn below the minimum target will be based on the County's June 30, 2021 audited Annual Report which will be published in the Fall of 2021.

Restoration of Fund Balance & Reserves (in millions)	
Fiscal Year	Amount
2021-22	\$ 19.8
2022-23	—
2023-24	—
<b>Total</b>	<b>\$ 19.8</b>





# Debt Management Policies and Obligations

## Debt Management

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

## Long-Term Obligation Policy

The foundation of any well-managed debt program includes a comprehensive and fiscally prudent policy that sets forth parameters for issuing debt and managing outstanding debt and provides guidance to decision makers. Adherence to a long-term financial strategy and policy is important to ensure that the County maintains a sound debt position and that credit quality is protected.

The 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, Auditor & Controller, and the Treasurer-Tax Collector.
- ◆ Prior to its recommendation, the Debt Advisory Committee shall assess the credit impact of the financing, which includes analyzing the ability of the County to repay the obligation, identifying the funding source of repayment, evaluating the impact of the ongoing obligation on the current budget and future budgets, and assessing the maintenance and operational requirements of the project to be financed.
- ◆ The term of the long-term obligation will not exceed the useful life or the average life of the project(s) financed.
- ◆ Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.
- ◆ Long-term 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	AAA	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 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22
Net Bonded Debt (in millions) <sup>1</sup>	\$ 878.0	\$ 813.0	\$ 745.0	\$ 682.5	\$ 608.4
Net Bonded Debt per Capita <sup>2</sup>	\$ 267	\$ 245	\$ 223	\$ 204	\$ 182
Ratio of Net Bonded Debt to Assessed Value <sup>3</sup>	0.18%	0.15%	0.13%	0.12%	0.10%

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

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

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

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

### Bond and Debt Service Ratios

The Bond Ratios table presents bond ratios useful to County management, 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	Fiscal Year 2022–23 Recommended Budget	
General Fund Revenue <sup>1</sup>	\$ 4,257.9	\$ 4,516.0	\$ 4,743.3	\$ 5,132.0	\$ 4,897.8	
Total Debt Service	\$ 111.8	\$ 109.9	\$ 106.8	\$ 105.9	\$ 105.5	
Ratio of Total Debt Service to General Fund Revenue	2.63%	2.43%	2.25%	2.06%	2.15%	
General Fund Share of Debt Service Cost <sup>2</sup>	\$ 89.2	\$ 87.6	\$ 84.1	\$ 83.6	\$ 83.2	
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.09%	1.94%	1.77%	1.63%	1.70%	

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

<sup>2</sup>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	Projected as of June 30, 2022
Certificates of Participation	\$ 139.4	\$ 123.5	\$ 112.2
Lease Revenue Bonds	92.0	88.1	84.1
Pension Obligation Bonds	456.0	400.1	340.8
Redevelopment Successor Agency Bonds	8.9	7.9	7.2
<b>Total</b>	<b>\$ 696.3</b>	<b>\$ 619.6</b>	<b>\$ 544.3</b>

### Long-Term Obligations

The County’s outstanding General Fund secured long-term principal bonded debt as of June 30, 2021, and projected as of June 30, 2022, 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, 2021, the County is anticipated to have \$211.6 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, 2021, the County is anticipated to have \$400.1 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 pension 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 2030.

### General Obligation Bonds (GO Bonds)

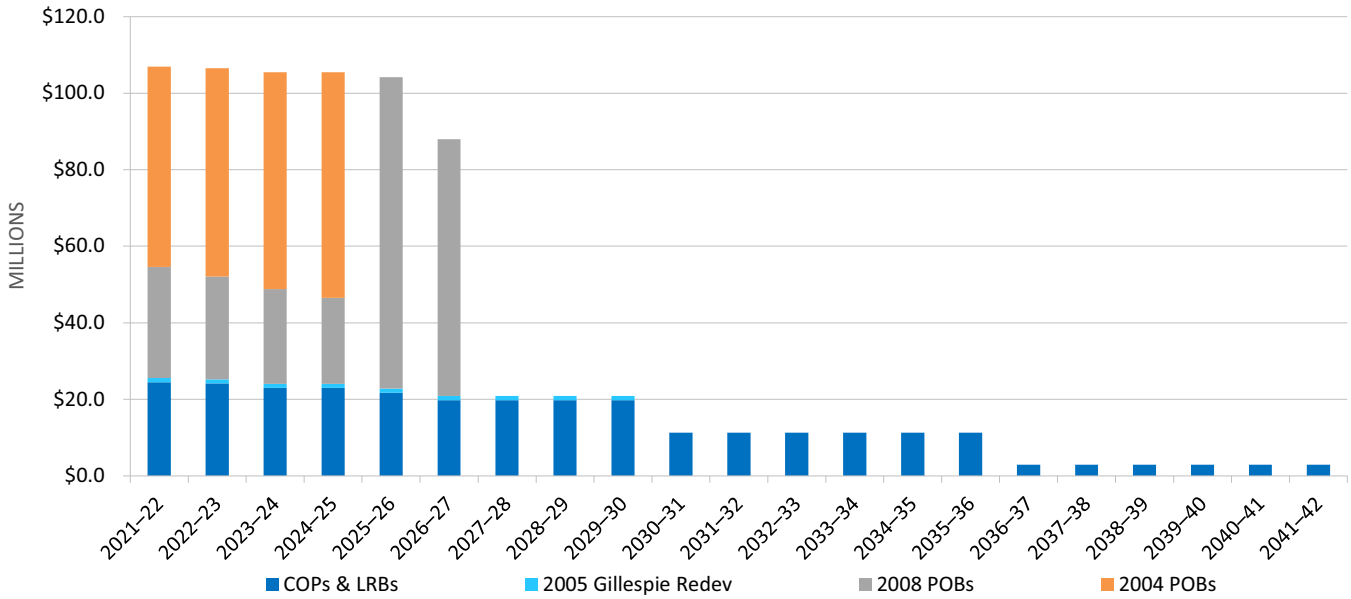
GO Bonds are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO bonds are backed by the full faith and credit of the issuing entity. In California, authorization to issue GO bonds requires supermajority (two-thirds) voter approval as the 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, 2021, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The Outstanding County Financings table details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.





**Long-Term Debt Obligations<sup>1</sup>**  
Fiscal Years 2021–22 through 2041–42



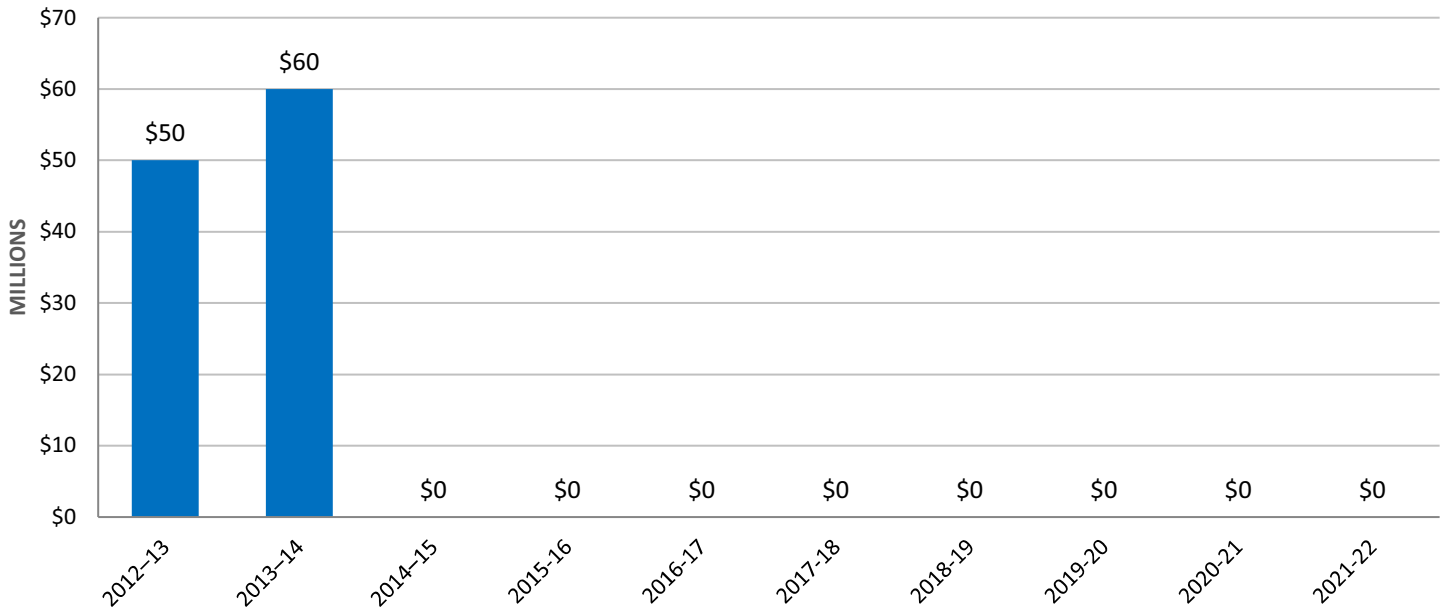
<sup>1</sup>Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2021. Details of these obligations are provided in the Outstanding County Financings table nearby.

Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
<b>Certificates of Participation &amp; Lease Revenue Bonds</b>			
2014 Edgemoor and RCS Refunding, issued September 2014	2029	\$ 93,750	\$ 62,075
2016 COC Refunding, issued March 2016	2035	105,330	88,140
2019 Justice Facility Refunding	2025	19,450	15,645
2020 CAC Waterfront Park Refunding, issued November 2020	2041	21,910	21,910
2020 Cedar and Kettner Development Refunding, issued November 2020	2041	23,815	23,815
<b>Total Certificates of Participation and Lease Revenue Bonds</b>		<b>\$ 264,255</b>	<b>\$ 211,585</b>
<b>Taxable Pension Obligation Bonds</b>			
Series 2004	2024	\$ 454,113	\$ 197,525
Series 2008	2027	\$ 343,515	202,600
<b>Total Pension Obligation Bonds</b>		<b>\$ 797,628</b>	<b>\$ 400,125</b>
<b>Redevelopment Successor Agency Tax Allocation Bonds</b>			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 7,850
<b>Total Tax Allocation Bonds</b>		<b>\$ 16,000</b>	<b>\$ 7,850</b>

*This table reflects the County's outstanding financings as of June 30, 2021.*



## Tax and Revenue Anticipation Notes (TRANS) Cash Borrowing 2012–13 through 2021–22



### 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 2012-13. The County has not issued TRANS on its own behalf for the past eight 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, 2021, the County will have seven outstanding conduit issuances and has not issued a conduit financing since 2015.

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



*County of San Diego*

**Public Safety Group**

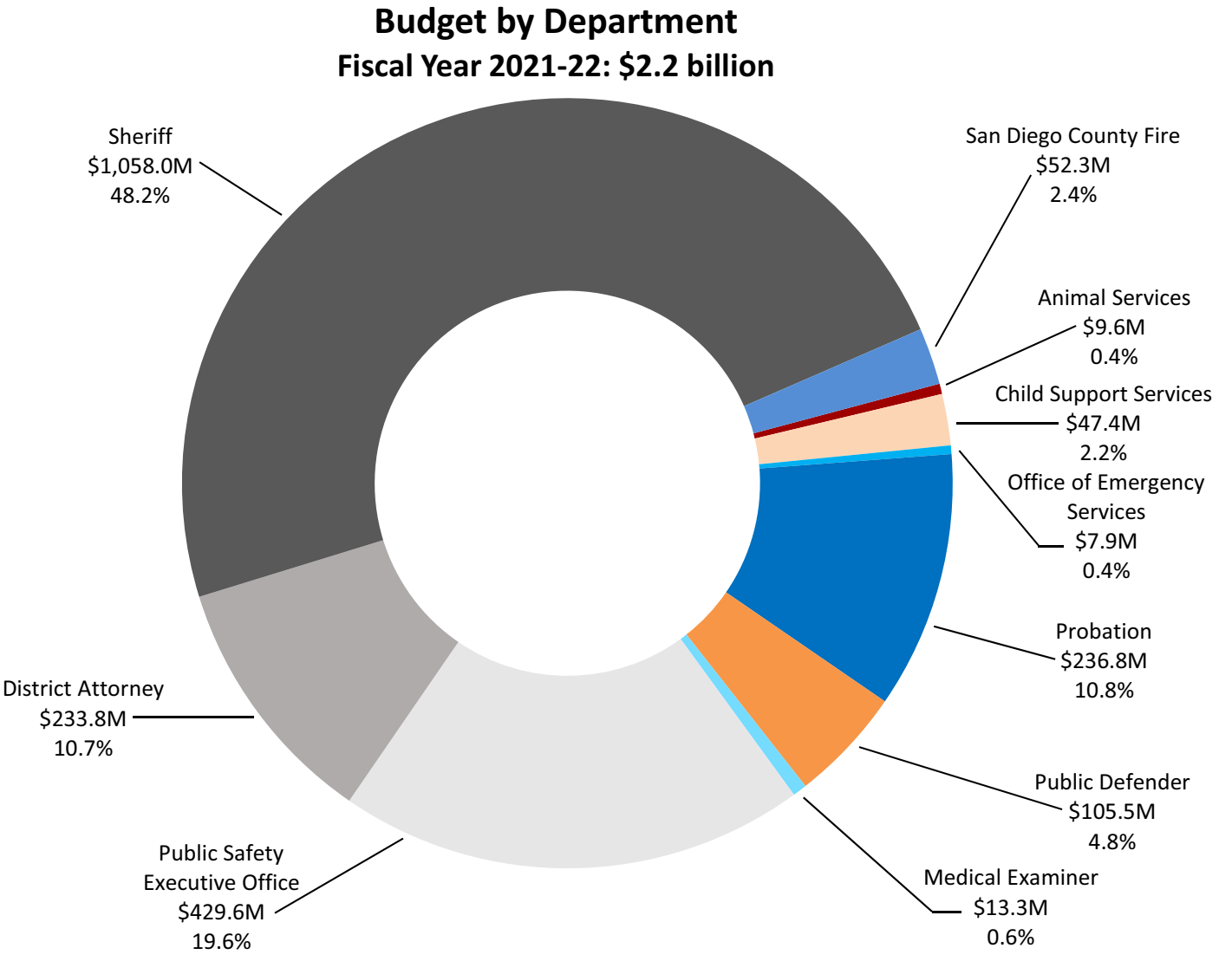
Public Safety Group at a Glance	137
.....	
Public Safety Group Summary & Executive Office	139
.....	
District Attorney	147
.....	
Sheriff	155
.....	
Animal Services	165
.....	
Child Support Services	169
.....	
Office of Emergency Services	177
.....	
Medical Examiner	183
.....	
Probation	189
.....	
Public Defender	199
.....	
San Diego County Fire	205
.....	





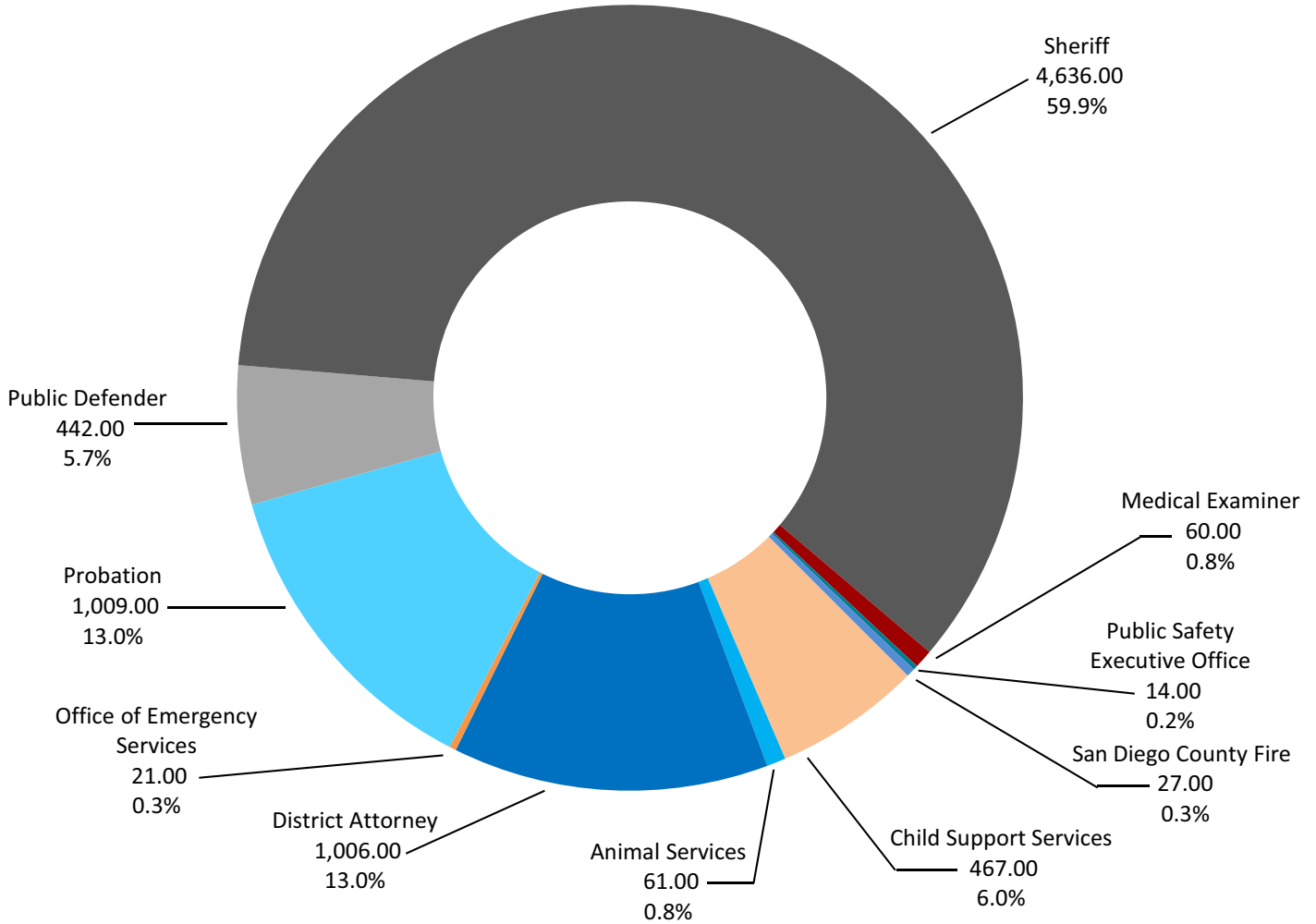
# Public Safety Group at a Glance

## Recommended Budget by Department



**Recommended Staffing by Department**

**Staffing by Department**  
**Fiscal Year 2021-22: 7,743.00 staff years**





# Public Safety Group Summary & Executive Office

## Mission Statement

As part of a regional coalition of public safety and criminal justice partners, the Public Safety Group supports effective and equitable public safety and criminal justice activities in San Diego County, coordinates with agencies and receives community input 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. Individuals are held accountable, victims of crime are supported, and disproportionality and disparities are eliminated. Proven strategies are implemented to prevent criminal justice system involvement, and recidivism. 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 services, criminal justice administration, emergency preparedness and response, 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, housing adult offenders and youth in county facilities and supervising clients in the community. 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 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
- ◆ Office of Emergency Services
- ◆ Medical Examiner
- ◆ Probation
- ◆ Public Defender
- ◆ San Diego County Fire

## 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*.

### Public safety priorities

During the upcoming year, PSG departments will continue to provide public safety to all residents while advancing racial and social equity. All PSG departments are analyzing processes and program data to identify and address Equity and Inclusion (E&I) gaps or barriers. PSG is leading the development of Business Intelligence dashboards to assist departments with E&I analysis. The Probation Department will continue to transform youth justice practices and, in future actions, design new services to specifically address the needs of youth who will receive services locally as of July 1, 2021 and who will not be transferred to the State Division of Juvenile Justice facilities pursuant to Senate Bill 823, *Juvenile Justice Realignment*. The Public Defender will carry out expanded responsibilities per state legislation, add resources to support effective defense services and will continue to provide post-conviction relief through their Fresh Start program. The Department of Child Support will partner with County depart-

ments and community organizations to address intergenerational poverty and homelessness among customers. The Sheriff will add significant medical and mental health resources to expand care and to enhance access to mental health assessments, to services in custody and to support in the community as individuals leave custody. Resources are also added to jail operations to support compliance with state capacity guidelines and safety for both individuals in custody and for staff. The District Attorney will enhance services to protect victims of crime, and both of these agencies will continue their support of initiatives outlined in their department’s narratives.

 **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 abuse, in the community and in custody, with treatment options**

To achieve this, public safety departments will work with County and community partners to:

- ◆ Expand medical care and enhance access to mental health services throughout the Sheriff Department’s jail system and at the renovated Rock Mountain Detention Facility. These investments support the goal of improving outcomes for individuals returning to our communities, thus improving overall public health and reducing recidivism.
- ◆ Assist in implementing countywide Mobile Crisis Response Teams when it is an appropriate alternative to a law enforcement response, in coordination with 911 systems and law enforcement agencies
- ◆ 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
- ◆ Expand connections to Mental Health Clinicians to perform assessments and 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.

Additionally, we will work with diverse communities to increase our awareness of all public safety needs. We will work to address community safety by:

- ◆ Using data-driven strategies to focus on serious and/or violent crime to increase community safety
- ◆ Participating in collaborative policing with communities 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**

Implement ShakeReadySD, an earthquake early warning system 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 significant progress, 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
- ◆ Deploying current resources to increase access to mental health services for youth housed in juvenile facilities
- ◆ Completing Phase I of the Youth Transition Campus, a new therapeutic and rehabilitative setting. Transform approaches to youth justice in partnership with justice agencies, community partners and national experts in youth justice practices

 **Sustainable Environments/Thriving**

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

**Provide excellent wildfire response**

The County’s significant investments in fire and emergency response enable San Diego County Fire to provide high-quality fire and emergency medical service across approximately 1.7 million acres of San Diego County. Service highlights include:

- ◆ Paramedic-level career firefighters staffing at 17 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 response planning

Develop a disaster reunification plan consistent with the National Recovery Framework and an update to the Cyber Disruption Response planning annex to lessen the impact of and speed recovery from a cyber disruption event.

#### Critical technology tools

Expanding the use of a mobile, self-service check-in for clients of Child Support Services at the Court locations.

#### Develop high-quality facilities that improve public safety services

The Public Safety Group is planning for critical new facilities that will support a culture change in juvenile justice that prioritizes rehabilitation, improves the County's capabilities in fire service, and provides improved customer service in Animal Services. Among the projects to be completed in the coming years are:

- ◆ Phase I of the Youth Transition Campus, which will be completed this year, includes a redesigned and reconstructed facility that incorporates trauma informed design and a positive youth development approach to house youth with extended time in custody. Phase II of the Youth Transition Campus, replaces the 60-year-old building designed as a correctional facility (Juvenile Hall) with a trauma informed facility that includes adequate educational, recreational, family visitation, and program space to support youth reintegration back into the community. The campus will also feature an updated administrative center, allowing Probation staff to work closer to the youth they serve.

- ◆ A newly constructed Probation office in the North Park area, which is designed with the client and staff in mind and which will include access to community-based organizations, a food pantry, teaching kitchen, social services agencies, and meeting rooms for the public
- ◆ An Emergency Vehicle Operations Course for the Sheriff's Department and regional law enforcement, a training facility consisting of paved roadways, concrete skid pad and a multi-purpose asphalt area
- ◆ The design and construction of the East Otay Mesa Fire Station, facility upgrades and renovations to the Descanso Fire Station and land acquisition for a future Intermountain fire station
- ◆ A new Animal Services facility designed to provide accessible, comprehensive animal care and control services to all constituents in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets countywide.

### Related Links

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

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

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

#### Staffing

No change in staffing.

#### Expenditures

Net increase of \$54.4 million

- ◆ Salaries & Benefits—decrease of \$0.4 million due to temporary staffing partially offset by the increase in negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—decrease of \$0.3 million mainly due to the completion of one-time major maintenance projects offset by increases in IT ISF costs.
- ◆ Other Charges—increase of \$0.2 million in statutorily required county facility payments.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$2.1 million due to completion of one-time 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 increase in expenditures.
- ◆ Operating Transfers Out—increase of \$52.8 million.



- ◆ Increase of \$57.2 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.
- ◆ Increase of \$0.1 million in receipts from Courthouse Construction Special Revenue Fund.
- ◆ Decrease of \$4.5 million due to completion of one-time major facility maintenance projects in Fiscal Year 2020–21.

## Revenues

Net increase of \$54.4 million

- ◆ Fines, Forfeitures & Penalties—increase of \$4.7 million in fine and fee revenues.
  - ◆ Revenue From Use of Money & Property—decrease of \$0.5 million in interests on deposits.
  - ◆ Intergovernmental Revenues—increase of \$51.3 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—increase of \$5.2 million primarily in Contribution for Trial Courts to align anticipated revenues in processing cases and assessing fees.
  - ◆ Miscellaneous Revenues—decrease of \$0.1 million due the recategorization of revenue to Charges for Current Services category.
  - ◆ Other Financing Sources—decrease of \$1.2 million in Criminal Justice Facility Construction Special Revenue Fund due to one-time transfer from Penalty Assessment Special Revenue Fund.
  - ◆ Fund Balance Component Decreases—increase of \$934 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of \$87,715 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 \$4.9 million. A total of \$34.0 million is budgeted.
    - ◆ \$31.6 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 Family Justice Center, Juvenile Diversion Services, information technology, facility costs, fleet and other operational costs.
    - ◆ \$1.7 million in Contribution for Trial Courts is based on unassigned General Fund fund balance to offset the decline in revenues supporting the statutorily required county facility payments.
    - ◆ \$0.3 million in Penalty Assessment Special Revenue Fund to support debt service payments.
    - ◆ \$0.4 million for shared major maintenance projects (\$0.4 million) and one-time support of negotiated labor agreements and retirement contributions (\$32,166) which was previously funded with General Purpose Revenue.
  - ◆ General Purpose Revenue—decrease of \$0.1 million due to the transfer of allocations to the Department of the Medical Examiner to fund the addition of 2.00 staff years.

## Recommended Executive Office Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$6.8 million primarily in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, due to completion of one-time support to regional law enforcement services in prior year. Fiscal Year 2022–23 budget reflects continued use of fund balances, a total of \$11.8 million in the use of Proposition 172 fund balance for public safety focused expenses and \$1.8 million in unassigned General Fund fund balance to support the statutorily required facility payments to the State.





Group Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Public Safety Executive Office	14.00	14.00	14.00	0.0	14.00
District Attorney	991.00	991.00	1,006.00	1.5	1,006.00
Sheriff	4,415.00	4,381.00	4,636.00	5.8	4,690.00
Animal Services	61.00	61.00	61.00	0.0	61.00
Child Support Services	497.00	497.00	467.00	(6.0)	467.00
Office of Emergency Services	21.00	21.00	21.00	0.0	21.00
Medical Examiner	57.00	57.00	60.00	5.3	60.00
Probation	1,068.00	1,007.00	1,009.00	0.2	1,009.00
Public Defender	400.00	414.00	442.00	6.8	442.00
San Diego County Fire	27.00	27.00	27.00	0.0	27.00
<b>Total</b>	<b>7,551.00</b>	<b>7,470.00</b>	<b>7,743.00</b>	<b>3.7</b>	<b>7,797.00</b>

Group Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Public Safety Executive Office	\$ 422,720,910	\$ 375,263,636	\$ 429,629,601	14.5	\$ 422,844,311
District Attorney	209,436,130	232,249,809	233,777,064	0.7	237,399,888
Sheriff	967,106,780	978,303,451	1,057,983,267	8.1	1,055,928,832
Animal Services	9,120,023	9,172,105	9,564,853	4.3	9,062,944
Child Support Services	51,229,266	47,422,231	47,354,733	(0.1)	47,354,733
Office of Emergency Services	7,741,836	7,973,335	7,947,354	(0.3)	7,744,359
Medical Examiner	11,668,771	12,144,343	13,253,485	9.1	12,467,035
Probation	233,755,671	233,470,278	236,808,223	1.4	240,639,005
Public Defender	92,976,849	97,462,788	105,538,085	8.3	105,131,085
San Diego County Fire	50,904,872	53,550,777	52,286,983	(2.4)	49,079,450
<b>Total</b>	<b>\$ 2,056,661,108</b>	<b>\$ 2,047,012,753</b>	<b>\$ 2,194,143,648</b>	<b>7.2</b>	<b>\$ 2,187,651,642</b>



Executive Office Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Public Safety Executive Office	14.00	14.00	14.00	0.0	14.00
<b>Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.0</b>	<b>14.00</b>

Executive Office Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Public Safety Executive Office	\$ 20,038,748	\$ 12,381,054	\$ 12,574,899	1.6	\$ 12,033,802
Penalty Assessment	4,662,751	5,457,442	3,917,082	(28.2)	3,780,647
Criminal Justice Facility Construction	15,708,507	4,295,998	1,494,066	(65.2)	1,425,849
Courthouse Construction	1,015,117	559,172	705,934	26.2	774,151
Public Safety Proposition 172	314,020,434	286,542,427	343,729,267	20.0	337,621,509
Contribution for Trial Courts	67,275,353	66,027,543	67,208,353	1.8	67,208,353
<b>Total</b>	<b>\$ 422,720,910</b>	<b>\$ 375,263,636</b>	<b>\$ 429,629,601</b>	<b>14.5</b>	<b>\$ 422,844,311</b>

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 4,510,066	\$ 3,801,320	\$ 3,445,103	(9.4)	\$ 3,400,876
Services & Supplies	13,889,988	9,050,762	8,701,351	(3.9)	8,194,042
Other Charges	70,444,745	70,625,168	70,765,748	0.2	70,776,187
Expenditure Transfer & Reimbursements	—	(2,110,853)	—	(100.0)	—
Operating Transfers Out	333,876,111	293,897,239	346,717,399	18.0	340,473,206
<b>Total</b>	<b>\$ 422,720,910</b>	<b>\$ 375,263,636</b>	<b>\$ 429,629,601</b>	<b>14.5</b>	<b>\$ 422,844,311</b>





Executive Office Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Fines, Forfeitures & Penalties	\$ 12,672,727	\$ 5,993,303	\$ 10,660,449	77.9	\$ 10,638,224
Revenue From Use of Money & Property	646,361	765,447	250,000	(67.3)	250,000
Intergovernmental Revenues	291,421,514	261,238,268	312,568,753	19.6	326,125,259
Charges For Current Services	10,685,713	5,442,105	10,675,798	96.2	10,569,010
Miscellaneous Revenues	123,000	123,000	—	(100.0)	—
Other Financing Sources	1,533,801	2,000,000	788,132	(60.6)	651,697
Fund Balance Component Decreases	71,954	86,781	87,715	1.1	87,715
Use of Fund Balance	42,364,542	38,903,042	33,997,886	(12.6)	13,904,466
General Purpose Revenue Allocation	63,201,298	60,711,690	60,600,868	(0.2)	60,617,940
<b>Total</b>	<b>\$ 422,720,910</b>	<b>\$ 375,263,636</b>	<b>\$ 429,629,601</b>	<b>14.5</b>	<b>\$ 422,844,311</b>







# District Attorney

## Mission Statement

*Our mission is to pursue equal and fair justice for all and to build safe neighborhoods in partnership with the communities we serve, by ethically prosecuting those who commit crime, protecting victims and preventing future harm.*

## Department Description

*The Office of the District Attorney serves the citizens of San Diego County by seeking justice, protecting crime victims and maintaining safe neighborhoods in the 18 cities and the unincorporated areas of San Diego County. Five office locations serve more than 3.3 million residents and help keep San Diego one of the safest urban counties in the United States. The Office of the District Attorney employs evidence-based crime prevention strategies to reduce crime and also assists over 10,000 victims of crime annually; offering comprehensive services and innovative programs that aid in addressing harm and promoting justice. Protection is also provided to communities through the investigation and prosecution of consumer and insurance fraud, and violations of environmental protection laws.*

*To ensure these critical services are provided, the Office of the District Attorney has 1,006.00 staff years and a budget of \$233.8 million.*



addressing risk factors for harm and providing referrals to medical services and victim advocacy. Data shows that 40% of domestic violence occurs disproportionately in the North County. 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.

- Implemented partnership with San Diego Office of Education to pilot the Handle with Care program, a partnership between law enforcement and schools to better ensure that schools are aware of children who are exposed to traumatic events in their home or community and may be in need of supportive interventions by teachers or school counselors.

### 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

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
- Implemented a Workplace Justice Initiative to address the needs of vulnerable workers in San Diego County and to enhance education and awareness around wage theft and other workplace injustices.
- Continued the San Diego Opioid Project, a public outreach and education campaign that produced 46 million impressions and 3.8 million online engagements. The data-driven campaign focused on re-framing the dangers of opioid use with the goal of reducing overdose deaths and saving lives.
- Implemented a data driven Justice Initiative to impact cycles of incarceration and reduce recidivism by using 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.

## 2020–21 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Planned leasehold improvements for One Safe Place: The North County Family Justice Center (NCFJC), in response to a need for a regionalized one-stop victim services center providing support for victims of violent and other crimes,

- Completed the initial phase of testing of District Attorney’s Sexual Assault kit inventory testing program, ensuring all available DNA evidence from nine police agencies and the San Diego County Sheriff’s Department were tested for evidence that could lead to justice for victims of sexual assault. Forensic evaluations continue to determine potential DNA matches.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Continued the Community Partnership Prosecutor (CPP) program in each region of the County. CPPs connect and build relationships with local governments, businesses and community leaders, residents and non-profit organizations to address quality of life issues that often have a nexus to crime.
  - Collaborated with victims, survivors of crimes, and community stakeholders to form a District Attorney Victim Advisory workgroup to identify gaps and needs in services to victims. This collaboration resulted in a plan of action that enhances victim services by addressing the intersection of pre-crime intervention/prevention, law enforcement contact, criminal justice system contacts and post-crime care.
  - Created an initiative that builds upon the District Attorneys’ San Diego County Elder and Dependent Adult Abuse Blueprint by aiding in the protection of seniors and dependent adults against financial fraud. Analysis of financial fraud crime data, collaborations with local law enforcement agencies and the Health and Human Services Agency, recommendations were made for a comprehensive awareness campaign and implementation of an action plan to educate, bring awareness and to address current fraud trends.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Implemented 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.
  - Expanded the Homeless Court Program, an opportunity for people who are unsheltered to resolve outstanding minor offenses and warrants.
  - Continued 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 living

with mental illness in the justice system. This includes the continued implementation of Mobile Crisis Response Teams in the county that can respond to individuals experiencing a mental health crisis instead of a law enforcement response.

- Continued to provide training to regional law enforcement officers on best practices of de-escalation tactics when intervening during mental health crises with the goal of training every peace officer in the county.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
  - Implemented the pre-file Juvenile Diversion Initiative. Instead of filing criminal charges against a juvenile, the program embraces juvenile justice interventions, including restorative community conferencing, through the values of reconciliation, restoration and reintegration by addressing the underlying cause of unsafe behaviors.

## 2021–23 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Initiate the opening of One Safe Place: The North County Family Justice Center, a regionalized one-stop victim services center providing acute crisis-care, counseling and linkages to justice and social services. The Center will promote community-based collaborations to improve outcomes for victims and safety in neighborhoods impacted by crime and violence in North County.
  - Partner with SoCal Safe Shelter Collaborative to provide victims of domestic violence, sexual assault, and human trafficking an online referral and shelter bed availability alert system. The alert system will search for open shelter beds and if none are available, a hotel stay will be provided to ensure victims are removed from immediate danger while awaiting housing availability.
  - Continue partnership with the San Diego Office of Education, to expand the Handle with Care program throughout San Diego County allowing first responders to inform school administrators, without violating privacy, when a child has experienced a traumatic event so schools are able to respond to the child with trauma-informed best practices.



### Operational Excellence

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



- Increase number of law enforcement agencies who are connected to the e-Submission Portal, a system that allows local law enforcement agencies to upload case information directly to the District Attorney's Office.



## Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Expand crime prevention efforts by strategically infusing community-based organizations with micro grants through the District Attorney's Office Community Grant Program. The District Attorney's Office will collaborate with the community in providing crime prevention and intervention services that utilize data to inform evidence-based strategies that identify and address the underlying factors that contribute to injustices and crime.
  - Further develop the Workplace Justice Initiative by strategically implementing tools that vulnerable workers can access to address claims of workplace injustice. The initiative will also provide the community education and awareness around wage theft, labor trafficking and other workplace injustices.
  - Continue analyzing available data to aid in aligning justice, health and human services, and other systems to address risk factors and equity in access to services through the Data Driven Justice Initiative which aims to reduce recidivism and maintain public safety.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Continue to collaborate with community-based organizations focused on victim services and advocacy to implement recommendations in the Blueprint for Transforming Victim Services, a strategic plan for effectively and efficiently addressing the needs of crime victims. The Blueprint is the product of the Crime Victim and Survivor Summit – a meeting of victims, survivors, service providers and stakeholders who identified gaps and needs in crime prevention, protection of victims, and survivor healing and recovery.
  - Create an Elder Justice Task Force and accompanying awareness campaign that supports the San Diego County Elder and Dependent Adult Abuse Blueprint through a public outreach and education campaign, investigation and prosecution of increasing financial fraud crimes against seniors.
  - Expand community outreach and awareness platform with the goal of reducing the significant increase in hate crimes including the implementation of tools to identify and report such crimes to the District Attorneys' Hate Crimes Unit.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Work to decrease the number of individuals subject to civil gang injunctions.
  - Expand the Behavioral Health Court Diversion program, a court supervised mental health diversion program, to increase the capacity of services and number of eligible participants. The Behavioral Health Court Diversion program provides an opportunity for individuals living with mental health challenges to engage in community-based treatment while being diverted from custodial settings.
  - Expand the Homeless Court Program to provide individuals experiencing homelessness access to court for the purpose of resolving minor offenses and warrants and to avoid exposure to custodial settings.
  - Continue to collaborate with the Health and Human Services Agency, justice partners, and service providers, to implement the "Blueprint for Behavioral Health Reform - Transforming Criminal Justice Responses to Individuals Living with Mental Illness" by expanding the Mobile Crisis Response Team pilot program countywide and opening Crisis Stabilization Centers throughout the county.
  - Continue to provide training to regional law enforcement officers on best practices of crisis intervention and de-escalation tactics when aiding individuals in mental health crises.
  - Implement new law Senate Bill (SB) 384, *Sex Offenders: Registration Criminal Offender Record Information Systems*, mandating transition from a lifetime-based sex offender registration system to a tier-based system for adult sex offenders, based on specified criteria.
  - Implement new law Assembly Bill (AB) 1950, *Probation: Length of Terms*, limiting adult probation to a maximum of one year for misdemeanor offenses and two years for felony offenses.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
  - Continue to educate and bring awareness on crime prevention topics to youth attending "Safe Destination Nights", a program offered by the County's Parks and Recreation Department designed to educate and entertain while equipping teens with essential life skills and empowering them to make a difference in their communities.
  - Collaborate with the San Diego Office of Education in the creation of the Online Learning School Safety Toolkit which will provide best practices for schools to create protocols to address safety concerns that arise with virtual learning.
  - Continue the implementation of the District Attorney Juvenile Diversion Initiative, a county-wide pre-file diversion option for youth accused of misdemeanor and felony crimes as an alternative to prosecution. The program is




based in restorative justice principles, including restorative community conferencing and other practices, focused on the values of reconciliation, restoration, and reintegration by addressing the underlying cause of unsafe behaviors.

- Continue the collaboration between the Community Partnership Prosecutor program and San Diego Police Department for Families in Motion, an outreach program designed to educate teens and their parents on issues confronting youth today. Families in Motion is designed to generate conversations between teens and their parents on difficult topics, such as dangers of social media, and prevention of human trafficking, drug use and gang involvement.
- Collaborate with RISE Urban Leadership Program, and other stakeholders in the community to create a community action plan to expand and enhance mentorship opportunities for youth in San Ysidro aimed at teaching leadership skills and other pro-social behaviors.

### Related Links

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

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Total number of victims served by the District Attorney's Victim Assistance Program <sup>1</sup>	N/A	11,000	15,000	11,000	11,000
	Achieve a conviction on felony cases (defendants) prosecuted <sup>2, 6</sup>	94% of 8,742	90%	-	90%	90%
	Achieve a conviction on misdemeanor cases (defendants) prosecuted <sup>2, 3, 4</sup>	75% of 15,472	N/A	N/A	N/A	N/A
	Resolve adult felony cases (defendants) prior to the preliminary hearing <sup>2, 4</sup>	75% of 8,742	N/A	N/A	N/A	N/A
	Recidivism rate for graduates of the Community Justice Initiative Program <sup>1, 5, 6</sup>	N/A	10%	-	10%	10%
	Total grant and other revenues dedicated to consumer fraud activities (in millions) <sup>1</sup>	N/A	\$14	\$15.7	\$14	\$14

**Table Notes**

- <sup>1</sup> This was a new measure for Fiscal Year 2020–21 to more accurately reflect District Attorney Office performance.
- <sup>2</sup> “Cases” refers to the number of people prosecuted.
- <sup>3</sup> 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.
- <sup>4</sup> This measure was discontinued in Fiscal Year 2020–21 to more accurately reflect District Attorney Office performance.
- <sup>5</sup> “Recidivism” refers to the number of graduates that get charged with a new crime within 12 months.
- <sup>6</sup> There is no data to report due to court closures caused by the COVID-19 pandemic.



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

### Staffing

Net increase of 15.00 staff years

- ◆ General Criminal Prosecution—net increase of 11.00 staff years.
  - ◆ Increase of 5.00 staff years to support One Safe Place: The North County Family Justice Center.
  - ◆ Increase of 4.00 staff years to support the Workplace Justice Initiative.
  - ◆ Increase of 2.00 staff years to implement new law SB 384, Sex Offender Registration: Criminal Offender Record Information Systems.
  - ◆ Increase of 1.00 staff year to implement new law AB 1950, *Probation Length of Terms*.
  - ◆ Decrease of 1.00 staff year due to a transfer to Juvenile Court to meet operational needs.
- ◆ Juvenile Court—increase of 4.00 staff years.
  - ◆ Increase of 3.00 staff years to support the Juvenile Diversion Initiative.
  - ◆ Increase of 1.00 staff year due to a transfer from General Criminal Prosecution to meet operational needs.

### Expenditures

Net increase of \$1.5 million

- ◆ Salaries & Benefits—increase of \$4.1 million due to negotiated labor agreements and required retirement contributions, and the addition of 15.00 staff years.
- ◆ Services & Supplies—net increase of \$4.6 million.
  - ◆ Increase of \$2.7 million in contracted services to support One Safe Place: The North County Family Justice Center (\$1.0 million) and the Juvenile Diversion Initiative (\$2.0 million) offset by \$0.3 million reduction in the Crime Reduction Grant Program to fund 3.00 staff years to support the Juvenile Diversion Initiative.
  - ◆ Increase of \$2.0 million in computer-related contracts for expansion of electronic case submission and the acquisition and refresh of information technology equipment.
  - ◆ Increase of \$0.4 million in rents and leases for One Safe Place: The North County Family Justice Center.
  - ◆ Decrease of \$0.5 million in Public Liability expenses.
- ◆ Capital Assets/Land Acquisition—decrease of \$7.3 million due to the completion of one-time facility tenant leasehold improvements.
- ◆ Capital Assets Software—increase of \$0.1 million to recategorize from Capital Assets Equipment account.
- ◆ Capital Assets Equipment—decrease of \$0.1 million to recategorize to Capital Assets Software account.

- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million associated with the reimbursement of expenditures for Public Assistance Fraud Prosecution by the Health and Human Services Agency. Since this is a transfer of expenditures, it has a net effect of \$0.1 million increase in expenditures.

### Revenues

Net increase of \$1.5 million

- ◆ Intergovernmental Revenues—increase of \$0.6 million to support the addition of 5.00 staff years for crime victim assistance services at One Safe Place: The North County Family Justice Center.
- ◆ Miscellaneous Revenues—increase of \$0.6 million to support the addition of 4.00 staff years in Consumer Fraud Prevention services for the Workplace Justice Initiative.
- ◆ Other Financing Sources—net increase of \$2.5 million in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, to support local public safety functions.
  - ◆ \$7.3 million decrease due to the completion of one-time facility leasehold improvements.
  - ◆ \$5.8 million increase in ongoing funding for local public safety functions.
  - ◆ \$2.0 million increase in one-time funding to support electronic case submission expansion and the acquisition and refresh of information technology equipment.
  - ◆ \$1.4 million increase for One Safe Place: The North County Family Justice Center services.
  - ◆ \$0.6 million increase in one-time funding to support the addition of 3.00 staff years for the implementation of AB 1950, *Probation Length of Terms* and SB 384, *Sex Offender Registration: Criminal Offender Record Information Systems*.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million to the County's existing pension obligation bond (POB) debt. A total of \$5.9 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 \$3.1 million. A total of \$11.7 million is budgeted.
  - ◆ \$5.3 million in unassigned General Fund fund balance for one-time support of negotiated labor agreements and retirement contributions which were previously funded with General Purpose Revenue; and to support general prosecution and investigation. This is a temporary solution to allow for stabilization in Proposition 172 and other program revenues required to mitigate the absorption of these costs.
  - ◆ \$2.8 million in unassigned General Fund fund balance for one-time negotiated salaries and benefits payments.



- ❖ \$2.5 million in unassigned General Fund fund balance to support provisional general prosecution and investigation activities, including pending cases resulting from court closures due to COVID-19 pandemic.
- ❖ \$1.1 million in Asset Forfeiture funds to support law enforcement activities.
- ◆ General Purpose Revenue Allocation—increase of \$1.0 million to partially offset increases in negotiated labor agreements and retirement contributions.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net increase of \$3.6 million primarily due to negotiated labor agreements, offset by the reduction in one-time costs for projects completed in the prior year.

For planning purposes, the budget includes continued use of unassigned General Fund fund balance in the amount of \$8.2 million to continue efforts as necessary to implement long term efficiency measures and to allow for stabilization in Proposition 172 program revenues. This plan will be reevaluated in future years to ensure long-term sustainability of core District Attorney services.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Criminal Prosecution	630.00	630.00	641.00	1.7	641.00
Specialized Criminal Prosecution	261.00	260.00	260.00	0.0	260.00
Juvenile Court	45.00	46.00	50.00	8.7	50.00
District Attorney Administration	55.00	55.00	55.00	0.0	55.00
<b>Total</b>	<b>991.00</b>	<b>991.00</b>	<b>1,006.00</b>	<b>1.5</b>	<b>1,006.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Criminal Prosecution	\$ 133,776,363	\$ 152,890,214	\$ 149,091,441	(2.5)	\$ 152,344,873
Specialized Criminal Prosecution	55,932,404	58,196,783	59,650,310	2.5	60,936,021
Juvenile Court	7,708,091	8,411,559	12,142,264	44.4	11,102,698
District Attorney Administration	11,369,272	11,601,253	11,743,049	1.2	11,866,296
District Attorney Asset Forfeiture Program	650,000	1,150,000	1,150,000	0.0	1,150,000
<b>Total</b>	<b>\$ 209,436,130</b>	<b>\$ 232,249,809</b>	<b>\$ 233,777,064</b>	<b>0.7</b>	<b>\$ 237,399,888</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 176,912,312	\$ 193,860,230	\$ 197,974,159	2.1	\$ 204,612,515
Services & Supplies	28,558,903	29,028,642	33,630,835	15.9	30,615,303
Other Charges	2,211,594	2,211,594	2,211,594	0.0	2,211,594
Capital Assets Software	—	—	50,000	—	50,000
Capital Assets/Land Acquisition	—	7,288,867	—	(100.0)	—
Capital Assets Equipment	531,500	531,500	481,500	(9.4)	481,500
Expenditure Transfer & Reimbursements	(778,179)	(671,024)	(571,024)	(14.9)	(571,024)
Management Reserves	2,000,000	—	—	0.0	—
<b>Total</b>	<b>\$ 209,436,130</b>	<b>\$ 232,249,809</b>	<b>\$ 233,777,064</b>	<b>0.7</b>	<b>\$ 237,399,888</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 21,739,484	\$ 23,536,166	\$ 24,114,171	2.5	\$ 26,135,599
Charges For Current Services	1,120,000	1,370,000	1,370,000	0.0	1,370,000
Miscellaneous Revenues	2,041,000	2,663,000	3,266,330	22.7	3,286,441
Other Financing Sources	62,478,613	66,466,546	68,975,794	3.8	68,668,495
Fund Balance Component Decreases	5,462,635	6,030,641	5,913,613	(1.9)	5,913,613
Use of Fund Balance	7,067,021	14,801,498	11,755,198	(20.6)	9,302,389
General Purpose Revenue Allocation	109,527,377	117,381,958	118,381,958	1.0	122,723,351
<b>Total</b>	<b>\$ 209,436,130</b>	<b>\$ 232,249,809</b>	<b>\$ 233,777,064</b>	<b>0.7</b>	<b>\$ 237,399,888</b>





# 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 3.3 million. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department operates seven detention facilities, 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 4,600 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Primary police services are provided to 944,000 county residents, including those in nine contract cities. The department is responsible for booking arrestees and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,600 inmates per day (pre-COVID). The Sheriff's detention facilities process approximately 80,000 unduplicated inmate bookings annually (pre-COVID). During 2020 jail bookings and the inmate population were reduced to limit the health risk to inmates; the Sheriff limited the number of crimes that could be booked to primarily violent crimes or crimes that posed an unacceptable risk to public safety. 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 4,636.00 staff years and a budget of \$1.1 billion.*



## 2020–21 Anticipated Accomplishments



### Living Safely

- Make San Diego the safest urban county in the nation
  - Our mission at the Sheriff's Department continues to be accomplished: make San Diego County the safest urban county in the nation. Though the term "safest" includes more than just safety from crime and violence, crime rates are used widely as a measure of the performance of public safety agency. The crime rate in 2020 was the lowest in the past three decades in Sheriff's jurisdictions with 12.06 crimes reported per 1,000 population.
  - The department extended its programs and engagement with our underserved and diverse communities over the past year. The Sheriff's Department adapted at the onset of the pandemic in order to continue connecting with community members. The department leveraged existing technology platforms to create virtual Community Connection Town Halls. The collaboration of the department with the International Rescue Committee-San Diego (IRC) continued for our incoming refugees. These newcomers originated from countries including the Congo, Afghanistan, and Iran. The department hosted orientation classes in partnership with the IRC to provide classes to introduce the refugee community members to deputies and to American public safety concepts. The orientation included topics such as what to expect during a traffic stop, when to call 9-1-1, domestic violence, and COVID-19 resources. In addition, the department partnered with the San Diego County Library to host virtual Deputy Story Time events where various deputies would read books then engaged the connected families in a question-and-answer session. With national events spurring civil unrest, to include local incidents of unrest, the department recognized the need to listen and keep communication open about policing and

### 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.

incidents of injustice. Virtual meetings between the Sheriff's Department, community activists and advocates, inter-faith members, and community groups were instrumental in protecting the progress of previous bridge building made between the community and law enforcement. These dialogues were fundamental in allowing Sheriff Gore and his leadership team to hear from our communities of color and their allies. The Sheriff also convened an African American Clergy Advisory Council to collaborate on matters impacting African American community members.

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - The department added three additional people of color to participate in the Sheriff's LGBTQ+ Advisory Council fulfilling its continued commitment for diversity and inclusion. The council is comprised of 15 members of the community, the Sheriff, the Detention Services Bureau Assistant Sheriff, the Sheriff's Community Inclusion Director, and the Sheriff's LGBTQ+ Liaison. The advisory group met virtually via Microsoft Teams in July of 2020 to collaborate on community and departmental goals for the advisory group. LGBTQ training continues to be a priority; to date a total of 742 detention staff have completed the 4-hour awareness training.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Integrated 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 the 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 further integrated existing platforms and expanded 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. In December 2020, the Safe Lemon Grove program was deployed, and it allows for additional real-time response information for enhanced public safety.
  - The department was able to reduce the entry and curb the availability of contraband into jail facilities and mitigate the threat posed by the contraband for the safety of inmates and staff. Mitigation efforts have resulted in increased discoveries and seizure of contraband. These efforts included continuing the 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 continued to engage in training staff to identify indicators of activity, continued its informational campaign with partner agencies to educate them about "high risk arrests," and continued to provide information and education to inmates on the dangers associated with narcotics in facilities. As part of the education campaign, the department posted additional and updated educational material on the dangers of narcotics. The department also provided surrender boxes for those wishing to voluntarily dispose of contraband. The department acquired new body scanners to assist with identifying smuggled contraband on individuals entering the jail facilities and these have proven effective in increasing the identification of smuggling. More contraband was found despite the decreased population during the pandemic because the methods for detecting and uncovering the illicit drugs and contraband have become more efficient and effective. Increased efforts to combat narcotics activity across facilities using multiple new initiatives have yielded higher seizures despite lower population due to the pandemic. Per COVID-19 related booking policies, average daily population was down 25% compared to the time frame last year. One major initiative was the change of the make-up of the K-9 units and the methods utilized for training. The significant change in the numbers between 2019 and 2020 is largely attributable to the training of the dogs. The dogs are now training with "pseudo" substances and it is much more effective. Formerly they had been using real narcotics evidence items from the crime lab, but the items were so old that they lacked the freshness needed for an impactful training. The current methods have made a huge difference overall and affected continued safety of both inmates and staff.



## Operational Excellence

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - The department had a reduced ability to conduct youth engagement and diversion programs due to the Public Health Order. However, the department did continue with pursuing procedures and infrastructure to facilitate these activities of youth engagement and diversion. The department's Juvenile Services Group (JSG) is comprised of dedicated juvenile detectives who organize youth camps and supervise diversion programs. The JSG detectives plan to run youth camps, Camp Lead, Star Pal, and the Responsibility, Empathy, Service, Perseverance, Education, Courage, and Trustworthiness (RESPECT) program, which is built on the values of RESPECT. Due to the pandemic and Public Health Order, youth camps and programs were put on hold and that includes RESPECT and Camp Lead. The deputies,



however, conducted several activities to continue assisting and engaging with at-risk youth. The RESPECT Project partnered with Mission Hills Church in November 2020 to conduct a drive-thru Thanksgiving meal distribution. There were approximately 20 community members, RESPECT staff, and former student graduates who showed up to provide 15 RESPECT families with full Thanksgiving meals. The deputies also partnered with North County Lifeline, a contracted service provider, who served the RESPECT program families with groceries, parent support groups, and as well as over \$33,000 in assistance during the COVID-19 pandemic. This monetary funding was utilized to provide rental assistance, pay utility bills, medical bills, and assist families with holiday gifts for our students or other children in their homes.

- Provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - The department has over the past year completed the development of 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, Senate Bill (SB) 978, *Law enforcement agencies: public records*, webpage, Permitium Portal, and Civil Division's public portal. SB 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. The department also further built 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 helped educate the public, increased communication and community trust, and enhanced transparency, while saving on costs and labor associated with responding to individual CPRA requests for this information. The department expanded the content and enhanced the customer service aspects of its GovQA and the department's SB 978 webpage. 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 was refined over the course of the year to enhance the public's user experience and build overall efficiency.
  - The department completed construction of its new facility dedicated to the Sheriff's RESPECT Project in North County that is meant to be a place to provide a continuum of engagement, services, and care for RESPECT Project youth and their families.

- The department launched its new public website in January 2021. This newly designed portal takes into account the user-experience and includes language translation features.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Sheriff's Personnel hosted Career Seminars for different professional staff classifications. These seminars assisted employees in learning about transfer opportunities, promotional opportunities as well as resume building workshops. In February 2020, the first Career Seminar was held for the Food Services Division due to the need to find new positions for the staff who were funded by the cancelled San Diego County Probation contract. The seminars were held at Ridgehaven, East Mesa Detention Facility and George Bailey. The class was offered to all levels of staff from Food Services Worker to Supervisor. Sheriff's Personnel met with staff to discuss promotion and transfer opportunities. The attendees brought their resumes for review by our Personnel Human Resources staff. Those that did not have a resume were assisted with creating a resume for future promotions. In all, Personnel met with over 60 employees. Based on the numbers from the Career Seminars and work of the Sheriff's Personnel, the department was able to reduce the number of Food Services staff members needing placement from 32 to 7 and were able to promote an additional 9 staff members. The remaining staff vacancies were due to resignation and/or retirement. Due to the pandemic limitations for workshops or in-person activity, the department did not hold class-based quarterly Career Seminars as previously planned. However, in March 2021, the department was able to hold a Career Seminar for clerical staff. Sheriff's Personnel held this seminar as an in-class seminar for groups of no more than 10 at a time. During this session, promotion and transfer opportunities were discussed along with retirement planning provided by an SDCERA representative. After the Clerical Staff seminar, the seminar for the Inmate Processing Division was scheduled for July 2021.
  - In August 2020, the department provided an online training entitled "Understanding Bias and Cultural Awareness." All employees were assigned this training and over 4,300 department employees completed the training.

## 2021–23 Objectives



### Living Safely

- Make San Diego the safest urban county in the nation

- With a rise in violent crime over the past year, the department is focused on clearing violent crime case investigations to bring resolution to victims and hold offenders accountable.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Work with community partners and county agencies to provide homeless assistance and resource referrals to those in our communities who are at risk of homelessness.
  - Offer and provide reentry interventions to those in custody in coordination with community organizations and government partners.
  - Seek and develop opportunities for increased community engagement to foster public trust and inclusivity.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
  - Enhance youth engagement and diversion opportunities.

- In anticipation of the Rock Mountain Detention Facility Renovation Project being completed, the department will expand its hiring and training academy capacities in order to meet the sworn staffing requirements. The department will maximize recruitment opportunities, especially for the hard to recruit medical staff positions and explore alternatives to increase our ability to fill medical and mental health care positions. The department is committed to providing 24/7 nursing to deliver the quality of care needed to support system capacity and prioritizes filling those positions. The department faces steep industry competition for the nurses and mental health clinicians and will be innovative in our approach and diligent in our efforts.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - The department recognizes the importance of not only hiring talent but also retaining talent and will provide career seminars to inform current employees about internal career opportunities to best retain talent. These seminars will focus on assisting employees to identify potential career paths, set career goals, and establish skills that are requisite to their chosen paths.






### Operational Excellence

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - To ensure increased positive outcomes, the department will deliver mental health services to those in custody in a manner that is effective, collaborative, and sensitive to the individual's needs.

### Related Links

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

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Mental Health Encounters <sup>1</sup>	N/A	N/A	N/A	47,000	47,000
	Number of Jail “A” Bookings <sup>2</sup>	63,728	78,000	50,000	78,000	80,000
	Reentry Interventions <sup>3</sup>	N/A	N/A	N/A	3,700	4,200
	Case Clearances <sup>4</sup>	N/A	N/A	N/A	3,000	3,000
	Public Calls for Service <sup>5</sup>	223,562	225,000	227,000	228,000	228,000
	Calls answered within 15 seconds <sup>6</sup>	95%	N/A	N/A	N/A	N/A

*Table Notes*

<sup>1</sup> This is a new measure for Fiscal Year 2021–22 to measure the total count of mental health services related activity. This includes psychiatric appointments, psychologist and mental health clinician clinics, gatekeeping, Inmate Safety Program clearances, intake assessments, group therapy, etc. This shows the totality of mental health efforts and is indicative of the volume of work performed by Sheriff’s mental health staff and mental health contract staff.



<sup>2</sup>“A” booking is known as “Arrest #1”, or the first charge on which an arrestee is booked into jail. Each arrestee receives an “Arrest #1” and it can be used to calculate an unduplicated count of individuals booked into jail in a given time period. 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.

<sup>3</sup>This is a new measure for Fiscal Year 2021–22 to count the number of individuals that have received Reentry Intervention services while in custody.

<sup>4</sup>This is a new measure for Fiscal Year 2021–22 to identify and mitigate threats that impact quality of life for County residents by increasing case clearances for the violent crimes reported. Clearing cases by arrests helps to bring closure to the victims and hold offenders accountable. This measure is used by many law enforcement agencies to measure police effectiveness.

<sup>5</sup>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.

<sup>6</sup>This goal was 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.

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

### Staffing

Net increase of 255.00 staff years

This includes the addition of 51.00 staff years for nurses and 45.00 mental health clinician staff to support medical and mental health care throughout the system of 7 jails in the county; 191.00 staff years for the operation of the Rock Mountain Detention Facility; and 6.00 staff for an enforcement team to address unlicensed cannabis operations.

There are also transfers within the department including a large transfer of primarily vacant positions from various bureaus to the Management Services Bureau which are detailed below.

- ◆ Detention Services Bureau—net increase of 253.00 staff years.
  - ◆ Increase of 191.00 staff years, including 45 positions for nursing and mental health staff, for the operation of three housing units in the renovated Rock Mountain Detention Facility. These actions continue the department’s progress in achieving National Commission on Correctional Health Care accreditation by adding needed medical and mental health staff to the jail system. The addition of beds and medical staff also facilitates jail system compliance with the Board of State and Community Corrections capacity requirements. These actions make it possible for the department to carry out critical repairs and maintenance at major jail facilities with the goal of operating safely for individuals in custody and for staff.
  - ◆ Increase of 51.00 staff years for nurses staffing to meet current and future program needs and provide the necessary coverage for detention operations.

- ◆ Increase of 45.00 staff years for mental health clinician staffing to provide better access to care for patients with mental health conditions, allow inmates at intake facilities to be evaluated, upon admission, for mental health risks for appropriate housing placement and treatment, and provide more programming classes for patients and enhance discharge planning activities.

These resources expand medical care and enhance access to mental health services throughout the jail system and support the goal of improving outcomes for individuals returning to our communities, thus improving overall public health and reducing recidivism.

- ◆ Increase of 1.00 staff year in response to Assembly Bill (AB) 732, *County jails: prisons: incarcerated pregnant persons*, to provide increased programming services for incarcerated pregnant persons in county jails and prisons.
- ◆ Decrease of 35.00 staff years due to a transfer to the Management Services Bureau for positions which were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic and based on operational needs.
- ◆ Law Enforcement Services Bureau—net decrease of 4.00 staff years.
  - ◆ Decrease of 8.00 staff years due to transfers to the Office of the Sheriff Bureau and the Management Services Bureau for positions which were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic and based on operational needs.
  - ◆ Decrease of 3.00 staff years due to a reduction in Proposition 69, *The DNA Fingerprint, Unsolved Crime and Innocence Protection Act*, revenue which supports DNA analysis in the crime laboratory.

- ❖ Decrease of 2.00 staff years due to a decrease in law enforcement services requested by the North County Transit District and a decrease in services for the Cal-ID program.
- ❖ Increase of 6.00 staff years for an enforcement team to address unlicensed cannabis operations.
- ❖ Increase of 3.00 staff years due to an increase in law enforcement services requested by Contract Cities and the Health and Human Services Agency; and to investigate prohibited persons firearms cases.
- ◆ Sheriff's Court Services Bureau—decrease of 43.00 staff years.
  - ❖ Decrease of 39.00 staff years due to transfers to the Management Services Bureau for positions which were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic and for court security positions held vacant.
  - ❖ Decrease of 4.00 staff years due to a reduction in the level of service for court security.
- ◆ Decrease of 1.00 staff year in the Human Resource Services Bureau due to a transfer to the Management Services Bureau for a position identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic.
- ◆ Management Services Bureau—net increase of 51.00 staff years.
  - ❖ Increase of 84.00 staff years due to the transfer of vacant positions. These positions were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic, court security positions held vacant and other positions based on operational needs.
    - ◆ 35.00 staff years from the Detention Services Bureau
    - ◆ 7.00 staff years from the Law Enforcement Services Bureau
    - ◆ 39.00 staff years from the Sheriff's Court Services Bureau
    - ◆ 1.00 staff year from the Human Services Bureau
    - ◆ 2.00 staff years from the Sheriff's ISF/IT Bureau
  - ❖ Increase of 5.00 staff years in the Grants Unit to address an increased workload and to increase supervision(2.00); to support the management of mobile devices (1.00); to process requisitions, administer contracts and audit procurement card transactions (1.00) and to oversee replacement of critical Information Technology (IT) systems (1.00).
  - ❖ Decrease of 36.00 staff years due to a reduction in the level of service for court security.
  - ❖ Decrease of 1.00 staff year due to a decrease in services for the Cal-ID program.
  - ❖ Decrease of 1.00 staff year due to a decrease in law enforcement services requested by Contract Cities.
- ◆ Sheriff's ISF/IT Bureau—decrease of 2.00 staff years due to a transfer to the Management Services Bureau for positions which were identified in the Fiscal Year 2020-21 Operational Plan and held vacant due to the economic impacts of the COVID-19 pandemic.
- ◆ Office of the Sheriff Bureau—increase of 1.00 staff year due to a transfer from the Law Enforcement Services Bureau based on operational needs.

## Expenditures

Net increase of \$79.7 million

- ◆ Salaries & Benefits—increase of \$60.7 million.
  - ❖ Increase of \$32.7 million due to the addition of 255.00 staff years described above and for operational needs. This includes the reduction of 40.00 staff years related to court security services.
  - ❖ Increase of \$20.3 million due to required retirement contributions and negotiated labor agreements.
  - ❖ Increase of \$7.7 million due to increases in planned training academies and fewer positions being held vacant.
- ◆ Services & Supplies—net increase of \$15.3 million.
  - ❖ Increase of \$6.4 million to support the Rock Mountain Detention Facility to include start-up costs for additional staff and operational costs.
  - ❖ Increase of \$4.9 million for increased costs for Facilities Management Internal Service Fund (ISF) including major maintenance projects and IT services.
  - ❖ Increase of \$4.9 million for communication services for incarcerated persons.
  - ❖ Increase of \$2.9 million for the replacement of the Mobile Identification system associated with the Cal-ID program.
  - ❖ Increase of \$2.3 million related to State and federal homeland security initiatives.
  - ❖ Increase of \$1.8 million to support the nursing, mental health and enforcement for unlicensed cannabis operations team start-up costs for additional staff as described above and for medical equipment and supplies.
  - ❖ Increase of \$0.9 million primarily in Food and Special Departmental Expense to assist with the Unsheltered Feeding Program.
  - ❖ Increase of \$0.8 million for electronic monitoring cost increases in response to the elimination of criminal justice fees pursuant to Assembly Bill (AB) 1869, *Criminal fees*.
  - ❖ Increase of \$0.5 million to replace microwave communication equipment at detention facilities.
  - ❖ Decrease of \$3.4 million for Public Liability insurance.
  - ❖ Decrease of \$4.0 million for one-time projects in Fiscal Year 2020-21 including costs for the replacement of the Records Management System (RMS), reduced second year costs to replace the Jail Information Management System (JIMS),



start-up costs related to the Homeless Assistance Resource Team (HART), furniture, fixtures and equipment for the RESPECT program and contracted forensic medical exams.

- ❖ Decrease of \$1.4 million in the Asset Forfeiture Funds to align the budget with anticipated actuals for projects that are permissible according to the guide to equitable sharing and the Health and Safety Code 11489.
- ❖ Decrease of \$1.3 million due to decreased costs in Medical, Dental & Lab Supplies, Medicines, Drugs & Pharmaceuticals and Special Departmental Expense associated with decreased needs for supplies and medication.
- ❖ Other Charges—net increase of \$3.8 million.
  - ❖ Increase of \$3.0 million for increased medical support and care costs for inmates.
  - ❖ Increase of \$0.9 million due to an increase in planned vehicle purchases.
  - ❖ Decrease of \$0.1 million due to a realignment to Services & Supplies for the principal portion of the annual Regional Communication System (RCS) lease purchase payment for the Next Generation RCS.
- ❖ Capital Assets Equipment—net increase of \$0.4 million.
  - ❖ Increase of \$0.4 million for equipment to support the Rock Mountain Detention Facility.
  - ❖ Increase of \$0.3 million related to State and federal homeland security initiatives.
  - ❖ Decrease of \$0.3 million due to the completion of Fiscal Year 2020-21 one-time purchases of equipment.
- ❖ Expenditure Transfer & Reimbursement—net decrease of \$17.4 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of a \$17.4 million increase in expenditures.
  - ❖ Decrease of \$18.2 million associated with prior year centralized General Fund support that partially offset the security upgrades and the renovation of the Rock Mountain Detention Facility (\$19.3 million) and that partially offset costs related to the replacement of the JIMS (\$2.7 million). The decreases are partially offset by an increase in current year support for one-time negotiated salaries and benefits payments (\$3.8 million). The central funding is supported by resources in Countywide Finance Other.
  - ❖ Increase of \$0.5 million associated with reimbursement for RCS Network Operating Costs.
  - ❖ Increase of \$0.3 million for law enforcement services related to a North Coastal community-based crisis stabilization unit within the City of Vista supported by the Health and Human Services Agency.
- ❖ Operating Transfers Out—decrease of \$17.9 million.
  - ❖ Decrease of \$14.2 million related to one-time capital major maintenance projects.

- ❖ Decrease of \$3.6 million related to transfers between the Asset Forfeiture, Jail Commissary Enterprise Fund, Inmate Welfare Fund and the General Fund.
- ❖ Decrease of \$0.1 million to be transferred to the Department of General Services Fleet Services ISF for the one-time purchase of vehicles.

## Revenues

Net increase of \$79.7 million

- ❖ Licenses, Permits & Franchises—increase of \$0.2 million in anticipated license fees to align the budget with anticipated actuals.
- ❖ Fines, Forfeiture & Penalties—net increase of \$2.2 million.
  - ❖ Increase of \$2.8 million due to an increase in planned expenditures for the Cal-ID program.
  - ❖ Decrease of \$0.6 million due to a decrease in reimbursement from the Sheriff's Disbursement Fees Trust Fund associated with vehicle replacement and maintenance costs.
- ❖ Revenue from Use of Money & Property—decrease of \$2.7 million primarily in the Inmate Welfare Fund due to eliminating Rents & Concessions revenue for communication services for incarcerated persons.
- ❖ Intergovernmental Revenues—increase of \$4.8 million.
  - ❖ Increase of \$3.2 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.
  - ❖ Increase of \$1.2 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to increased costs for required retirement contributions and negotiated labor agreements, for increased electronic monitoring costs in response to AB 1869, *Criminal fees*, one-time support to provide increased programming services for incarcerated pregnant persons in county jails and prisons in response to AB 732, *County jails: prisons: incarcerated pregnant persons*, partially offset by a decrease to eliminate support for staffing at the new San Diego Central Courthouse.
  - ❖ Increase of \$0.2 million in revenue from the High Intensity Drug Trafficking Areas program for leased space.
  - ❖ Increase of \$0.2 million in revenue from the Grossmont Union High School District for School Resource Officers.
- ❖ Charges for Current Services—increase of \$12.0 million.
  - ❖ Increase of \$6.9 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount and Supplemental Trial Court Security.
  - ❖ Increase of \$5.1 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.



- ◆ Miscellaneous Revenues—increase of \$1.1 million from the Lucky Duck Foundation to assist with the unsheltered feeding program.
- ◆ Other Financing Sources—net increase of \$38.7 million.
  - ◆ Increase of \$46.1 million due to projected receipts (\$35.8 million) and the use of fund balance available for one-time projects and to provide temporary funding for operational costs (\$10.3 million) in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services. A total of \$20.0 million one-time fund balance is budgeted, including \$8.6 million for negotiated salaries and benefits costs, \$3.9 million to support the Rock Mountain Detention Facility, \$6.0 million to support IT projects and \$1.5 million to support one-time projects.
  - ◆ Decrease of \$3.6 million due to a decrease in funds to be transferred from the Inmate Welfare Fund to the General Fund associated with a reduction in reimbursement for positions that are offset by the fund now funded with General Purpose Revenue and a decrease for the completion of Fiscal Year 2020-21 one-time security upgrades and renovation of the Rock Mountain Detention Facility.
  - ◆ Decrease of \$3.5 million due to the prior year one-time use of fund balance available in the Criminal Justice Facility Construction Fund to replace the Computer Aided Dispatch (CAD) System and to partially offset security upgrades and renovation of the Rock Mountain Detention Facility.
  - ◆ Decrease of \$0.3 million due to the anticipated decline in Penalty Assessment revenue.
- ◆ 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 \$20.1 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 \$22.9 million. A total of \$15.4 million is budgeted.
  - ◆ \$11.8 million in unassigned General Fund fund balance.
    - ◆ \$10.6 million for one-time major maintenance projects.
    - ◆ \$1.2 million to support the nursing, mental health and unlicensed cannabis enforcement team start-up costs for additional staff as described above.
  - ◆ \$2.4 million in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund as described above.
  - ◆ \$1.2 million in the Inmate Welfare Fund to support core services.
- ◆ General Purpose Revenue Allocation—increase of \$46.2 million to support the Rock Mountain Detention Facility, nursing, mental health and unlicensed cannabis enforcement team staff years, communication services for incarcerated persons and to replace the support for salaries and benefit costs previously funded by the Inmate Welfare Fund.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$2.1 million primarily due to the removal of prior year one-time appropriations funded by Fines, Forfeitures & Penalties, Intergovernmental Revenues, Miscellaneous Revenues, Other Financing Sources and Use of Fund Balance partially offset by increases due to negotiated labor agreements and required retirement contributions, full year costs for the operation of the Rock Mountain Detention Facility and the addition of 30.00 nursing staff years and 24.00 mental health staff years.

The Fiscal Year 2022-23 budget includes an increase in the General Purpose Revenue Allocation for negotiated labor agreements and required retirement contributions and to partially offset the full year ongoing costs for the Rock Mountain Detention Facility and the additional nursing staff years. The total of \$7.2 million is budgeted in the use of fund balance of which \$0.4 million is related to one time startup costs and to provide temporary funding of \$6.8 million for costs associated with the Rock Mountain Facility to allow for stabilization in Proposition 172 program revenues.

The budget also includes \$5.7 million in Proposition 172 Fund fund balance to fund to allow for stabilization in Proposition 172 program revenues required to mitigate the absorption of costs associated with negotiated labor agreements and retirement contributions in the prior year.

This plan will be reevaluated in future years to ensure long-term sustainability of core Sheriff services.





Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Detention Services	2,120.00	2,081.00	2,334.00	12.2	2,388.00
Law Enforcement Services	1,438.00	1,436.00	1,432.00	(0.3)	1,432.00
Sheriff's Court Services	418.00	420.00	377.00	(10.2)	377.00
Human Resource Services	133.00	133.00	132.00	(0.8)	132.00
Management Services	260.00	263.00	314.00	19.4	314.00
Sheriff's ISF / IT	17.00	17.00	15.00	(11.8)	15.00
Office of the Sheriff	29.00	31.00	32.00	3.2	32.00
<b>Total</b>	<b>4,415.00</b>	<b>4,381.00</b>	<b>4,636.00</b>	<b>5.8</b>	<b>4,690.00</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Detention Services	\$ 351,250,018	\$ 369,395,031	\$ 427,306,077	15.7	\$ 453,567,087
Law Enforcement Services	306,227,733	313,923,107	329,163,310	4.9	311,055,673
Sheriff's Court Services	72,581,170	73,179,972	71,420,819	(2.4)	73,143,372
Human Resource Services	30,618,206	30,359,632	34,360,658	13.2	34,323,703
Management Services	49,637,331	46,603,402	47,518,024	2.0	46,111,286
Sheriff's ISF / IT	126,767,457	114,747,498	122,953,587	7.2	114,855,934
Office of the Sheriff	7,525,731	8,224,895	8,435,040	2.6	8,385,579
Sheriff's Asset Forfeiture Program	1,079,496	3,800,000	2,400,000	(36.8)	—
Jail Commissary Enterprise Fund	10,360,321	9,583,492	9,678,292	1.0	9,697,335
Sheriff's Inmate Welfare Fund	10,776,517	8,206,372	4,467,410	(45.6)	4,567,486
Countywide 800 MHZ CSA's	282,800	280,050	280,050	0.0	221,377
<b>Total</b>	<b>\$ 967,106,780</b>	<b>\$ 978,303,451</b>	<b>\$ 1,057,983,267</b>	<b>8.1</b>	<b>\$ 1,055,928,832</b>

### Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 709,478,834	\$ 740,726,913	\$ 801,391,437	8.2	\$ 827,767,293
Services & Supplies	202,255,290	197,803,745	213,093,386	7.7	191,129,588
Other Charges	30,168,512	30,903,136	34,747,814	12.4	36,547,111
Capital Assets Equipment	12,010,615	3,558,938	3,929,822	10.4	575,000
Expenditure Transfer & Reimbursements	(7,809,686)	(26,315,010)	(8,863,350)	(66.3)	(5,081,923)
Operating Transfers Out	21,003,215	31,625,729	13,684,158	(56.7)	4,991,763
<b>Total</b>	<b>\$ 967,106,780</b>	<b>\$ 978,303,451</b>	<b>\$ 1,057,983,267</b>	<b>8.1</b>	<b>\$ 1,055,928,832</b>

### Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 500,500	\$ 409,183	\$ 579,979	41.7	\$ 579,979
Fines, Forfeitures & Penalties	6,921,879	6,552,232	8,814,747	34.5	2,238,074
Revenue From Use of Money & Property	3,800,395	3,828,755	1,147,816	(70.0)	1,097,816
Intergovernmental Revenues	84,352,981	84,683,785	89,452,171	5.6	68,513,446
Charges For Current Services	162,591,770	165,515,221	177,576,383	7.3	184,429,336
Miscellaneous Revenues	20,474,516	16,661,352	17,742,321	6.5	14,592,228
Other Financing Sources	247,038,885	209,197,892	247,898,056	18.5	246,054,217
Fund Balance Component Decreases	17,644,181	19,974,002	20,061,387	0.4	20,061,387
Use of Fund Balance	22,493,208	38,356,218	15,411,167	(59.8)	8,535,723
General Purpose Revenue Allocation	401,288,465	433,124,811	479,299,240	10.7	509,826,626
<b>Total</b>	<b>\$ 967,106,780</b>	<b>\$ 978,303,451</b>	<b>\$ 1,057,983,267</b>	<b>8.1</b>	<b>\$ 1,055,928,832</b>



# Animal Services

## Mission Statement

To protect the health, safety and welfare of people and animals. The Department of Animal Services envisions a safe, thriving community where all people and animals in San Diego County have access to essential animal care and support services.

## 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 \$9.6 million.



### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Partnered with unincorporated communities to better prepare evacuations and shelters in the event of a disaster by providing planning materials at four SDGE Wildfire Resilience Drive-Through Safety Fairs and four Firesafe Council/Fire Protection District Drive-through Safety Fairs and joined County Rural Communities Telebriefings to provide disaster planning and COVID-19 shelter operations' updates.
- 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 owners, through adoption to a new family or transfer to a rescue partner.
  - Responded to 98% (3,507 of 3,579) of patrol calls on time according to department protocols.
  - Ensured that 90% (5,058 of 5,621) of sheltered dogs and cats are reunited with their owner, adopted into a new home or transferred to a rescue partner.

### 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.

## 2020–21 Anticipated Accomplishments



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - The goal of promoting and conducting two vaccination, licensing, and microchipping clinics in the department's top underserved communities in collaboration with external partners was not met. This measure has been postponed due to operational impacts caused by the COVID-19 pandemic.



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

 **Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Researched 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
  - Continued annual training program for new employees and dog behavior training for staff and volunteers to foster professional development and consistency in core competencies.

**2021–23 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.
  - Pilot public-facing spay/neuter voucher program, offering up to 750 free surgeries that will reduce unplanned litters and prevent related shelter intake while supporting constituents experiencing financial hardship.
  - Identify areas within the community with the greatest need for spay/neuter and basic wellness services to begin the process of providing targeted community support using a mobile veterinary services unit.


 **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.
  - Provide pet, companion animal, and livestock-specific education and materials to help animal owners prepare for emergencies.
- 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, ensuring that community needs are addressed promptly and in order of priority level.

- Ensure that 90% of sheltered dogs and cats are reunited with their owner, adopted into a new home or transferred to a rescue partner, effectively meeting national standards and best practices for companion animal sheltering.

 **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.
  - Expand DAS’ foster program to include a minimum of 50 new foster caregivers, reducing in-shelter care needs and creating advocates for pet adoption in the community.

 **Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Update the department’s case management system to increase efficiency and functionality.
  - Analyze community data and DAS’ operational data, including intake and outcome data by animal species, age and type, to identify areas of greatest need for targeted community support and outreach.
  - Increase the department's ability to provide resources to the community with the construction of a new shelter facility in Santee, designed to provide accessible, comprehensive animal care and control services to all constituents in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets countywide.
- 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](http://www.sddac.com)

Follow DAS on Facebook at:

◆ [www.facebook.com/sddac](https://www.facebook.com/sddac)





Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Sheltered dogs and cats either adopted or reunited with owners	91% of 5,963	90%	90% of 5,621	90%	90%
On-time patrol response <sup>1</sup>	98% of 6,698	98%	98% of 3,579	98%	98%
Healthy or treatable animals euthanized <sup>2</sup>	0.0%	0.0%	0.0%	0.0%	0.0%
 Customer Satisfaction Rating <sup>3</sup>	4.75	N/A	N/A	N/A	N/A

Table Notes

<sup>1</sup> Patrol time response standards, varying by urgency of call, are established by the department.

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

<sup>3</sup> Scale of 1 to 5, with 5 being “excellent”. This measure was 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.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.4 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.
- ◆ Operating Transfers Out—increase of \$0.3 million for the purchase of a spay & neuter community outreach vehicle.

### Revenues

Net increase of \$0.4 million

- ◆ Licenses, Permits & Franchises—increase of \$0.2 million in license fee collections.
- ◆ Charges for Current Services—decrease of \$0.1 million in projected veterinary service fees.
- ◆ Miscellaneous Revenues—increase of \$0.1 million to fully fund community spay/neuter voucher program with department’s trust fund.

- ◆ Fund Balance Component Decreases—increase of \$1,402 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 \$0.2 million. A total of \$0.7 million is budgeted in unassigned General Fund fund balance.
  - ◆ \$0.3 million for one-time negotiated salaries and benefits payments.
  - ◆ \$0.1 million for one-time support to implement long term efficiency measures.
  - ◆ \$0.3 million to purchase a spay and neuter community outreach vehicle.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant overall changes. For planning purposes, the budget includes a total of \$0.2 million in continued use of unassigned General Fund fund balance to continue efforts as necessary to implement long term efficiency measures.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Animal Services	61.00	61.00	61.00	0.0	61.00
<b>Total</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>0.0</b>	<b>61.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Animal Services	\$ 9,120,023	\$ 9,172,105	\$ 9,564,853	4.3	\$ 9,062,944
<b>Total</b>	<b>\$ 9,120,023</b>	<b>\$ 9,172,105</b>	<b>\$ 9,564,853</b>	<b>4.3</b>	<b>\$ 9,062,944</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 6,444,019	\$ 6,879,991	\$ 7,010,244	1.9	\$ 6,826,595
Services & Supplies	2,507,504	2,292,114	2,274,609	(0.8)	2,236,349
Capital Assets Equipment	85,000	—	—	—	—
Operating Transfers Out	83,500	—	280,000	—	—
<b>Total</b>	<b>\$ 9,120,023</b>	<b>\$ 9,172,105</b>	<b>\$ 9,564,853</b>	<b>4.3</b>	<b>\$ 9,062,944</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 553,390	\$ 375,290	\$ 520,290	38.6	\$ 520,290
Fines, Forfeitures & Penalties	325	160	160	0.0	160
Charges For Current Services	362,523	244,691	189,691	(22.5)	244,691
Miscellaneous Revenues	200,535	117,281	192,281	63.9	117,281
Fund Balance Component Decreases	75,531	189,785	191,187	0.7	191,187
Use of Fund Balance	437,496	509,992	736,338	44.4	171,346
General Purpose Revenue Allocation	7,490,223	7,734,906	7,734,906	0.0	7,817,989
<b>Total</b>	<b>\$ 9,120,023</b>	<b>\$ 9,172,105</b>	<b>\$ 9,564,853</b>	<b>4.3</b>	<b>\$ 9,062,944</b>



# 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. The unit strives to prevent fraud from occurring by delivering training and outreach to both their Health and Human Services partners as well as the community they serve. 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 467.00 staff years and a budget of \$47.4 million.



## 2020–21 Anticipated Accomplishments



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Established parentage on 95% (40,830 of 43,096) of children in the caseload, falling short of the statewide goal of 100%. Local hospital priorities were diverted to the COVID-19 pandemic which led to fewer Parentage Declarations being completed. The department is working to identify these families and assist with Parentage Declaration execution.
  - Achieved 88% (54,182 of 61,808) of open cases with an enforceable order, falling short of the statewide goal of 91%. The Superior Court continues to work to set court dates that were cancelled due to the COVID-19 pandemic which will increase the number of orders established.
  - Maintained the percentage of current support collected to current support owed at 71% (\$124 million of \$174 million), consistent with the statewide goal.
  - Collected a payment on 75% (35,780 of 47,953) of arrears cases.
  - Collected \$178 million in child support, exceeding the goal of \$177 million.
  - Decreased the percentage of cases not paying current support to 12% (3,981 of 33,178) exceeding the goal of 14%.
  - Leveraged relationship with the Family Law Facilitator to develop and implement a process to virtually meet with and assist foster care youth and primary caregivers.
  - Identified County departments and community organizations to partner with to address intergenerational poverty and homelessness among customers. Provided County department and community organization resources via our

### 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.

website and social media reducing the need for in-person visits to further safeguard the health of the community and staff.

- Continued 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. Specifically created a COVID-19 Information & Resources area on our website providing current and new resources as a result of the pandemic such as rental assistance, food resources, utility assistance, employers hiring, and technology resources for children in virtual learning environments.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collected \$3.75 for every \$1.00 spent on operations.
  - Identified and delivered training on eight topics specifically aimed at increasing operational efficiency in the case opening process while maintaining quality customer service.
  - Reduced the number of days from initial order to first payment from the previous fiscal year average of 31 days to 27 days, exceeding the goal of 29 days. This allows persons to receive child support payments faster thereby increasing customer confidence.
  - Collaborated with Superior Court to allow for virtual appearances and electronic signatures on documents 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 by expanding the use of an automated check-in through a mobile device via a QR Code or URL and expanded self-service options at all branch locations, in addition to any location convenient to the customer.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Continued to actively engage with other County departments on improving service delivery for the homeless population by identifying innovative ways to improve customer service to homeless customers, including outreach and referral processing.
  - Opened three 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. The goal of 15 was not met due to operational impacts caused by the COVID-19 pandemic. Our program partners are working on a virtual solution to assist case participants with account creation.

- In partnership with the San Diego County Library, awarded five scholarships enabling participants to earn a high school diploma and improving future employment opportunities. The goal of 12 was not met due to case participant priorities changing as a result of the COVID-19 pandemic.
- In an effort to increase participation, partnered 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. Continued working with the San Diego Superior Court and the San Diego Workforce Partnership to build awareness of employment programs for customers.
- Expanded the use of texting and email with customers to inform them of resource fairs and other opportunities to access services within their communities. Specifically used texting, email, website, Twitter and Facebook extensively for various campaigns to inform customers of COVID-19 resources available.
- Explored, tested, and evaluated effectiveness of new approaches in case management to improve customer service and program performance.
- Strengthen our customer service culture to ensure a positive customer experience
  - Disseminated news stories via the department’s employee intranet and public facing digital signage regarding the work employees do in assisting customers, matters of local interest, teleworking tips, and updated available community partner resources.
  - Expanded departmental social media presence by launching Twitter to better reach and inform customers on topics such as co-parenting, parenting alone, and available programs and resources to support family self-sufficiency.

### 2021–23 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Establish parentage on 96% of children in the caseload establishing eligibility for child support, including health insurance benefits.
  - Achieve 91% of open cases with an enforceable order enabling parents to fulfill their financial obligation to their children.
  - Maintain the percentage of current support collected to current support owed at or above 71%, making child support a reliable source of income for families.
  - Improve payment reliability and consistent child support for families by increasing the average annual dollar amount of collections per case to \$4,342.







- Maintain child support collections at or above \$177 million.
- Maintain the percentage of cases not paying current support at 12% or lower ensuring that child support is a reliable source of income and that orders are accurate for each individual family.
- Partner with County departments and community organizations to improve collaboration aimed at reducing agency time and increasing self-sufficiency for foster care youth and primary caregivers by offering services, education, and resources no matter which organization a customer first visits.
- Partner with County departments and community organizations to address intergenerational poverty and homelessness among customers. Seek ways to partner using virtual means to further safeguard the health of the community and staff.
- Continue to expand and create new partnerships with community organizations, the military and veteran community, 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 for parents and children.
- In partnership with the San Diego County Library, award at least five scholarships to enable participants to earn a high school diploma improving employment opportunities and aiding in breaking the cycle of intergenerational poverty.
- Expand our partnership 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.
- Collaborate with Health & Human Services Agency welfare-to-work contracts to link case participants with employment partners.
- 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.
- Use data to identify gaps in services and continue to prepare outreach materials to engage these populations by communicating our inclusionary services and resources.
- Engage with Health & Human Services Agency (HHS) on strategies to reach families not in our current caseload who receive HHS services such as food assistance and Medi-Cal.
- Collaborate with the San Diego Bar Association, the Superior Court Family Division and the State Intergovernmental Services Division on child support orders established by Family Court or from another state to ensure equity, and specifically verifying that all child support orders include an order for health insurance.
- Expand education by holding semi-annual transparent discussion platforms to understand our various cultures and continue to embrace and celebrate the diversity of the child support team.
- Use data to identify and understand the demographics of those served by the department and deliver customer service training on how our internal culture of staff can better meet the customer's needs by tailoring our communication.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect at least \$3.75 for every \$1.00 spent on operations, further illustrating the child support program is a good investment.
  - Reduce the number of days from initial order to first payment from the previous fiscal year average 27 days, allowing case participants to receive child support payments faster thereby increasing customer confidence and increased family self-sufficiency.
  - Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers by expanding the use of a mobile, self-service check-in at the Court 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 six 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.
- 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 done by the department in assisting case participants with improved outcomes.
  - Explore the use of new media platforms for customers with a focus on co-parenting, parenting alone, and available programs and resources to support family self-sufficiency.
  - Evaluate expanding the use of virtual chat platforms to interact with customers from their chosen location, place and time improving the customer experience.
  - Develop and deliver customer service training that incorporates new ways of doing business that align with viewing child support and conducting investigations through the customer's eyes.




- Create and host semi-annual Community Fair events for staff on virtual platforms which highlight DCSS partners to enhance and strengthen employee knowledge of available services for case participants.

**Related Links**

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

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Current support collected (federal performance measure #3) (in millions) <sup>1</sup>	71% of \$172	71%	71% of \$174	71%	71%
	Cases with an enforceable order (federal performance measure #2) <sup>1</sup>	87% of 61,039	91%	88% of 61,808	91%	91%
	Arrears cases with a collection (federal performance measure #4) <sup>2</sup>	78% of 44,299	75%	75% of 47,953	N/A	N/A
	Total Collections (in millions)	\$190	\$177	\$178	\$177	\$177
	Maintain or lower the percentage of cases not paying current support	10% of 31,253	14%	12% of 33,178	12%	12%
	Increase the annual average dollar amount of collections per case <sup>3</sup>	N/A	N/A	N/A	\$4,342	\$4,443

*Table Notes*

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

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

<sup>2</sup> The objective for this goal was to make a collection on arrears on 75% of the cases. The goal has been met and will be discontinued in Fiscal Year 2021–22.

<sup>3</sup> This is a new measure for Fiscal Year 2021–22 to increase the average collection per case as a way to measure payment reliability.

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

**Staffing**

Net decrease of 30.00 staff years.

- ◆ Decrease of 30.00 staff years in Production Operations. This action removes positions held vacant to align to current State and federal funding levels and there is no impact to business operations.

**Expenditures**

Net decrease of \$0.1 million.

- ◆ Salaries & Benefits—increase of \$0.1 million primarily due to required retirement contributions and negotiated labor agreements. No additional expenditure changes are associated with the reduction of staff years described above as budgeted amounts were reduced in previous years.
- ◆ Services & Supplies—increase of \$0.2 million mainly due to anticipated Information Technology projects and scheduled lease payment increases.



- ◆ Other Charges—decrease of \$0.1 million due to capital lease interest payments.
- ◆ Capital Assets Equipment—decrease of \$0.1 million to align with anticipated purchase of new vehicles.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million due to an increase in Salaries & Benefits in the Bureau of Public Assistance Investigations. Since this is a transfer of expenditures, it has a net effect of \$0.2 million decrease in expenditures.

## Revenues

Net decrease of \$0.1 million.

- ◆ Intergovernmental Revenues—increase of \$0.2 million based on the allocation provided by the California Department of Child Support Services.
- ◆ Miscellaneous Revenues—decrease of \$0.3 million in Child Support program due to conclusion of the Digital Marketing Grant.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Production Operations	373.00	375.00	345.00	(8.0)	345.00
Recurring Maintenance and Operations	12.00	12.00	12.00	0.0	12.00
Legal Services	38.00	32.00	32.00	0.0	32.00
Bureau of Public Assistance Investigation (BPAI)	74.00	78.00	78.00	0.0	78.00
<b>Total</b>	<b>497.00</b>	<b>497.00</b>	<b>467.00</b>	<b>(6.0)</b>	<b>467.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Production Operations	\$ 41,528,903	\$ 38,285,546	\$ 38,074,886	(0.6)	\$ 38,026,011
Administrative Services	1,210,365	1,084,387	1,076,876	(0.7)	1,076,876
Recurring Maintenance and Operations	1,638,261	1,483,906	1,453,954	(2.0)	1,477,210
Legal Services	6,851,737	6,568,392	6,749,017	2.7	6,774,636
Bureau of Public Assistance Investigation (BPAI)	—	—	—	0.0	—
<b>Total</b>	<b>\$ 51,229,266</b>	<b>\$ 47,422,231</b>	<b>\$ 47,354,733</b>	<b>(0.1)</b>	<b>\$ 47,354,733</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 52,673,441	\$ 49,555,141	\$ 49,607,369	0.1	\$ 49,594,869
Services & Supplies	12,302,360	10,788,740	11,008,817	2.0	11,008,817
Other Charges	15,000	830,000	750,000	(9.6)	750,000
Capital Assets Equipment	168,000	220,000	155,000	(29.5)	155,000
Expenditure Transfer & Reimbursements	(13,929,535)	(13,971,650)	(14,166,453)	1.4	(14,153,953)
<b>Total</b>	<b>\$ 51,229,266</b>	<b>\$ 47,422,231</b>	<b>\$ 47,354,733</b>	<b>(0.1)</b>	<b>\$ 47,354,733</b>





## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 49,443,150	\$ 46,064,629	\$ 46,243,617	0.4	\$ 46,243,617
Charges For Current Services	1,411,116	1,111,116	1,111,116	0.0	1,111,116
Miscellaneous Revenues	375,000	246,486	—	(100.0)	—
<b>Total</b>	<b>\$ 51,229,266</b>	<b>\$ 47,422,231</b>	<b>\$ 47,354,733</b>	<b>(0.1)</b>	<b>\$ 47,354,733</b>



# Office of Emergency Services

## Mission Statement

Coordinate all hazard planning, mitigation, response, and recovery to foster strong, capable, and prepared communities.

## Department Description

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

To ensure these critical services are provided, the Office of Emergency Services has 21.00 staff years and a budget of \$7.9 million.



- Conducted two public outreach campaigns which increased the number of AlertSanDiego registrations by 8% (590,284 to 634,755) overall, exceeding the goal of 3%, and by 68% (6,433 to 10,820) within the boundaries of the San Diego County Fire Protection District (SDCFPD, formerly referred to as County Service Area 135), a 1.5 million-acre area of unincorporated San Diego County served by the SDCFPD. The goal of 15% was exceeded due to an elevated interest in disaster preparedness following major wildfires, the COVID-19 pandemic and other emergencies within the SDFPD.
- Conducted two public outreach campaigns to increase the number of SD Emergency mobile application downloads by 5% (316,394 to 333,061).
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - 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.
  - Developed and led a post-disaster economic recovery plan for the region. Coordinated 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 includes 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.
  - Engaged 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 finalized earthquake early warning system will be integrated into the existing SD Emergency mobile application.

### 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.

## 2020–21 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

- Responded to the COVID-19 pandemic by activating the Operational Area Emergency Operations Center from March 2020 to July 2020. Major actions included State, local and volunteer coordination, planning, logistics and finance support as well as organizing and implementing various large-scale projects.



### 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 23% (1,069 to 1,313). 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. The goal of 3% was exceeded due to a focused recruitment for trained congregate sheltering teams in response to the COVID-19 pandemic.

## 2021–23 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 two public outreach campaigns to increase the number of AlertSanDiego registrations by 3% overall and by 15% in the San Diego County Fire Protection District, a 1.5-million-acre area of unincorporated San Diego County served by the San Diego County Fire.
  - 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 disaster reunification plan with accompanying IT portal for the region. Coordinate with County departments, local emergency managers, 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 reunification plan will include strategies to reunify families that were separated during a disaster.
- Engage stakeholders and developers on the full implementation of the earthquake early warning system program referred to as ShakeReadySD. This program will be integrated into the existing SD Emergency mobile application and will automatically alert populations when shaking from an earthquake is imminent.
- Work closely with County departments and external stakeholders to develop an update to the Cyber Disruption Response Planning Annex. The Cyber Disruption Response Planning Annex is designed to lessen the impact of a cyber disruption event which would significantly impact the business operations of the region and to speed recovery following an event.



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









Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Percentage increase of AlertSanDiego registration downloads <sup>1,2</sup>	6% (557,839 to 590,284)	3%	8% (590,284 to 634,755)	3%	3%
Percentage increase of AlertSanDiego registration downloads in the SDCFPD service area <sup>1,2</sup>	21% (5,327 to 6,433)	15%	68% (6,433 to 10,820)	15%	15%
Percentage increase of SD Emergency mobile application downloads	7% (296,416 to 316,394)	5%	5% (316,394 to 333,061)	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 <sup>1</sup>	8% (987 to 1,069)	3%	23% (1,069 to 1,313)	3%	3%

Table Notes

<sup>1</sup> OES exceeded this target in Fiscal Year 2020–21 due to an elevated interest in disaster preparedness following major wildfires and other emergencies in the Operational Area.

<sup>2</sup> In Fiscal Year 2020–21, the San Diego County Fire Protection District (SDCFPD) was established to replace the previous governance structure of County Service Area (CSA) 135. All references to CSA 135 have been updated to SDCFPD.

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

### Staffing

No change in staffing.

### Expenditures

No net change in expenditures.

- ◆ Services & Supplies—net decrease of \$0.1 million mainly due to one-time grant funded costs from Community Resilience Challenge and Community Emergency Response Team programs in prior year.
- ◆ Other Charges—net increase of \$0.1 million due to anticipated State Homeland Security Program Grant reimbursement to other agencies.

### Revenues

No net change in revenues.

- ◆ Intergovernmental Revenues—decrease of \$0.3 million due to one-time grant revenue from Community Resilience Challenge and Community Emergency Response Team programs in prior year.
- ◆ Charges for Current Services—decrease of \$0.1 million due to Southern California Edison grant glideslope funding reduction related to San Onofre Nuclear Generating Station (SONGS).
- ◆ Fund Balance Component Decreases—increase of \$3,584 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—increase of \$0.4 million. A total of \$0.9 million is budgeted in unassigned General Fund fund balance.
  - ◆ \$0.5 million for increased costs related to ongoing emergency operational activities such as temporary staff to provide administrative support, Information Technology maintenance, Emergency Operations Center audio-visual break fix/upgrade, and various public outreach projects.
  - ◆ \$0.2 million for annual tabletop and full-scale training exercises overtime and backfill cost.
  - ◆ \$0.1 million to offset Southern California Edison grant glideslope funding reduction.
- ◆ \$44,492 for one-time negotiated salaries and benefits payments.
- ◆ \$54,206 for one-time support to implement long term efficiency measures.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant overall changes. For planning purposes, the budget includes a total of \$0.7 million in continued use of unassigned General Fund fund balance to continue efforts as necessary to implement long term efficiency measures.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Office of Emergency Services	21.00	21.00	21.00	0.0	21.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.0</b>	<b>21.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Office of Emergency Services	\$ 7,741,836	\$ 7,973,335	\$ 7,947,354	(0.3)	\$ 7,744,359
<b>Total</b>	<b>\$ 7,741,836</b>	<b>\$ 7,973,335</b>	<b>\$ 7,947,354</b>	<b>(0.3)</b>	<b>\$ 7,744,359</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,015,515	\$ 3,118,757	\$ 3,135,065	0.5	\$ 3,228,723
Services & Supplies	2,959,694	3,068,126	2,971,063	(3.2)	2,674,410
Other Charges	1,766,627	1,786,452	1,841,226	3.1	1,841,226
<b>Total</b>	<b>\$ 7,741,836</b>	<b>\$ 7,973,335</b>	<b>\$ 7,947,354</b>	<b>(0.3)</b>	<b>\$ 7,744,359</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 4,594,973	\$ 4,975,914	\$ 4,638,319	(6.8)	\$ 4,596,577
Charges For Current Services	332,438	366,500	274,882	(25.0)	241,896
Fund Balance Component Decreases	32,363	85,072	88,656	4.2	88,656
Use of Fund Balance	736,246	504,492	904,140	79.2	741,889
General Purpose Revenue Allocation	2,045,816	2,041,357	2,041,357	0.0	2,075,341
<b>Total</b>	<b>\$ 7,741,836</b>	<b>\$ 7,973,335</b>	<b>\$ 7,947,354</b>	<b>(0.3)</b>	<b>\$ 7,744,359</b>





# Medical Examiner

## Mission Statement

Contribute to 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. In 2020, the Medical Examiner had initial jurisdiction over about 41% of all deaths in the county, or 10,535 cases. Ultimately, 37% of those cases were further investigated to determine cause and manner of death, and often, to confirm the identity of the decedent. Statistical information on sudden and unexpected deaths is provided to research institutions, other government agencies 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 to certify deaths according to State mandates. In addition, the department is accredited to train future forensic pathologists and partners with medical schools and hospitals to educate medical students and resident pathologists.

To ensure these critical services are provided, the Department of the Medical Examiner has 60.00 staff years and a budget of \$13.3 million.



## 2020–21 Anticipated Accomplishments



### 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 in dangers to health.
  - Held telebriefings with Public Health Services and sent informational letters to the funeral industry to provide safety information about the handling of COVID-19 fatalities.
  - Successfully activated our mass fatality management plan by supporting the region with decedent management and storage due to the surge of fatalities in the region during the COVID-19 pandemic.
  - Detected an unusual increase in deaths due to fentanyl in August 2020 and alerted the County’s Public Health Department and Behavioral Health Services. As a result, safety warnings were rapidly issued.
  - Contributed to the County’s efforts at reducing the number of deaths caused by overdose through various data sharing efforts with the San Diego County Methamphetamine Strike Force, San Diego Prescription Drug Abuse Task Force, District Attorney’s Office, and County Public Health and Behavioral Health Services. One specific effort, however, was not met which is related to the collaboration with HHS’s Public Health Officer to send joint informational letters to prescribers whose patients’ deaths were related to opioid toxicity. This goal was not met due to operational impacts caused by the COVID-19 pandemic.
  - Contributed to research efforts related to Alzheimer’s, Epilepsy, Autism, Schizophrenia and traumatic brain injury studies by providing 40 tissue samples to academic research organizations, with family consent.

### 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.

- Continued to train medical residents, students and first responders on forensic investigations and pathology. A total of 566 people received a virtual training, tour of the facility, and/or autopsy demonstration. While many requests were fulfilled timely via teleconference, all in-person services were canceled due to operational impacts caused by the COVID-19 pandemic. Therefore, our goal to fulfill 100% of these requests within 4 months of the request was not met.
- Produced and displayed 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.
- Produced and displayed 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.
- Produced and displayed 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
  - Contributed to death prevention efforts by providing statistics and case studies, and lending expertise through active participation in groups including the San Diego County Child Fatality Review Committee, the Domestic Violence Death Review Team, the Elder and Dependent Adult Death Review Team, Medical Examiners and Coroners Alert Project (MECAP), the National Missing and Unidentified Persons System, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.
- Completed 82% (97 of 119) of homicide examination reports in 60 days or less, which did not meet the goal of 90% due to case complexity and increased caseload.
- 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% (18,985 of 19,572) of next of kin for identified Medical Examiner cases within 24 hours, exceeding the goal of 90%.
  - ◆ Completed 83% (3,104 of 3,738) of investigative reports in 60 days or less, which did not meet the goal of 85% due case complexity and increased caseload.
  - ◆ Completed 100% (2,645) of toxicology reports in 60 days or less, exceeding the goal of 97%.
  - ◆ Completed 92% (3,345 of 3,649) of examination reports in 60 days or less, exceeding the goal of 90%.
  - ◆ Provided 94% (6,000 of 6,376) of case report requests within 7 days or less, which did not meet the goal of 95%. The goal was not met due to a 33% (4,798 to 6,376) increase in demand for autopsy reports and to position vacancies.
- 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 98% (1,847 of 1,886) of cases ready for release in 7 days or less, exceeding the goal of 97%.
  - Identified 90% (547 of 608) of John and Jane Does within 72 hours, exceeding the goal of 80%.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used advanced forensic imaging to assist in the determination of the cause and manner of death.
    - ◆ Gathered imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures for 19% (663 of 3,492) of cases.
    - ◆ Used barcoding technology to ensure that the transfer and maintenance of specimens (2,645 cases), evidence (566 cases) and bodies (3,396) were accomplished quickly, efficiently, and accurately.

2021–23 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 the County’s efforts at reducing the number of deaths caused by overdose by collaborating and sharing data with organizations such as the San Diego County Methamphetamine Strike Force, San Diego Prescription Drug Abuse Task Force, District Attorney’s Office, and County Public Health and Behavioral Health Services. In addition, the Medical Examiner in conjunction with HHSA’s



Public Health Officer 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 Traumatic Brain Injury 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 death prevention efforts by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Review Committee, the Domestic Violence Death Review Team, the Elder and Dependent Adult Death Review Team, Medical Examiners and Coroners Alert Project (MECAP), the National Missing and Unidentified Persons System, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

- 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 to physicians and hospital/care facility staff 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.



### Operational Excellence

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

### Related Links

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

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


Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Bodies ready for release in seven days or less <sup>1</sup>	97% of 3,342	97%	98% of 1,886	97%	97%
	Investigative reports completed in 60 days or less <sup>1</sup>	82% of 3,302	85%	83% of 3,738	85%	85%
	Toxicology reports completed in 60 days or less <sup>1</sup>	99% of 2,207	97%	100% of 2,645	97%	97%
	Examination reports completed in 60 days or less <sup>1</sup>	94% of 3,214	90%	92% of 3,649	90%	90%
	Homicide examination reports completed in 60 days or less <sup>1</sup>	92% of 102	90%	82% of 119	90%	90%
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified <sup>1</sup>	97% of 17,019	90%	97% of 19,572	90%	90%
	Case reports completed in seven days or less <sup>1</sup>	96% of 4,798	95%	94% of 6,376	95%	95%

Table Notes

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

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

### Staffing

Increase of 3.00 staff years.

- ◆ Increase of 2.00 staff years in Investigations to address increased caseload.
- ◆ Increase of 1.00 staff year in Pathology to address increased caseload and to adhere to requirements set forth by the National Association of Medical Examiners (NAME) related to forensic pathologist caseload ratio.

### Expenditures

Net increase of \$1.1 million.

- ◆ Salaries & Benefits—increase of \$0.2 million due to the addition of 3.0 staff years, negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—increase of \$0.7 million for costs associated with the decedent transportation contract.
- ◆ Capital Assets Equipment—increase of \$0.2 million for an x-ray machine replacement.

### Revenues

Net increase of \$1.1 million.

- ◆ Fund Balance Component Decreases—decrease of \$27,248 to 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 \$0.9 million. A total of \$1.2 million is budgeted in unassigned General Fund fund balance.
  - ◆ \$0.3 million for an x-ray machine replacement.
  - ◆ \$0.1 million for major maintenance project to replace carpet.
  - ◆ \$0.4 million for costs associated with the decedent transportation contract.
  - ◆ \$0.1 million for one-time negotiated salaries and benefits payments.
  - ◆ \$0.3 million for one-time support to implement long term efficiency measures.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million due to the addition of 3.0 staff years.







## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.8 million primarily due to completion of prior year one-time funded items. For planning purposes, the budget includes a total of \$0.3 million in continued use of unassigned General Fund fund balance to continue efforts as necessary to implement long term efficiency measures.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Decedent Investigations	57.00	57.00	60.00	5.3	60.00
<b>Total</b>	<b>57.00</b>	<b>57.00</b>	<b>60.00</b>	<b>5.3</b>	<b>60.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Decedent Investigations	\$ 11,668,771	\$ 12,144,343	\$ 13,253,485	9.1	\$ 12,467,035
<b>Total</b>	<b>\$ 11,668,771</b>	<b>\$ 12,144,343</b>	<b>\$ 13,253,485</b>	<b>9.1</b>	<b>\$ 12,467,035</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 8,702,721	\$ 9,187,587	\$ 9,402,261	2.3	\$ 9,430,623
Services & Supplies	2,866,050	2,906,756	3,601,224	23.9	3,036,412
Capital Assets Equipment	100,000	50,000	250,000	400.0	—
<b>Total</b>	<b>\$ 11,668,771</b>	<b>\$ 12,144,343</b>	<b>\$ 13,253,485</b>	<b>9.1</b>	<b>\$ 12,467,035</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 152,332	\$ 153,000	\$ 153,000	0.0	\$ 153,000
Miscellaneous Revenues	960	1,000	1,000	0.0	1,000
Fund Balance Component Decreases	269,876	271,574	244,326	(10.0)	244,326
Use of Fund Balance	287,909	351,467	1,237,103	252.0	311,876
General Purpose Revenue Allocation	10,957,694	11,367,302	11,618,056	2.2	11,756,833
<b>Total</b>	<b>\$ 11,668,771</b>	<b>\$ 12,144,343</b>	<b>\$ 13,253,485</b>	<b>9.1</b>	<b>\$ 12,467,035</b>



# 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 assists crime victims by educating them on their rights, securing restitution and holding clients accountable. During Fiscal Year 2020–21, a weekly average of 10,266 adults and 896 youth were under probation supervision. With a continued focus on supporting young people, their families and all persons under supervision, the department has two leadership teams - Youth Development and Community Support Services (YDCSS, which includes the Youth Detention and Development team) and the Adult Reintegration and Community Supervision Services (ARCSS).

YDCSS fully supports youth and their families with evidence-based practices that focus on rehabilitation, healing and positive youth development. YDCSS provides community outreach, prevention and intervention programs to strengthen families, increase youth resiliency, and avoid justice system involvement for youth at risk of entering the 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.

ARCSS envisions a fair and equitable model of support for all adult probation clients that values the client’s individual needs and ensures access to meaningful and relevant opportunities for success. ARCSS provides supervision and reentry services to justice system involved adults, focusing on case management and assessment to link them to the services that will assist in rehabilitation.

To ensure these critical services are provided, the Probation Department has 1,009.00 staff years and a budget of \$236.8 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 Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

## 2020–21 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 and behavior; mental health; disabilities; effective strategies for communication; cultural responsiveness; Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) specific issues; restorative practices; implicit bias 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 96% (938 of 980) of clients on juvenile probation completed their probation without new sustained law violations, exceeding the goal of 75% by ensuring that programs and services for youth are

aligned with national best practices and that youth have access to a broad spectrum of services and support in the community.

- ◆ Ensured that 82% (3,110 of 3,798) of clients on adult probation completed their probation without being convicted of new crimes, exceeding the goal of 68% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.
- ◆ Ensured that 91% (392 of 430) of clients on Mandatory Supervision 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 65% (814 of 1,252) of clients on Post Release Community Supervision 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 clients accountable while providing them access to rehabilitation
  - Employed practices to provide rehabilitative services to clients on supervision.
    - ◆ Linked 90% (1,251 of 1,390) of clients on Post Release Community Supervision to appropriate intervention services to address factors that lead to criminal behavior.
    - ◆ Linked 92% (320 of 346) of clients on Mandatory Supervision to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90%.
    - ◆ Ensured that 55% (720 of 1,298) of clients on Post Release Community Supervision 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 38% by completing case reviews and terminating supervision for eligible clients.
    - ◆ Implemented mental health and treatment teams in the regional offices to increase adult client access to behavioral health services and care coordination.
    - ◆ Co-located an adult Reentry Unit in the Lemon Grove Family Resource Center to facilitate engagement efforts with community partners and to provide on-site assessment and linkage to critical services in the future.
    - ◆ Collaborated with justice partners to implement Assembly Bill (AB) 1950, *Probation length of terms*, by shortening the length of probation supervision terms to no longer than one year for misdemeanors and two years for felonies, with exceptions as specified in the legislation.
- ◆ Expanded interim housing services for adults re-entering the community in response to the temporary increase of persons supervised locally when the State released persons from state prison to mitigate the risk of COVID-19.
- 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.
    - ◆ Continued to integrate the Youth in Custody Practice Model (YICPM) by expanding the utilization of a strength-based behavior management program in Youth Detention and by enhancing the ways in which activity time is structured to promote positive youth development.
    - ◆ Increased the monthly in-custody visitation rate to 79% (2,206 of 2,802) to improve youth outcomes through stronger support systems, family visitation and community engagement, exceeding the goal of 70%.
    - ◆ Aligned detention operations for youth with national best practices for conflict de-escalation and relationship building including the deployment of Crisis Awareness and Response (CARE) Teams that use therapeutic approaches to mediate and de-escalate conflicts.
    - ◆ Implemented Performance-based Standards (PbS) that provides goals and standards for detention operations serving youth combined with a blueprint of best practices and an online system of data collection and reporting to continually monitor performance.
    - ◆ In response to Senate Bill 823, *Juvenile Justice Realignment*, which transfers the responsibility for managing all youth committed to State facilities to local jurisdictions beginning July 1, 2021, the department worked collaboratively with stakeholders to initiate planning for the housing, programs and reentry strategies that are needed to provide appropriate rehabilitation and supervision services to these youth.
    - ◆ Ensured that 97% (448 of 462) of youth enrolled in the Alternatives to Detention (ATD) program successfully completed the program without any new sustained law violations, exceeding the goal of 90%.
    - ◆ Decreased by 83% (from 18 to 3) the monthly average number of youth 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.
    - ◆ Expanded programming to the east area of the county by opening an Achievement Center that builds upon successful efforts to rehabilitate youth and reduce recidivism by providing programing such as tutoring,



educational assistance, career exploration, work readiness training, counseling and recreational activities.

- ◆ Revised the conditions of probation supervision for youth in accordance with national best practices to align supervision conditions with factors related to the likelihood of reoffending while reducing unnecessary probation violations.
- ◆ As part of the Juvenile Justice System Improvement Project (JJSIP) in collaboration with the Center for Juvenile Justice Reform and Vanderbilt Peabody College, developed and implemented a disposition matrix that helps match youth to the most appropriate level of supervision and services to maximize their opportunities for success and to enhance public safety.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Continued to develop strategic action plans for adult and youth operations.
  - Responded 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
  - Utilized new and existing technology and infrastructure to improve customer service.
    - ◆ Continued developing an infrastructure that improves customer service by constructing the Youth Transition 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.
    - ◆ Completed construction of a track and field at East Mesa Juvenile Detention Facility to support rehabilitation and positive youth development by increasing access to healthy recreational activities.
    - ◆ Successfully shifted over half of the workforce to teleworking in response to public health conditions while maintaining productivity and saving over 67,000 miles of vehicle commuting each pay period with the associated reduction in greenhouse gas emissions.
    - ◆ Enhanced the staff training catalog by re-designing and adapting many courses to the online environment which allowed staff to successfully achieve 100% compliance with the requirements of Standard and Training for Corrections.

- ◆ Utilized innovative technology to enhance service delivery in a virtual environment by deploying software, hardware and network capacity so staff could: conduct virtual meetings and trainings; collaborate with stakeholders to participate in virtual court proceedings; and provide youth in custody with virtual classes and programs.
- ◆ Replaced and/or reduced 19% of vehicles including the conversion of 4% of the fleet to hybrid vehicles.
- 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.
    - ◆ Developed an Equity and Inclusion Strategic Plan which serves as a guide and the continued commitment to fostering an inclusive environment for both employees and the communities we serve.
    - ◆ Organized an Equity and Inclusion Committee consisting of staff members from diverse racial/ethnic backgrounds, work experiences and classifications to identify areas for potential improvement; modifications to policies and procedures; and ways to promote and support cultural awareness and competency.
    - ◆ Conducted Diversity and Inclusion Listening Sessions to provide staff with open discussions centered on identifying and addressing social injustices and racial inequities to ensure that employees feel valued and respected.
    - ◆ Sworn staff completed training related to cultural competency, social justice and/or implicit bias to enhance and support awareness of issues related to diversity and inclusion.
    - ◆ Provided staff with opportunities to participate in the Blue Courage program that supports staff in developing heart-focused leadership and purpose.
    - ◆ Provided Professional Development Academies for staff to encourage their personal and professional growth and to prepare them for promotional and leadership opportunities.

## 2021–23 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 staff in Youth Development and Community Support Services with training on adolescent brain development, trauma-informed care, implicit bias, restorative practices, conflict resolution/de-escalation strategies and the importance of equity in the justice system.



### 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 80% of clients on juvenile probation complete their probation without new sustained law violations.
    - ◆ Ensure that 70% of clients on adult probation complete their probation without being convicted of new crimes.
    - ◆ Ensure that 82% of clients on Mandatory Supervision complete their supervision without being convicted of new crimes.
    - ◆ Ensure that 60% of clients on Post Release Community Supervision 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 clients on supervision.
    - ◆ Link 90% of clients on Post Release Community Supervision to appropriate intervention services to address factors that lead to criminal behavior.
    - ◆ Link 90% of clients on Mandatory Supervision to appropriate intervention services to address factors that lead to criminal behavior.
    - ◆ Ensure that 45% of clients on Post Release Community Supervision successfully complete supervision within 12 months by increasing the use of early discharge for clients in compliance with the conditions of supervision.
    - ◆ Improve the relationships and communication between staff and adult clients to achieve more successful client outcomes by providing staff with refresher trainings on assessment, Integrated Behavioral Intervention Strategies, case planning and/or care coordination.
- 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 implement the Youth in Custody Practice Model (YICPM) by improving the programming and strategies used to support youth in the detention facilities.
    - ◆ Increase the monthly in-custody visitation rate to 75% 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.
- ◆ Enhance the quality of case planning for youth by providing staff with training on developing strength-based intervention plans that build upon the client's strengths, provide positive expectations for the client and empower the client and family in decision-making.
- ◆ Utilize Performance-based Standards (PbS) that provide goals and standards for detention facilities serving youth combined with a blueprint of best practices and an online system of data collection and reporting to continually monitor performance.
- ◆ Work with the subcommittee of the County of San Diego Juvenile Justice Coordinating Council to complete the plan due to the Office of Youth and Community Restoration of the California Health and Human Services Agency by January 1, 2022 in response to Senate Bill 823, *Juvenile Justice Realignment*, which transfers the responsibility for managing youth previously committed to State facilities to local jurisdictions. In a future action, the Probation Department will present information on the plan to the Board of Supervisors with recommendations for housing, programs and reentry strategies supported by the State funds allocated for this purpose.
- ◆ As part of the Juvenile Justice System Improvement Project (JJSIP) in collaboration with the Center for Juvenile Justice Reform and Vanderbilt Peabody College, continue implementing the disposition matrix that helps match youth to the most appropriate level of supervision and services to maximize their opportunities for success and to enhance public safety.
- ◆ Implement the Standardized Program Evaluation Protocol (SPEP) that utilizes a validated, data-driven rating system for determining how well programs for justice-involved youth match the research on the effectiveness of programs for reducing recidivism.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Continue developing management structures to support youth and adult operations 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.
  - ◆ Complete Phase I of the Youth Transition Campus Project that embraces the positive youth development model of juvenile detention with smaller living units, a standalone school, indoor and outdoor recreation spaces, a visiting center, staff wellness spaces and other features all designed in accordance with national best practices to support youth and staff in a trauma-informed environment.
  - ◆ Continue developing an infrastructure that improves customer service by constructing the Ohio Street Probation Office that will increase client access to services close to where they live and work in an environment that promotes the health and well-being of clients, staff and the community.
  - ◆ Increase program evaluations for best practices by providing quality assurance on contract oversight and compliance while ensuring contractor accountability in performance measurement.
- 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.
    - ◆ Implement the Equity and Inclusion Strategic Plan which serves as a guide and the continued commitment to fostering an inclusive environment for both employees and the communities we serve.
- ◆ Regularly convene the Equity and Inclusion Committee consisting of staff members from diverse racial/ethnic backgrounds, work experiences and classifications to identify areas for potential improvement; modifications to policies and procedures; and ways to promote and support cultural awareness and competency.
- ◆ Promote diversity and inclusion with a focus on building social justice and equity through a multi-pronged approach targeting staff training, employee recruitment and retention, staff engagement and service delivery.
- ◆ 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](http://www.sandiegocounty.gov/probation)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Clients on adult supervision who complete their probation without being convicted of a new crime <sup>1</sup>	78% of 4,008	68%	82% of 3,798	70%	70%
	Clients on juvenile supervision who complete their probation without a new law violation <sup>2</sup>	89% of 783	75%	96% of 980	80%	80%
	Enrollment of eligible youth into the Alternatives to Detention Program <sup>3</sup>	100% of 641	N/A	N/A	N/A	N/A
	Visitation rate for youth in custody	73% of 4,458	70%	79% of 2,802	75%	75%
	Successful completion of the Alternatives to Detention Program <sup>4</sup>	N/A	90%	97% of 462	90%	90%

*Table Notes*

- <sup>1</sup> The Department exceeded the goal of 68% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.
- <sup>2</sup> The Department exceeded the goal of 75% by ensuring that programs and services for youth are in alignment with national best practices and that youth have access to a broad spectrum of services and support in the community.
- <sup>3</sup> This measure was discontinued in Fiscal Year 2020–21 and replaced with a measure focused on successful completion of the Alternatives to Detention Program.

<sup>4</sup>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.

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

### Staffing

Net increase of 2.00 staff years

- ◆ Adult Reintegration & Community Supervision—increase of 7.00 staff years. This includes transfers of 4.00 staff years from Youth Detention & Development and 1.00 staff year from Youth Development & Community Support Services and the addition of 2.00 staff years for the Public Service Work program, managed and funded by Department of Public Works.
- ◆ Youth Detention & Development—decrease of 4.00 staff years due to transfers to Adult Reintegration & Community Supervision based on operational needs.
- ◆ Youth Development & Community Support Services—decrease of 1.00 staff year due to transfer to Adult Reintegration & Community Supervision based on operational needs.

### Expenditures

Net increase of \$3.3 million

- ◆ Salaries & Benefits—increase of \$6.3 million due to the addition of 2.00 staff years described above and negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—decrease of \$0.8 million due to the completion of facility maintenance projects.
- ◆ Other Charges—decrease of \$2.0 million allocated in Fiscal Year 2020-21 for potential implementation of Senate Bill 823, *Juvenile Justice Realignment* during that fiscal year. The legislation set the implementation date as July 1, 2021. In a future action, the Probation Department will present information on the state-required plan to the Board of Supervisors with recommendations for housing, programs and reentry strategies supported by the State funds allocated for this purpose.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of \$0.2 million decrease in expenditures.
  - ◆ Increase of \$2.0 million for one-time negotiated salaries and benefits payments.
  - ◆ Increase of \$0.2 million to support 2.00 staff years for the Public Service Work program, managed and funded by the Department of Public Works.

- ◆ Decrease of \$1.2 million due to the completion of one-time facility maintenance projects.
- ◆ Decrease of \$0.8 million in Proposition 63, *Mental Health Services Act* funding.

### Revenues

Net increase of \$3.3 million

- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million based on a decrease in Probation’s allocation of Proposition 69, *DNA Identification Fund program*.
- ◆ Intergovernmental Revenues—net decrease of \$3.6 million.
  - ◆ Decrease of \$5.0 million due to the one-time use of available funds from the Community Corrections Performance Incentives Fund for adult probation activities and to support adult supervisory services.
  - ◆ Increase of \$0.4 million based on available Board of State and Community Corrections mitigation funds to support Post Release Community Supervision clients.
  - ◆ Increase of \$1.0 million in Local Revenue Fund 2011, *Community Corrections Subaccount* to support treatment services.
- ◆ Charges for Current Services—decrease of \$0.8 million due to the elimination of the Public Service Work Program in the Probation Department, which is now managed through the Department of Public Works.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million due to the elimination of revenue associated with a telephone services contract as those services will now be provided at no cost to youth and families.
- ◆ Other Financing Sources—increase of \$8.5 million due to available Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional public safety services and operational needs and one-time funds to support operational needs.
- ◆ Fund Balance Component Decreases – decrease of \$27,248 to the County’s existing Pension Obligation Bond (POB) debt. A total of \$4.3 million is budgeted in this category. Appropriations in this category are based on the use of restricted General Fund fund balances for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$4.0 million. A total of \$5.8 million of unassigned General Fund fund balance is budgeted.
  - ◆ \$1.3 million for one-time support of negotiated labor agreements and retirement contributions.





- ❖ \$0.9 million for in-service staff training to ensure a culturally-competent workforce within the juvenile justice system and support positive youth development.
- ❖ \$1.0 million to partially offset continuing activities related to programs previously supported by Title IV-E federal revenue.
- ❖ \$1.0 million for facility maintenance projects.
- ❖ \$0.7 million for the Family Urgent Response System, an in-home, in-person mobile coordinated county response system to preserve relationships between foster youth and caregivers during situations of instability.
- ❖ \$0.6 million to support operational needs.
- ❖ \$0.2 million for radio network operating costs.
- ❖ \$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 \$3.4 million.
  - ❖ \$2.0 million to partially offset increases in negotiated labor agreements and retirement contributions.

- ❖ \$1.2 million to replace one-time General Fund fund balance related to 9.00 staff years for Alcohol and Drug Program Specialists, the Youth Transportation program, and the Court Officers program, added in the Fiscal Year 2020-21 Operational Plan.
- ❖ \$0.2 million to replace revenue associated with a telephone services contract as those services will now be provided at no cost to youth and families and to continue to support programming for youth in detention.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net increase of \$3.8 million. Increases are due to negotiated labor agreements and required retirement contributions and the completion of one-time Expenditure Transfer & Reimbursements for facility maintenance projects. For planning purposes, the budget includes use of unassigned General Fund fund balance to continue efforts as necessary to implement long-term efficiency measures and to allow for stabilization of sales tax driven revenue, including Proposition 172 revenue and Public Safety Realignment revenue.

### Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Adult Reintegration & Com Serv Institutional Services	395.00	426.00	433.00	1.6	433.00
Institutional Services	403.00	—	—	0.0	—
Youth Detention & Development	—	380.00	376.00	(1.1)	376.00
Youth Development & Com Serv	164.00	198.00	197.00	(0.5)	197.00
Department Administration	106.00	3.00	3.00	0.0	3.00
<b>Total</b>	<b>1,068.00</b>	<b>1,007.00</b>	<b>1,009.00</b>	<b>0.2</b>	<b>1,009.00</b>

### Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Adult Reintegration & Com Serv	\$ 88,456,362	\$ 97,045,241	\$ 104,945,080	8.1	\$ 106,432,074
Institutional Services	68,062,793	—	—	0.0	—
Youth Detention & Development	—	66,821,100	67,308,565	0.7	68,837,489
Youth Development & Com Serv	51,584,945	61,632,187	61,278,843	(0.6)	62,092,055
Department Administration	25,456,571	7,776,750	3,173,735	(59.2)	3,175,387
Probation Asset Forfeiture Program	100,000	100,000	100,000	0.0	100,000
Probation Inmate Welfare Fund	95,000	95,000	2,000	(97.9)	2,000
<b>Total</b>	<b>\$ 233,755,671</b>	<b>\$ 233,470,278</b>	<b>\$ 236,808,223</b>	<b>1.4</b>	<b>\$ 240,639,005</b>

### Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 138,393,305	\$ 136,606,999	\$ 142,922,695	4.6	\$ 144,836,741
Services & Supplies	85,669,439	86,606,279	85,872,841	(0.8)	85,751,570
Other Charges	10,333,000	12,333,000	10,330,000	(16.2)	10,330,000
Expenditure Transfer & Reimbursements	(640,073)	(2,076,000)	(2,317,313)	11.6	(279,306)
<b>Total</b>	<b>\$ 233,755,671</b>	<b>\$ 233,470,278</b>	<b>\$ 236,808,223</b>	<b>1.4</b>	<b>\$ 240,639,005</b>



Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Fines, Forfeitures & Penalties	\$ 55,000	\$ 55,000	\$ —	(100.0)	\$ —
Revenue From Use of Money & Property	—	—	2,000	—	2,000
Intergovernmental Revenues	113,907,135	109,713,803	106,140,900	(3.3)	106,325,730
Charges For Current Services	5,475,500	3,493,638	2,691,000	(23.0)	2,691,000
Miscellaneous Revenues	96,000	96,000	1,000	(99.0)	1,000
Other Financing Sources	25,554,775	23,348,287	31,878,061	36.5	27,890,560
Fund Balance Component Decreases	3,677,690	4,359,020	4,331,772	(0.6)	4,331,772
Use of Fund Balance	4,849,406	9,833,375	5,809,564	(40.9)	10,722,956
General Purpose Revenue Allocation	80,140,165	82,571,155	85,953,926	4.1	88,673,987
<b>Total</b>	<b>\$ 233,755,671</b>	<b>\$ 233,470,278</b>	<b>\$ 236,808,223</b>	<b>1.4</b>	<b>\$ 240,639,005</b>



# Public Defender

## Mission Statement

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

## Department Description

The Department of the Public Defender consists of four separate divisions: the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office and the Office of Assigned Counsel, all ethically walled to avoid conflicts. The Public Defender provides legal representation to indigent persons, including adults and juveniles charged with crimes, and legal advice to all persons at arraignment except those who have retained private counsel. The Public Defender also offers representation in some civil cases, such as mental health matters.

To ensure these critical services are provided, the Public Defender has 442.00 staff years and a budget of \$105.5 million.



- 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, for 100% of approximately 600 requests, exceeding the goal of 90%.
  - ◆ Maintained 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.

### 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.

## 2020–21 Anticipated Accomplishments

### Building Better Health


- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Completed 90% (955 of 1,060) 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

### 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 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.
  - Provided Fresh Start assistance to 2,000 clients.
  - Achieved relief for 95% (1,900 of 2,000) of Fresh Start conviction relief petitions, exceeding the goal of 90%.
  - Developed and maintained partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leveraged resources and addressed common needs.
  - Received 60,000 hours of volunteer service, falling short of the goal of 72,500 due to operational impacts caused by 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 97% (19,400 of 20,000) of misdemeanor cases prior to trial when doing so benefited the client more than engaging in litigation, exceeding the goal of 90%.
    - ◆ Resolved 65% (4,250 of 6,500) of felony cases prior to preliminary hearing when doing so benefited the client more than engaging in litigation.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - ◆ Established the Diversity and Inclusion Advisory Panel to serve as a direct link between staff and management in order to promote equity and advise the Public Defender on issues of social justice, diversity, and inclusion. Management has implemented a series of Panel recommendations designed to foster equity and inclusion such as amending the Attorney Policy and Procedures manual to reflect our commitment to diversity, committing to implementing diversity training for all staff as well as supervisors and managers, and extending COVID-19 vaccine priority to all staff.

2021–23 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 60,000 hours of volunteer service.

 Operational Excellence





- Strengthen our customer service culture to ensure a positive customer experience
  - Promote collaborative justice by establishing a professional rapport and bond of trust with clients, and work with criminal justice partners to ensure a reasonable and efficient criminal justice system to obtain the best possible outcome for the client.
    - ◆ 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.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Complete an officewide diversity assessment to determine the level of openness and appreciation of individual differences within the department.
  - Implement diversity and implicit bias training for all staff, supervisors, and managers on an annual basis.
  - Develop strategies for enhancing our ability to recruit diverse employees across all job classifications.



## Related Links

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

♦ [www.sandiegocounty.gov/public\\_defender](http://www.sandiegocounty.gov/public_defender)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. <sup>1</sup>	90% of 920	90% of 850	90% of 1,060	90% of 850	90% of 850
	Number of juvenile record requests sealed	100% of 589	90% of 900	100% of 600	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 <sup>2</sup>	375	N/A	N/A	N/A	N/A
	Number of felony expungement requests filed <sup>2</sup>	375	N/A	N/A	N/A	N/A
	Total volunteer hours <sup>3</sup>	60,997	72,500	60,000	60,000	60,000
	Number of clients served by Fresh Start <sup>4</sup>	N/A	2,000	2,000	2,000	2,000
	% of Fresh Start clients conviction relief petitions granted <sup>4</sup>	N/A	90% of 2,000	95% of 2,000	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	94% of 31,695	90% of 46,500	97% of 20,000	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	68% of 13,634	65% of 15,000	65% of 6,500	65% of 15,000	65% of 15,000

### Table Notes

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

<sup>2</sup> This measure was 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.

<sup>3</sup> This measure was not met due to operational impacts caused by the COVID-19 pandemic.

<sup>4</sup> This measure was added in 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 plan and seek appropriate method of conviction relief.

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

### Staffing

Increase of 28.00 staff years.

- ◆ Net increase of 27.00 staff years in the Primary Public Defender.
  - ◆ Increase of 28.00 staff years to address increased case responsibilities and activities related to the following:
    - ◆ 10.00 staff years in Video Evidence Processing.
    - ◆ 6.00 staff years in the Defense Transition Unit.
    - ◆ 3.00 staff years in the Substance Abuse Assessor Unit.
    - ◆ 3.00 staff years in the Fresh Start Program.
    - ◆ 2.00 staff years in Senate Bill 395 and Senate Bill 203, *Custodial Interrogation: Juveniles*.
    - ◆ 2.00 staff years in Penal Code 832.7 and Senate Bill 1421, *Peace Officers Release of Records*.
    - ◆ 1.00 staff year for consultation of immigration consequences in criminal cases handled by Public Defender attorneys.
    - ◆ 1.00 staff year in Senate Bill 384, *Tiered Registration for Sex Offenders*.
  - ◆ Decrease of 1.00 staff year due to a transfer to Administration.
- ◆ Increase of 1.00 staff year in Administration due to transfer from Primary Public Defender.

### Expenditures

Net increase of \$8.1 million.

- ◆ Salaries & Benefits—increase of \$8.4 million due to the addition of 28.00 staff years, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$2.4 million due to the completion of one-time facility improvements projects.

- ◆ Expenditure Transfer & Reimbursements—net decrease of \$2.1 million due to prior year one-time funded items (\$3.3 million) offset by an increase of \$1.2 million for one-time negotiated salaries and benefits payments. Since this is a transfer of expenditures, it has a net effect of \$2.1 million increase in expenditures.

### Revenues

Net increase of \$8.1 million.

- ◆ Intergovernmental Revenues—increase of \$0.2 million in Sexually Violent Predator reimbursement.
- ◆ Charges for Current Services—decrease of \$0.7 million due to the elimination of fees.
- ◆ 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 \$2.6 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—decrease of \$1.4. A total of \$2.0 million is budgeted in unassigned General Fund fund balance.
  - ◆ \$1.5 million to support costs associated with temporary staffing.
  - ◆ \$0.5 million to support costs associated with Penal Code 3051 (retroactive cases).
- ◆ General Purpose Revenue Allocation—increase of \$9.8 million due to the addition of 28.00 staff years and increases in negotiated labor agreements and retirement contributions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant change.





Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Primary Public Defender	322.00	337.00	364.00	8.0	364.00
Office of Assigned Counsel	5.00	5.00	5.00	0.0	5.00
Alternate Public Defender	49.00	47.00	47.00	0.0	47.00
Multiple Conflicts Office	9.00	10.00	10.00	0.0	10.00
Administration	15.00	15.00	16.00	6.7	16.00
<b>Total</b>	<b>400.00</b>	<b>414.00</b>	<b>442.00</b>	<b>6.8</b>	<b>442.00</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Primary Public Defender	\$ 60,865,422	\$ 67,235,844	\$ 73,640,185	9.5	\$ 75,144,931
Office of Assigned Counsel	5,575,865	4,890,691	4,910,182	0.4	4,519,457
Alternate Public Defender	10,214,307	10,322,584	10,679,962	3.5	10,810,584
Multiple Conflicts Office	2,103,294	2,329,477	2,324,712	(0.2)	2,343,340
Administration	14,217,961	12,684,192	13,983,044	10.2	12,312,773
<b>Total</b>	<b>\$ 92,976,849</b>	<b>\$ 97,462,788</b>	<b>\$ 105,538,085</b>	<b>8.3</b>	<b>\$ 105,131,085</b>

Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 76,080,295	\$ 82,299,188	\$ 90,669,913	10.2	\$ 89,920,736
Services & Supplies	16,809,848	18,394,513	16,002,130	(13.0)	15,159,115
Other Charges	362,000	377,000	377,000	0.0	377,000
Expenditure Transfer & Reimbursements	(275,294)	(3,607,913)	(1,510,958)	(58.1)	(325,766)
<b>Total</b>	<b>\$ 92,976,849</b>	<b>\$ 97,462,788</b>	<b>\$ 105,538,085</b>	<b>8.3</b>	<b>\$ 105,131,085</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 1,822,239	\$ 1,922,239	\$ 2,108,980	9.7	\$ 2,172,239
Charges For Current Services	800,000	650,000	—	(100.0)	—
Miscellaneous Revenues	975,528	2,062,140	2,062,140	0.0	2,062,140
Fund Balance Component Decreases	2,438,878	2,513,458	2,590,016	3.0	2,590,016
Use of Fund Balance	3,242,596	3,368,879	2,000,000	40.6	—
General Purpose Revenue Allocation	83,697,608	86,946,072	96,776,949	11.3	98,306,690
<b>Total</b>	<b>\$ 92,976,849</b>	<b>\$ 97,462,788</b>	<b>\$ 105,538,085</b>	<b>8.3</b>	<b>\$ 105,131,085</b>



# San Diego County Fire

## Mission Statement

Coordinate, regionalize, and improve fire protection and emergency response services across San Diego County.

## Department Description

The San Diego County Fire (SDCF), formerly known as the San Diego County Fire Authority, delivers comprehensive fire and emergency medical services across 1.7 million acres of unincorporated San Diego County. SDCF employs a cooperative approach to provide a greater depth of resources by partnering with CAL FIRE to provide services as one department, County Fire. Operating under 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. In the last five years, the department has expanded to provide fire response paramedic services to over 90% of the service area and more than doubled in size: increasing the number of first responder personnel, the number of career-staffed fire stations, and the level of services provided to the communities through implementation of a cohesive pre-fire strategy focused on public education, defensible space inspections, structure hardening, fuels management projects and protecting evacuation corridors, in addition to the continued administration of the Volunteer Reserve Firefighter Program. The extensive growth of the organization led to the reorganization of the previous governance structure, County Service Area (CSA) No. 135, and the establishment of a new dependent fire protection district. On July 7, 2020 (1), the Board of Supervisors approved the necessary actions to form the San Diego County Fire Protection District (SDCFPD). On December 7, 2020, San Diego Local Agency Formation Commission (LAFCO) finalized the formation of the SDCFPD.

To ensure these critical services are provided, San Diego County Fire has 27.00 staff years and a budget of \$52.3 million.



## 2020–21 Anticipated Accomplishments



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Promoted events that encourage residents to learn more about improving their health and wellness.
    - ◆ The goal of continued collaboration with the Health and Human Services Agency (HHS), to provide blood pressure screenings at 15 locations as part of the County’s “Love Your Heart” campaign was not met due to operational impacts caused by the COVID-19 pandemic.
    - ◆ In response to changing community needs, first responder personnel intended to continue collaboration with HHS to provide training events for 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. The goal of 20 training events was not met due to operational impacts caused by the COVID-19 pandemic.



### 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.
    - ◆ In collaboration with HHS, County Library and other public and private partners, completed the installation of residential lock boxes at or near the front door of 150 at-risk individuals to allow first responder access to

### 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.

homes during an emergency, exceeding the goal of 50 due to the implementation of a community-based public outreach approach.

- ◆ Provided Wildland Urban Interface (WUI) training classes for three at-risk communities within the boundaries of the San Diego County Fire Protection District (SDCFPD), falling short of the goal of seven due to operational impacts caused by the COVID-19 pandemic.
- ◆ Developed a community wildfire preparedness plan for two at-risk communities within SDCFPD boundaries.
- 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.
    - ◆ Participated in two Tactical Resource Training (TRT) events with partnering agencies to support the Urban Search and Rescue (USAR) program.
    - ◆ Facilitated the installation or upgrade of five emergency generators at fire stations within SDCFPD boundaries.
    - ◆ Performed fire inspections at 70% (389 of 556) of existing businesses within the SDCFPD boundaries, falling short of the goal of 85% due to operational impacts caused by the COVID-19 pandemic.
    - ◆ Completed 100% (35) of annual inspections in every building used as a public or private school (Group E occupancies) for compliance with building standards within the SDCFPD boundaries.
    - ◆ Completed 100% (13) 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 SDCFPD boundaries.
  - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter Program.
    - ◆ The goal of expanding the Apprentice Program for Volunteer Firefighters to continue to promote opportunities for future recruitment of high school students was not met due to operational impacts caused by the COVID-19 pandemic.
    - ◆ Participated in 2 virtual job fairs to recruit Volunteer Reserve Firefighters, falling short of the goal of 12 public outreach events due to operational impacts caused by the COVID-19 pandemic.



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Implemented tools and trainings to improve leadership and project management skills.

- ◆ Developed a formal plan for organizational management inclusive of coaching, job shadowing, and mentoring.
- 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 Streamline, an inspection tracking system, to support Community Risk Reduction activities related to community fire prevention.
    - ◆ On July 7, 2020 (1), the Board of Supervisors accepted the LAFCO recommendation and approved the necessary actions to form the San Diego County Fire Protection District (SDCFPD). On December 7, 2020, LAFCO finalized the formation of the SDCFPD.
    - ◆ On December 8, 2020 (1), an action to address the variation in tax revenues resulting from past annexations and jurisdictional changes was approved by the Board of Supervisors through the adoption of a resolution standardizing tax revenue transferred to SDCFPD to 6% for all tax rate areas within the current boundaries of the SDCFPD to be effective in Fiscal Year 2022-23.
- 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 tools to enhance incident management, situational awareness, and fire pre-planning by augmenting the GIS Solutions Software contract with Intterra software, allowing fire agencies to access data in one centralized, visual interface.
    - ◆ Provided exceptional emergency services by responding to 78% (4,695 of 6,041) of emergency calls within the “Total Response Time” standard for the regional category (urban, rural, and outlying) identified in the San Diego County Fire Standards of Cover, exceeding the goal of 70%.

## 2021–23 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.
    - ◆ Collaborate with the Health and Human Services Agency (HHS) under the direction of the COVID-19 Test, Trace, Treat (T3) Strategy to prioritize testing of



populations and communities that have been disproportionately impacted by COVID-19, including testing at the border and rural communities.

- ◆ Enhance responsiveness to the changing environment and community needs by providing COVID-19 and flu vaccinations to rural areas of the region through close collaboration with HHSA.
- ◆ In response to the changing community needs, first responder personnel will continue collaboration with HHSA to provide 20 training events for 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.
    - ◆ Continue collaboration with HHSA, County Library, and other public and private partners to complete installation of residential lock boxes at or near the front door of at least 50 at-risk individuals to provide efficient fire protection services by allowing first responder access to homes during an emergency.
    - ◆ Enhance responsiveness to the changing environment and community needs by providing Wildland Urban Interface (WUI) training classes for seven at-risk communities within the service area of the SDCFPD.
    - ◆ Engage with communities on evacuation planning, working together to identify primary, secondary, alternative and emergency options, continuing a multi-year effort to create customized evacuation maps and guides, to further public education in this critical area.
    - ◆ Strengthen wildfire protection in existing and future communities by enhancing a network of fuel breaks around communities to improve defensibility and tactical firefighting options, and reduce fire spread to surrounding wildlands.
- 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.
    - ◆ Improve the delivery of pre-hospital medical services by ensuring a fire-rescue helicopter paramedic is available to provide Advanced Life Support (ALS) emergency medical services on air rescues throughout the County.

- ◆ Reduce the potential for loss of existing structures by performing fire inspections at 90% of existing businesses within the service area of the SDCFPD.
- ◆ Maintain program compliance with the State requirements by completing 100% of annual inspections in every building used as a public or private school (Group E occupancies) for compliance with building standards within the service area of the SDCFPD.
- ◆ Maintain program compliance with the State requirements by completing 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 the service area of the SDCFPD.
- ◆ Reduce the potential for fire spread from wildland to structures and vice versa through the continued implementation of an accelerated defensible space inspection cycle for improved properties, benefitting not only the homeowner but the neighbors, responders, and surrounding lands.
- Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter Program.
  - ◆ Expand the Apprentice Program for Volunteer Firefighters to continue to promote opportunities for future recruitment of high school students.
  - ◆ Foster the department’s relationship with community groups by participating in 12 public outreach events to recruit Volunteer Reserve Firefighters. The department’s goal is to recruit at least 25 Volunteer Reserve Firefighters through these events and other outreach efforts.



### 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.
    - ◆ Foster employee health and professional development through the development of formal plans 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.
    - ◆ Provide for the emerging needs and long-term sustainability of capital assets by developing a facilities replacement plan.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize new and existing technology and infrastructure to improve customer service.
    - ◆ Improve emergency planning and implement tools to enhance incident management, situational awareness, and fire pre-planning, specifically Internet Alerting and continued upgrades to the Regional GIS (Geographic Information System) Public Safety Database.
    - ◆ Provide exceptional emergency services by responding to 90% of emergency calls within the “Total Response Time” standard for the regional category (urban, rural, and outlying) identified in the San Diego County Fire Standards of Cover.
    - ◆ Improve community safety by responding to 90% of emergency incidents with the “Response Force” standard associated with the optimal number of

firefighters required to mitigate the emergency safely and effectively, as described in the San Diego County Fire Standards of Cover.

- ◆ Respond to the growing need for fire protection and emergency medical services in the unincorporated areas of the County by beginning the preconstruction/design phase of the East Otay Mesa Fire Station through the evaluation of design proposals providing firefighters quarters, training, storage and community education functions.

### Related Links

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

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






Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Number of community CPR classes within SDCFPD boundaries <sup>1, 2</sup>	7	N/A	N/A	N/A	N/A
Number of “Stop the Bleed” training events within SDCFPD boundaries <sup>1, 3, 4</sup>	N/A	20	-	20	20
 Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events <sup>4</sup>	6	12	2	12	12
Perform fire inspections at commercial/ business occupancies within SDCFPD boundaries <sup>1, 5</sup>	51%	85%	70% of 556	90%	90%
Perform fire inspections at Group E occupancies within SDCFPD boundaries <sup>1, 3</sup>	N/A	100%	100% of 35	100%	100%
Perform fire inspections at Group R occupancies and associated sub-categories within SDCFPD boundaries <sup>1, 3</sup>	N/A	100%	100% of 13	100%	100%
 Response time in minutes for first unit on scene for EMS calls at 70% of County fire stations <sup>6</sup>	10	N/A	N/A	N/A	N/A
Maintain a turnout time of less than 2 minutes for emergency response incidents within SDCFPD boundaries <sup>1, 6</sup>	86%	N/A	N/A	N/A	N/A
Respond to medical emergencies within SDCFPD boundaries in 10 minutes <sup>1, 3, 7</sup>	N/A	70%	78% of 6,041	N/A	N/A
Respond to emergency calls within the 8:00 minute “Total Response Time” standard for Urban areas <sup>8</sup>	N/A	N/A	N/A	90%	90%
Respond to emergency calls within the 13:00 minute “Total Response Time” standard for Rural areas <sup>8</sup>	N/A	N/A	N/A	90%	90%
Respond to emergency calls within the 23:00 minute “Total Response Time” standard for Outlying areas <sup>8</sup>	N/A	N/A	N/A	90%	90%
Respond to 90% of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard <sup>9</sup>	N/A	N/A	N/A	90%	90%

Table Notes

<sup>1</sup> In Fiscal Year 2020–21, the San Diego County Fire Protection District (SDCFPD) was established to replace the previous governance structure of County Service Area (CSA) 135. All references to CSA 135 have been updated to SDCFPD.

<sup>2</sup> This measure was discontinued in Fiscal Year 2020–21 and replaced with a measure that reflects efforts by San Diego County Fire’s Emergency Medical Services (EMS) to support the “Stop the Bleed” campaign.

<sup>3</sup>This was a new measure for Fiscal Year 2020–21.

<sup>4</sup>This goal 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.

<sup>5</sup>The goal 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.

<sup>6</sup>This measure was discontinued in Fiscal Year 2020–21 and replaced with a measure that reflects the operational goal of improving response times.

<sup>7</sup>In Fiscal Year 2020–21 a measure capturing the percentage of emergency response drive-times under ten minutes was introduced to reflect the operational goal of providing exceptional emergency services by ensuring the effective deployment of resources. In Fiscal Year 2021–22 this measure will be discontinued and replaced by new measures in order to capture the operational goals for both the “Total Response Time” and “Response Force” standards identified in the San Diego County Fire Standards of Cover.

<sup>8</sup>This is a new measure for Fiscal Year 2021–22 to accurately reflect the operational goal of providing exceptional emergency services. The standards for the regional category (urban, rural, and outlying) identified in the San Diego County Fire Standards of Cover were developed using the Safety Element of the County of San Diego General Plan and best practices identified by the National Fire Protection Association. The *Total Response Time* starts when the 9-1-1 call is received and ends when personnel arrive on scene. Time standards are graduated in relationship to the regional category (urban, rural, and outlying) in which the emergency incident occurs, as identified by land use designation and population density.

<sup>9</sup>This is a new measure for Fiscal Year 2021–22 to accurately reflect the operational goal of improving community safety. The “Response Force” standards identified in the San Diego County Fire Standards of Cover are based on the optimal number of firefighters required to mitigate an emergency safely and effectively. The effective response force standard is categorized into three tiers to reflect variations in hazard type, terrain and population density throughout the region.

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

### Staffing

No change in staffing

### Expenditures

Net decrease of \$1.3 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—decrease of \$1.4 million due to Community Risk Reduction one-time grant funded Ember Resistant Vent Program in prior year and the reduction in emergency medical services contracted with HHSa partially offset by additional information technology infrastructure costs.
- ◆ Capital Assets Equipment—decrease of \$1.7 million due to one-time grant funded replacement of fire equipment and apparatus.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.6 million associated with centralized General Fund support of one-time fire and emergency medical services. Since these

are transfers of expenditures, it has the effect of \$1.6 million increase in expenditures. The central funding was supported by resources in Countywide Finance Other.

- ◆ Operating Transfer Out—increase of \$0.1 million to fund one-time major maintenance projects.

### Revenues

Net decrease of \$1.3 million

- ◆ Taxes Current Property—increase of \$1.3 million due to recategorization of revenue and anticipated increase in property tax apportionments
- ◆ Intergovernmental Revenues—decrease of \$2.2 million due to one-time grant from CAL FIRE, FEMA Assistance to Firefighters, and Community Development Block Grant.
- ◆ Charges for Current Services—increase of \$0.5 million from the Jamul Indian Village, Fire Protection Districts agreements, and building inspection and plan review services.
- ◆ Miscellaneous Revenues—decrease of \$2.0 million due to one-time Community Risk Reduction program grant revenue and Firestorm 2007 Trust Fund. A total of \$1.4 million in one-time revenue will be rebudgeted to continue the projects and services below:





- ❖ \$1.1 million from Firestorm 2007 Trust Fund for Community Risk Reduction program.
- ❖ \$0.3 million donations from Fire Foundation for information technology projects.
- ◆ Fund Balance Component Decreases—decrease of \$1.0 million due to prior year one-time commitment fund allocation for fire equipment and apparatus purchase. A total of \$0.1 million is budgeted.
  - ❖ \$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—decrease of \$4.9 million. A total of \$2.6 million in unassigned General Fund fund balance is budgeted for one-time expenses.
  - ❖ \$1.1 million for fire apparatus replacement.
  - ❖ \$0.4 million for radio replacements for the Regional Communication System.
  - ❖ \$41,928 to provide fire and emergency medical services.
- ❖ \$1.0 million for renovations, repairs and maintenance of various fire stations.
- ❖ \$49,978 for one-time negotiated salaries and benefits payments.
- ◆ General Purpose Revenue Allocation—increase of \$7.0 million to support ongoing cost related to fire and emergency medical services.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Decrease of \$3.2 million due to the completion of one-time costs associated with various Community Risk Reduction Program projects, major maintenance projects, and replacement of fire equipment and apparatus in Fiscal Year 2021–22. For planning purposes, the budget includes a total of \$0.6 million in continued use of unassigned General Fund fund balance to continue efforts as necessary to implement long term efficiency measures. This plan will be reevaluated in future years to ensure long-term sustainability of core San Diego County Fire services.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
San Diego County Fire	27.00	27.00	27.00	0.0	27.00
<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.0</b>	<b>27.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
San Diego County Fire	\$ 46,676,767	\$ 50,003,438	\$ 49,085,044	(1.8)	\$ 45,877,511
County Service Areas - Fire Protection/EMS	4,228,105	3,547,339	3,201,939	(9.7)	3,201,939
<b>Total</b>	<b>\$ 50,904,872</b>	<b>\$ 53,550,777</b>	<b>\$ 52,286,983</b>	<b>(2.4)</b>	<b>\$ 49,079,450</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,838,487	\$ 4,022,382	\$ 4,140,632	2.9	\$ 4,161,932
Services & Supplies	44,906,447	46,764,036	45,401,910	(2.9)	44,073,077
Other Charges	1,022,245	195,000	195,000	0.0	195,000
Capital Assets Equipment	324,000	3,232,000	1,485,000	(54.1)	385,000
Expenditure Transfer & Reimbursements	(25,000)	(1,625,000)	(20,000)	(98.8)	(20,000)
Operating Transfers Out	838,693	962,359	1,084,441	12.7	284,441
<b>Total</b>	<b>\$ 50,904,872</b>	<b>\$ 53,550,777</b>	<b>\$ 52,286,983</b>	<b>(2.4)</b>	<b>\$ 49,079,450</b>



Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 1,183,009	\$ 1,333,055	\$ 2,599,921	95.0	\$ 2,599,921
Taxes Other Than Current Secured	—	—	16,000	—	16,000
Revenue From Use of Money & Property	—	—	41,000	—	41,000
Intergovernmental Revenues	155,000	2,213,100	—	(100.0)	—
Charges For Current Services	5,295,709	2,640,127	3,132,275	18.6	3,242,361
Miscellaneous Revenues	5,897,229	3,611,261	1,643,923	(54.5)	301,834
Other Financing Sources	262,455	262,455	262,455	0.0	262,455
Fund Balance Component Decreases	1,073,966	1,095,607	97,268	(91.1)	97,268
Use of Fund Balance	6,200,828	7,548,978	2,625,906	(65.2)	600,203
General Purpose Revenue Allocation	30,836,676	34,846,194	41,868,235	20.15	41,918,408
<b>Total</b>	<b>\$ 50,904,872</b>	<b>\$ 53,550,777</b>	<b>\$ 52,286,983</b>	<b>(2.4)</b>	<b>\$ 49,079,450</b>



*County of San Diego*

**Health and Human Services Agency**

Health and Human Services Agency at a Glance 217  
.....  
Health and Human Services Agency Summary 219  
.....  
Self-Sufficiency Services 227  
.....  
Aging & Independence Services 233  
.....  
Behavioral Health Services 243  
.....  
Child Welfare Services 253  
.....  
Public Health Services 261  
.....  
Administrative Support 271  
.....  
Housing & Community Development Services 281  
.....  
County Successor Agency 287  
.....

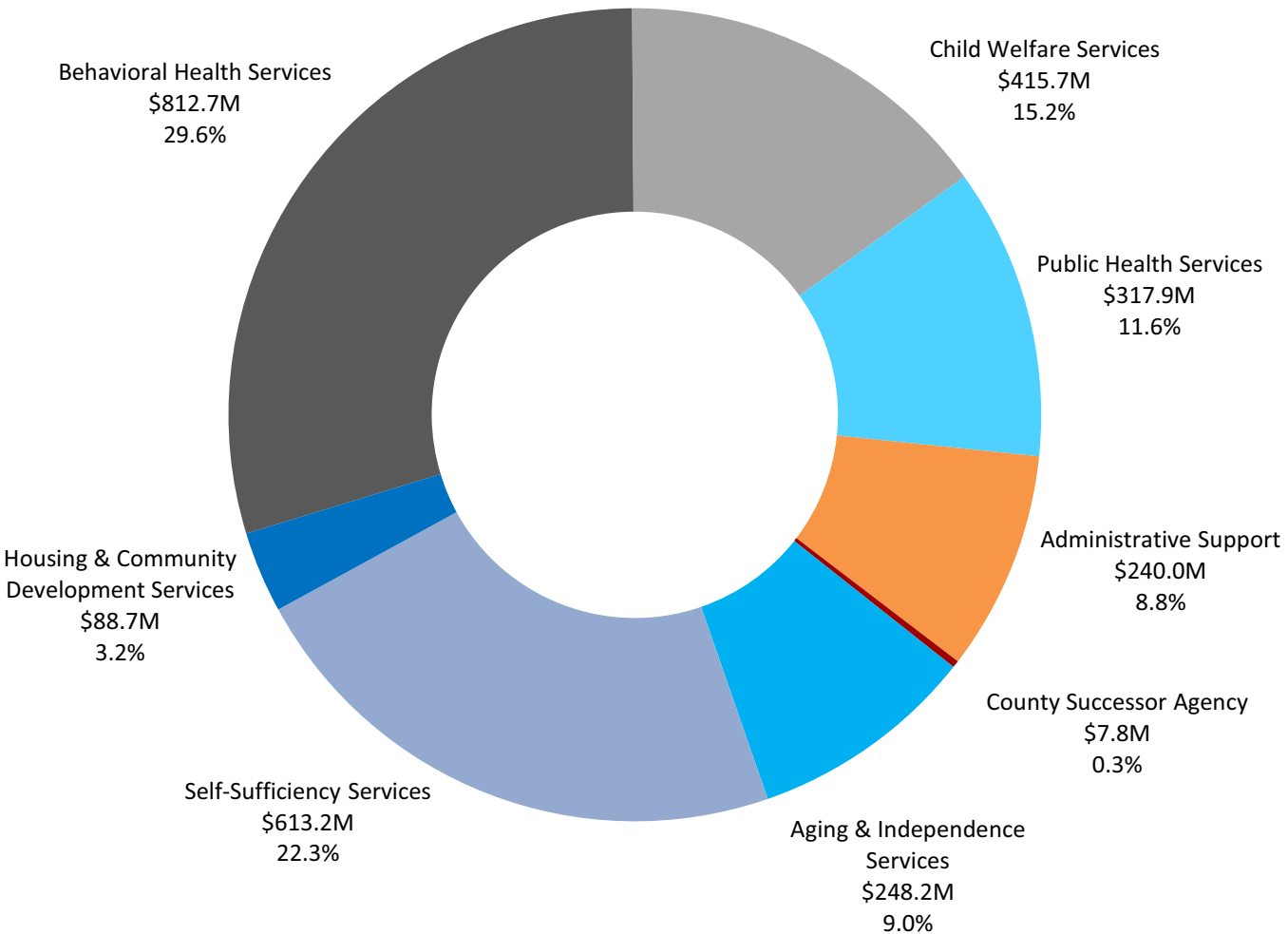




# Health and Human Services Agency at a Glance

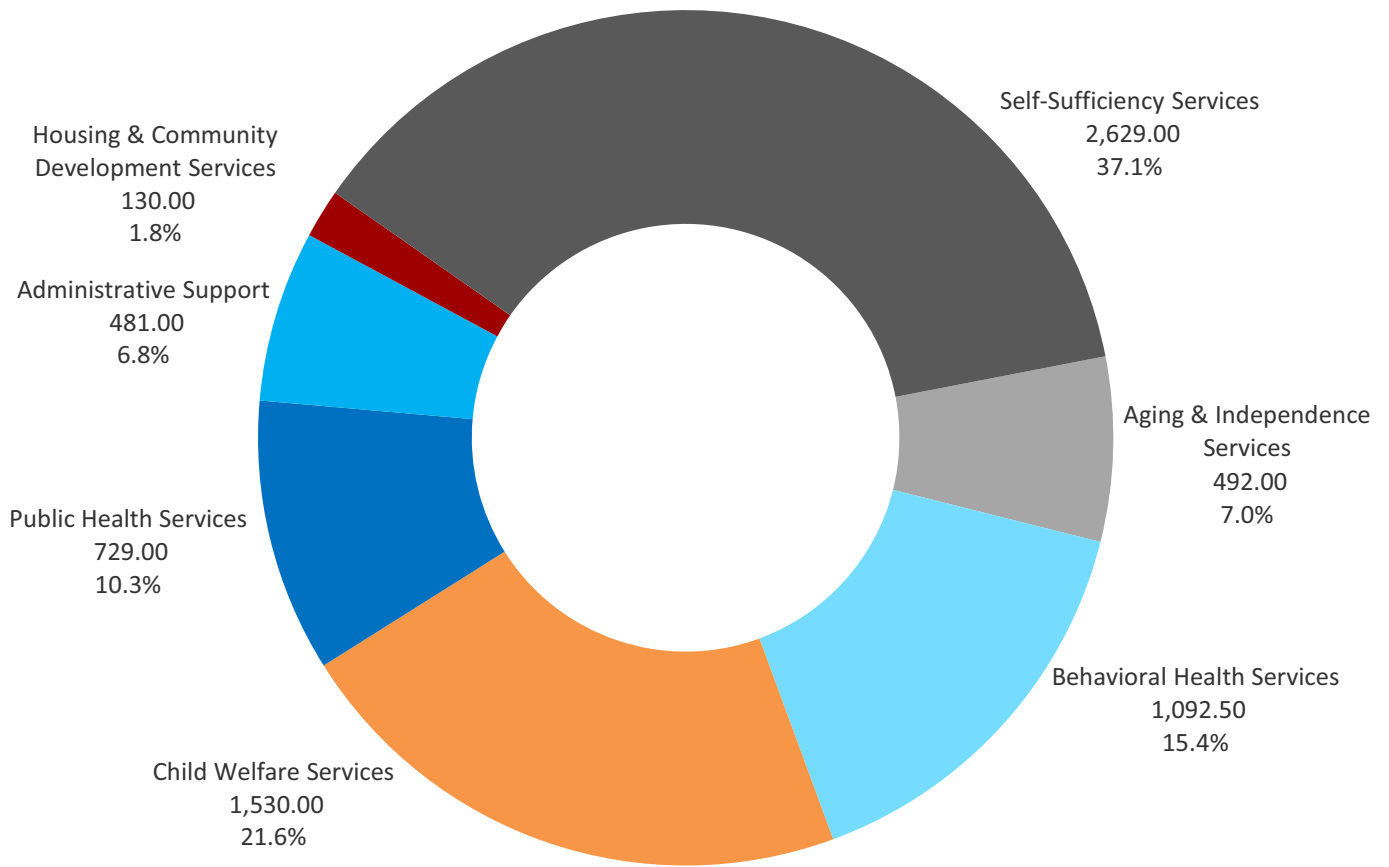
## Recommended Budget by Department

**Budget by Department**  
Fiscal Year 2021-22: \$2.7 billion



Recommended Staffing by Department

**Staffing by Department**  
Fiscal Year 2021-22: 7,083.50 staff years





# Health and Human Services Agency Summary

## Mission Statement

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

## Agency Description

The Health and Human Services Agency (HHSA) is an integrated agency with a robust service network that 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.

For Fiscal Year 2021-22, a new Department of Homeless Solutions and Equitable Communities will be added to the Health and Human Services Agency to improve coordination of existing and future County homeless activities and programs to end homelessness and devote efforts to upstream prevention with a particular focus on economic inclusion and poverty reduction, as well as ensuring the region is welcoming to all



residents. This new department and the associated budget will be reflected in subsequent updates to the Operational Plan.

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

- ◆ Treat nearly 120,000 residents through mental health and alcohol and other drug services;
- ◆ Assist more than 65,000 older adults and people with disabilities through a variety of programs to help keep them safe in their own homes;
- ◆ Protect nearly 4,800 vulnerable children;
- ◆ Prevent the spread of infectious diseases through investigation of over 300,000 cases and contact tracing of approximately 130,000 close contacts as part of the response to COVID-19, hepatitis A and C, measles, HIV, gastro-intestinal and other diseases. Nearly 98% of investigations were of COVID-19; and
- ◆ Ensure over 888,000 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.

Effective July 1, 2021, Emergency Medical Services (EMS) will transfer to the Public Safety Group/San Diego County Fire to enhance the alignment of the integrated functions of Fire and EMS. This transition will facilitate coordination with Fire, EMS, law enforcement, ambulance companies, and health systems to

address and prepare for emergencies, disasters and other community priorities. This transfer will be reflected in subsequent updates to the Operational Plan.

HHSA provides these services directly and indirectly with 7,083.50 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 \$2.7 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 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, for which HHSA has played a key role in leading the regional response, has demonstrated the importance of 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 have continued to provide critical services and essential functions in response to the pandemic. In April 2020, a robust Test, Trace, Treat Strategy (T3) was implemented, a large-scale population health-based strategy using its massive collaborative effort to achieve collective impact in protecting the public’s health and ensuring the continuity of such protection throughout all stages of the region’s reopening. The T3 Strategy includes accessible COVID-19 testing, culturally competent disease investigation, and assistance with safe isolation and individualized services. Vaccination planning began in Fall 2020 with the first vaccinations starting in December 2020 through a mix of County-hosted vaccination sites, super stations, and sites in which the County has partnered with hospitals, clinics, and city fire agencies. Mobile vaccination teams were launched to reach special populations in outlying areas. An ambitious goal was established—to vaccinate 75% (2.0 million) of the San Diego County population age 16 and older by July 1, 2021. Active engagement of community sectors, region-wide vaccine messaging and focused community outreach have been key to the success of the T3 strategy. 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. Critical to this effort is working to create synergistic, actionable items for every department as a strategy for addressing the complex factors that influence health and equity, examples of which include educational attainment, housing transportation options, and neighborhood safety.

Through innovative approaches, HHSA addresses new challenges head on, like creating a fully integrated and coordinated response to the COVID-19 pandemic. This unique approach to an unprecedented emergency built off the principles of Live Well San Diego and included a robust Education and Outreach sector which was mobilized within two weeks and comprised of nine sectors, twelve sub-sectors that successfully engage diverse stakeholders weekly through live telebriefings, eblasts, and presentations. The total reach of these efforts resulted in over 63,500 telebriefing views, nearly 8,000 presentation attendees, and more than 13,500 unique eblast recipients. A whole person approach was used to develop the multi-disciplinary Test, Trace, Treat (T3) Strategy which leveraged resources from the public health lab, epidemiology, Housing and Community Development Services, Integrative Services, ConnectWellSD, Eligibility Operations and support from many community partners. These same approaches were applied to the Vaccination efforts which has





propelled San Diego County to one of the top counties in vaccination rates and the State, including success in communities where residents are more vulnerable to poor health outcomes.



### Living Safely

HHSA will continue to work with the hardest to reach and the most vulnerable populations to ensure all children and families have access to services and information so they can better manage challenging situations they are facing. To strengthen families and communities, HHSA is enhancing the role of advisory bodies to include a deeper community perspective and glean best practices from topic experts. By strengthening communities, HHSA improves its capacity to integrate and align actions and measure how effective we are at achieving outcomes such as limiting the spread of disease outbreak through vaccination and launching campaigns to combat infectious diseases such as 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](http://www.SanDiegoCounty.gov/HHSA)

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

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

For additional information about COVID-19, go to:

◆ <https://www.coronavirus-sd.com/>

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

### Overview

The Health and Human Services Agency's Fiscal Year 2021-22 budget includes appropriations of \$2.7 billion, a net increase of \$211.4 million or 8.3% from the Fiscal Year 2020–21 Adopted Budget. Salaries & Benefits are up \$69.0 million due to required retirement contributions, negotiated labor increases, and the addition of 311.00 staff years to address increasing caseloads for safety net programs in Self Sufficiency Services and Aging & Independence Services, and to bolster several County priority areas impacting Behavioral Health Services (BHS), Public Health Services (PHS), and Child Welfare Services (CWS) as well as continued efforts to address homelessness. Services & Supplies are up by \$170.6 million, over half of the increase driven by costs for COVID-19 response efforts assumed to continue into the budget year covering items such as testing, culturally competent disease investigation, and assistance with safe isolation and individualized services under the Test, Trace, Treat strategy (T3), vaccination efforts, and meals to at-risk seniors under the Great Plates Delivered program. In total, there is \$226.9 million for COVID-19 response efforts included in the recommended budget. Additionally, there are new investments to build upon priority areas and meet increased need for essential services. These include investments to the Behavioral Health Continuum of Care to expand access and redesign services to improve outcomes, investments in additional employment supports for CalWORKs recipients to align with additional federal and State funding, and funding for new pilots such as doula services to supplement and enhance existing programs. Remaining major object budgetary accounts are down by a net of \$28.2 million and primarily reflect adjustments for costs funded outside of the HHSA General Fund, prior year one-time projects and costs, and adjustments to align direct benefit payments to anticipated caseload levels, with no impact to available services.

### Staffing

Increase of 311.00 staff years

◆ Increase of 100.00 staff years to continue to deliver essential safety net services to residents timely, effectively, and efficiently in Self-Sufficiency Services (SSS). Over the last 12



months, SSS has enrolled over 200,000 new participants in CalFresh and Medi-Cal. Both of these programs combine to act as the main social safety net for low-income San Diegans – combating food insecurity and allowing our most vulnerable to meet their health care needs.

- ◆ Increase of 56.00 staff years to address increased administrative support requirements in BHS associated with continued service increases and to further expand the department’s data science footprint to help guide clinical efforts and improve system integration.
- ◆ Increase of 23.00 staff years to inpatient health services to address increased census and services levels at the San Diego County Psychiatric Hospital (SDCPH).
- ◆ Increase of 21.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals and ensure timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults.
- ◆ Increase of 21.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads and ensure timely and thorough assessments in order to increase safety and decrease the risk of hospitalization and out of home placements.
- ◆ Increase of 20.00 staff years in Child Welfare Services (CWS) to support youth in educational settings by partnering with the San Diego County Office of Education and expanding the Fostering Academic Success in Education effort to serve more youth.
- ◆ Increase of 15.00 staff years to create a Placement Integration Unit in CWS to support quality placement efforts to locate relatives and support the child’s sense of safety, permanency, and well-being.
- ◆ Increase of 10.00 staff years to support wrap around homelessness team efforts.
- ◆ Increase of 10.00 staff years to augment staffing capacity in areas such as the Public Health Laboratory, Public Health clinics, the Office of Vital Records and Statistics, and the CalFresh Healthy Living program.
- ◆ Increase of 9.00 staff years to provide support, case management and outreach for the Housing and Disability Advocacy Program (HDAP) and to support efforts to expand services to serve youth and high need individuals under the Homeless Housing, Assistance and Prevention (HHAP) program.
- ◆ Increase of 7.00 staff years to support the End the HIV Epidemic Initiative as approved by the Board of Supervisors on October 27, 2020 (08).
- ◆ Increase of 6.00 staff years to create a combination Emergency After Hours Response/ Hotline Screener Unit in CWS to respond to after hour emergency referrals and take calls as hotline screeners, eliminating the need for the traditional standby unit currently operating on an overtime basis when responding to after hour investigations.

- ◆ Increase of 5.00 staff years in the juvenile forensics unit of BHS to enhance clinical services for youth involved in the juvenile justice system.
- ◆ Increase of 3.00 staff years to support implementation of the Tobacco Retail License Initiative.
- ◆ Increase of 2.00 staff years to support an Office of Immigrant and Refugee Affairs.
- ◆ Increase of 2.00 staff years to focus on streamlining and leveraging existing County services, programs and benefits for working families.
- ◆ Increase of 1.00 staff year to support the Long-Term Care Ombudsman Program by assisting with in-person facility visits for the elderly.
- ◆ Additionally, there were transfers within the Agency that occurred mid-year among divisions to meet operational needs.

### Expenditures

Net increase of \$211.4 million

- ◆ Salaries & Benefits—increase of \$69.0 million due to the addition of 311.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$170.6 million.
  - ◆ Net increase of \$51.4 million due to COVID-19 emergency response efforts primarily for Testing, Tracing, and Treatment Strategy (T3) activities and vaccination efforts necessary to safeguard public health in the COVID-19 environment.
  - ◆ Increase of \$45.0 million to support the Great Plates Delivered program tied to COVID-19 response efforts to deliver meals to older at-risk adults.
  - ◆ Increase of \$18.0 million in employment services and ancillary support for CalWORKs recipients to align with federal and State funding allocations.
  - ◆ Net increase of \$11.7 million to align with the additional CARES Act funding issued by HUD under the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) to fund projects and activities that benefit the community specifically those households affected by COVID-19.
  - ◆ Increase of \$10.0 million to redesign the service delivery of biopsychosocial recuperation programs in BHS consistent with evidence-based best practices in the field including lowering staff to client ratios to improve outcomes and enhancing mobile outreach services to increase services to clients reluctant to engage in traditional settings.
  - ◆ Increase of \$8.8 million primarily for implementation of new call center software technology in AIS, CWS and SSS to support teleworking and off- site operations and to allow for increased efficiency, productivity, and improved customer response times.





- ❖ Increase of \$7.4 million to support increased crisis stabilization services that will provide the full array of crisis stabilization services and will result in enhanced access and improved quality of behavioral health care.
- ❖ Increase of \$6.0 million to increase capacity for lower levels of mental health services, including Assertive Community Treatment (ACT) and Strength Based Case Management treatment slots and increased Augmented Services Program beds, to ensure clients are placed at the correct level of care and to reduce usage of emergency rooms.
- ❖ Increase of \$5.0 million for the continued rollout of the Countywide Mobile Crisis Response Teams (MCRT). A total of \$10.0 million is budgeted for MCRT to provide an alternative to dispatching law enforcement when an individual is having a behavioral health or substance use crisis.
- ❖ Increase of \$2.9 million for the County's IHSS Maintenance of Effort (MOE) which covers the annual statutory 4% increase in the County's share of program costs.
- ❖ Increase of \$1.8 million in support of testing, case investigation and contact tracing, surveillance, containment, and mitigation through the Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC) grant funded program.
- ❖ Increase of \$1.8 million in CalWORKs Home Visiting Initiative (HVI) program services to align with increased funding received in the current year and expected to continue in the budget year.
- ❖ Increase of \$1.6 million for implementation of the Family Urgent Response System (FURS) which is a coordinated system designed to provide collaborative and timely state-level phone-based response and county-level in-home, in-person mobile response during situations of instability to provide immediate family stabilization services.
- ❖ Increase of \$1.5 million for the HHAP program to expand the current Community Care Coordination program to serve youth and high need individuals.
- ❖ Increase of \$1.1 million in Whole Person Care (WPC) housing costs funded through a one-time State allocation, that will primarily be used for rental assistance to private landlords which will allow at risk participants that would qualify under the State's Whole Person Care criteria to stay in their community of choice.
- ❖ Increase of \$1.0 million for the Community Care Coordination (C3) for Veterans program to provide housing assistance and peer support to strengthen the community support system provided to veterans as they reintegrate into the community, ultimately reducing recidivism. A total of \$2.2 million is budgeted.
- ❖ Increase of \$0.7 million for educational support and services to youth in CWS.
- ❖ Increase of \$0.7 million to align with an increased need to provide emergency shelter for homeless persons during times of inclement weather.
- ❖ Increase of \$0.5 million to fund feasibility studies for various County funded affordable housing initiatives.
- ❖ Increase of \$0.5 million to implement a Drowning Prevention Program, including an outreach campaign.
- ❖ Increase of \$0.5 million to support activities under a new Office of Immigrant and Refugee Affairs, including access to legal counsel.
- ❖ Increase of \$0.4 million to support IHSS outreach efforts to both educate the community about the availability of services and to recruit IHSS caregivers in the areas of the County where they are most needed.
- ❖ Increase of \$0.4 million for a pilot to increase access to doula services for at risk families to help address maternal health disparities.
- ❖ Increase of \$0.4 million in the CalWORKs Housing Support program to align with increased funding allocation.
- ❖ Decrease of \$5.4 million tied to prior year one-time investments associated On-site Care Coordination.
- ❖ Decrease of \$3.1 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.
- ❖ Other Charges—net decrease of \$4.0 million.
  - ❖ Decrease of \$24.0 million associated with the completion of the County's initial COVID-19 Emergency Rental Assistance Program (ERAP) to cover rent payments for individuals and families whose household was economically impacted by COVID-19. Further rental assistance efforts will continue with federal funds allocated from the U.S Department of Treasury that will carry forward from the Fiscal Year 2020-21 Adjusted Budget.
  - ❖ Increase of \$8.5 million for anticipated costs to continue the COVID-19 Positive Recovery Stipend Program through the first half of the fiscal year.
  - ❖ Increase of \$8.0 million primarily tied to Foster Care assistance programs to align with increased caseloads and grant costs which increase annually tied to the California Necessities Index. Increased caseloads are being partially driven by additional State provided support during the COVID-19 pandemic that allows continued assistance payments and case management for former non-minor dependents who turned 21 years of age while in Extended Foster Care.
  - ❖ Increase of \$3.3 million in General Relief assistance payments in anticipation of increased caseloads.



- ◆ Increase of \$0.2 million in HUD entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.
- ◆ Expenditure Transfer & Reimbursement—net increase of \$11.3 million. Since this is a reimbursement, it has a net effect of a \$11.3 million decrease in appropriations.
  - ◆ Increase of \$16.9 million associated with centralized General Fund support for the following:
    - ◆ \$10.5 million for one-time negotiated labor agreements.
    - ◆ \$4.2 million primarily associated with centralized General Fund support of the County’s Hotel/Motel Voucher Program, Fair Housing Program and emergency shelter during inclement weather and feasibility studies for affordable housing programs.
    - ◆ \$2.2 million for C3 for Veterans program.
  - ◆ Increase of \$0.9 million associated with increased staffing costs in the juvenile forensics unit funded through a Memorandum of Understanding (MOU) with the Probation Department.
  - ◆ Decrease of \$6.5 million for major maintenance projects that will be funded with General Fund balance in the revenue section below.
- ◆ Operating Transfer Out—net increase of \$1.5 million.
  - ◆ Increase of \$2.8 million in health benefit contributions for eligible IHSS home care workers, which are tied to an increase in paid IHSS service hours.
  - ◆ Net decrease of \$1.3 million to Major Maintenance Capital Outlay Fund (MMCOF) for various facility projects.
- ◆ Management Reserves—decrease of \$14.4 million. There is no amount budgeted.

## Revenues

Net increase of \$211.4 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in County Service Area (CSA) 17 and 69.
- ◆ Intergovernmental Revenue—net increase of \$194.3 million.
  - ◆ Increase of \$69.7 million primarily in social services State and federal administrative revenue associated with anticipated growth in administrative allocations supporting increased staffing, increased operating costs, and the expansion of CalWORKs employment services. These funds also include one-time anticipated payment for the State’s closeout process and redistribution of Medi-Cal eligibility and CalFresh funding from Fiscal Year 2019-20.
  - ◆ Net increase of \$61.8 million in federal stimulus funding to support COVID-19 emergency response for T3, vaccination and the COVID-19 Positive Recovery Stipend Program noted above.
  - ◆ Increase of \$50.2 million in Realignment revenue, including available one-time funding based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs. These funds will help offset loss of prior one-time

transition funds and State General Fund. In addition, these funds will support increases in IHSS MOE, Salaries & Benefits, Services & Supplies, and Other Charges.

- ◆ Increase of \$45.0 million in Federal Emergency Management Agency (FEMA) homeland security funding to support the Great Plates Delivered Program.
- ◆ Net Increase of \$25.1 million in federal and State mental health services funding driven by increased rates, expanded units of service, and a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act in the Short-Doyle Medi-Cal (SDMC) program.
- ◆ Net increase of \$11.7 million in CDBG and ESG for COVID-19 related revenue augmentations.
- ◆ Increase of \$5.4 million in federal and State assistance payment revenues primarily due to revised estimates of caseload levels.
- ◆ Increase of \$2.8 million in IHSS federal and State revenue tied to the increase in health benefit contributions for IHSS home care workers.
- ◆ Increase of \$2.4 million in grant funding to support increases in HHAP and HDAP programs.
- ◆ Decrease of \$39.4 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue.
- ◆ Decrease of \$20.6 million in one-time federal and State child welfare revenue to help transition from the Title IV-E California Well-Being Project to the Family First Prevention Services Act (FFPSA).
- ◆ Decrease of \$7.4 million tied to the elimination of one-time funding of CARES Act revenue to fund the COVID-19 Emergency Rental Assistance Program.
- ◆ Decrease of \$4.8 million in Homeless Housing, Assistance and Prevention (HHAP), HOME Investment Partnerships Program, and CARES Act revenue to align with the expenditure estimate in addressing homelessness in the unincorporated area.
- ◆ Net decrease of \$4.5 million in various revenue sources for substance use disorder services primarily to reflect the end dating of certain funding source contributions from the Public Safety Group.
- ◆ Decrease of \$3.1 million in CalWIN revenue tied to the decrease in CalWIN contracts noted above.
- ◆ Charges for Current Services—net increase of \$1.4 million.
  - ◆ Increase of \$6.6 million primarily in Intergovernmental Transfer (IGT) revenue to cover PHS Salaries & Benefits and costs tied to one-time projects.
  - ◆ Increase of \$1.1 million for the Whole Person Care (WPC) one time housing funds to align with estimated expenditures noted above.
  - ◆ Decrease of \$5.2 million due to completion of one-time projects and program ending.





- ◆ Decrease of \$1.1 million primarily due to lower projected utilization of forensic evaluation services provided to the Superior Court and lower estimated collection of DUI fees due to the pandemic.
- ◆ Miscellaneous Revenues—net decrease of \$2.2 million.
  - ◆ Decrease of \$2.1 million in revenue transferred from the Innovative Housing Trust Fund to align with anticipated loan disbursements for awarded projects.
  - ◆ Decrease of \$0.4 million in recoupment of payments for the General Relief program based on current trends.
  - ◆ Increase of \$0.2 million in the SD-VISA program providing home and community-based services to veterans.
  - ◆ Increase of \$0.1 million in sponsorship revenue primarily tied to the Live Well Advance program.
- ◆ Fund Balance Component Decreases—decrease of \$11.8 million. The \$2.4 million budgeted amount is 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 \$8.3 million in Use of Fund Balance. A total of \$57.3 million is budgeted.
  - ◆ \$43.7 million of unassigned General Fund fund balance is budgeted for the following:
    - ◆ \$29.5 million to stabilize mental health and alcohol & drug program services to Fiscal Year 2022-23 when Realignment revenue growth is projected to be received.
    - ◆ \$6.5 million to fund major maintenance projects.
    - ◆ \$3.3 million for increased General Relief assistance payments.
    - ◆ \$2.9 million for one-time work associated with the Public Housing Physical Needs Assessment.
    - ◆ \$0.5 million for the Drowning Prevention Program.
    - ◆ \$0.5 million for one-time negotiated labor agreements.
    - ◆ \$0.5 million for one-time funding tied to feasibility studies for affordable housing programs.
  - ◆ \$13.4 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
  - ◆ \$0.2 million of available prior year County Service Area (CSA) Fund fund balance to support services in CSA 17 and 69.
- ◆ General Purpose Revenue Allocation— increase of \$21.3 million.
  - ◆ \$10.6 million to fund additional staff years to support BHS operations, SDCPH, CWS, and PHS.
  - ◆ \$10.0 million to support continued rollout of the Countywide MCRT.
  - ◆ \$0.7 million to support increases in Salaries & Benefits and Services & Supplies associated with implementation of immigrant support services.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$277.9 million is the result of a decrease of \$301.6 million in Services & Supplies primarily associated with anticipated completion of COVID-19 response efforts and one-time projects, \$8.5 million in Other Charges associated with COVID-19 Positive Recovery Stipend Program, and \$0.8 million in Operating Transfers Out offset by an increase of \$31.2 million in Expenditure Transfer & Reimbursement associated with one-time funds tied to the centralized General Fund and \$1.8 million in Salaries & Benefits due to negotiated labor agreements. The decrease of \$0.8 million in Operating Transfers Out consists of a decrease of \$3.9 million related to prior year one-time facility projects offset by an increase of \$3.1 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.



Group Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Self-Sufficiency Services	2,532.00	2,529.00	2,629.00	4.0	2,629.00
Aging & Independence Services	449.00	449.00	492.00	9.6	492.00
Behavioral Health Services	1,007.50	1,006.50	1,092.50	8.5	1,092.50
Child Welfare Services	1,493.00	1,492.00	1,530.00	2.5	1,530.00
Public Health Services	694.00	709.00	729.00	2.8	729.00
Administrative Support	468.00	457.00	481.00	5.3	481.00
Housing & Community Development Services	128.00	130.00	130.00	0.0	130.00
<b>Total</b>	<b>6,771.50</b>	<b>6,772.50</b>	<b>7,083.50</b>	<b>4.6</b>	<b>7,083.50</b>

Group Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Self-Sufficiency Services	\$ 527,258,244	\$ 550,805,344	\$ 613,161,886	11.3	\$ 609,938,830
Aging & Independence Services	183,094,858	192,318,978	248,178,272	29.0	209,723,472
Behavioral Health Services	712,886,993	778,464,308	812,712,863	4.4	778,395,136
Child Welfare Services	387,095,386	400,362,189	415,755,520	3.8	420,381,968
Public Health Services	161,968,043	182,066,470	317,935,840	74.6	178,904,677
Administrative Support	215,830,339	312,319,127	239,975,838	(23.2)	198,451,885
Housing & Community Development Services	66,991,500	108,740,529	88,762,906	(18.4)	62,834,818
County Successor Agency	7,460,304	7,778,656	7,752,948	(0.3)	7,752,948
<b>Total</b>	<b>\$ 2,262,585,667</b>	<b>\$ 2,532,855,601</b>	<b>\$ 2,744,236,073</b>	<b>8.3</b>	<b>\$ 2,466,383,734</b>





# Self-Sufficiency Services

## Mission Statement

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

## Department Description

Self-Sufficiency Services (SSS) provides eligibility determination and case management services for State, federal and local public assistance to over 888,000 residents to help low-income families and their children meet basic needs. Staff provide services throughout the county at eleven Family Resource Centers (FRC), two 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 2,629.00 staff years and a budget of \$613.2 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.

## 2020–21 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Processed 96% (27,000 of 28,000) of CalWORKs applications timely, within 45 days, and helped eligible families become more self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.
  - Processed 95% (161,000 of 169,000) of Medi-Cal applications timely, within 45 days. This is a key metric required by the State and assisted families in meeting their health insurance needs. Target exceeds the State requirement of 90%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Processed 96% (184,000 of 191,000) 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%.

- Increased to 60,000 the number of seniors that received CalFresh benefits through strategic partnerships with community-based organizations 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 to 35,000 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 four (one to five 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.

**2021–23 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%.
  - Provide 47,000 seniors 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
  - Ensure 25,000 status reports and renewals 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](http://www.SanDiegoCounty.gov/HHSA)

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

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Timely processing of CalWORKs applications	97% of 25,987	96% of 28,000	96% of 28,000	96% of 28,000	96% of 28,000
	Timely processing of Medi-Cal applications	93% of 181,992	91% of 169,000	95% of 169,000	91% of 169,000	91% of 169,000
	Timely processing of CalFresh applications <sup>1</sup>	96% of 217,774	92% of 190,000	96% of 191,000	92% of 190,000	92% of 190,000
	Seniors on CalFresh <sup>1, 2</sup>	57,738	47,000	60,000	47,000	50,000
	Status reports submitted through Benefits CalWIN <sup>1, 3</sup>	44,939	25,000	35,000	25,000	28,000





### Table Notes

<sup>1</sup> In Fiscal Year 2019–20, the data projected was exceeded due to increased unemployment/caseloads from the COVID-19 public health crisis.

<sup>2</sup> In Fiscal Year 2020–21, the projected number of seniors receiving CalFresh was exceeded due to increased unemployment from the COVID-19 public health crisis.

<sup>3</sup> In Fiscal Year 2020–21, the projected number of Status reports submitted through Benefits CalWIN was exceeded due to the promotion and increased use of technology due to the COVID-19 public health crisis.

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

### Staffing

Net increase of 100.00 staff years

- ◆ Increase of 100.00 staff years to continue to deliver essential safety net services to residents timely, effectively, and efficiently. Over the last 12 months, Self-Sufficiency Services has added over 200,000 new participants to its programs. This includes a 24% participation increase to CalFresh, and an 18% increase to Medi-Cal. Both of these programs combine to act as the main social safety net for low-income San Diegans combating food insecurity and allowing our most vulnerable to meet their health care needs.
- ◆ Additionally, staff were transferred among related programs within SSS to manage operational needs.

### Expenditures

Net increase of \$62.4 million

- ◆ Salaries & Benefits—increase of \$23.8 million primarily due an additional 100.00 staff years as described above, anticipated increased costs tied to an overall lower vacancy rate to help meet increased demand in services, and required retirement contributions and negotiated labor agreements. The additional staff years will ensure timely access and support to residents accessing safety net services. Over the last 12 months, Self-Sufficiency Services has added over 200,000 new participants to its programs. This includes a 24% participation increase to CalFresh, and an 18% increase to Medi-Cal.
- ◆ Services & Supplies—net increase of \$31.5 million.
  - ◆ Increase of \$18.0 million in employment services and ancillary support for CalWORKs recipients to align with federal and State funding allocations.
  - ◆ Increase of \$8.4 million for implementation of new call center software technology to support teleworking and offsite operations and to allow for increased efficiency, productivity, and improved customer response times.
  - ◆ Increase of \$2.5 million in the CalFresh Employment and Training (CFET) program to align with increased participation from third party service providers who are able to contribute matching funds to draw down federal dollars and expand the number of CFET participants served.
- ◆ Increase of \$2.5 million to align with anticipated spending on the Info Line 211 Information and Referral Services contract supporting increased call volume.
- ◆ Increase of \$1.8 million in CalWORKs Home Visiting Initiative (HVI) program services to align with increased funding received in the current year and expected to continue in the budget year.
- ◆ Increase of \$1.0 million for Fraud Investigation Services provided by the Department of Child Support Services (DCSS) to align with spending trends and cost of doing business increases.
- ◆ Increase of \$0.4 million in the CalWORKs Housing Support program to align with increased funding allocation.
- ◆ Decrease of \$3.1 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.
- ◆ Other Charges—net increase of \$11.7 million.
  - ◆ Increase of \$8.5 million for anticipated costs to continue the COVID-19 Positive Recovery Stipend Program through the first half of the fiscal year.
  - ◆ Increase of \$3.3 million in General Relief assistance payments in anticipation of increased caseloads.
  - ◆ Increase of \$0.5 million in Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) assistance payments to align with current trends.
  - ◆ Increase of \$0.2 million in Cash Assistance Program for Immigrants (CAPI) to align with current caseload trends.
  - ◆ Decrease of \$0.8 million in CalWORKs Welfare to Work benefit payments to align with caseload trends, with no impact to services.
- ◆ Expenditure Transfer & Reimbursement—increase of \$4.6 million for one-time negotiated labor agreements. Since this is a reimbursement, it has a net effect of a \$4.6 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.



## Revenues

Net increase of \$62.4 million

- ◆ Intergovernmental Revenues—net increase of \$63.1 million.
  - ◆ Increase of \$48.1 million primarily in social services State and federal administrative revenue associated with anticipated growth in CalWORKs, CalFresh, and Medi-Cal administrative allocations supporting increased staffing, increased operating costs, and the expansion of CalWORKs employment services.
  - ◆ Increase of \$8.5 million in federal stimulus funding to support the COVID-19 Positive Recovery Stipend Program.
  - ◆ Increase of \$7.8 million for one-time anticipated payment for the State’s closeout process and redistribution of Medi-Cal eligibility and CalFresh funding from Fiscal Year 2019–20.
  - ◆ Increase of \$2.5 million in CalFresh Employment and Training revenue tied to increased participation from third party employment and training service providers.
  - ◆ Increase of \$1.8 million associated with increased CalWORKs HVI program funding.
  - ◆ Increase of \$1.2 million in assistance payment revenue to support increased expenditures in WINS & SUAS and CAPI, and revised CalWORKs revenue estimates.
  - ◆ Increase of \$0.4 million in state funding for the CalWORKs Housing Support program based on revised funding allocation.
  - ◆ Decrease of \$4.1 million in Realignment revenue due to increases in federal and State funding allocations for realigned self-sufficiency programs allowing for

redistribution of Realignment funding to Child Welfare Services to support increases in Salaries & Benefits and Services & Supplies.

- ◆ Decrease of \$3.1 million in CalWIN revenue tied to the decrease in CalWIN contracts noted above.
- ◆ Miscellaneous Revenues—decrease of \$0.4 million in recoupment of payments for the General Relief program based on current trends.
- ◆ Use of Fund Balance—decrease of \$2.5 million. A total of \$3.3 million of unassigned General Fund fund balance is budgeted to support increased General Relief assistance payments.
- ◆ General Purpose Revenue Allocation—increase of \$2.2 million to partially offset Salaries & Benefits costs associated with staffing increases.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$3.2 million includes a decrease of \$8.5 million in Other Charges associated with projected ending of COVID-19 Positive Recovery Stipend Program offset by an increase of \$0.7 million in Salaries & Benefits primarily due to required retirement contributions and \$4.6 million in Expenditure Transfer & Reimbursement associated with centralized General Fund support of one-time negotiated labor agreements.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Health Care Policy Administration	2.00	2.00	—	(100.0)	—
Eligibility Operations Administration	262.00	268.00	276.00	3.0	276.00
Regional Self-Sufficiency	2,268.00	2,259.00	2,353.00	4.2	2,353.00
<b>Total</b>	<b>2,532.00</b>	<b>2,529.00</b>	<b>2,629.00</b>	<b>4.0</b>	<b>2,629.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Health Care Policy Administration	\$ 7,504,756	\$ 7,534,019	\$ 6,723,323	(10.8)	\$ 6,731,372
Eligibility Operations Administration	61,190,739	55,812,739	56,000,859	0.3	56,574,168
Assistance Payments	243,185,179	259,974,420	295,309,170	13.6	286,809,170
Regional Self-Sufficiency	215,377,570	227,484,166	255,128,534	12.2	259,824,120
<b>Total</b>	<b>\$ 527,258,244</b>	<b>\$ 550,805,344</b>	<b>\$ 613,161,886</b>	<b>11.3</b>	<b>\$ 609,938,830</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 218,697,176	\$ 235,779,481	\$ 259,544,477	10.1	\$ 260,189,684
Services & Supplies	111,117,510	106,120,715	137,582,560	29.6	137,590,609
Other Charges	197,443,558	208,905,148	220,658,537	5.6	212,158,537
Expenditure Transfer & Reimbursements	—	—	(4,623,688)	—	—
<b>Total</b>	<b>\$ 527,258,244</b>	<b>\$ 550,805,344</b>	<b>\$ 613,161,886</b>	<b>11.3</b>	<b>\$ 609,938,830</b>



Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 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	481,114,850	504,916,270	568,009,625	12.5	568,086,569
Charges For Current Services	270,000	270,000	270,000	0.0	270,000
Miscellaneous Revenues	1,722,999	2,204,385	1,792,677	(18.7)	1,792,677
Other Financing Sources	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Fund Balance Component Decreases	3,829,117	—	—	0.0	—
Use of Fund Balance	—	5,831,386	3,300,000	(43.4)	—
General Purpose Revenue Allocation	35,272,673	32,534,698	34,740,979	6.8	34,740,979
<b>Total</b>	<b>\$ 527,258,244</b>	<b>\$ 550,805,344</b>	<b>\$ 613,161,886</b>	<b>11.3</b>	<b>\$ 609,938,830</b>



# Aging & Independence Services

## Mission Statement

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

## Department Description

*Ageing & Independence Services (AIS) provides assistance, information, referral, and support to over 65,000 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 of San Diego's (County) 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 65,000 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), and Public Conservator (PC)**—acts as the legal guardian or conservator of older and dependent adults who are no longer able to act in their own best interest, resist undue influence, or are gravely disabled because of a psychiatric or cognitive disorder. The Office of the PA/PG/PC also acts as the personal representative for decedent estates for whom there is no other person willing or able to act. In Fiscal Year 2020-21 the PA/PG/PC received 1,880 referrals:
  - ◆ PA—to protect the estates of individuals who die without a will or without an appropriate person to function as an administrator.
  - ◆ PG—to ensure individuals who lack the capacity to make decisions for themselves or handle their assets receive appropriate care and supervision; 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 increase to over 665,000. The fastest growing age group, those aged 85 years and older, is projected to increase from an estimated 69,200 in 2020 to more than 100,000 in 2030.*

*The Aging Roadmap is the County's 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 and builds upon Age Well San Diego, the County's initiative to make San Diego communities better places for people of all ages to live healthy, safe and thriving lives. The Roadmap includes the five Age Well Action Plan 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 492.00 staff years, numerous volunteers, and a budget of \$248.2 million.*

**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.

**2021–22 Anticipated Accomplishments**

**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Completed 96% (15,360 of 16,000) of initial eligibility determinations for IHSS within 45 days so individuals can remain safely in their own home, exceeding the State performance expectation of 80% completion in 90 days.
  - Ensured 98% (29,400 of 30,000) 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
  - Provided over 4,000,000 meals (an increase from 1,200,000) to older adults who are homebound or in congregate care to help address food insecurity and social isolation. Projected baseline data was exceeded because of increased need during the COVID-19 pandemic.
  - Ensured 75% (75 of 100) of Feeling Fit Club participants surveyed report that they have increased energy, feel better overall, or are more able to conduct activities of daily living.

**Living Safely**

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Developed an Emergency Preparedness Plan in collaboration with the Office of Emergency Services to assist older adults, people with disabilities, and people with other access and functional needs who are disproportionately affected during times of disaster.

- Conducted 97% (3,880 of 4,000) 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. The projected baseline was lowered due to the ongoing COVID-19 pandemic and State order for less face-to-face contacts by APS; investigations are being done by phone and video conferencing in many situations. The State direction, per ACL 20-131, issued November 20, 2020 states: Counties must continue to provide an in-person response if an individual faces an immediate life threat, such as physical or sexual abuse.
- Provided 64% (3,200 of 5,000) of victims of older adult abuse and dependent adult abuse who are in need of assistance with supportive services such as housing and relocation services, referrals to in-home assistance, legal services or on-going case management. Although many APS clients refuse services or may engage in services on their own, the participation rate of County APS clients is significantly higher than the State average of 48%.
- Conducted 98% (421 of 430) of investigations for temporary conservatorship within ten business days of referral assignment to protect basic freedom and rights of customers. The number of investigations decreased due to COVID-19 related mental health court closure.
- Filed 93% (42 of 45) of PA/PG accountings concerning all estate assets and liabilities with the Probate Court within 60 days of established guidelines and provided information necessary for proper oversight of conservatorship and decedent affairs. The number of accountings filed decreased due to COVID-19 related Probate court closure.
- Provide and promote services that increase consumer and business confidence
  - Visited 76% (65 of 86) of skilled nursing facilities (SNFs), 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. This measure was not met due to State limitations on operational capability due to the COVID-19 pandemic.
  - Visited 70% (413 of 591) 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. This measure was not met due to State limitations on operational capability due to the COVID-19 pandemic.

**Operational Excellence**

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







- Answered 80% (52,000 of 65,000) of calls to the AIS Call Center, which performs centralized intake for various programs, in under five minutes. Projected baseline data was exceeded as a result of increased need during the COVID-19 pandemic.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Continued 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 increase accessible and affordable housing, finalizing and training physicians on assessment and diagnostic tools, and promoting Collaboration for Cure (C4C) funding to support new drug development to identify a cure for Alzheimer's disease. Additional accomplishments include:
    - ◆ Educated and increased awareness of ADRD among caregivers, older adults, and other residents through 13 Dementia Friends Sessions resulting in nearly 30 trained Dementia Friends Champions and over 200 Dementia Friends. During COVID-19, the Dementia Friends Session curriculum transitioned from an in-person curriculum to one that could be conducted virtually.
    - ◆ Continued the implementation of the Age Well San Diego Action Plan with community partners to provide a focus on dementia awareness, increasing accessible/affordable transportation, housing, health/community supports, and opportunities for social participation. Most recently implemented a Dementia Friendly Activities Toolkit for caregivers to provide ideas for simple activities they can do with their care partners.
    - ◆ Since the inception of C4C, awarded \$8.73 million in Federal Research Grants from the National Institute of Aging division of the National Institutes of Health.
    - ◆ Trained over 440 first responders to recognize dementia and refer to APS when encountering families experiencing an Alzheimer's disease related crisis through the Alzheimer's Response Team (ART) Program, resulting in over 220 individuals screened for ART and nearly seventy cases closed since its inception in 2018.
  - Ensured continued action on the Aging Roadmap by providing support to certify all hospitals in the region through the Geriatric Emergency Department Accreditation (GEDA) program, in partnership with the West Health Institute, and ensured 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.
- Achieved goals across all Aging Roadmap focus areas. The following efforts help to ensure that our region has programs and communities that support the needs and celebrate the contributions of the growing population of older adults in the region.
  - ◆ Held an Accessory Dwelling Unit (ADU) Symposium in collaboration with five County departments, including AIS, Planning and Development Services, Parks and Recreation, the Assessor/Recorder/County Clerk's Office, and the Department of Environmental Health. The event drew over 175 attendees and featured eight speakers with presentations on ADU basics, construction, design, permitting, financing, and new 2020 State laws.
  - ◆ Drafted policy language, in collaboration with partners at Housing and Community Development Services, for the County's Consolidated Plan, which governs affordable housing decisions and funding. The Housing Team provided language describing the specific and unique needs of older adults who are homeless or at risk of homelessness. The proposed language was included in the newly adopted Consolidated Plan (2020-2024).
  - ◆ Collaborated with community partners to get funding to provide technology (iPads) and training to twenty older adults in Chula Vista. The pilot project engages students to assist with the technology training.
  - ◆ Created and disseminated a "Get Connected Guide" with best practices to help older adults and their caregivers avoid social isolation.
  - ◆ Piloted three intergenerational programs to reduce social isolation, including a letter writing program to connect students with residents of a memory care unit, a virtual chat program, and a book discussion group facilitated by the Poway Library.
  - ◆ Developed and disseminated the "Ride Well to Age Well, COVID-19 Edition," in partnership with Facilitated Access to Coordinated Transportation (FACT), Metropolitan Transit Services (MTS), North County Transit District (NCTD), and the Council on Access and Mobility to create a COVID-19 transportation guide for older adults. The guide includes transportation options by region with information on costs, area of service, contact information, and changes in service due to COVID-19.
  - ◆ Collaborated with Circulate San Diego, Program of All-inclusive Care for the Elderly (SDPACE) El Cajon, Elder Multicultural Access, and Support Services (EMASS), MTS, City of El Cajon, and Valhalla High School to develop a grant proposal for the AARP Community



Challenge Grant to familiarize Iraqi older adults with the local public transit system and increase confidence to use the system independently.

- The annual Customer Experience Survey, distributed within AIS each March, was not conducted due to COVID-19. However, the commitment to using a positive service-delivery approach to provide all customers with a positive experience continued throughout the year.

## 2021–23 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Complete 90% (13,950 of 15,500) of initial eligibility determinations for home-based caregiver services through IHSS within 45 days so individuals can remain safely in their own homes.
  - Ensure 97% (30,070 of 31,000) 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 surveyed report that they have increased energy, feel better overall, or are more able to conduct activities of daily living. A survey of at least 100 older adults will be given to Feeling Fit Club participants.



### 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.
  - Complete 98% (441 of 450) of initial assessments for grave disability within ten business days by the Public Conservators Office.

- File 100% (50 of 50) of PA/PD accountings concerning all estate assets and liabilities with the Probate Court within 90 days of established guidelines 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
  - Visit 100% (86) of skilled nursing facilities (SNFs), 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% (532 of 591) 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, in under five 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 (C4C) 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 ensure 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.

- Continue achieving goals across all 10 Aging Roadmap focus areas. The Age Well Initiative will reach the end of its five-year term, and new goals and priorities will be developed through strategic planning.

## Related Links

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

- ◆ <https://www.sandiegocounty.gov/hhsa/>

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





- ◆ <https://www.sandiegocounty.gov/content/sdc/hhsa/programs/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	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Initial IHSS assessments certified timely (Within 45 Days)	92% of 16,188	90% of 14,800	96% of 16,000	90% of 15,500	90% of 15,500
Annual IHSS assessments recertified timely	87% of 28,396	97% of 28,900	97% of 30,000	97% of 31,000	97% of 31,000
Older adults self-reporting food insecurity <sup>1</sup>	45% of 9,966	N/A	N/A	N/A	N/A
Meals to older adults who are home-bound or in congregate care <sup>1</sup>	N/A	1,000,000	4,000,000	1,000,000	1,000,000
Feeling Fit participants scoring higher than national norms <sup>2</sup>	85% of 158	N/A	N/A	N/A	N/A
Feeling Fit participants reporting better overall health <sup>2</sup>	N/A	75% of 100	75% of 100	75% of 100	75% of 100
 Face-to-face APS investigations conducted within 10 days of referral <sup>6, 10</sup>	97% of 5,417	97% of 6,500	97% of 4,000	97% of 6,500	97% of 6,500
Vulnerable Adults with Supportive Services <sup>3</sup>	N/A	64% of 4,800	64% of 5,000	64% of 4,800	64% of 4,800
PC assessment notes completed within 10 days <sup>4, 6</sup>	98% of 368	98% of 500	98% of 430	N/A	N/A
PC initial assessments completed within 10 days. <sup>4</sup>	N/A	N/A	N/A	98% of 450	98% of 450
AVA cases closed at stable or higher rating <sup>3</sup>	100% of 19	N/A	N/A	N/A	N/A
Timely PA/PG Accountings Filed with Probate Court <sup>6, 11</sup>	100% of 42	94% of 50	93% of 45	N/A	N/A
Timely PA/PG Accountings Filed with Probate Court within 90 days <sup>11</sup>	N/A	N/A	N/A	100% of 50	100% of 50
 Skilled Nursing Facilities visited quarterly <sup>6, 8</sup>	75% of 89	100% of 89	76% of 86	100% of 86	100% of 86
Residential Care Facilities visited quarterly <sup>6, 9</sup>	69% of 591	90% of 629	70% of 591	90% of 591	90% of 591
Older adults linked with RSVP and Intergenerational volunteer opportunities <sup>7</sup>	1,657	N/A	N/A	N/A	N/A
 AIS Call Center calls answered under 5 minutes <sup>5</sup>	N/A	80% of 55,000	80% of 65,000	80% of 55,000	80% of 55,000





### Table Notes

- <sup>1</sup> 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. As a result of COVID-19, the demand for meals significantly increased. Contracted providers began delivering 2-3 meals per day instead of 1 meal per day to ensure adequate food security and nutrition for older adults impacted by the stay at home order.
- <sup>2</sup> 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.
- <sup>3</sup> 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.
- <sup>4</sup> In Fiscal Year 2021–22, the performance measure on PC assessment notes completed within 10 days was replaced with ‘PC initial assessments completed within 10 days’ to illustrate a more accurate tracking timeline. In Fiscal Year 2020–21, the number of investigations decreased due to COVID-19 related mental health court closure.
- <sup>5</sup> 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. In Fiscal Year 2020–21, the estimated actuals baseline increase is due to APS and IHSS calls continuing to increase every year.
- <sup>6</sup> This measure and/or projected baseline was not met due to operational impacts caused by the COVID-19 pandemic.
- <sup>7</sup> In Fiscal Year 2020–21 this performance measure is being retired due to the impact of the COVID-19 Public Health Order for vulnerable populations to stay at home.
- <sup>8</sup> In Fiscal Year 2020–21, 75% (65 of 86) of Skilled Nursing Facilities will be visited once a quarter due to COVID-19 restrictions. In Fiscal Year 2019-20, 100% (87 of 87) of facilities were visited the first 3 quarters of the year. In the 4th quarter 0% (0 of 87) of facilities were visited as required by State COVID-19 restrictions.
- <sup>9</sup> In Fiscal Year 2020–21, 70% (413 of 591) of Residential Care Facilities will be visited once a quarter due to COVID-19 restrictions. Data is averaged over four quarters. In Fiscal Year 2019-20, 100% (592 of 592) of facilities were visited in quarter one; 99% (585 of 593) of facilities were visited in quarter two; as required by State COVID-19 restrictions, 77% (451 of 587) in quarter three, and 0% (0 of 587) in quarter four.
- <sup>10</sup> In Fiscal Year 2020–21, face-to-face contacts were limited due to the COVID-19 pandemic and resulting State guidance. baseline data decreased due to again, at state direction, doing limited face-to-face contacts due to the COVID-19 pandemic.
- <sup>11</sup> In Fiscal Year 2021–22, the performance measure on ‘Timely PA/PG Accountings Filed with Probate Court’ was replaced with ‘Timely PA/PG Accountings Filed with Probate Court within 90 days’ to align with local court filing guidelines. In Fiscal Year 2020–21, the number of accountings filed decreased due to COVID-19 related Probate court closure.

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

### Staffing

Net increase of 43.00 staff years

- ◆ Increase of 21.00 staff years in the Adult Protective Services (APS) to meet continued growth in referrals and ensure timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults.
- ◆ Increase of 21.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads and ensure timely and thorough assessments in order to increase safety and decrease the risk of hospitalization and out of home placements.
- ◆ Increase of 1.00 staff year to support the Long-Term Care Ombudsman Program by assisting with in-person facility visits for the elderly.
- ◆ Additionally, staff were transferred among related programs within AIS to manage operational needs.



## Expenditures

Net increase of \$55.9 million

- ◆ Salaries & Benefits—increase of \$5.9 million due to the addition of 43.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$48.1 million
  - ◆ Increase of \$45.0 million to support the Great Plates Delivered program tied to COVID-19 response efforts to deliver meals to older at-risk adults.
  - ◆ Increase of \$2.9 million for the County’s IHSS Maintenance of Effort (MOE) which covers the annual statutory 4% increase in the County’s share of program costs.
  - ◆ Increase of \$0.4 million to support IHSS outreach efforts to both educate the community about the availability of services and to recruit IHSS caregivers in the areas of the County where they are most needed.
  - ◆ Increase of \$0.3 million to align IHSS program integrity costs with current spending levels.
  - ◆ Increase of \$0.2 million for new call center software technology to support increased efficiency, productivity, and improved customer response times in the AIS Call Center.
  - ◆ 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 \$0.7 million for completion of the federally and State required Electronic Visit Verification (EVV) system in the In-Home Supportive Services (IHSS) program.
  - ◆ Decrease of \$0.2 million for the completion of one-time costs for the Geriatric Emergency Department Accreditation (GEDA) contract.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.9 million associated with centralized General Fund support of one-time negotiated labor agreements and IHSS outreach efforts. Since this is a reimbursement, it has a net effect of a \$0.9 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.
- ◆ Operating Transfer Out—increase of \$2.8 million in health benefit contributions for eligible IHSS home care workers, which are tied to an increase in paid IHSS service hours.
- ◆ Increase of \$5.4 million in Realignment revenue to fund the increase in the IHSS MOE and to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
- ◆ Increase of \$3.5 million in federal and State revenue dedicated for the APS and IHSS program supporting increases in Salaries & Benefits.
- ◆ Increase of \$2.8 million in IHSS federal and State revenue tied to the increase in health benefit contributions for IHSS home care workers.
- ◆ Decrease of \$5.2 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue.
- ◆ Decrease of \$0.4 million primarily in Older Americans Act revenue to fund Administrative costs and Salaries & Benefits for staff providing direct services to align with current allocation.
- ◆ Charges for Current Services—Increase of \$0.1 million in health care information system costs to automate and streamline reporting and centralize delivery of services.
- ◆ Miscellaneous Revenues—increase of \$0.2 million in the SD-VISA program providing home and community-based services to veterans.
- ◆ Fund Balance Component Decreases—decrease of \$0.4 million in Committed Realignment. There is no amount budgeted.
- ◆ Use of Fund Balance—decrease of \$0.6 million in Use of Fund Balance. There is no amount budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$5.5 million tied to reallocation within the programs funded with one-time SGF in Fiscal Year 2020-21.

## Revenues

Net increase of \$55.9 million

- ◆ Intergovernmental Revenues—increase of \$51.1 million.
  - ◆ Increase of \$45.0 million in Federal Emergency Management Agency (FEMA) homeland security funding to support the Great Plates Delivered Program.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$38.5 million is the result of a \$42.5 million decrease in Services & Supplies offset by an increase of \$0.9 million Expenditure Transfer & Reimbursements associated with centralized General Fund support of one-time negotiated labor agreements and an increase of \$3.1 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 decrease of \$42.5 million in Services & Supplies includes a \$45.0 million decrease tied to the anticipated completion of the Great Plates Delivered Program offset by \$2.5 million primarily tied to the 4% annual increase in the IHSS MOE.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
In-Home Supportive Services	213.00	210.00	229.00	9.0	229.00
Senior Health and Social Services	40.00	41.00	41.00	0.0	41.00
Protective Services	110.00	112.00	136.00	21.4	136.00
Administrative and Other Services	29.00	29.00	29.00	0.0	29.00
Public Administrator/Guardian/Conservator	57.00	57.00	57.00	0.0	57.00
<b>Total</b>	<b>449.00</b>	<b>449.00</b>	<b>492.00</b>	<b>9.6</b>	<b>492.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
In-Home Supportive Services	\$ 131,607,069	\$ 136,592,930	\$ 144,600,074	5.9	\$ 150,903,752
Senior Health and Social Services	17,938,999	19,768,895	64,853,405	228.1	19,887,171
Protective Services	18,194,646	19,488,186	22,169,256	13.8	22,371,129
Administrative and Other Services	6,617,159	7,224,371	7,296,037	1.0	7,281,292
Public Administrator/Guardian/Conservator	8,736,985	9,244,596	9,259,500	0.2	9,280,128
<b>Total</b>	<b>\$ 183,094,858</b>	<b>\$ 192,318,978</b>	<b>\$ 248,178,272</b>	<b>29.0</b>	<b>\$ 209,723,472</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 52,269,937	\$ 55,591,021	\$ 61,475,010	10.6	\$ 61,445,722
Services & Supplies	100,533,109	103,423,592	151,568,520	46.6	109,096,354
Other Charges	250,000	250,000	253,236	1.3	250,000
Expenditure Transfer & Reimbursements	(127,869)	—	(955,412)	—	—
Operating Transfers Out	30,169,681	33,054,365	35,836,918	8.4	38,931,396
<b>Total</b>	<b>\$ 183,094,858</b>	<b>\$ 192,318,978</b>	<b>\$ 248,178,272</b>	<b>29.0</b>	<b>\$ 209,723,472</b>



Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
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	85,000	85,000	0.0	85,000
Intergovernmental Revenues	163,959,896	177,544,400	228,610,857	28.8	189,396,188
Charges For Current Services	750,000	730,000	830,000	13.7	1,589,869
Miscellaneous Revenues	1,846,529	1,783,939	2,023,150	13.4	2,023,150
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	1,453,673	387,985	—	(100.0)	—
Use of Fund Balance	—	638,121	—	(100.0)	—
General Purpose Revenue Allocation	14,689,499	10,819,272	16,299,004	50.6	16,299,004
<b>Total</b>	<b>\$ 183,094,858</b>	<b>\$ 192,318,978</b>	<b>\$ 248,178,272</b>	<b>29.0</b>	<b>\$ 209,723,472</b>





# Behavioral Health Services

## Mission Statement

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

## Department Description

Behavioral Health Services (BHS) provides mental health and substance use disorder services to nearly 120,000 (Fiscal Year 2019-20) 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 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 2019-20:

- ◆ **Access and Crisis Line**—answer more than 74,000 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 Fiscal Year 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 167 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 2,700 adults who are experiencing a crisis and require treatment.
- ◆ **Crisis Stabilization Units (CSUs)**—provide, short-term (less than 24 hours) psychiatric emergency services for more than 8,300 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 16,000 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 400 beds in the following settings: Institutions for Mental Disease (Mental Health Rehabilitations Center, Skilled Nursing Facilities (SNFs)/Special Treatment Programs), and Board and Care Facilities.
- ◆ **Mobile Crisis Response Teams (MCRTs)**—provide a non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce law enforcement interventions when clinically appropriate. MCRTs are comprised of clinicians, case managers, and peer support specialists to provide a clinician-only crisis intervention, triage for level of care need, link to appropriate behav-

ioral health services, and if clinically indicated, transport to a crisis stabilization unit or walk-in assessment center as appropriate. A pilot program launched in North County in early 2021, with plans to expand countywide.

- ◆ **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 2,000 youth involved in Child Welfare Services, as well 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 946 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)**—pairs 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 12,000 crisis intervention incidents through 70 teams. The PERT Emergency Medical Services (EMS), which pairs a clinician with EMS personnel (two teams) was piloted in Fiscal Year 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; in Fiscal Year 2019-20, PERT EMS provided 77 crisis intervention contacts and 651 community and engagement contacts.
- ◆ **Regional Substance Use Disorder (SUD) Prevention Programs**—leverage environmental prevention strategies and media advocacy to collaborate 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 SchoolLink.

- ◆ **Teen Recovery Centers (TRCs)**—offer outpatient substance use disorder treatment services to over 924 youth ages 12-17 through regionally-based clinic locations and more than 16 school-based facilities; During the pandemic, the school-based facilities shifted to telephone and telehealth services, with limited face-to-face services occurring through the clinics and in the community; and
- ◆ **Wraparound Programs**—provide individualized and intensive case management services to more than 560 children and youth with complex behavioral health service needs.

*In addition to the services above, BHS is leading a systemwide transformation of mental health and substance use disorder services through:*

- ◆ **Behavioral Health 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.
- ◆ **The Drug Medi-Cal Organized Delivery System (DMC-ODS)**—provides an array of enhanced services for clients experiencing substance use disorders including withdrawal management, expanded case management, post-treatment recovery services, residential treatment, physician consultation, and medication-assisted treatment services.
- ◆ **It's Up to Us**—informs the public through a media campaign designed to engage unserved and underserved populations, address mental health stigma, and prevent suicide. Future plans for this campaign will highlight culture- and community-specific experiences of behavioral health and will include targeted messaging to populations who are disproportionately impacted due to health inequities or because they do not seek services to treat behavioral health conditions.

*In order to deliver these critical services, BHS has 1,092.50 staff years, including medical professionals, and a budget of \$812.7 million that includes payments made to care providers.*





Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, 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.

2020–21 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - 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 75% (1,950 of 2,600) of Full-Service Partnership/Assertive Community Treatment (FSP/ACT) participants did 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.
  - Diverted 80% (2,160 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 ten business days of requesting services.
  - Continued 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 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
  - Provided training to 35,000 community members county-wide 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

- Strengthen our customer service culture to ensure a positive customer experience
  - Answered 95% (59,850 of 63,000) of calls to the Access and Crisis Line (ACL) within an average of 60 seconds and provided timely access 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 (Edgemoor) maintained five of five stars on the Centers for Medicare and Medicaid Services (CMS) Rating System. The CMS Five-Star Quality Rating System is a tool to help consumers select and compare skilled nursing care centers using standards that push the difficulty of achieving top tier performance. Maintaining five stars ensured Edgemoor will remain in the top ten percent of skilled nursing facilities in California.



- Edgemoor was once again named #1 nursing home in Newsweek’s ranking of America’s Best Nursing Homes 2021. This list highlights top nursing homes, compared to others in the state, based on performance data, peer recommendations, and the facility’s handling of the COVID-19 threat.
- Ensured 85% (7,055 of 8,300) of individuals seeking outpatient substance use disorder treatment were offered an appointment within the ten-day timeliness standard as measured by the Third Next Available Appointment (TNAA). TNAA is a nationally recognized 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.
- Provided exceptional customer service to BHS customers as demonstrated through an average satisfaction rating of 4.8 (one to five 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.

## 2021–23 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Ensure 90% (1,620 of 1,800) 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.
  - Ensure 80% (2,160 of 2,700) of individuals who complete crisis residential treatment will not be readmitted to a crisis residential program or hospital within 30 days of discharge, which supports an individual’s successful integration into the community.



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Divert 50% (6,000 of 12,000) 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.
  - Divert 80% (3,200 of 4,000) of individuals who are engaged by a Mobile Crisis Response Team (MCRT) from a higher level of care. MCRTs provide a non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce law enforcement interventions when clinically appropriate. The MCRT program began in North County with plans to expand countywide throughout Fiscal Year 2021-22.
- 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% (59,850 of 63,000) of calls to the Access and Crisis Line (ACL) within 60 seconds to provide timely access 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 five of five stars on the Centers for Medicare and Medicaid Services (CMS) Rating System. The CMS Five-Star Quality Rating System is a tool to help consumers select





and compare skilled nursing care centers using standards that push the difficulty of achieving top tier performance. Maintaining five stars ensures Edgemoor will remain in the top ten percent of skilled nursing facilities in California.

- Ensure 85% (7,055 of 8,300) of individuals seeking outpatient substance use disorder treatment are offered an appointment within the ten-day timeliness standard as measured by the Third Next Available Appointment (TNAA). TNAA is a nationally recognized 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](http://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](http://www.sandiegocounty.gov/hhsa)



Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 PLL Candidates Successfully Linked to Services <sup>3</sup>	49% of 147	N/A	N/A	N/A	N/A
SDCPH patients not readmitted within 30 days <sup>1</sup>	94% of 1,820	90% of 1,500	90% of 1,500	90% of 1,800	90% of 1,800
CSU Patients Diverted From Psychiatric Hospitalization	67% of 8,311	70% of 6,700	70% of 6,700	70% of 6,700	70% of 6,700
FSP/ACT participants who decreased use of inpatient and emergency services <sup>2</sup>	57% of 1,628	N/A	N/A	N/A	N/A
FSP/ACT participants who decreased use of emergency services <sup>2</sup>	N/A	75% of 2,600	75% of 2,600	75% of 2,600	75% of 2,600
Individuals not readmitted to a crisis residential program and/or hospital within 30 days <sup>1</sup>	77% of 2,876	80% of 2,700	80% of 2,700	80% of 2,700	80% of 2,700
Adolescents receiving timely access to SUD treatment <sup>4</sup>	94% of 829	100% of 900	100% of 900	N/A	N/A
 PERT Interventions not resulting in hospitalization or incarceration	47% of 12,306	50% of 11,000	50% of 11,000	50% of 12,000	50% of 12,000
Drug and Re-entry court participants who did not have criminal activity resulting in a conviction while enrolled in the program <sup>2</sup>	100% of 157	N/A	N/A	N/A	N/A
Justice referred clients transferred to another level of care within 30 days of SUD discharge <sup>2</sup>	N/A	50% of 2,200	50% of 2,200	50% of 2,200	50% of 2,200
 Community members receiving suicide prevention training <sup>1</sup>	40,466	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	99% of 70,466	95% of 63,000	95% of 63,000	95% of 63,000	95% of 63,000

*Table Notes*

- <sup>1</sup> 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.
- <sup>2</sup> Performance measure revised to demonstrate improved outcomes with a broader population.
- <sup>3</sup> 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.
- <sup>4</sup> In Fiscal Year 2020–21, adolescents receiving timely access to SUD treatment is being retired in order to broaden the focus on measuring timely access for all clients receiving SUD treatment services as reflected by the Third Next Available (TNA) metric.





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

### Staffing

Net increase of 86.00 staff years

- ◆ Increase of 56.00 staff years to address increased administrative support requirements associated with continued service increases and to further expand the department’s data science footprint to help guide clinical efforts and improve system integration.
- ◆ Increase of 23.00 staff years to inpatient health services to address increased census and services levels at the San Diego County Psychiatric Hospital (SDCPH).
- ◆ Increase of 5.00 staff years in the juvenile forensics unit to enhance clinical services for youth involved in the juvenile justice system.
- ◆ Increase of 2.00 staff years due to a transfer from Public Health Services (PHS) to support pharmaceutical services to County programs.
- ◆ Additionally, staff were transferred among related programs within BHS to manage operational needs.

### Expenditures

Net increase of \$34.2 million

- ◆ Salaries & Benefits—increase of \$20.7 million due to the addition of 86.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$14.4 million.
  - ◆ Increase of \$10.0 million to redesign the service delivery of biopsychosocial recuperation programs consistent with evidence-based best practices in the field including lowering staff to client ratios to improve outcomes and enhancing mobile outreach services to increase services to clients reluctant to engage in traditional settings.
  - ◆ Increase of \$7.4 million to support increased crisis stabilization services that will provide the full array of crisis stabilization services and will result in enhanced access and improved quality of behavioral health care.
  - ◆ Increase of \$6.0 million to increase capacity for lower levels of mental health services, including Assertive Community Treatment (ACT) and Strength Based Case Management treatment slots and increased Augmented Services Program beds, to ensure clients are placed at the correct level of care and to reduce usage of emergency rooms.
  - ◆ Increase of \$5.0 million for the continued rollout of the Countywide Mobile Crisis Response Teams (MCRT). A total of \$10.0 million is budgeted for MCRT to provide an alternative to dispatching law enforcement when an individual is having a behavioral health or substance use crisis.

- ◆ Increase of \$4.2 million for one-time IT projects to modernize electronic health records and data sharing.
- ◆ Increase of \$2.5 million for inpatient hospital services rate increases to align with hospital provider operational costs.
- ◆ 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 for cost-of-living adjustments to various contracts and increased operating costs to align with additional staff.
- ◆ Decrease of \$20.4 million tied to prior year one-time investments associated with telehealth and On-site Care Coordination.
- ◆ Decrease of \$3.3 million in contracted services primarily tied to the ending of Proposition 47 grant funding.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.9 million associated with increased staffing costs in the juvenile forensics unit funded through a Memorandum of Understanding (MOU) with the Probation Department. Since this is a reimbursement, it has the effect of \$0.9 million decrease in appropriations.

### Revenues

Net increase of \$34.2 million

- ◆ Intergovernmental Revenue—increase of \$4.5 million.
  - ◆ Net Increase of \$25.1 million in federal and State mental health services funding driven by increased rates, expanded units of service, and a temporary increase in the Federal Medical Assistance Percentage (FMAP) provided under the Families First Coronavirus Response Act in the Short-Doyle Medi-Cal (SDMC) program.
  - ◆ Increase of \$12.8 million in Realignment revenue to support Salaries & Benefits and enhanced contracted services based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services.
  - ◆ Decrease of \$15.0 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act revenue supporting one-time telehealth investments made as part of the COVID-19 response efforts.
  - ◆ Decrease of \$13.9 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue tied to the economic downturn.
  - ◆ Net Decrease of \$4.5 million in various revenue sources for substance use disorder services primarily to reflect the end dating of various funding sources.
- ◆ Charges for Current Services—decrease of \$1.1 million primarily due to lower projected utilization of forensic evaluation services provided to the Superior Court and lower estimated collection of DUI fees due to the pandemic.



## BEHAVIORAL HEALTH SERVICES

- ◆ Fund Balance Component Decrease—decrease of \$6.4 million in Committed Realignment. There is no amount budgeted.
- ◆ Use of Fund Balance—increase of \$29.5 million. A total of \$29.5 million of unassigned General Fund fund balance is budgeted to stabilize mental health and alcohol & drug program services to Fiscal Year 2022-23 when Realignment revenue growth is projected to be received.
- ◆ General Purpose Revenue Allocation—net increase of \$7.7 million. This includes an increase of \$10.0 million for MCRT offset by a temporary increase in the FMAP provided under the Families First Coronavirus Response Act.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Decrease of \$34.3 million includes \$0.3 million in Salaries & Benefits and \$34.0 million in Services & Supplies tied to ending of one-time projects.







Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Alcohol and Other Drug Services	55.00	32.00	31.00	(3.1)	31.00
Mental Health Services	206.50	209.50	214.50	2.4	214.50
Inpatient Health Services	583.00	580.00	603.00	4.0	603.00
Behavioral Health Svcs Administration	163.00	185.00	244.00	31.9	244.00
<b>Total</b>	<b>1,007.50</b>	<b>1,006.50</b>	<b>1,092.50</b>	<b>8.5</b>	<b>1,092.50</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Alcohol and Other Drug Services	\$ 186,138,067	\$ 173,205,615	\$ 170,806,879	(1.4)	\$ 170,839,140
Mental Health Services	411,591,965	480,051,767	492,876,266	2.7	458,126,386
Inpatient Health Services	89,362,095	93,867,957	108,477,445	15.6	108,829,241
Behavioral Health Svcs Administration	25,794,866	31,338,969	40,552,273	29.4	40,600,369
<b>Total</b>	<b>\$ 712,886,993</b>	<b>\$ 778,464,308</b>	<b>\$ 812,712,863</b>	<b>4.4</b>	<b>\$ 778,395,136</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 114,338,599	\$ 125,621,157	\$ 146,298,402	16.5	\$ 145,970,533
Services & Supplies	607,820,893	662,249,570	676,726,767	2.2	642,771,137
Other Charges	20,000	20,000	20,000	0.0	20,000
Capital Assets Equipment	186,500	186,500	186,500	0.0	186,500
Expenditure Transfer & Reimbursements	(9,478,999)	(9,612,919)	(10,518,806)	9.4	(10,553,034)
<b>Total</b>	<b>\$ 712,886,993</b>	<b>\$ 778,464,308</b>	<b>\$ 812,712,863</b>	<b>4.4</b>	<b>\$ 778,395,136</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 620,575,856	\$ 638,159,826	\$ 642,622,334	0.7	\$ 670,690,493
Charges For Current Services	45,040,047	67,262,556	66,202,425	(1.6)	58,316,539
Miscellaneous Revenues	1,239,578	27,559,578	27,520,872	(0.1)	2,520,872
Other Financing Sources	4,400,000	8,400,000	8,400,000	0.0	8,400,000
Fund Balance Component Decreases	—	6,340,116	—	(100.0)	—
Use of Fund Balance	—	—	29,500,000	—	—
General Purpose Revenue Allocation	41,631,512	30,742,232	38,467,232	25.1	38,467,232
<b>Total</b>	<b>\$ 712,886,993</b>	<b>\$ 778,464,308</b>	<b>\$ 812,712,863</b>	<b>4.4</b>	<b>\$ 778,395,136</b>



# Child Welfare Services

## Mission Statement

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

## Department Description

*Child Welfare Services (CWS) is committed to strengthening families by providing trauma informed prevention and protection services to nearly 4,800 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 43,000 calls from the community about the safety and wellbeing of children, 24 hours a day, 7 days a week, representing nearly 44,000 children.
- ◆ **Regional Operations**—assess and investigate allegations of abuse or neglect, as well as place 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 over 1,700 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 340 youth annually who 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 114 children from birth to 17 years of age are admitted to the Polinsky Children’s Center.
  - ◆ **San Pasqual Academy**—provide approximately 70 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 1,530.00 staff years and a budget of \$415.8 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.

**2020–21 Anticipated Accomplishments**

**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Screened 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. These efforts ensured that all children had access to trauma-informed mental health services. The baseline projection was exceeded due to expanding assessments for children of all ages.
  - Placed 40% (680 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%.
  - Maintained 4.12 moves per 1,000 days for all foster children in care meeting the federal standard for the rate of placement moves of 4.12. Fewer placements minimize the trauma that children experience and may help lessen negative impacts to their school performance.
  - Finalized over 265 adoptions to support the development of permanency and lifelong relationships for children and youth.

**Living Safely**

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensured 40.5% (405 of 1,000) 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% (322 of 350) of children who return home or enter legal guardianship do not reenter foster care within 12 months of going home, through family strengthening

and child abuse prevention efforts. The baseline projection was lowered due to operational impacts caused by the COVID-19 pandemic.

- Increased by 10% (1,330 to 1,460) the number of resource families ready and available to receive placement of foster children to minimize trauma and support child safety, permanency and well-being.

**Operational Excellence**

- Completed 82% (44,280 of 54,000) of calls to the Child Abuse Hotline to ensure timely assessments and response determination, resulting in an increase in protection of children.
- Provided exceptional customer service to Child Welfare Service customers as demonstrated through an average satisfaction rating of four (one to five 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.

**2021–23 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 40% (680 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% (437 of 1,080) 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% (345 of 375) 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% (1,460 to 1,600) the number of resource families ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, and well-being.

Related Links

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

◆ [www.SdCounty.ca.gov/HHSA](http://www.SdCounty.ca.gov/HHSA)

For information about San Diego County Adoptions, go to:

◆ [www.IAdoptU.org](http://www.IAdoptU.org)

For information about San Pasqual Academy, go to:

◆ [www.SanPasqualAcademy.org](http://www.SanPasqualAcademy.org)



Operational Excellence

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Children removed from home with mental health assessment <sup>1</sup>	99.8% of 1,146	100% of 1,500	100% of 1,500	100% of 1,500	100% of 1,500
	Youth in intensive, wraparound program in a family-like setting <sup>2</sup>	93% of 101	N/A	N/A	N/A	N/A
	Foster care child placed with relative or close family member <sup>5</sup>	38% of 1,704	60% of 1,700	40% of 1,700	40% of 1,700	40% of 2,000
	Child abuse referrals with documented Safety Organized Practice (SOP) <sup>6</sup>	71% of 494	N/A	N/A	N/A	N/A
	Placement moves per 1,000 days for all children in Foster Care	4.4	4.12	4.12	4.12	4.12
	Children achieving permanency within 12 months	32% of 953	40.5% of 1,010	40.5% of 1,000	40.5% of 1,080	40.5% of 1,080
	Children who do not reenter foster care within 12 months of going home <sup>7</sup>	90% of 339	92% of 260	92% of 350	92% of 375	92% of 375
	Resource Families ready and available to receive placement of foster children <sup>3</sup>	N/A	1,460	1,460	1,600	1,760
	Completed calls to the Child Abuse Hotline <sup>4, 7</sup>	N/A	82% of 65,000	82% of 54,000	82% of 65,000	82% of 65,000

Table Notes

<sup>1</sup> In Fiscal Year 2020–21, baseline projection was adjusted to accommodate the increase needs of families that require additional support.

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> This is a new performance measure in Fiscal Year 2020–21 to demonstrate CWS efficiency in providing services and referrals.



<sup>5</sup> Goal of 60% not met due to the implementation of Resource Family Approval requiring additional state guidance and training. Future targets are lowered due to operational impacts caused by the COVID-19 pandemic.

<sup>6</sup> In Fiscal Year 2019–20, this performance measure is retired as it is no longer a requirement due to the transition of the Title IV-E Waiver to Family First Act.

<sup>7</sup> The target and/or baseline projection was not met due to operational impacts caused by the COVID-19 pandemic.

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

### Staffing

Net increase of 38.00 staff years

- ◆ Increase of 20.00 staff years to support youth in educational settings by partnering with the San Diego County Office of Education and expanding the Fostering Academic Success in Education effort to serve more youth.
- ◆ Increase of 15.00 staff years to create a Placement Integration Unit to support quality placement efforts to locate relatives and support the child’s sense of safety, permanency, and well-being.
- ◆ Increase of 6.00 staff years to create a combination Emergency After Hours Response/ Hotline Screener Unit to respond to after hour emergency referrals and take calls as hotline screeners, eliminating the need for the traditional standby unit currently operating on an overtime basis when responding to after hour investigations.
- ◆ Decrease of 3.00 staff years due to a transfer to Public Health Services to support operational needs.
- ◆ Additionally, staff were transferred among related programs within CWS to manage operational needs.

### Expenditures

Net increase of \$15.4 million

- ◆ Salaries & Benefits—net increase of \$7.5 million primarily due to the addition of 38.00 staff years noted above, negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—increase of \$2.6 million.
  - ◆ Increase of \$1.6 million for implementation of the Family Urgent Response System (FURS) which is a coordinated system designed to provide collaborative and timely state-level phone-based response and county-level in-home, in-person mobile response during situations of instability to provide immediate family stabilization services.
  - ◆ Increase of \$0.7 million for educational support and services to youth in CWS.

- ◆ Increase of \$0.5 million for a technical assistance contract to ensure CWS is in alignment with the new Family First Prevention Services Act (FFPSA) federal child welfare requirements that must be met prior to receiving federal prevention funding.
- ◆ Increase of \$0.3 million to establish an online system with an internet-based option for mandated reporters to make child abuse and neglect reports.
- ◆ Decrease of \$0.5 million primarily tied to completion of prior year one-time projects.
- ◆ Other Charges—increase of \$8.0 million primarily tied to Foster Care assistance programs to align with increased caseloads and grant costs which increase annually tied to the California Necessities Index. Increased caseloads are being partially driven by additional State provided support during the COVID-19 pandemic that allows continued assistance payments and case management for former non-minor dependents who turned 21 years of age while in Extended Foster Care.
- ◆ Expenditure Transfer & Reimbursements—increase of \$2.7 million associated with centralized General Fund support of one-time negotiated labor agreements. Since this is a reimbursement, it has a net effect of a \$2.7 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.

### Revenues

Net increase of \$15.4 million

- ◆ Intergovernmental Revenues—increase of \$16.8 million.
  - ◆ Increase of \$27.5 million in Realignment revenue, including available one-time funding and funding redistributed from Self-Sufficiency Services based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs. These funds will help offset the loss of prior year one-time transition funds noted below and support increases in Salaries & Benefits, Services & Supplies, and Other Charges.
  - ◆ Increase of \$5.5 million in Social Services federal and State administrative revenues to align with current reimbursement trends and to reflect increases in Salaries & Benefits noted above.





- ❖ Increase of \$4.2 million in federal and State assistance payment revenues primarily due to revised estimates of caseload levels.
- ❖ Increase of \$1.5 million in State revenue for implementation of the Family Urgent Response System (FURS).
- ❖ Decrease of \$20.6 million in one-time federal and State child welfare revenue to help transition from the Title IV-E California Well-Being Project to the Family First Prevention Services Act (FFPSA).
- ❖ Decrease of \$1.3 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue.
- ❖ Fund Balance Component Decrease—Decrease of \$2.3 million. There is no amount budgeted.
- ❖ Use of Fund Balance—Decrease of \$2.9 million. There is no amount budgeted.
- ❖ General Purpose Revenue Allocation—Increase of \$3.8 million to help offset the cost the 38.00 additional staff years noted above.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net increase of \$4.6 million is primarily the result of an increase of \$1.6 million in Salaries & Benefits due to required retirement contributions, \$0.3 million in Services & Supplies mainly associated with one-time projects and \$2.7 million Expenditure Transfer & Reimbursements associated with centralized General Fund support of one-time negotiated labor agreements.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Child Welfare Services	1,312.00	1,316.00	1,344.00	2.1	1,344.00
CWS Eligibility	64.00	63.00	63.00	0.0	63.00
Adoptions	117.00	113.00	123.00	8.8	123.00
<b>Total</b>	<b>1,493.00</b>	<b>1,492.00</b>	<b>1,530.00</b>	<b>2.5</b>	<b>1,530.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Child Welfare Services	\$ 218,407,498	\$ 227,980,285	\$ 234,060,578	2.7	\$ 238,373,009
CWS Eligibility	5,588,546	5,663,796	5,628,764	(0.6)	5,747,230
CWS Assistance Payments	149,453,653	153,031,161	161,008,150	5.2	161,008,150
Adoptions	13,645,689	13,686,947	15,058,028	10.0	15,253,579
<b>Total</b>	<b>\$ 387,095,386</b>	<b>\$ 400,362,189</b>	<b>\$ 415,755,520</b>	<b>3.8</b>	<b>\$ 420,381,968</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 162,071,280	\$ 172,047,884	\$ 179,597,080	4.4	\$ 181,255,440
Services & Supplies	73,367,722	73,315,413	75,874,595	3.5	76,150,647
Other Charges	151,682,947	155,025,455	163,002,444	5.1	163,002,444
Expenditure Transfer & Reimbursements	(26,563)	(26,563)	(2,718,599)	10,134.5	(26,563)
<b>Total</b>	<b>\$ 387,095,386</b>	<b>\$ 400,362,189</b>	<b>\$ 415,755,520</b>	<b>3.8</b>	<b>\$ 420,381,968</b>







## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 654,000	\$ —	\$ —	0.0	\$ —
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	369,520,362	367,089,091	383,836,450	4.6	388,462,898
Charges For Current Services	1,464,490	1,464,490	1,464,490	0.0	1,464,490
Miscellaneous Revenues	1,996,500	187,510	187,510	0.0	187,510
Fund Balance Component Decreases	2,400,194	2,250,000	—	(100.0)	—
Use of Fund Balance	—	2,886,550	—	(100.0)	—
General Purpose Revenue Allocation	10,378,629	25,803,337	29,585,859	14.7	29,585,859
<b>Total</b>	<b>\$ 387,095,386</b>	<b>\$ 400,362,189</b>	<b>\$ 415,755,520</b>	<b>3.8</b>	<b>\$ 420,381,968</b>





## Public Health Services

### Mission Statement

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

### Department Description

*Public Health Services (PHS), 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:*

- ◆ The Department of Environmental Health and Quality (DEHQ) to protect the public from foodborne illnesses, environmental hazards, and vector-borne diseases, such as the West Nile and Zika viruses.
- ◆ The DEHQ and the Department of Animal Services to monitor and investigate rabies.
- ◆ The Office of Emergency Services and the San Diego County Fire to prepare and respond to emergencies and natural disasters; and
- ◆ Healthcare and community partners to address elimination of HIV, hepatitis C, and Tuberculosis.

*Since early in 2020, PHS has focused on the response to the COVID-19 pandemic, in coordinating with the entire County enterprise, hospitals and health care providers, the city municipalities and representatives across every sector. PHS works to integrate medical resources and capacity; coordinate testing throughout the region, including at the public health laboratory; provide for culturally competent case investigations and contact tracing; and direct the reporting of disease and critical data. In all of its efforts, PHS is focused on health inequities in order to protect those residents who are most vulnerable to poor health outcomes. A culturally competent disease investigation model (referred to as a community health worker or "promotora" model) was adopted because of significant inequities in terms of the impact of COVID-19 on*



*communities. Through a partnership with four organizations, students and community members of cultural backgrounds similar to these communities were trained to follow up with residents to help prevent the spread of disease. The analysis and sharing of data are also integral to a health equity strategic approach in the response to COVID-19. Data are presented at ongoing telebriefings for the press and with community sectors, and frequent updates are made to data dashboards on the Coronavirus Disease 2019 ([sandiegocounty.gov](https://www.sandiegocounty.gov)) website. In this way, PHS helps to keep the public informed and ensures that actions taken during the response are evidence-based and effective data guides decisions for an effective response to the pandemic and is aligned with the Agency's ambitious goal-to vaccinate 75% (approximately 2.0 million) of residents in San Diego County, age 16 and older by July 1, 2021. In addition, PHS will continue to:*

- ◆ **Strengthen its public health infrastructure**, maintain accreditation status, and demonstrate excellence in the delivery of the ten 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 sixth 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, in the future.

- ◆ **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 more than 500 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 300,000 new disease incidents, with nearly all 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. Beginning May 2020, testing by the Laboratory has increased to between 20,000 and 40,000 a month, primarily for COVID-19. Maintain the Vital Records of all county residents, surpassing statewide timeliness goals in processing more than 40,000 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; manage the Medical Operations Center of the County’s Incident Command System in response to COVID-19.
- ◆ **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.

- ◆ **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.

*Effective July 1, 2021, Emergency Medical Services (EMS) will transfer to the Public Safety Group/San Diego County Fire to enhance the alignment of the integrated functions of Fire and EMS. This transition will facilitate coordination with Fire, EMS, law enforcement, ambulance companies, and health systems to address and prepare for emergencies, disasters and other community priorities. This transfer will be reflected in subsequent updates to the Operational Plan. To ensure these critical services are provided, the PHS department, the Medical Care Services Division, and the regions have 729.00 staff years and a budget of \$317.9 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 Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

**2020–21 Anticipated Accomplishments**



**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Ensured that 90% (1,710 of 1,900) 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 70% (1,120 of 1,600) of children in out-of-home placement received dental examinations to identify and treat dental issues per timeframes established by the State. This is below the 90% target because the COVID-19 pandemic presented challenges in obtaining dental appointments and getting foster children to these appointments.





- Ensured 50% (250 of 500) of refugees completed their health assessments within 90 days to identify health needs and facilitate access to the health care system. This is below the 90% assessed within the 90-day target; however, the State received a federal waiver on the timeliness target due to the COVID-19 pandemic. While the clinic was closed, initial health assessment was limited to telephone outreach to identify those refugees with critical medical needs.
- Vaccinated 1.32 million San Diego residents with at least one dose of the COVID-19 vaccine (as of April 22, 2021). This represents 65% of the goal population (2,017,011) receiving at least one dose of vaccine and 42% of the goal population being fully vaccinated. San Diego County has the highest vaccination rate of doses administered among southern California counties and one of the highest rates in the State.
- 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 breast-feed up to six months of age when their mothers received home visitation from public health nurses. Breastfeeding promotes healthier outcomes.
  - Assisted five new (from 28 to 33) 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 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 95% (2,090 of 2,200) of TB samples, received by the Public Health Laboratory during operating hours, were evaluated and reported within one business day, surpassing the 90% goal. Timely testing and reporting are 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 99% (15,840 of 16,000) of children under eighteen who were 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 medical provider in time to get school-required vaccines and/or children who may lack a medical home.

- Connected 86% (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 ten-year County initiative to end the HIV epidemic.
- Investigated 100% (of an estimated 270) reported cases of select communicable diseases within 24 hours of receipt of report so steps can be taken to prevent the spread of disease. These are high-risk diseases but did not include COVID-19 investigations.
- Ensured 98% (245 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%.
- Ensured 90% (225 of 250) of active tuberculosis cases were tested for HIV, in accordance with CDC guidelines, working towards meeting the national TB program rate of 98%.
- Conducted nearly 300,000 COVID-19 case investigations over the past fiscal year. Of the more than 260,000 confirmed cases, 64% were put under investigation within 24 hours because a quick response is critical to presenting the spread of the virus.
- Tested over 4,200,000 specimens for COVID-19 at the Public Health Laboratory and all other laboratories throughout the region. To help manage this high volume of specimens, PHS convened a County Laboratory Testing Task Force that has promoted mutual problem solving and helped to extend lab capacity throughout the region.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Maintained 100% compliance (nine 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 97% (3,880 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 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%.
- Conducted three quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success, fewer than the target of eight as a result of competing staff priorities due to the COVID-19 pandemic.
- Provided exceptional customer service to PHS customers as demonstrated through an average satisfaction rating of four (one to five 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.

## 2021–23 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 90% (1,440 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.
  - Ensure 85% (280 of 330) retailers are in compliance with youth access laws and local tobacco laws, prohibiting sales to any person under the age of 21, among licensed tobacco retailers in the unincorporated area of San Diego County.
- 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 new (from 33 to 38) 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 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 ten-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 (nine 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 ten days of birth to support accurate census data, exceeding the State goal of 80%.
  - Conduct eight 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](http://www.sandiegocounty.gov/hhsa)

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ <https://www.sandiegocounty.gov/hhsa/programs/phs/>

For more information about the *Live Well San Diego* Community Health Improvement Assessment (CHA), Community Health Improvement Plans (CHIP) and Regional Results Summaries, go to:

- ◆ <http://www.livewellsd.org/content/livewell/home/community.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/](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	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Timely preventive health examinations for children in out-of-home placements	95% of 1,766	95% of 1,900	90% of 1,900	90% of 1,900	90% of 1,900
Timely dental examinations for children in out-of-home placements <sup>1</sup>	85% of 1,508	95% of 1,600	70% of 1,600	90% of 1,600	90% of 1,600
Refugees completed the Health Assessment process within 90 days <sup>1,7</sup>	84% of 787	90% of 400	50% of 500	90% of 400	90% of 400
Smoke-free behavioral health treatment programs <sup>3</sup>	70% of 216	N/A	N/A	N/A	N/A
Tobacco retailers in compliance with youth access laws <sup>2</sup>	N/A	N/A	N/A	85% of 330	85% of 330
Infants who are breastfed until six months of age	59.4% of 170	61% of 200	61% of 200	61% of 200	61% of 200
Live Well Market Retailer participants <sup>6</sup>	28	33	33	38	43
 Activation of Public Health Emergency Response System for drills, exercises and actual responses	7	7	7	7	7
Tuberculosis (TB) samples tested and reported by lab within one business day <sup>4</sup>	98% of 1,308	95% of 2,200	95% of 2,200	95% of 2,200	95% of 2,200
Emergency ambulance response times within established standards	93.7% of 178,511	90% of 235,000	90% of 235,000	90% of 235,000	90% of 235,000
Children with age-appropriate vaccines	100% of 15,148	99% of 16,000	99% of 16,000	99% of 16,000	99% of 16,000
Clients with newly confirmed HIV diagnosis with a medical visit within 30 Days	94% of 50	85% of 70	86% of 70	85% of 70	85% of 70
Selected communicable diseases cases contacted/investigations initiated within 24 hours <sup>5</sup>	100% of 394	100% of 270	100% of 270	100% of 270	100% of 270
TB cases reported to PHS within one working day from start of treatment	95% of 255	98% of 250	98% of 250	98% of 250	98% of 250
Active TB cases tested for HIV <sup>6</sup>	N/A	90% of 250	90% of 250	90% of 250	90% of 250






Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	PHS laboratory compliance	100%	100%	100%	100%	100%
	CCS medical eligibility determined within five days	95% of 4,000	97% of 4,000	97% of 4,000	97% of 4,000	97% of 4,000
	Birth Certificates registered within 10 days of event	98% of 40,747	95% of 44,000	95% of 44,000	95% of 44,000	95% of 44,000
	Quality improvement projects <sup>1</sup>	5	8	3	8	8

Table Notes

- <sup>1</sup> This measure was not met due to operational impacts caused by the COVID-19 pandemic.
- <sup>2</sup> This is a new measure in Fiscal Year 2021–22 that captures progress towards implementing strategies to reduce tobacco use among youth.
- <sup>3</sup> This measure was retired in Fiscal Year 2020–21. Due to increased support of smoking cessation programs, performance exceeded the original target of 19 additional programs each year. By the end of Fiscal Year 2019–20, a total of 151 of 216 programs adopted smoke free policies. The total of 216 programs is an upward adjustment from the earlier estimate of 190.
- <sup>4</sup> The number of samples that come into the Public Health Laboratory for testing fluctuates from year to year.
- <sup>5</sup> 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.
- <sup>6</sup> Effective Fiscal Year 2019–20, this performance measure was revised to demonstrate cumulative Live Well Market Retailers.
- <sup>7</sup> The Refugee Health Assessment Program conducts health assessments for eligible refugees and those granted asylum, Cuban, and Haitian entrants (parolees), those with Special Immigrant Visas, and victims of trafficking. These data are for the Federal Fiscal Year; current only up to September 2019 before impacts from the COVID-19 pandemic are reflected in the numbers. As a result of the pandemic and other factors, estimates for the next two years are that fewer (400) refugees, asylees, and parolees will enter San Diego and receive health assessments.

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

### Staffing

Net increase of 20.00 staff years

- ◆ Increase of 10.00 staff years to augment staffing capacity in areas such as the Public Health Laboratory, Public Health clinics, the Office of Vital Records and Statistics, and the CalFresh Healthy Living program.
- ◆ Increase of 7.00 staff years to support the End the HIV Epidemic Initiative as approved by the Board of Supervisors on October 27, 2020 (08).
- ◆ Increase of 3.00 staff years to support implementation of the Tobacco Retail License Initiative.

- ◆ Increase of 3.00 staff years due to a transfer from Child Welfare Services (CWS) to support operational needs.
- ◆ Decrease of 2.00 staff years due to a transfer to Behavioral Health Services (BHS) to support operational needs.
- ◆ Decrease of 1.00 staff year due to a transfer to Administrative Support to support operational needs.
- ◆ Additionally, staff were transferred among related programs within PHS to manage operational needs.

### Expenditures

Net increase of \$135.9 million

- ◆ Salaries & Benefits—net increase of \$5.8 million due to the addition of 20.00 staff years referenced above, negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net increase of \$131.2 million.



- ◆ Net increase of \$129.1 million due to emergency response efforts primarily for Testing, Tracing, and Treatment Strategy (T3) activities and vaccination efforts necessary to safeguard public health in the COVID-19 environment.
- ◆ Increase of \$1.8 million in support of testing, case investigation and contact tracing, surveillance, containment, and mitigation through the Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC) grant funded program.
- ◆ Increase of \$1.3 million to support efforts tied to the End the HIV Epidemic Initiative as approved by the Board of Supervisors on October 27, 2020 (08).
- ◆ Increase of \$0.4 million for a pilot project to increase access to doula services for at-risk families to help address maternal health disparities.
- ◆ Increase of \$0.3 million for ambulance services in the Unified Service Area (USA) to ensure availability of resources for patients accessing the 911 system for emergency medical services.
- ◆ Increase of \$0.3 million in one-time costs associated with the Comprehensive Evaluation of the Base Hospital System and Trauma Catchment Areas to ensure critical components of the EMS system are efficient, equitable, and follow evidence-based practices.
- ◆ Increase of \$0.2 million in one-time costs associated with Emergency Medical Services (EMS) data warehouse to meet reporting requirements and improve data collection countywide.
- ◆ Decrease of \$1.3 million to align with completion of contracted tobacco education and cessation activities funded under a time-limited State grant.
- ◆ Decrease of \$0.9 million primarily tied to the transfer of the Victim Services Program to the Public Safety Group (PSG).
- ◆ Other Charges—increase of \$0.1 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—increase of \$1.2 million for one-time negotiated labor agreements. Since this is a reimbursement, it has a net effect of a \$1.2 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.

## Revenues

Net increase of \$135.9 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in County Service Area (CSA) 17 and 69.
- ◆ Intergovernmental Revenues—net increase of \$132.7 million.
  - ◆ Net increase of \$129.1 million in federal emergency response funding for T3 and vaccination efforts.

- ◆ Increase of \$3.8 million in Realignment revenue based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services, that will support increased Salaries & Benefits and replace funding for existing costs covered with one-time State General Fund (SGF) in Fiscal Year 2020-21 allocated to partially offset the economic impacts of the pandemic.
- ◆ Increase of \$2.0 million in ELC grant funding for support of testing, case investigation and contact tracing, surveillance, containment, and mitigation efforts noted above.
- ◆ Increase of \$2.0 million in federal funds tied to services for the End the HIV Epidemic initiative as approved by the Board of Supervisors on October 27, 2020 (08) and increases in Salaries and Benefits referenced above.
- ◆ Increase of \$0.9 million in federal Health Care Program for Children in Foster Care (HCPFC) revenue to align with anticipated allocation.
- ◆ Decrease of \$2.5 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue.
- ◆ Decrease of \$1.6 million in State and federal public health program revenues to align with grant allocation.
- ◆ Decrease of \$1.0 million associated with the transfer of Victim Services to PSG.
- ◆ Charges for Current Services—increase of \$6.6 million primarily in Intergovernmental Transfer (IGT) revenue to help offset increased Salaries & Benefits, one-time projects referenced in Services & Supplies above, and the continuation of project based IT enhancements previously funded with Committed Realignment funds.
- ◆ Fund Balance Component Decreases- decrease of \$2.8 million in Committed Realignment. There is no amount budgeted.
- ◆ Use of Fund Balance—decrease of \$2.1 million. A total of \$0.2 million is budgeted tied to 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 increases in Salaries & Benefits tied to the addition of new staff years.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$139.0 million is the result of a decrease of \$139.8 million in Services & Supplies primarily associated with anticipated completion of COVID-19 response efforts, \$0.5 million in Salaries & Benefits partially offset by an increase of \$1.3 million in Expenditure Transfer and Reimbursement associated with centralized General Fund support of one-time negotiated labor agreements.





## Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Administration and Other Services	29.00	30.00	33.00	10.0	33.00
Bioterrorism	20.00	18.00	18.00	0.0	18.00
Infectious Disease Control	122.25	123.25	134.25	8.9	134.25
Surveillance	92.00	104.00	107.00	2.9	107.00
Prevention Services	85.00	83.00	89.00	7.2	89.00
California Childrens Services	141.75	142.75	141.75	(0.7)	141.75
Regional Public Health Services	152.00	152.00	152.00	0.0	152.00
Medical Care Services Division	52.00	56.00	54.00	(3.6)	54.00
<b>Total</b>	<b>694.00</b>	<b>709.00</b>	<b>729.00</b>	<b>2.8</b>	<b>729.00</b>

## Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Administration and Other Services	\$ 9,876,332	\$ 12,327,817	\$ 14,361,812	16.5	\$ 12,907,441
Bioterrorism	4,521,954	4,471,918	4,664,092	4.3	4,693,918
Infectious Disease Control	32,959,689	35,812,980	39,113,829	9.2	39,038,159
Surveillance	16,917,919	24,338,130	155,791,413	540.1	19,462,251
Prevention Services	23,394,472	25,669,414	24,480,113	(4.6)	23,504,965
California Childrens Services	21,922,883	23,117,012	23,115,933	(0.0)	23,296,465
Regional Public Health Services	22,513,868	23,617,624	24,351,840	3.1	24,442,879
Medical Care Services Division	16,174,976	18,515,306	17,582,961	(5.0)	16,639,330
Ambulance CSA's - Health & Human Services	13,685,950	14,196,269	14,473,847	2.0	14,919,269
<b>Total</b>	<b>\$ 161,968,043</b>	<b>\$ 182,066,470</b>	<b>\$ 317,935,840</b>	<b>74.6</b>	<b>\$ 178,904,677</b>



Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 89,241,605	\$ 98,201,995	\$ 103,961,716	5.9	\$ 103,483,923
Services & Supplies	70,669,183	81,511,727	212,719,028	161.0	72,922,006
Other Charges	2,448,228	2,623,228	2,748,228	4.8	2,748,228
Capital Assets Equipment	88,000	88,000	109,000	23.9	109,000
Expenditure Transfer & Reimbursements	(478,973)	(358,480)	(1,602,132)	346.9	(358,480)
<b>Total</b>	<b>\$ 161,968,043</b>	<b>\$ 182,066,470</b>	<b>\$ 317,935,840</b>	<b>74.6</b>	<b>\$ 178,904,677</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 1,891,472	\$ 2,348,672	\$ 2,491,386	6.1	\$ 2,643,043
Taxes Other Than Current Secured	33,303	32,533	34,530	6.1	36,652
Licenses Permits & Franchises	290,399	290,399	303,115	4.4	291,784
Fines, Forfeitures & Penalties	3,433,231	3,433,231	3,433,231	0.0	3,433,231
Revenue From Use of Money & Property	329,198	351,118	355,218	1.2	368,883
Intergovernmental Revenues	127,699,515	128,609,345	261,273,712	103.2	128,064,221
Charges For Current Services	10,691,844	17,698,164	24,293,874	37.3	18,360,538
Miscellaneous Revenues	793,779	865,406	863,406	(0.2)	863,406
Other Financing Sources	500,000	5,612,638	5,612,638	0.0	5,612,638
Fund Balance Component Decreases	—	2,850,000	—	(100.0)	—
Use of Fund Balance	—	2,310,356	210,122	(90.9)	165,673
General Purpose Revenue Allocation	16,305,302	17,664,608	19,064,608	7.9	19,064,608
<b>Total</b>	<b>\$ 161,968,043</b>	<b>\$ 182,066,470</b>	<b>\$ 317,935,840</b>	<b>74.6</b>	<b>\$ 178,904,677</b>



# Administrative Support

## Mission Statement

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

## Department Description

Administrative Support contains multiple divisions that work together to ensure departments within HHSA—Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Self-Sufficiency Services and Housing & Community Development Services—deliver services in a professional, cost effective, efficient, and cohesive manner, while focusing on exceptional customer service. These divisions also serve as a liaison with their respective County departments to ensure compliance and ethical standards are met. The primary services provided by each division include:

- ◆ **Agency Executive Office**—provide oversight and direction for HHSA.
- ◆ **Agency Contract Support**—facilitate early identification and resolution of contract and/or procurement related issues and ensure internal quality by performing financial and contract administration reviews for compliance with federal, State and local funding requirements.
- ◆ **Office of Immigrant and Refugee Affairs**—strengthen communities through enhanced support for immigrants and refugees, and through Community Action Partnership programs designed to address the needs of economically disadvantaged communities and the residents that live there.
- ◆ **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.
- ◆ **Office of Integrative Services**—integrate enterprise-wide health, housing, homelessness, economic and social services to optimize outcomes in all 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 and Agency operations 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 481.00 staff years and a budget of \$240.0 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 Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

## 2020–21 Anticipated Accomplishments

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

## ADMINISTRATIVE SUPPORT

- Provided 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) Learn Well Initiative.
- 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.
- Provided over 16,000 individuals mobile COVID-19 testing through the launch of Live Well on Wheels, a mobile office that allows health and community services to be delivered directly to residents in their neighborhoods. The vehicle is equipped with the latest technology and tools required to provide a variety of services in the field, such as: disaster response and relief (COVID-19 efforts), public immunizations, public assistance benefits, immunizations, veterans' services, public health services, behavioral health services, homeless services, and much more. Live Well on Wheels makes it possible for the County and community partners to deliver indispensable services in a coordinated and integrated manner, in full alignment with the *Live Well San Diego* vision for healthy, safe, and thriving communities. Since its inception, Live Well on Wheels has met the needs of residents by providing support to nurses providing mobile COVID-19 testing for more than 3,500 individuals.
- Distributed timely and accurate COVID-19 related information to the diverse population of 3.3 million San Diego County residents during the pandemic using the collective impact framework and existing *Live Well San Diego* partnerships. Provided information to thousands of stakeholders across the region using a sector model that included nine sectors, twelve sub-sectors to successfully engage and mobilize residents weekly through live telebriefings, eblasts, and presentations during critical times of the pandemic. Sectors conducted an average of fifteen telebriefings, twelve community presentations, and eighteen email blasts per week.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
  - Provided services to support community leaders identifying and implementing community improvement projects that increased the health, safety, and well-being of their neighborhoods through Resident Leadership Academy (RLA) trainings and technical assistance programs.
- Ensured 50% (25 of 50) of clients enrolled in Community Care Coordination (C3) were 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
  - Ensured 66% (660 of 1,000) of Refugee Employment Services (RES) participants were engaged in unsubsidized employment to support achieving self-sufficiency and integration in their new home, which is consistent with federal reporting requirements.
  - Conducted 23,000 interviews with veterans and their dependents with benefits counseling, information, and referral services.
  - Processed 5,000 compensation and pension claims, which allowed veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experience
  - Promoted events that encouraged residents to exercise, enjoy the environment and learn more about improving their health and wellness. Events throughout the year included:
    - ◆ Love Your Heart blood pressure screenings, with over 56,000 blood pressure screenings at 524 sites across the United States and Mexico. In 2021, due to the COVID-19 pandemic, the Love Your Heart campaign developed Love Your Heart @Home to provide blood pressure educational materials, seminars, events and resources to people via social media and other online platforms, additionally providing 6,000 blood pressure monitors to families in fourth quartile communities;
    - ◆ *Live Well San Diego* 5k, with nearly 1,800 registered participants and over 160 participants for the Daily Endorphin Challenge; and
    - ◆ Check Your Mood depression screenings with over 500 individuals completing a depression screening in 2020.

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conducted 40 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

### Living Safely

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





systems, activities, and processes. These activities helped ensure contractors remain in compliance with contractual obligations and that the County supports 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 15 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) (160,000) 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. In 2020, developed Live Well @Home website, a free resource to help community residents find tips and strategies for a healthy mind, body and spirit while staying at home. In order to reach the community in a reader-friendly way, topics are organized by age group and topic to help users find appropriate resources, which reached nearly 65,000 unique visitors.
- 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 four (one to five 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 one to four 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 engaged new employees into the shared vision of *Live Well San Diego* through 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 was carried out 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*
  - Ensured 70% of County employees surveyed understand how their work contributes to the *Live Well San Diego* vision through the Live Well San Diego Employee Engagement Survey. 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.

## 2021–23 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 Learn Well Initiative).
  - 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% (396 of 600) 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.
  - Support immigrant integration through the coordination of services, outreach, and advocacy to meet the need of people seeking asylum.



### 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 systems, activities, and processes. These activities help ensure contractors remain in compliance with contractual obligations and that the County is maintaining fiscal stability.
  - Coordinate and attend eight financial trainings comprised of budgetary topics affecting program operations such as funding streams and fiscal impacts to service delivery. Improve financial competency of staff and management by conducting these presentations on funding and financial issues that affect operations and service delivery. These trainings provide staff with the knowledge to make better-informed decisions.
  - Conduct 15 Quality Assurance (QA) reviews and train 175 HHS contract administration staff to ensure adherence to contracting policies and procedures in accordance with funding source requirements. These reviews ensure 100% of programs are reviewed to identify best practices and areas of improvement to design effective contracting training content for HHS staff.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

- Maintain the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) above 140,000 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 four (one to five scale). In areas where the rating is lower than four, develop and implement an improvement plan.
  - Achieve an average rating of three or higher (one to four scale) as part of the annual Contractor Satisfaction Survey, for overall Contractor satisfaction with the HHS contract-ing experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our 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 carried out by deepening the new employee’s connection to their colleagues and HHS’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*
  - Ensure 70% of County employees understand how their work contributes to the *Live Well San Diego* vision. By increasing awareness of their contributions to *Live Well San Diego*, employees cultivate stakeholder relationships and gain public trust as they work together towards one vision.

### Related Links

For additional information about the programs offered by HHS, go to:

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

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

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











Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 First 5 parents with the knowledge and capacity to help their children enter school as active learners	91% of 10,000	92% of 10,000	92% of 10,000	92% of 10,000	92% of 10,000
First 5 children receiving a comprehensive developmental screening	92% of 18,000	92% of 18,000	92% of 18,000	92% of 18,000	92% of 18,000
<i>Live Well San Diego</i> Resident Leadership Academy Council meetings <sup>1,8</sup>	4	N/A	N/A	N/A	N/A
 Alternative Dispute Resolution services to community members <sup>2</sup>	1,113	N/A	N/A	N/A	N/A
Community Care Coordination participants permanently housed <sup>3</sup>	N/A	50% of 50	50% of 50	50% of 50	50% of 50
 Work ready refugees engaged in ESL activities <sup>4</sup>	241	N/A	N/A	N/A	N/A
Refugee Employment Services participants in unsubsidized employment <sup>4</sup>	N/A	66% of 1,000	66% of 1,000	66% of 600	66% of 600
Veterans and dependents interviews for benefits counseling and referral services	24,258	24,000	23,000	24,000	24,000
Veterans compensation and benefits claims processed	4,586	6,000	5,000	6,000	6,000
 Comprehensive financially focused review for HHSA contractors <sup>6</sup>	32	40	40	40	48
HHSA financial literacy events	8	8	8	8	8
Quality Assurance reviews of contracting policies and procedures completed for HHSA departments	14	15	15	15	15
Staff Trained on Contract Administration	175	175	175	175	175
Unique visitors to the <i>Live Well San Diego</i> website <sup>9</sup>	163,000	90,000	160,000	140,000	140,000
Average rating for contractors satisfaction with contracting experience	3	3	3	3	3
<i>Live Well San Diego</i> partners <sup>5</sup>	492	N/A	N/A	N/A	N/A
County staff understanding of how their work contributes to <i>Live Well San Diego</i> <sup>7</sup>	66%	70%	70%	70%	70%



Table Notes

- <sup>1</sup> In Fiscal Year 2020–21, this performance measure was revised to better reflect enhanced support to RLA network and will include actual RLA trainings, RLA facilitator trainings and technical assistance.
- <sup>2</sup> 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. Projection was exceeded due to an increase in funding.
- <sup>3</sup> This is a new performance measure in Fiscal Year 2020-21 to reflect housing efforts for justice-involved population.
- <sup>4</sup> 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. Although refugee arrivals decreased, funding remained steady allowing service providers to increase outreach efforts and exceed initial projections.
- <sup>5</sup> 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.
- <sup>6</sup> This performance measure was not met due to operational impacts caused by the COVID-19 pandemic.
- <sup>7</sup> In Fiscal Year 2018–19, the *Live Well San Diego* employee survey was conducted in Fall 2019.
- <sup>8</sup> 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.
- <sup>9</sup> In Fiscal Year 2019–20, projected number for unique visitors to *Live Well San Diego* website was exceeded due to LiveWell@Home program, which resulted from the COVID-19 pandemic.

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

### Staffing

Net increase of 24.00 staff years

- ◆ Increase of 10.00 staff years to support wrap around homelessness team efforts.
- ◆ Increase of 9.00 staff years to provide support, case management and outreach for the Housing and Disability Advocacy Program (HDAP) and to support efforts to expand services to serve youth and high need individuals under the Homeless Housing, Assistance and Prevention (HHAP) program.
- ◆ Increase of 2.00 staff years to support an Office of Immigrant and Refugee Affairs.
- ◆ Increase of 2.00 staff years to focus on streamlining and leveraging existing County services, programs and benefits for working families.
- ◆ Increase of 1.00 staff year transferred from Public Health Services (PHS) to provide operational support.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

### Expenditures

Net decrease of \$72.3 million

- ◆ Salaries & Benefits—net increase of \$4.5 million due to the addition of 24.00 staff years noted above, required retirement contributions, and negotiated labor agreements.

- ◆ Services & Supplies—net decrease of \$64.4 million.
  - ◆ Net decrease of \$62.8 million tied to COVID-19 response efforts. This is a decrease of \$102.0 million in prior year one-time costs offset by \$39.2 million for response efforts that will continue into Fiscal Year 2021-22. In Fiscal Year 2020-21, the majority of response costs were budgeted in Administrative Support, resulting in the net decrease. In Fiscal Year 2021-22, Testing, Tracing, Treatment (T3) efforts and vaccination efforts are budgeted in Public Health Services, the Great Plates Delivered program is in Aging & Independence Services, and the COVID-19 Positive Recovery Stipend program is in Self Sufficiency Services. Overall, a total of \$226.9 million is budgeted for COVID-19 response efforts continuing into Fiscal Year 2021-22.
  - ◆ Decrease \$6.2 million primarily for the Whole Person Wellness (WPW) pilot to align with the projected end of the grant in December 2021 as the State transitions to providing similar services as part of the California Advancing and Innovating Medi-Cal (CalAIM) initiative.
  - ◆ Increase of \$1.5 million for the HHAP program to expand the current Community Care Coordination (C3) program to serve youth and high need individuals.
  - ◆ Increase of \$1.1 million in Whole Person Care (WPC) housing costs funded through a one-time State allocation, that will primarily be used for rental assistance to private landlords which will allow at risk participants that would qualify under the State’s Whole Person Care criteria to stay in their community of choice.





- ❖ Increase of \$1.0 million for the C3 for Veterans program to provide housing assistance and peer support to strengthen the community support system provided to veterans as they reintegrate into the community, ultimately reducing recidivism. A total of \$2.2 million is budgeted.
- ❖ Increase of \$0.5 million to implement a Drowning Prevention Program, including an outreach campaign.
- ❖ Increase of \$0.5 million to support activities under a new Office of Immigrant and Refugee Affairs, including access to legal counsel.
- ❖ Expenditure Transfer & Reimbursements—net decrease of \$3.3 million in centralized General Fund support driven by moving funding for major maintenance projects to one-time use of fund balance. Since this is a transfer of expenditures, it has a net effect of a \$3.3 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.
  - ❖ Decrease of \$6.5 million for major maintenance projects that will be funded with General Fund balance in the revenue section below.
  - ❖ Increase of \$2.2 million for the C3 for Veterans program.
  - ❖ Increase of \$1.0 million for one-time negotiated labor agreements.
- ❖ Operating Transfers Out—net decrease of \$1.2 million to Major Maintenance Capital Outlay Fund (MMCOF) for various facility projects.
- ❖ Management Reserves—decrease of \$14.5 million. There is no amount budgeted.
- ❖ Increase of \$4.9 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
- ❖ Increase of \$2.4 million in HHAP and HDAP revenue to fund increases in Salaries & Benefits and Services & Supplies.
- ❖ Charges for Current Services—net decrease of \$4.2 million in Intergovernmental Transfer (IGT) revenue.
  - ❖ Decrease of \$3.3 million in WPW funding due to program ending noted above.
  - ❖ Decrease of \$2.0 million tied to completion of one-time projects.
  - ❖ Increase of \$1.1 million for the Whole Person Care (WPC) one time housing funds to align with estimated expenditures noted above.
- ❖ Miscellaneous Revenue Other—increase of \$0.1 million in sponsorship revenue primarily tied to Live Well Advance program.
- ❖ Use of Fund Balance—increase of \$3.9 million. A total of \$20.4 million is budgeted.
  - ❖ \$13.4 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
  - ❖ \$6.5 million to fund major maintenance projects.
  - ❖ \$0.5 million for the Drowning Prevention Program.
- ❖ General Purpose Revenue Allocation—increase of \$0.7 million to support increases in Salaries & Benefits and Services & Supplies associated with implementation of immigrant support services.

## Revenues

Net decrease of \$72.3 million

- ❖ Intergovernmental Revenues—decrease of \$72.8 million.
  - ❖ Net decrease of \$60.8 million in federal COVID-19 response and stimulus funds associated with prior year one-time costs for COVID-19 as noted above.
  - ❖ Decrease of \$15.7 million in one-time State General Fund (SGF) allocated in Fiscal Year 2020-21 to partially offset the loss of realignment revenue, primarily used to fund Management Reserves in Fiscal Year 2020-21.
  - ❖ Decrease of \$2.1 million primarily in one-time Community Services Block Grant (CSBG) augmentation and to align to anticipated allocation.
  - ❖ Decrease of \$1.5 million in unsecuritized Tobacco Settlement Funds tied to the completion of the WPW pilot program as noted above.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$41.5 million is the result of a decrease of \$41.1 million in Services & Supplies primarily associated with anticipated completion of COVID-19 response efforts and \$3.8 million in Operating Transfers Out related to prior year one-time facility projects offset by \$3.2 million in Expenditure Transfer & Reimbursement associated with one-time funds tied to C3 for Veterans program and \$0.2 million in Salaries & Benefits due to negotiated labor agreements.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Agency Executive Office	28.00	26.00	17.00	(34.6)	17.00
Agency Contract Support	25.00	25.00	25.00	0.0	25.00
Financial Services Division	176.00	176.00	176.00	0.0	176.00
Human Resources	84.00	84.00	84.00	0.0	84.00
Management Support	26.00	26.00	26.00	0.0	26.00
Proposition 10	14.00	13.00	14.00	7.7	14.00
Regional Administration	43.00	39.00	52.00	33.3	52.00
Office of Military & Veterans Affairs	21.00	20.00	20.00	0.0	20.00
Office of Strategy and Innovation	30.00	27.00	36.00	33.3	36.00
Integrative Services	21.00	21.00	31.00	47.6	31.00
<b>Total</b>	<b>468.00</b>	<b>457.00</b>	<b>481.00</b>	<b>5.3</b>	<b>481.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Agency Executive Office	\$ 49,255,163	\$ 148,155,039	\$ 65,887,730	(55.5)	\$ 26,763,863
Agency Contract Support	4,119,007	4,235,468	4,417,238	4.3	4,468,798
Financial Services Division	52,739,504	38,020,739	44,804,852	17.8	43,605,626
Human Resources	13,387,537	13,591,870	14,071,933	3.5	14,303,989
Management Support	46,263,807	43,501,360	46,842,040	7.7	46,920,968
Proposition 10	1,647,061	1,632,436	2,211,308	35.5	2,235,126
Regional Administration	12,813,672	9,582,996	10,981,680	14.6	11,116,004
Office of Military & Veterans Affairs	3,774,862	4,013,283	4,214,382	5.0	4,256,073
Office of Strategy and Innovation	6,815,297	6,417,756	9,011,813	40.4	8,577,214
Integrative Services	18,814,429	27,855,542	22,220,224	(20.2)	20,891,586
Tobacco Settlement Fund	6,200,000	15,312,638	15,312,638	0.0	15,312,638
<b>Total</b>	<b>\$ 215,830,339</b>	<b>\$ 312,319,127</b>	<b>\$ 239,975,838</b>	<b>(23.2)</b>	<b>\$ 198,451,885</b>





## Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 58,311,143	\$ 60,534,345	\$ 65,059,524	7.5	\$ 65,296,114
Services & Supplies	134,812,469	223,562,046	159,178,171	(28.8)	118,043,133
Expenditure Transfer & Reimbursements	—	(6,500,000)	(3,243,495)	(50.1)	—
Operating Transfers Out	6,706,727	20,262,638	18,981,638	(6.3)	15,112,638
Management Reserves	16,000,000	14,460,098	—	(100.0)	—
<b>Total</b>	<b>\$ 215,830,339</b>	<b>\$ 312,319,127</b>	<b>\$ 239,975,838</b>	<b>(23.2)</b>	<b>\$ 198,451,885</b>

## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ —	\$ 654,000	\$ 654,000	0.0	\$ 654,000
Fines, Forfeitures & Penalties	38,000	38,338	38,232	(0.3)	38,338
Revenue From Use of Money & Property	1,900,000	1,900,000	1,900,000	0.0	1,900,000
Intergovernmental Revenues	131,285,806	249,141,441	176,351,636	(29.2)	112,893,295
Charges For Current Services	27,229,871	29,777,065	25,576,382	(14.1)	53,343,054
Miscellaneous Revenues	100,000	100,000	192,180	92.2	100,000
Fund Balance Component Decreases	7,753,171	2,370,714	2,370,714	0.0	2,370,714
Use of Fund Balance	35,864,033	16,538,978	20,412,638	23.4	13,412,638
General Purpose Revenue Allocation	11,659,458	11,798,591	12,480,056	5.8	13,739,846
<b>Total</b>	<b>\$ 215,830,339</b>	<b>\$ 312,319,127</b>	<b>\$ 239,975,838</b>	<b>(23.2)</b>	<b>\$ 198,451,885</b>



# Housing & Community Development Services

## Mission Statement

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

## Department Description

*Housing & Community Development Services (HCDS) helps extremely low, 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)**— provides funding for affordable housing, community improvement, and public service projects such as improvements to community centers, development of parks and sidewalks, and food distribution programs;
- ◆ **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)**— Funding for the development of affordable housing opportunities including: The creation and preservation of multi-family housing, low-interest loans to first-time homebuyers, short term rental assistance for special needs populations.

**Affordable Housing:** *Increase affordable housing opportunities (from 2,854 to 4,928 units by 2023) 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 the creation of 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**— Utilize existing County owned excess property to develop affordable housing for low-income and special needs populations.



**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 low-income families, emancipated youth, 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; and
- ◆ **Public Housing**—provide 159 decent and safe rental housing units for eligible low-income families, the elderly, persons with disabilities, and agricultural workers.

*To ensure these critical services are provided, Housing & Community Development Services has 130.00 staff years and a budget of \$88.8 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 Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

**2020–21 Anticipated Accomplishments**

**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Provided rental assistance to 650 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.
  - Recruited 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 multiyear 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
  - 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 \$9 million in IHTF funds, bringing the total IHTF amount awarded to over \$50 million supporting the creation and/or preservation of 20 developments to increase the region’s inventory of affordable housing by 1,398 affordable housing units in 16 communities. These efforts enhance safe and affordable housing opportunities for low-income families, homeless veterans, persons with physical and/or developmental disabilities, and seniors, thereby improving their quality of life.

- Continued No Place Like Home 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 five of six developments secured in Fiscal Year 2020-21 and anticipates expending funds and completing construction for these developments within the next several years totaling over 170 units.
- Provided rental assistance for over 10,000 households at risk of housing displacement during the COVID-19 pandemic through the County’s initial Emergency Rental Assistance Program.

**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 four (one to five 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.

**2021–23 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, 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 No Place Like Home (NPLH) funds are awarded to successful applicants. This funding will provide financing for the construction, acquisition, and/or rehabilitation of permanent supportive housing for persons experiencing homelessness who have serious mental illnesses.

Related Links

For additional information about Housing and Community Development Services, refer to the website at:

◆ [www.SanDiegoCounty.gov/sdhcd](http://www.SanDiegoCounty.gov/sdhcd)

Follow HCD on Facebook at:

◆ [www.facebook.com/sdhcd](http://www.facebook.com/sdhcd)



Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Average lease rate for the Veterans Affairs Supportive Housing (VASH) program <sup>1</sup>	80% of 724	N/A	N/A	N/A	N/A
	Rental Assistance provided to Veterans through Veterans Affairs Supportive Housing (VASH) program <sup>1</sup>	N/A	665	665	665	665
	Individuals living in County Housing Authority areas who are receiving rental assistance and treatment for SMI <sup>2</sup>	183	N/A	N/A	N/A	N/A
	New landlords secured to rent to previously homeless individuals experiencing SMI	182	150	150	150	150
	Random fair housing compliance site tests	40	40	40	40	40
	Families receiving rental assistance through TBRA <sup>3</sup>	13% of 326	N/A	N/A	N/A	N/A
	TBRA families transitioned into permanent housing <sup>3</sup>	66% of 44	N/A	N/A	N/A	N/A

Table Notes

<sup>1</sup> 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. In Fiscal Year 2019–20, the increase of the average lease rate was due to an increase of vouchers received.

<sup>2</sup> 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. In Fiscal Year 2019–20, the target for providing rental assistance to homeless individuals with serious mental illness (SMI) was exceeded due to an unexpected increase in referrals to provide housing for the region’s most vulnerable homeless population.

<sup>3</sup> In Fiscal Year 2020–21, Tenant Based Rental Assistance (TBRA) 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: 2020–21 to 2021–22

### Staffing

No overall change in staff years.

### Expenditures

Net decrease of \$20.0 million

- ◆ Salaries & Benefits—increase of \$0.8 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$7.2 million.
  - ◆ Net increase of \$11.7 million to align with the additional CARES Act funding issued by HUD under the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) to fund projects and activities that benefit the community, specifically those households affected by COVID-19.
  - ◆ Increase of \$0.7 million to align with an increased need to provide emergency shelter for homeless persons during times of inclement weather.
  - ◆ Increase of \$0.5 million to fund feasibility studies for various County funded affordable housing initiatives.
  - ◆ Decrease of \$2.5 million tied to the homelessness programs in the unincorporated area to align with the estimated expenditures in the local rental subsidy program with no impact to services.
  - ◆ Decrease of \$2.0 million to align with anticipated loan disbursements for projects awarded with funding from the Innovative Housing Trust Fund (IHTF).
  - ◆ Decrease of \$0.8 million in the California Emergency Solutions and Housing (CESH) program to align with estimated expenditures for rapid rehousing and elimination of a prior year one-time cost for the Flexible Housing Subsidy Pool (FHSP).
  - ◆ Decrease of \$0.4 million to align with completion of the Homeless Emergency Aid Program (HEAP) State grant.
- ◆ Other Charges—net decrease of \$23.8 million.
  - ◆ Decrease of \$24.0 million associated with the completion of the County’s initial COVID-19 Emergency Rental Assistance Program (ERAP) to cover rent payments for individuals and families whose household was economically impacted by COVID-19.
  - ◆ Increase of \$0.2 million in HUD entitlement programs to align with the Fiscal Year 2020-21 Annual Funding Plan.
- ◆ Expenditure Transfer & Reimbursements—increase of \$4.2 million primarily associated with centralized General Fund support of the County’s Hotel/Motel Voucher Program, Fair Housing Program and emergency shelter during inclement weather. Since this is a transfer of expenditures, it has a net effect of a \$4.2 million decrease in expenditures. The central

funding is supported by resources in Countywide Finance Other.

### Revenues

Net decrease of \$20.0 million

- ◆ Intergovernmental Revenues—net decrease of \$1.0 million.
  - ◆ Decrease of \$7.4 million tied to the elimination of one-time funding of CARES Act revenue to fund the COVID-19 ERAP program.
  - ◆ Decrease of \$4.8 million in Homeless Housing, Assistance and Prevention (HHAP), HOME Investment Partnerships Program, and CARES Act revenue to align with the expenditure estimate in addressing homelessness in the unincorporated area referenced above.
  - ◆ Decrease of \$0.8 million tied to the elimination of one-time additional State General Fund (SGF) allocated to partially offset the loss of realignment revenue tied to economic conditions.
  - ◆ Decrease of \$0.8 million in CESH revenue to align with estimated expenditures referenced above.
  - ◆ Decrease of \$0.4 million in HEAP revenue to align with completion of the State grant.
  - ◆ Net increase of \$11.7 million in CDBG and ESG for COVID-19 related revenue augmentations.
  - ◆ Net increase of \$1.3 million in administrative revenue to align with anticipated allocation.
  - ◆ Increase of \$0.2 million tied to HUD entitlement programs to align with the Fiscal Year 2021-22 Annual Funding Plan.
- ◆ Miscellaneous Revenue—decrease of \$2.1 million in IHTF funds to align with anticipated loan disbursements for awarded projects.
- ◆ Use of Fund Balance—decrease of \$16.9 million. A total of \$3.9 million of unassigned General Fund fund balance is budgeted.
  - ◆ \$2.9 million for one-time work associated with the Public Housing Physical Needs Assessment.
  - ◆ \$0.5 million for one-time negotiated labor agreements.
  - ◆ \$0.5 million for one-time funding tied to feasibility studies for affordable housing programs.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$25.9 million as a result of a decrease of \$44.5 million in Services & Supplies primarily tied to the ending of one-time projects, offset by an increase of \$18.5 million in Expenditure Transfer & Reimbursement associated with one-time funds for the County’s Hotel/Motel Voucher Program, Fair Housing Program and emergency shelters during inclement weather, and \$0.1 million in Salaries & Benefits due to required retirement contributions.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Housing & Community Development	128.00	130.00	130.00	0.0	130.00
<b>Total</b>	<b>128.00</b>	<b>130.00</b>	<b>130.00</b>	<b>0.0</b>	<b>130.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Housing & Community Development	\$ 19,161,278	\$ 57,860,125	\$ 28,882,173	(50.1)	\$ 25,806,285
County Successor Agency - Housing	13,500	28,500	28,500	0.0	28,500
HCD - Multi-Year Projects	47,816,722	50,851,904	59,852,233	17.7	37,000,033
<b>Total</b>	<b>\$ 66,991,500</b>	<b>\$ 108,740,529</b>	<b>\$ 88,762,906</b>	<b>(18.4)</b>	<b>\$ 62,834,818</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 14,110,101	\$ 15,621,449	\$ 16,478,815	5.5	\$ 16,549,740
Services & Supplies	48,687,754	79,355,504	86,539,377	9.1	42,037,177
Other Charges	4,373,170	28,168,101	4,352,426	(84.5)	4,352,426
Expenditure Transfer & Reimbursements	(179,525)	(14,404,525)	(18,607,712)	29.2	(104,525)
<b>Total</b>	<b>\$ 66,991,500</b>	<b>\$ 108,740,529</b>	<b>\$ 88,762,906</b>	<b>(18.4)</b>	<b>\$ 62,834,818</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 4,591	\$ 4,591	\$ 4,591	0.0	\$ 4,591
Intergovernmental Revenues	51,287,568	71,723,801	70,718,159	(1.4)	55,308,637
Charges For Current Services	3,000	3,000	3,000	0.0	3,000
Miscellaneous Revenues	10,287,945	10,876,945	8,788,511	(19.2)	2,169,945
Fund Balance Component Decreases	500,000	—	—	0.0	—
Use of Fund Balance	136,150	20,785,611	3,902,064	(81.2)	2,064
General Purpose Revenue Allocation	4,772,246	5,346,581	5,346,581	0.0	5,346,581
<b>Total</b>	<b>\$ 66,991,500</b>	<b>\$ 108,740,529</b>	<b>\$ 88,762,906</b>	<b>(18.4)</b>	<b>\$ 62,834,818</b>



# County Successor Agency

## Mission Statement

*Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.*

## Department Description

*The County of San Diego Redevelopment Agency included two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USD RIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USD RIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.*

*Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment Dissolution and subsequent court decision. AB 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expediently wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were 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, 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.

## 2020–21 Anticipated Accomplishments

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
- Continued to expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County-wide Redevelopment Successor Agency Oversight Board.
- Conducted six 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.

## 2021–23 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](http://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](http://www.sandiegocounty.gov/dpw/airports/gillespie.html)

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

### Staffing

No staffing is included in the recommended budget.

### Expenditures

No significant changes.

### Revenues

No significant changes.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Successor Agency	—	—	—	0.0	—
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Successor Agency	\$ 7,460,304	\$ 7,778,656	\$ 7,752,948	(0.3)	\$ 7,752,948
<b>Total</b>	<b>\$ 7,460,304</b>	<b>\$ 7,778,656</b>	<b>\$ 7,752,948</b>	<b>(0.3)</b>	<b>\$ 7,752,948</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 30,000	\$ 30,000	\$ 20,000	(33.3)	\$ 20,000
Other Charges	2,241,012	2,320,600	2,316,673	(0.2)	2,316,673
Operating Transfers Out	5,189,292	5,428,056	5,416,275	(0.2)	5,416,275
<b>Total</b>	<b>\$ 7,460,304</b>	<b>\$ 7,778,656</b>	<b>\$ 7,752,948</b>	<b>(0.3)</b>	<b>\$ 7,752,948</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Other Than Current Secured	\$ 2,227,242	\$ 2,350,600	\$ 2,336,673	(0.6)	\$ 2,336,673
Other Financing Sources	5,189,292	5,428,056	5,416,275	(0.2)	5,416,275
Use of Fund Balance	43,770	—	—	0.0	—
<b>Total</b>	<b>\$ 7,460,304</b>	<b>\$ 7,778,656</b>	<b>\$ 7,752,948</b>	<b>(0.3)</b>	<b>\$ 7,752,948</b>







*County of San Diego*

**Land Use and Environment Group**

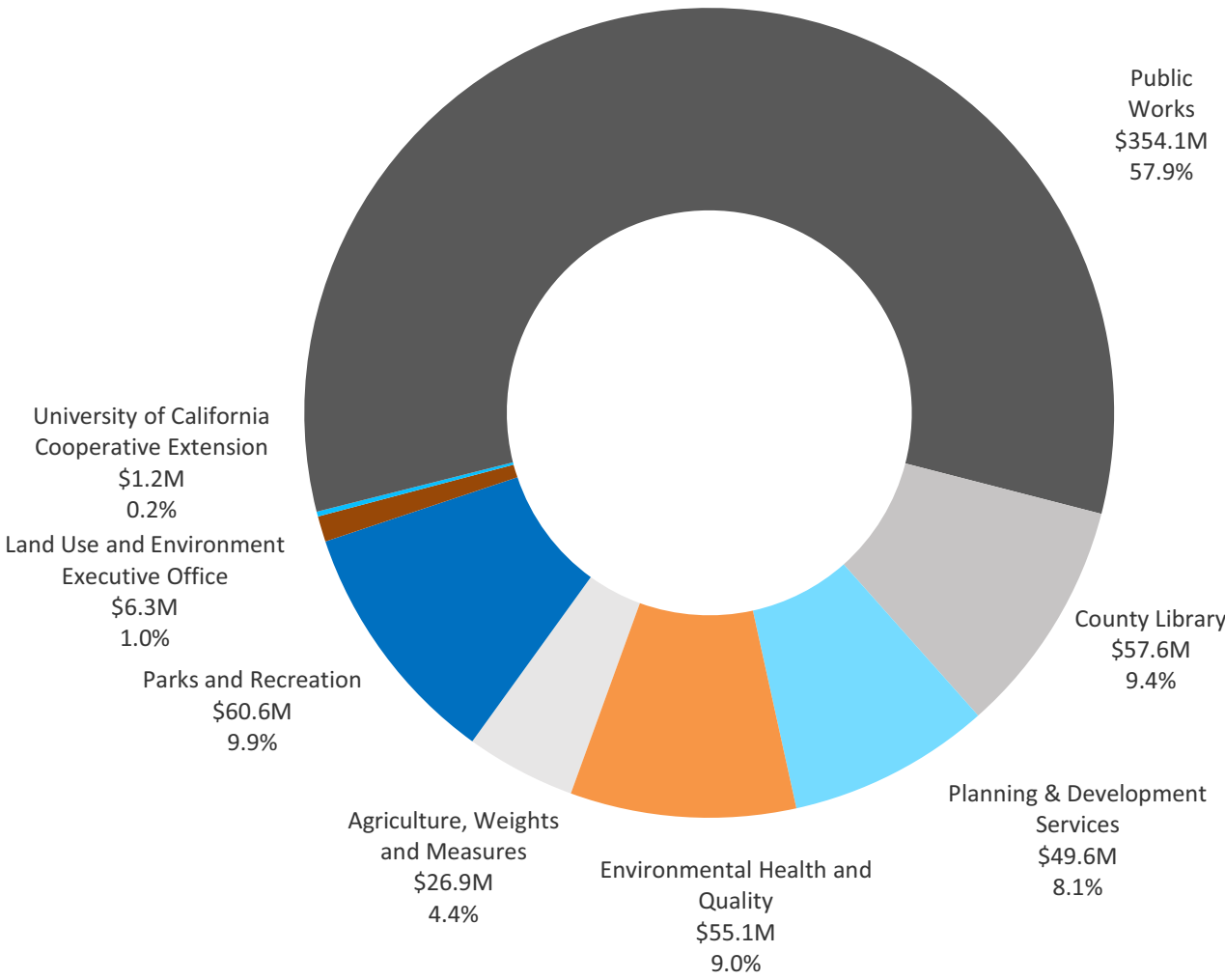
Land Use and Environment Group at a Glance	293
.....	
Land Use and Environment Group Summary & Executive Office	295
.....	
Agriculture, Weights and Measures	301
.....	
Air Pollution Control District	313
.....	
County Library	319
.....	
Department of Environmental Health and Quality	329
.....	
Parks and Recreation	339
.....	
Planning & Development Services	349
.....	
Public Works	361
.....	
University of California Cooperative Extension	375
.....	



# Land Use and Environment Group at a Glance

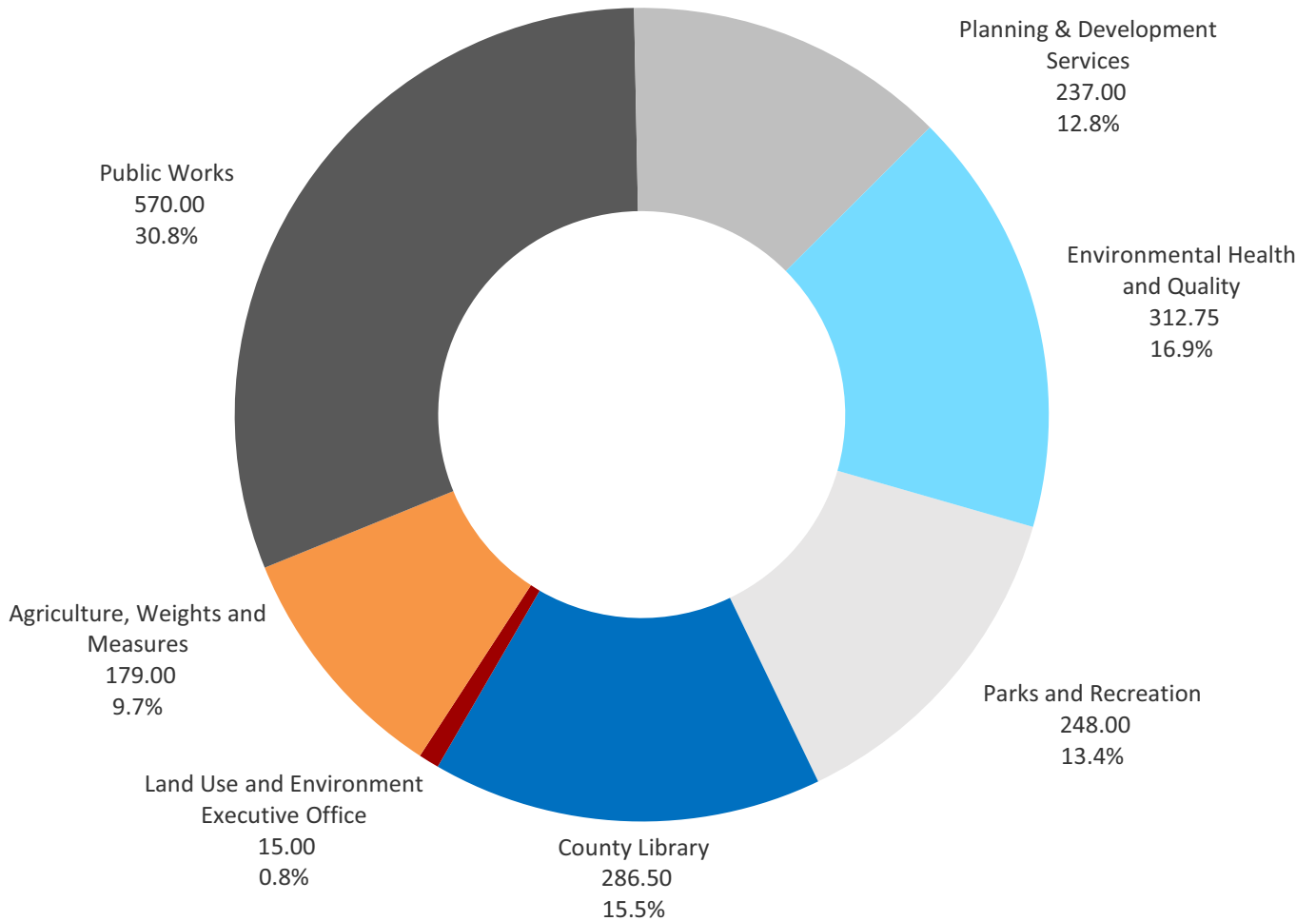
## Recommended Budget by Department

**Budget by Department**  
Fiscal Year 2021-22: \$611.2 million



Recommended Staffing by Department

**Staffing by Department**  
Fiscal Year 2021-22: 1,848.25 staff years



# Land Use and Environment Group Summary & Executive Office

## Mission Statement

The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

## Group Description

The Land Use and Environment Group (LUEG) protects and promotes a healthy environment for the residents and visitors of San Diego County. LUEG departments work collaboratively with constituents, community and advocacy groups, and industry partners to improve water quality, encourage sustainable development that fosters viable and livable communities, preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure including libraries and ensure compliance with local, State, and federal laws that protect the public's health, safety and quality of life for current and future generations. Effective March 1, 2021, the Air Pollution Control District became a fiduciary fund held by the County of San Diego and will prepare and adopt its own budget for Fiscal Year 2021-22.

To ensure these critical services are provided, the Land Use and Environment Group has 1,848.25 staff years and a budget of \$611.2 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 and Quality
- ◆ Parks and Recreation
- ◆ Planning & Development Services



- ◆ Public Works
- ◆ University of California Cooperative Extension

## Land Use and Environment Group Priorities

### Building Better Health

#### Protecting and Promoting Public Health

Protecting and promoting 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 water pollution or vector-borne diseases, LUEG will continue to protect public health with a special focus on underserved 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.

LUEG protects beaches, rivers, streams, and watersheds through water quality testing, trash capture devices, and treating and reducing runoff. A total of 6,202 beach water samples were collected or evaluated across the 70 miles of San Diego county coastline to ensure safe and clean beaches for County residents and community.

Ensuring a robust food system is central to promoting public health. LUEG leads the *Live Well San Diego* Food System Initiative (FSI) and collaborates with County departments, community partners, and stakeholders to increase healthy food access, reduce wasted food, promote food donation, and improve food security in the region. Through collaboration, FSI strives to create a robust and resilient local food system that builds healthy communities, supports the economy, and enhances the environment. Through community needs assessments, LUEG is identifying opportunities to improve food access in the most underserved communities. By collecting data that tells us where

food insecurity is on the rise and where food deserts and food swamps are most prevalent, LUEG programs can work to improve accessibility and distribution.

In response to the COVID-19 public health emergency, LUEG transformed its services to meet the need of County customers, by offering virtual inspections, adapting to virtual counter services, and expanding online access to programs and services, for example provided residents the opportunity to experience parks throughout the County by hosting virtual hikes.

In addition to expanding virtual services, LUEG is committed to providing opportunities to accessible and safe recreational spaces for residents and visitors of all ages and abilities. Libraries and parks are public gathering spaces that strengthen the social fabric of the community and encourage community engagement. These spaces enhance the health, wellness, and creativity of the County’s diverse community.

 Living Safely

**Maintaining Public Infrastructure**

Maintaining public infrastructure is key to ensuring safe roads, walkways, bikeways, and active transportation in the unincorporated region. Roadway maintenance for the nearly 2,000 center-line miles, or 4,000 lane miles, of roads in the unincorporated County is an important focus to reduce impacts to vehicles and enhance road safety. LUEG also works to maintain flood control channels, sewer systems, and water districts in the underserved communities of the unincorporated region, as well as operates eight County airports.

LUEG utilizes the natural system approach of green infrastructure, which reduces stormwater flow, improves water quality, enhances pedestrian safety, and beautifies neighborhoods. LUEG has committed \$34 million towards green infrastructure projects, and the Green Streets Master Plan will be completed by 2022. This plan will identify future green infrastructure opportunities with a focus on equity and potential co-benefits, such as coupling water quality projects with flood control features, sidewalks, and access to green space in underserved communities.

 Sustainable Environments/Thriving

**Tackling the Climate Crisis**

LUEG is committed to helping the County be a leader in sustainability efforts. From the Regional Decarbonization Framework to the Multiple Species Conversation Program, LUEG departments are going to go above and beyond the status quo to decarbonize and improve environmental impacts across the region.

To ensure the County meets its environmental goals, LUEG is leading the County’s partnership with the University of California, San Diego School of Global Policy and Strategy to develop the Regional Decarbonization Framework, which will provide a framework for the region to achieve zero carbon.

Additionally, LUEG is leading the preparation of a revised Climate Action Plan (CAP) and Supplemental Environmental Impact Report 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. Implementing the CAP will serve as an effective tool to meet the County’s GHG reduction targets.

As directed by the Board of Supervisors, the CAP will be comprehensive and legally enforceable, will not rely on the purchase of carbon offsets to meet emission reduction targets, uses updated data and modeling, sets clear goals and measurable metrics that shows how LUEG is ensuring environmental justice and equity, is shaped by community input, and will meet and exceed Senate Bill 32 greenhouse gas emissions reductions of 40% below the 1990 level by 2030 and establish actions to meet a goal of net zero emissions.

**Protecting Natural Resources**

The County has seen tremendous success with the Multiple Species Conservation Program (MSCP) through committing \$209.0 million (\$114.0 million County funds and \$95.0 million partner funds) for the acquisition of approximately 23,000 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 to preserve and protect habitat for endangered, threatened, and sensitive species. With recent Board of Supervisors’ direction, LUEG is working on a North County MSCP to further protect sensitive habitat and wildlife which will go to the Board for consideration.

LUEG is committed to pollution prevention and clean water. The County as a whole has committed approximately \$200 million to managing stormwater runoff quality over the past 5 years. In addition to public education, drainage facility cleaning, and a robust compliance inspection program, a key area of investment is green stormwater infrastructure, with approximately 10 projects currently in the construction pipeline. The County remains a leader in the arena of water quality monitoring and pollution source tracking, making widespread use of the newest DNA techniques to help pinpoint and eliminate the highest risk sources of fecal bacteria from entering County watersheds, and thereby improving water quality at local beaches and creeks.

The protection of natural resources also includes ensuring the region’s \$1.8 billion agricultural industry is safe from the spread of invasive pests, which can also have devastating effects on



County parks and open spaces. Identifying, treating and eradicating new pests will take resources and teamwork and LUEG will continue to partner with stakeholders and the public in the efforts to eradicate invasive pests.

### **Addressing Housing Affordability**

The County continues to collaborate with key partners and stakeholders to increase and improve housing supply and affordability within the unincorporated areas. Through Board direction, the County updated the General Plan and included revisions to the Housing Element to incorporate an Inclusionary Housing Program that will require new housing developments set aside a percentage of units as affordable and will ensure equitable and fair housing in the region's communities. County efforts also 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.

### **Maintaining Consumer Confidence in Goods and Services**

Many LUEG departments provide and promote services that increase consumer confidence and a fair marketplace. LUEG's efforts to promote consumer and business confidence include inspecting commercial scales and meters for accuracy, inspecting retail businesses to ensure consumers are getting charged the advertised price, inspecting organic produce for illegal pesticide residue, inspecting pest control companies, inspecting certified farmers' markets, and inspecting produce stands.



## **Operational Excellence**

### **Leveraging Equity, Diversity, and Inclusion**

LUEG is committed to ensuring its programs and services are not only data-driven but hold equity, diversity, and inclusion at the forefront of their planning and implementation. In order to ensure the County is meeting the needs of the most underserved communities, LUEG departments are in the process of conducting comprehensive needs assessments that highlight the need for these efforts and a commitment to environmental justice. Each department is working closely with the GIS and Data team to collect, compile, and utilize the datasets LUEG has available to better understand the populations LUEG serves and identify solutions to bridge service gaps. To better represent the community, LUEG will focus on maintaining and promoting equity, diversity and inclusion of staff, thus enabling LUEG departments to provide the highest level of service for its diverse customers.

In addition, LUEG has made equity, diversity, and inclusion the focus of its leadership meetings, through which six working groups were developed to address internal and external culture and bias, rethink hiring and recruitment processes, revamp internal and external communication efforts and improve the LUEG data and services approach. These internal working groups have

committed to a wide array of action items that include, creating robust training libraries, diversifying LUEG websites and graphics, reevaluating minimum qualifications to improve equity within the recruitment process, building a stakeholder database that acknowledges the diversity of each community LUEG serves, and instituting the language access policy across LUEG priority documents and web services.

### **Enhancing Community Engagement**

LUEG is focused on delivering technological solutions to provide the public opportunities for community engagement. Through the "Tell Us Now!" mobile application, now available in Spanish, and other online services the public can schedule appointments, submit online payments, and request inspections and reporting issues (e.g., potholes, non-working streetlights, broken County park amenities). These online services ensure that the public can access and utilize LUEG programs and services, not only during normal business hours, but when it is convenient for the public and community.

LUEG monitors and utilizes metrics to assist departments in making data informed decisions on services and programs focused on quality of life, which includes beach and bay water quality, public health, and consumer confidence. The metrics are tracked on the Open Performance website which ensures transparency and public access to LUEG data and progress made on these metrics in order to improve LUEG programs and services for County residents and the entire community.

Further, LUEG departments will expand participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; data and service delivery; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs. LUEG will also 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.

### **Adapting to New Regulatory Environments**

LUEG must continuously monitor new regulations, policies, and initiatives and plan ahead to ensure LUEG departments can adapt to changes in the regulatory environment and improve service to customers.

The Board of Supervisors directed the development of a comprehensive Socially Equitable Cannabis Permitting Program for the unincorporated community. This program will include a Social Equity Program, led by the Office of Equity and Racial Justice, that will assess and include numerous elements to prioritize equity, access, and business opportunities. The program will also



include an updated Zoning Ordinance and license permitting system which LUEG will lead the development of for future Board consideration.

While many of the regulatory 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.

### Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

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

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

#### Staffing

Increase of 2.00 staff years to support regional sustainability efforts and expand community engagement

#### Expenditures

Net increase of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.5 million primarily due to staffing increases described above, required retirement contributions and negotiated labor agreements
- ◆ Services & Supplies—net increase of \$0.3 million
  - ◆ Increase of \$0.5 million for a one-time information technology project to develop an electronic bidirectional plan and technical studies submittal

- ◆ Increase of \$0.2 million for consultant services to facilitate the reorganization of existing programs into a new department centered on sustainability
- ◆ Decrease of \$0.4 million due to the completion of a one-time office remodel project
- ◆ Operating Transfers Out—decrease of \$0.5 million to the Air Pollution Control District due to the completion of a one-time project for residential air quality monitoring, air purifiers and data analysis

#### Revenues

Net increase of \$0.3 million

- ◆ Charges for Current Services—decrease of \$0.3 million due to the transition of the Air Pollution Control District
- ◆ Use of Fund Balance—net increase of \$0.1 million. A total of \$0.7 million of Unassigned General Fund fund balance is budgeted as one-time allocations for consultant services to facilitate the reorganization of existing programs into a new department centered on sustainability (\$0.2 million) and the development of an electronic plan review program (\$0.5 million).
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million to support the addition of 2.00 staff years as noted above.

### Recommended Executive Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.7 million due to the completion of one-time projects related to a new department centered on sustainability and an electronic plan review program.







Group Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Land Use and Environment Executive Office	13.00	13.00	15.00	15.4	15.00
Agriculture, Weights and Measures	179.00	179.00	179.00	0.0	179.00
Air Pollution Control District	159.00	164.00	—	(100.0)	—
County Library	284.50	284.50	286.50	0.7	286.50
Department of Environmental Health and Quality	308.00	309.00	312.75	1.2	312.75
Parks and Recreation	234.00	235.00	248.00	5.5	248.00
Planning & Development Services	230.00	232.00	237.00	2.2	237.00
Public Works	539.00	540.00	570.00	5.6	570.00
<b>Total*</b>	<b>1,946.50</b>	<b>1,956.50</b>	<b>1,848.25</b>	<b>(5.5)</b>	<b>1,848.25</b>

Group Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Land Use and Environment Executive Office	\$ 6,670,899	\$ 6,015,662	\$ 6,289,531	4.6	\$ 5,625,386
Agriculture, Weights and Measures	25,715,911	26,059,698	26,854,405	3.0	26,385,429
Air Pollution Control District	73,381,377	80,103,984	—	(100.0)	—
County Library	50,014,204	52,646,411	57,619,413	9.4	54,193,173
Department of Environmental Health and Quality	53,228,971	55,717,387	55,065,579	(1.2)	54,971,543
Parks and Recreation	60,244,118	56,571,445	60,553,540	7.0	56,754,314
Planning & Development Services	57,537,410	47,703,184	49,563,411	3.9	45,029,308
Public Works	323,848,980	324,232,943	354,082,542	9.2	290,074,556
University of California Cooperative Extension	1,381,370	1,029,971	1,191,992	15.7	869,971
<b>Total*</b>	<b>\$ 652,023,240</b>	<b>\$ 650,080,685</b>	<b>\$ 611,220,413</b>	<b>(6.0)</b>	<b>\$ 533,903,680</b>

\*Includes the Air Pollution Control District transition from the Land Use and Environment Group (LUEG) to an independent agency, removing its budget (\$80.1 million) and staffing (164.00) from LUEG. Adjusted to exclude this transition, the LUEG budget **increases by 7.2% or \$41.2 million** and LUEG staffing **increases by 3.1% or 55.75 FTEs**.

Executive Office Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Land Use and Environment Executive Office	13.00	13.00	15.00	15.4	15.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.4</b>	<b>15.00</b>

Executive Office Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Land Use and Environment Executive Office	\$ 6,670,899	\$ 6,015,662	\$ 6,289,531	4.6	\$ 5,625,386
<b>Total</b>	<b>\$ 6,670,899</b>	<b>\$ 6,015,662</b>	<b>\$ 6,289,531</b>	<b>4.6</b>	<b>\$ 5,625,386</b>

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 2,626,930	\$ 2,698,919	\$ 3,206,042	18.8	\$ 3,175,179
Services & Supplies	4,219,854	2,942,628	3,247,843	10.4	2,614,561
Expenditure Transfer & Reimbursements	(175,885)	(175,885)	(164,354)	(6.6)	(164,354)
Operating Transfers Out	—	550,000	—	(100.0)	—
<b>Total</b>	<b>\$ 6,670,899</b>	<b>\$ 6,015,662</b>	<b>\$ 6,289,531</b>	<b>4.6</b>	<b>\$ 5,625,386</b>

Executive Office Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 1,343,457	\$ 1,372,730	\$ 1,016,739	(25.9)	\$ 1,016,739
Fund Balance Component Decreases	71,684	77,016	75,244	(2.3)	75,244
Use of Fund Balance	1,043,169	550,000	686,492	24.8	—
General Purpose Revenue Allocation	4,212,589	4,015,916	4,511,056	12.3	4,533,403
<b>Total</b>	<b>\$ 6,670,899</b>	<b>\$ 6,015,662</b>	<b>\$ 6,289,531</b>	<b>4.6</b>	<b>\$ 5,625,386</b>



# Agriculture, Weights and Measures

## Mission Statement

*Promoting a thriving agricultural community, healthy residents and a balanced environment. Supporting a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.*

## Department Description

*The Department of Agriculture, Weights and Measures (AWM) protects human health and safety, and the environment. AWM supports the County's \$1.8 billion agricultural industry and a fair marketplace. AWM conducts about 379,000 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 investigate 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 \$26.9 million.*



## 2020–21 Anticipated Accomplishments

Some departmental goals were not met due to the operational and economic impacts caused by the COVID-19 pandemic. These are indicated with an asterisk (\*). Results were impacted by the reduction of inspections, inspection-related activities and public training sessions beginning March 2020.



### 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
  - Protected California citrus from serious pests and diseases that threatened the growth of citrus in residential communities and on commercial farms.
  - Achieved 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% (5) 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 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
  - Contributed to environmental justice and protected residents in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.

### 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.

- ◆ Monitored 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.
- ◆ Responded to pesticide complaints within 2 business days and completed related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
- Identified areas requiring future compliance activities, determined 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.
  - ◆ Completed the goal started in Fiscal Year 2019-20 but not achieved due to the COVID-19 public health emergency. Inspected 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.
- \*Conducted zero field worker safety trainings (two per quarter) for agricultural employees that work in pesticide-treated fields in English and Spanish. Increased new field-workers’ knowledge of pesticide safety requirements by 0% as measured by comparing pre- and post-training test results.
- Developed training resources for live honey bee removal to provide residents with management practices that prevent adverse impacts on managed honey bee health and reduced the propagation of overly-defensive honey bees. The best management practices (BMPs) were 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 included informational handouts for outreach events, web-based BMPs and a video.
- Increased 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.
- \*Partially completed the mandated annual inspections of registered commercial weighing and measuring devices that have the greatest economic impact on consumers. Completed inspections of 100% retail gas pumps and retail water dispensers, 0% taximeters, 30% jewelry scales, 85% computing scales and 85% 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.
- Increased the percentage of recycling locations (approximately 66 total locations) that pay out the correct amount of money to customers selling recyclable beverage containers by at least 1% (to 85%).
  - ◆ Completed 100% (100) of mandated inspections of scales used by all registered recycling locations to ensure accuracy.
  - ◆ Conducted undercover test sales of recyclable beverage containers at 100% (66) of recycling locations currently registered in the region.
- Ensured at least 90% of retail businesses charge accurate prices at the check-out registers (i.e., no overcharges) when customers pay for merchandise.
  - ◆ Conducted 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.
- Supported 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.
  - ◆ Conducted 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.
  - ◆ Ensured that 100% (976) of certified plant shipments from the San Diego region arrive at destination counties without any viable life stages of the Glassy-winged Sharpshooter.
- Improved understanding of nursery stock regulations and foster compliance by re-issuing updated compliance agreements and increasing outreach to nurseries.
  - ◆ Re-issued 50% of 100 California Nursery Stock Certificates to nurseries. Provided outreach on nursery laws and regulations, and other requirements. Review terms and conditions, and addendum checklist with



### Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Promoted consumer confidence in local fruit, vegetables and nursery stock production.
    - ◆ Protected the integrity of the organic label by working with CDFA to provide one pilot outreach training to local consumers and improved knowledge of the meaning of organic product branding by achieving a 20% improvement in results from pre- and post-testing of the training material.





nursery representatives. This is the last year of a two-year goal to re-issue 100% of the Nursery Stock Certificates.

- Enhanced 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.
    - ◆ Educated and enhanced stakeholders’ awareness about invasive agricultural pests by creating at least 24 pictorial posts to social media of pests found on incoming shipments.
    - ◆ Incorporated 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.
    - ◆ \*Ensured both Agricultural Detector dog teams are fully proficient and acclimated to 9 of 13 (69%) local parcel facilities (USPS, FedEx, and UPS) historically serviced by the detector dog teams.
    - ◆ In cooperation with CDFA, facilitated implementation of the map-based data management application, CalTrap, to improve efficiency of invasive pest detection efforts in the 24 county-wide detection routes.

- ◆ All AWM supervisors and managers watched an EDI-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 provided EDI opportunities to all staff by: encouraging employees to create and present trainings in areas where they were knowledgeable; including a D&I activity and/or discussion on each division and departmentwide meeting agenda; and participating in various D&I activities such as Stuff the Bus and Jay’s Program.
- ◆ Maintained the EDI 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 were better prepared to maintain exceptional service levels for AWM’s diverse customers.
  - Supported staff engagement in obtaining State licenses by attending preparatory training.
  - Conducted five trainings per fiscal year for the next two years, ending in Fiscal Year 2021-22 for 100% of supervisory staff (64) to learn more about leadership competencies, strategic planning and public speaking/writing.
- Align services to available resources to maintain fiscal stability
  - Developed AWM fees for Board consideration in April 2021 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 opportunities to gain business process efficiencies for AWM and its customers.
  - Ensured 100% (3) of AWM designated Contracting Officer’s Representatives (CORs) attended the required training as assigned to ensure contracts with external vendors are properly managed.
  - Continued 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.
    - ◆ Conducted three financial trainings for 100% (57) of available field supervisors in order to enhance the understanding of the County’s key financial concepts.
- Strengthened our customer service culture to ensure a positive customer experience



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Supported the Equity, Diversity and Inclusion (EDI) 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 EDI Initiative includes discussion of the diverse community served and how to increase customer satisfaction for all members of the community.
    - ◆ All AWM employees (179) completed 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 (11) completed an interviewing training prior to participating in a hiring and selection process. This ensured a consistent, fair, and impartial hiring and selection process, and afforded the opportunity to ensure the department hired and promoted the most qualified applicants available.



- Continued 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.
- 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.
- Provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed and provided specialized training presentations to County departments and facilities in identifying various structural pests for early detection and rapid eradication responses.
    - ◆ Collaborated with Agricultural Scientist 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.
    - ◆ Increased the knowledge gained by participants (20) by 20% based on results of pre- and post-training tests.
- Leveraged 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 (5) were required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
    - ◆ 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.

## 2021–23 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.
  - Facilitate greater access to AWM and other County services by providing a booth on a quarterly basis at certain Certified Farmers’ Markets.
  - Partner with County Human Health and Services Agency (HHS) to increase the acceptance of Electronic Benefit Transfer (EBT) among Community Supported Agriculture (CSA) operations by 5% to promote healthy food purchases and food security by organizing quarterly outreach events to explain the process and community benefits to accepting EBT. This is a component of a community need assessment to address food insecurity.
  - Partner with University of California Cooperative Extension (UCCE) and HSSA to provide outreach materials and information in five languages to CSAs’ consumers on the services that AWM and the County provides with regard to strengthening the food system, nutrition, and the benefits of healthy food.
- Protect California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms.
  - Support local food security efforts by conducting four outreach events with two major food banks and associated network of food pantries and five fruit gleaning groups in the region. Outreach, translated into the five major regional languages, will focus on citrus quarantine requirements to prevent the unintended spread of citrus pests and diseases during the collection, transportation, and distribution of citrus fruit.



### 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-related complaints within two business days and complete related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
- Develop and implement an outreach with language access for registered businesses that conduct general structural pest control headquartered in San Diego county to increase knowledge on laws and regulations. Increase comprehension of pesticide safety laws and regulations and measure the success of the outreach by achieving a 20% improvement in results from pre- and post-testing of the training material.
- Develop outreach materials specific to pesticide laws and regulations related to cannabis and industrial hemp cultivation requirements. Provide two outreach workshops with language access to current and potential cultivators.
- Conduct eight fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields. Increase fieldworkers’ knowledge of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results.
- Partner with the California Department of Food & Agriculture Bee Safe Program, UCCE California Master Beekeepers, California Department of Pesticide Regulation, and the San Diego Beekeeping Society to increase awareness among hobbyist beekeepers of the negative impacts feral beehives can have on commercial honey production. Hobbyist beekeepers will learn how to prevent adverse impacts on managed honey bee health, reduce the propagation of overly-defensive honey bees, and reduce bee stinging incidents. Outreach deliverables will consist of an informational handout, a presentation, and updates to the AWM website. Outreach handouts and presentations will be available in Spanish, and the website will have translation provided by Google Translate.
- 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 40% more (from 10 to 14) 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 compliance rate of recycling locations (approximately 66 total locations) that pay out the correct amount of money to customers selling recyclable beverage containers by at least 2% (85% to 87%).
  - ◆ 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.
- Increase compliance on price verification businesses receiving a reinspection due to previous overcharge by 2% (85% to 87%).
  - ◆ Provide quarterly virtual outreach with language access services to those businesses with overcharge violations to enhance their regulatory awareness for compliance with the laws and regulations concerning price accuracy. Pre and post-tests will be given at the events to measure the comprehension of price accuracy and measure the success of the outreach. This is a component of a community need assessment to support the underserved businesses.
  - ◆ Increase regulatory interaction and visibility with those noncompliant businesses to ensure they receive more frequent initial inspections. Establish the initial inspection frequency based on compliance history that would allow for more than one inspection within the required 3.3 year frequency.
- Support the San Diego region’s \$1.2 billion ornamental nursery and cut flower industry’s capacity for agricultural export by ensuring freedom from pests of concern.
  - ◆ Ensure plant shipments sent from regulated local nurseries arrive at their destinations free from live immature life stages of Light Brown Apple Moth (LBAM)



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 with language access to local consumers and improve



that would cause shipment rejections. Conduct monthly site inspections at participating nurseries to ensure 100% are free from LBAM.

- ◆ Ensure that 100% of certified plant shipments from the San Diego region arrive at destination counties in California without any viable life stages of the Glassy-winged Sharpshooter.
- Improve understanding of nursery stock regulations and foster compliance by increasing outreach to small nurseries.
  - ◆ Ensure smaller nurseries have clean stock and enhance their regulatory awareness by conducting inspections at 50% of the production nurseries that are 1 acre or less in size (155 of 309 nurseries). This is the first year of a two-year goal. Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning.
  - ◆ To support language access, assign certified bilingual staff to conduct inspections.
  - ◆ Translate three program outreach informational handouts to support language access.
- 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. The posts in English and Spanish will support language access.
  - ◆ Ensure both new Agricultural Detector Dog teams are fully proficient at all 13 local parcel facilities (USPS, FedEx, and UPS) that are historically serviced by these teams.
  - ◆ The Agricultural Detector Dog Teams will conduct 20 United States Post Office inspections to prevent the introduction of invasive pests through parcel facilities.
  - ◆ To promote timely pest detection, the designated supervisors will conduct a minimum of two internal quality control evaluations so that 100% of 28 field staff demonstrate accurate and efficient placement of insect traps.

- ◆ All AWM employees will complete the 5 Day Challenge on Equity, Diversity and Inclusion through LMS to become more culturally competent so that Team AWM is more inclusive, engaged, and innovative.
- ◆ All hiring managers and interview panelists will complete a training through LMS prior to participating in the hiring and selection process. This will ensure consistency and fairness in hiring and promoting the most qualified applicants.
- ◆ Maintain the EDI Initiative as a high priority by: discussing the importance of these values in regularly scheduled staff meetings at all levels of the department, including any “all hands” staff meetings; offering trainings to enhance education and awareness; and leveraging LUEG Working Groups, the newly formed Office of Equity and Racial Justice, and Employee Resource Groups’ resources at employee events and meetings. Support employee participation to better prepare them for career advancement opportunities and maintain exceptional service for AWM’s diverse customers.
- Support staff engagement and commitment in obtaining State licenses by providing opportunities to attend preparatory trainings.
- Conduct five trainings for supervisory employees to learn more about leadership competencies, recruitment, retention and professional development.
- Align services to available resources to maintain fiscal stability
  - Develop AWM fees for Board consideration in 2022 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 opportunities to gain business process efficiencies for AWM and its customers.
  - Provide three training opportunities on the County’s financial concepts to operational supervisors for enhanced financial literacy and understanding of the individual and collective contribution to the County’s fiscal stability.
- Strengthen our customer service culture to ensure a positive customer experience
  - Develop five checklists that can be provided to customers so they may better implement applicable measures to achieve regulatory compliance.
  - Develop three internal checklists to clarify roles and responsibilities among the Information Technology, Human Resources, and Finance Teams and the operational divisions to better meet work expectations.
  - Continue to engage in Team LUEG and LUEG Working Groups to leverage interdepartmental efforts in the areas of workforce development; communication; community outreach and needs assessment; equity, diversity and inclusion; data needs; and customer positive experience.



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Support the Equity, Diversity, and Inclusion (EDI) 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 EDI Initiative includes discussion of the diverse community served and how to increase customer satisfaction for all members of the community.







Team LUEG and the various LUEG Working groups 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
  - Perform a pilot project that analyzes the effectiveness of using glyphosate-alternative herbicides for County weed management programs.
    - ◆ Collaborate with University of California Cooperative Extension to develop and implement a pilot project that will assess the efficacy and cost of utilizing non-glyphosate alternatives on County weed management projects.
    - ◆ Partner with County Departments of Public Works and Parks and Recreation to select sites that would be suitable and representative of weed management activities on County property.
- Develop, maintain, and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Promote equity, 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 AWM diverse customers.
  - Expand department commitment on Equity, Diversity, and Inclusion (EDI) by identifying programs and processes that require changes to provide the highest level of service for AWM’s customers; utilizing community assessment meth-

ods to identify the community needs; and training staff on EDI to increase awareness and inclusivity when serving AWM’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*
  - Engage in LUEG-wide communication effort to keep the departments better connected by producing a monthly newsletter that highlights AWM efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring AWM’s essential work into a common space that can benefit other departments.
  - Develop and provide an internal quarterly newsletter that highlights activities, exercises, work habits, and reminders of upcoming events that align with the countywide wellness program.
  - 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.sdcountry.ca.gov/awm](http://www.sdcountry.ca.gov/awm)



Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Structural Fumigation Undercover Inspections	28	36	36	36	36
Average number of days to complete pesticide-related complaint investigations	85	73	73	73	73
 Undercover recyclable beverage container test sales at CRV recyclers	95% of 58	100% of 58	100% of 66	100% of 66	100% of 66
Annual number of initial and new install inspections for these registered retail devices:					
—Fuel meters	92.6% of 20,766	100% of 20,766	100% of 20,687	100% of 20,687	100% of 20,687
—Taximeters <sup>1</sup>	89.4% of 782	100% of 782	0% of 697	100% of 697	100% of 697
—Water dispensers	100% of 1,339	100% of 1,339	100% of 1,323	100% of 1,323	100% of 1,323
—Computing scales <sup>1</sup>	95.7% of 5,694	100% of 5,694	85% of 5,676	100% of 5,676	100% of 5,676
—Counter scales <sup>1</sup>	95.1% of 1,047	100% of 1,047	85% of 1,019	100% of 1,019	100% of 1,019
—Jewelers Scales <sup>1</sup>	72.9% of 262	100% of 262	30% of 254	100% of 254	100% of 254

**Table Notes**

<sup>1</sup> Fiscal Year 2020–21 goal was not achieved due to the operational and economic impacts caused by the COVID-19 pandemic.

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

**Staffing**

No changes to staff years.

**Expenditures**

Net increase of \$0.8 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to increased retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.5 million primarily due to the increase in Contracted Services related to the Invasive Shot Hole Borer (ISHB)-related tree removal contract (\$0.5 million) and the categorical reclassification of the Wildlife Services contract (\$0.2 million), increase in Inter-Departmental expense for various services to other County departments (\$0.1 million) and an increase in Permits and Fees for administrative fees paid to the State for the Weights & Measures

device program (\$0.2 million). This is offset by a decrease in Special Departmental Expense due to the reclassification of expenditures to Contracted Services as referenced above (\$0.5 million).

- ◆ Other Charges—decrease of \$0.2 million due to completed purchase of vehicles in the prior fiscal year.

**Revenues**

Net increase of \$0.8 million

- ◆ Licenses Permits & Franchises—increase of \$0.4 million due to the categorical reclassification of the Industrial Hemp Cultivation fee (\$0.1 million) which was previously budgeted under Charges for Current Services, the increase in budgeted revenue for Certified Farmer’s Market and Certified Producers fees (\$0.1 million), the increase in budgeted revenue for Pest Exclusion Phytosanitary certificates (\$0.1 million), and the increase in budgeted Weights & Measures device revenue (\$0.1 million).





- ◆ Intergovernmental Revenues—net increase of \$1.5 million primarily due to the increase in State supplemental funding (\$1.0 million) along with the Invasive Shot Hole Borer (ISHB) contract (\$0.5 million).
- ◆ Charges for Current Services—decrease of \$0.2 million as a result of a categorical reclass of the Industrial Hemp Cultivation Fee to Licenses, Permits & Franchises.
- ◆ Use of Fund Balance—decrease of \$0.9 million for a total of \$0.3 million is budgeted.
  - ◆ \$0.2 million budgeted for one-time only Salary & Benefit payout.

- ◆ \$0.1 million budgeted for the Organic Rodenticide and Insecticide project

**Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23**

Net decrease of \$0.5 million. Decrease of \$0.1 million in Services and Supplies due to the completion of a one-time Organic Rodenticide and Insecticide project in the prior fiscal year. Decrease of \$0.4 million in Operating Transfers Out as a result of the completion of one-time projects.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Agriculture, Weights and Measures	179.00	179.00	179.00	0.0	179.00
<b>Total</b>	<b>179.00</b>	<b>179.00</b>	<b>179.00</b>	<b>0.0</b>	<b>179.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Grazing Advisory Board	\$ 8,700	\$ 8,700	\$ 8,700	0.0	\$ 8,700
Agriculture, Weights and Measures	25,689,211	26,032,998	26,827,705	3.1	26,358,729
Fish and Wildlife Fund	18,000	18,000	18,000	0.0	18,000
<b>Total</b>	<b>\$ 25,715,911</b>	<b>\$ 26,059,698</b>	<b>\$ 26,854,405</b>	<b>3.0</b>	<b>\$ 26,385,429</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 20,289,133	\$ 21,476,310	\$ 21,984,965	2.4	\$ 21,985,989
Services & Supplies	5,339,778	4,321,388	4,852,440	12.3	4,732,440
Other Charges	255,000	255,000	25,000	(90.2)	25,000
Capital Assets Equipment	140,000	15,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	(308,000)	(358,000)	(358,000)	0.0	(358,000)
Operating Transfers Out	—	350,000	350,000	0.0	—
<b>Total</b>	<b>\$ 25,715,911</b>	<b>\$ 26,059,698</b>	<b>\$ 26,854,405</b>	<b>3.0</b>	<b>\$ 26,385,429</b>





Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 4,249,549	\$ 3,748,882	\$ 4,170,496	11.2	\$ 4,170,496
Fines, Forfeitures & Penalties	116,000	96,000	86,000	(10.4)	86,000
Intergovernmental Revenues	11,445,678	11,810,110	13,294,125	12.6	12,951,490
Charges For Current Services	667,000	841,384	667,000	(20.7)	667,000
Miscellaneous Revenues	13,000	15,000	11,000	(26.7)	11,000
Fund Balance Component Decreases	222,191	252,158	252,158	0.0	252,158
Use of Fund Balance	1,319,301	1,190,439	267,901	(77.5)	10,700
General Purpose Revenue Allocation	7,683,192	8,105,725	8,105,725	0.0	8,236,585
<b>Total</b>	<b>\$ 25,715,911</b>	<b>\$ 26,059,698</b>	<b>\$ 26,854,405</b>	<b>3.0</b>	<b>\$ 26,385,429</b>





# Air Pollution Control District

## Mission Statement

*Improve air quality to protect public health and the environment.*

## Department Description

The Air Pollution Control District (APCD) protects the public and the environment from the harmful effects of air pollution, which include heart and lung disease, by attaining and maintaining the California and National Ambient Air Quality Standards throughout the 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 no longer functions within the organizational structure of the County and any remaining appropriations were 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.



### 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.

## 2020–21 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 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
  - Evaluated the current process for receiving and responding to public complaints about air pollution through a business process reengineering effort and by December 2021, will 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.

- Ensured 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
  - Reduced 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, continuing to 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
  - Continued and expanded the Community Air Protection Program (CAPP) in communities selected by the California Air Resources Board (CARB) for additional targeted action to improve air quality and public health. Anticipated activities included the preparation of a community emissions reduction program for the Portside Community (Barrio Logan, Logan Heights, Sherman Heights and a portion of western National City). These activities were conducted in partnership with community members, CARB, and other stakeholders through a community steering committee, based on criteria set by CARB.
  - Conducted 12 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.
  - Developing 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. APCD will be accepting applications in 2021.

- Developed 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.
- Expended 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.
- Maintained a public information program through virtual workshops 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. Due to the impacts of COVID-19 public health emergency, the 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, was not accomplished.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collaborated 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 APCD governing board pursuant to AB 423.
  - Presented the APCD’s fees to the governing board 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.
  - Continued 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.
  - Ensured 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, posted 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.
- Created and maintained an APCD website separate from the County website by March 2021 and worked on migrating 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 50% 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, which is below the goal of 80% due to vacancies and diverting staffing resources to complete emission inventories required by the Hot Spots Program.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued 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
  - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including an APCD “all hands” staff meeting; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups 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 completed 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 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; (5) Identify resources and ways to support healing and resiliency.

## 2021–23 Objectives



The Air Pollution Control District will no longer function within the organizational structure of the County. Effective March 1, 2021, the Air Pollution Control District became a fiduciary fund held by the County of San Diego and will prepare and adopt its own budget for Fiscal Year 2021–22.

## Related Links

For additional information about the Air Pollution Control District, refer to the website at:

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



Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 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 <sup>1</sup>	52%	50%	50%	N/A	N/A
Conduct at least ten training sessions to aid the business community in achieving compliance with air quality rules <sup>1,2</sup>	31	N/A	N/A	N/A	N/A
Tons of air pollutants reduced from completed grant-funded projects that remove high polluting vehicles and engines from service <sup>1</sup>	354	230	230	N/A	N/A
Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution <sup>1,3</sup>	10	10	12	N/A	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 <sup>1,4</sup>	50%	80%	50%	N/A	N/A

*Table Notes*

- <sup>1</sup> 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. Fiscal Year 2020–21 results are reported through February 28, 2021.
- <sup>2</sup> 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.
- <sup>3</sup> Fiscal Year 2020–21 target of at least ten community meetings was surpassed due to unanticipated opportunities to meet with the Portside Community steering committee.
- <sup>4</sup> Fiscal Years 2019–20 and 2020–21 target of issuing at least 80% of permit applications within 60 days was not met due to number of vacancies in the division and a diversion of staffing resources in order to complete emission inventories for permitted facilities and implement the requirements under the Hot Spots Program.

## 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 became 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 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Air Pollution Control District Programs	159.00	164.00	—	(100.0)	—
<b>Total</b>	<b>159.00</b>	<b>164.00</b>	<b>0.00</b>	<b>(100.0)</b>	<b>0.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Air Pollution Control District Programs	\$ 73,381,377	\$ 80,103,984	\$ —	(100.0)	\$ —
<b>Total</b>	<b>\$ 73,381,377</b>	<b>\$ 80,103,984</b>	<b>\$ —</b>	<b>(100.0)</b>	<b>\$ —</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 20,583,397	\$ 22,760,069	\$ —	(100.0)	\$ —
Services & Supplies	6,674,337	8,432,975	—	(100.0)	—
Other Charges	29,197,576	30,904,291	—	(100.0)	—
Capital Assets Equipment	2,586,956	1,681,500	—	(100.0)	—
Fund Balance Component Increases	350,000	—	—	0.0	—
Operating Transfers Out	13,989,111	16,325,149	—	(100.0)	—
<b>Total</b>	<b>\$ 73,381,377</b>	<b>\$ 80,103,984</b>	<b>\$ —</b>	<b>(100.0)</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 8,580,142	\$ 8,625,684	\$ —	(100.0)	\$ —
Fines, Forfeitures & Penalties	1,030,000	1,030,000	—	(100.0)	—
Revenue From Use of Money & Property	220,000	220,000	—	(100.0)	—
Intergovernmental Revenues	41,716,770	47,107,000	—	(100.0)	—
Charges For Current Services	856,706	989,000	—	(100.0)	—
Miscellaneous Revenues	30,000	30,000	—	(100.0)	—
Other Financing Sources	13,339,111	15,667,779	—	(100.0)	—
Fund Balance Component Decreases	—	1,207,370	—	(100.0)	—
Use of Fund Balance	7,608,648	5,227,151	—	(100.0)	—
<b>Total</b>	<b>\$ 73,381,377</b>	<b>\$ 80,103,984</b>	<b>\$ —</b>	<b>(100.0)</b>	<b>\$ —</b>



# County Library

## Mission Statement

“We celebrate our communities and dedicate our passion and expertise to help you create your own story.” To Learn, Energize, Read, and Create are the building blocks we offer in support of the County’s Live Well initiatives for Healthy, Safe and Thriving communities. Library programs are designed based on providing compassionate service. We seek to recognize and advocate for the unique needs of our communities. We provide each library user with the tools for individual success.

## 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; providing 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 286.50 staff years and a budget of \$57.6 million.



- 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, 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 was not able to provide children a nutritional meal a day during the summer to reduce the number of children experiencing hunger in high-need communities. SDCL was not able to offer meals to youth under the age of 18 in high-need neighborhoods during the summer months due to the operational impacts of the COVID-19 public health emergency. However, 17,000 learning kits (produced in English, Spanish, Arabic, and Farsi) were distributed to children through community partner meal sites to combat food scarcity and promote reading, learning and creativity during the summer months.

### 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.

## 2020–21 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - SDCL was not able to offer kindergarten readiness programs throughout the County Library system, including the “Kindergarten Gear Up” program due to the operational impacts of the COVID-19 public health emergency.

### 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 SEP (Site Evacuation Plan) training and tabletop scenarios. SDCL continued to 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% (6) of all new permanent, full-time SDCL employees were trained to respond to emergency situations either within their classi-

fication’s scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergency situations.



### 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
  - SDCL offers library print materials in 12 world languages, identified based on U.S. Census data, including English, Spanish, Arabic, Chinese, French, German, Hindi, Japanese, Korean, Persian, Russian, and Vietnamese.
  - One measure we use to determine if our library materials are current and relevant to the needs and interests of a dynamic community is the annual average circulation of each item in our collection. Our goal is 6.0 checkouts per item per year. However due to the operational impacts of the COVID-19 public health emergency, our average annual circulation this reporting year was 3.95 times per item.
  - 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. While SDCL has continued to increase community room capacity through the Capital Improvement Needs Assessment process (2,500 square feet was funded for Julian), reservations for community rooms were suspended due to the COVID-19 public health emergency. Community rooms at five libraries (Alpine, Borrego Springs, Potrero, Ramona, and Valley Center) functioned as cool zones for the public during hot weekends. Also, CalFire operated COVID-19 testing and vaccines out of the community room in Borrego Springs.
  - 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.
    - ◆ SDCL was not able to partner with Jewish Family Service (JFS) and U.S. Citizenship and Immigration Services to teach citizenship classes due to the operational impacts of the COVID-19 public health emergency.
    - ◆ 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 ERGs’ goal of providing opportunity for employees to enhance cultural awareness, supported workforce outreach, and

promoted 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.

- ◆ 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](http://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.
- SDCL was not able to provide language learning opportunities to 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 was not able to partner with Laubach Literacy to provide space and resources for volunteer tutors to conduct classes due to the operational impacts of the COVID-19 public health emergency.
- SDCL was not able to provide literacy tutoring to adults. SDCL was not able to support adult literacy with State Library funding in partnership with the San Diego Council on Literacy, and by training volunteer tutors to provide these services, due to the operational impacts of the COVID-19 public health emergency.



### 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.
    - ◆ Completed a schedule of 51,480 library operating hours. The goal of 125,240 library operating hours was not met due to the operational impacts of the COVID-19 public health emergency.
    - ◆ Produced an annual count of foot traffic at 287,394 people using physical library services. The goal of 5.0 million people was not met due to the operational impacts of the COVID-19 public health emergency.
    - ◆ 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 3.70 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. SDCL obtained new customers through the Instant Digital Card Service and other marketing efforts. As a result, there was a 65% increase in digital circulation caused by the COVID-19 public health emergency.
- ◆ Conducted annual visits to the SDCL Virtual Branch at www.sdcl.org at .975 million. The goal of 2.5 million visits was not met due to the operational impacts of the COVID-19 public health emergency.
  - ◆ Offered 500 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 public health emergency.
  - Continued the 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. The cashiering system is being tested by 6 pilot locations in conjunction with SDCL customer account details provided by the current enterprise system. The SDCL system-wide implementation is scheduled for the Summer 2021.
  - Continued to update SDCL’s website to maximize customer usability and access to library resources by moving digital library resources to the top level of the website.
  - Strengthen our customer service culture to ensure a positive customer experience
    - Ensured customers were provided with quality programs that were current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs.
    - Ensured customers were 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”).
    - 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.
  - Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
    - Maintained equity, 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 SDCL’s diverse customers.
    - Provided consistent, visible leadership on Equity, Diversity, and Inclusion (EDI):
      - ◆ Routinely discussed the importance of diversity, inclusion, cultural competence and equity as keys to SDCL’s success
      - ◆ Regularly included EDI 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
      - ◆ Ensured SDCL’s services and collections reflect the diversity of San Diego County’s population. Our print and digital materials are offered in more than 12 languages
      - ◆ Offered staff training to enhance education and awareness of EDI
      - ◆ Strongly supported 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 were 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 (6) were required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
      - ◆ 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.

- ◆ SDCL partnered with San Diego County Department of Parks and Recreation (DPR) to provide programs and services that created interest in the environment and sustainability while cultivating a curiosity for learning. The StoryTrails program placed 54 stories along park trails to encourage a love of reading and introduced the library to a new audience. SDCL promoted outdoor activities by including 5 of DPR’s virtual hikes videos on the Summer Learning Challenge platform and created book lists and Storytime Shorts videos to celebrate DPR’s Green Friday and Dia de los Muertos programs.

fication’s scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergency situations.

- Hold quarterly meetings with the security managers from each library branch including active shooter drills and tabletop scenarios. SDCL will partner with HHS 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.

## 2021–23 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 and offer more than 20,000 meals to youth under the age of 18 in high-need neighborhoods during the summer months. In addition, children will have access to the Summer Learning Program which encourages exciting learning activities and reading to help continue learning while children are not in school.



### 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 SDCL employees will be trained to respond to emergency situations either within their classifi-



### 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 4.00 times per item.
  - Support literacy in low-income communities and communities of color by installing, filling and replenishing Little Free Libraries to encourage reading and to seed family libraries.
  - 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.

- 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”).
- Offer library print materials in 12 world languages, identified based on U.S. Census data, including English, Spanish, Arabic, Chinese, French, German, Hindi, Japanese, Korean, Persian, Russian, and Vietnamese.
- 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
  - Promote equity, 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 SDCL’s diverse customers.
  - Expand department commitment on Equity, Diversity, and Inclusion (EDI) by: identifying programs and processes that require changes in order to provide the highest level of service for DPR’s customers; utilizing community assessment methods to identify the community needs; and training staff on EDI to increase awareness and inclusivity when serving SDCL’s diverse customers.
  - Provide consistent, visible leadership on Equity, Diversity, and Inclusion (EDI):
    - ◆ Routinely discuss the importance of diversity, inclusion, cultural competence and equity as keys to SDCL’s success
    - ◆ Regularly include ED&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



### 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 77,250 library operating hours.
    - ◆ Maintain the annual count of foot traffic at SDCL at 1,931,250 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 3.00 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.
  - 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.

- ◆ Support all persons with disabilities, both employees and users of SDCL
- ◆ Offer staff training to enhance education and awareness of EDI
- ◆ Strongly support staff participation in ERGs, activities and events.
- Partner with San Diego County Department of Parks and Recreation (DPR) to provide programs and services that create interest in the environment and sustainability while cultivating curiosity for learning. SDCL will host 15 programs with DPR at libraries or parks and will share monthly DPR promotions through social media.
- 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; and (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/](http://www.sdcl.org/)

Follow SDCL on Facebook at:

◆ [www.facebook.com/sdcountylibrary](https://www.facebook.com/sdcountylibrary)




Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Annual average circulation per item <sup>1</sup>	8.10	6.00	3.95	4.00	6.00
 Library hours open <sup>2</sup>	94,598	125,240	51,480	77,250	125,240
Annual SDCL Virtual Branch visits <sup>3</sup>	2,700,494	2,500,000	975,000	2,500,000	2,500,000
SDCL digital library resource usage per capita <sup>4</sup>	2.60	2.35	3.70	3.00	3.00
Average overall customer satisfaction rating <sup>5</sup>	4.79	4.60	4.60	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County <sup>6</sup>	4.75	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library <sup>7</sup>	3,496,034	5,000,000	287,394	1,931,250	5,000,000
Annual SDCL programs <sup>8</sup>	20,084	26,000	500	26,000	26,000
 Library High School graduates <sup>9</sup>	30	30	30	30	30
Adult literacy tutorings <sup>10</sup>	60	70	-	70	70



Table Notes

- <sup>1</sup> Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2020 –21 Estimated Actual circulation is lower than the Fiscal Year 2020 –21 Adopted level due to a 65% increase to the digital circulation caused by the COVID-19 public health emergency.
- <sup>2</sup> Library hours open represents the overall level of accessibility that the community has to the library branches and kiosks. The Fiscal Year 2020-21 Estimated Actual number of hours open is lower than the Fiscal Year 2020-21 Adopted level due to the closure of library branches caused by the COVID-19 public health emergency. The Fiscal Year 2021-22 Recommended hours decreased due to changes in operational hours at all library branches and library kiosks caused by the COVID-19 public health emergency.
- <sup>3</sup> Virtual Branch Visits represent the number of user sessions on sdcl.org. A visit is defined as a sequence of consecutive page views without a 30-minute break. The Fiscal Year 2020-21 Estimated Actual virtual branch visits is lower than the Fiscal Year 2020-21 Adopted level due to lower website traffic caused by the COVID-19 public health emergency.
- <sup>4</sup> 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 2020 –21 Estimated Actual level is higher than the Fiscal Year 2020-21 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 65% increase in digital circulation caused by the COVID-19 public health emergency.
- <sup>5</sup> 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.
- <sup>6</sup> On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees’ individual perceptions of how well SDCL is meeting the needs of a diverse population.
- <sup>7</sup> The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services. The Fiscal Year 2020-21 Estimated Actual number of visitors is lower than the Fiscal Year 2020-21 Adopted level due to the closure of library branches caused by the COVID-19 public health emergency.
- <sup>8</sup> SDCL Programs represent opportunities for customers to learn, create, and experience free programs at branches and bookmobile stops. Programs are for all customers and range in various types such as: story times, after-school programs, health and wellness, digital literacy, summer reading, special events, etc. The Fiscal Year 2020 –21 Estimated Actual number of programs is lower than the Fiscal Year 2020 –21 Adopted level due to the closure of library branches and the inability to hold in-person programs caused by the COVID-19 public health emergency.
- <sup>9</sup> 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.
- <sup>10</sup> 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. The Fiscal Year 2020-21 Estimated Actual number of literacy tutorings is lower than the Fiscal Year 2020-21 Adopted level due to the closure of library branches and the inability to hold in-person programs caused by the COVID-19 public health emergency.

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

**Staffing**

Net increase of 2.00 staff years to support the new Lakeside Library

**Expenditures**

Net increase of \$5.0 million

- ◆ Salaries & Benefits—increase of \$1.0 million due to the addition of 2.00 staff years as noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$4.0 million

- ◆ Increase of \$2.0 million for major maintenance improvement projects at Alpine, Bonita, Campo, Cardiff, Crest, Descanso, El Cajon, Fletcher Hills, Jacumba, Julian, Pine Valley, Potrero, Rancho San Diego, San Marcos, Spring Valley, Valley Center, and Vista
- ◆ Increase of \$1.7 million for books and library materials
- ◆ Increase of \$0.8 million for information technology ISF costs
- ◆ Increase of \$0.5 million for grants to support racial & social justice initiatives
- ◆ Decrease of \$0.7 million for Department of General Services Internal Service Fund (ISF) costs
- ◆ Decrease of \$0.2 million for contracted services
- ◆ Decrease of \$0.1 million for decreased inter-departmental costs
- ◆ Operating Transfers Out—decrease of \$0.1 million in transfers to the Major Maintenance Capital Outlay Fund (MMCOF) due to a decrease in MMCOF projects
- ◆ Use of Fund Balance—no net increase 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
  - ◆ \$1.7 million for the purchase of books and library materials
  - ◆ \$0.3 million to provide matching funds for public donations for library materials
  - ◆ \$0.5 million to support racial & social justice community initiatives
  - ◆ \$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
  - ◆ \$3.6 million to support MMCOF and major maintenance projects
  - ◆ \$0.1 million to procure two laptop kiosks for the Poway and Vista libraries
  - ◆ \$0.3 million to procure automated book sorters for the El Cajon and Ramona libraries
  - ◆ \$0.6 million to procure information technology hardware
  - ◆ \$0.1 million to procure furniture, fixtures, and equipment at library facilities

## Revenues

Net increase of \$5.0 million

- ◆ Taxes Current Property—increase of \$3.1 million in revenue from property taxes
- ◆ Intergovernmental Revenues—increase of \$2.4 million in redevelopment property tax revenues due to resolved litigation
- ◆ Charges For Current Services—decrease of \$0.3 million in fee-based revenue due to the impacts of the COVID-19 public health emergency
- ◆ Miscellaneous Revenues—decrease of \$0.2 million in private donations due to the impacts of the COVID-19 public health emergency

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$3.4 million. Increase of \$0.4 million in Salaries & Benefits is due to required retirement contributions and scheduled pay increases. Decreases of \$3.4 million in Services & Supplies and \$0.4 million in Operating Transfers Out are due to completion of one-time projects for community initiatives, digital library collections, and major maintenance & MMCOF projects.



Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Library Operations and Administration	21.50	21.50	19.50	(9.3)	19.50
Library Professional & Technical Support Service	40.50	40.50	42.50	4.9	42.50
Library Branch Operations	222.50	222.50	224.50	0.9	224.50
<b>Total</b>	<b>284.50</b>	<b>284.50</b>	<b>286.50</b>	<b>0.7</b>	<b>286.50</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Library Operations and Administration	\$ 6,741,052	\$ 6,056,011	\$ 7,259,148	19.9	\$ 5,780,382
Library Professional & Technical Support Service	16,633,489	18,510,129	20,806,978	12.4	18,497,034
Library Branch Operations	26,639,663	28,080,271	29,553,287	5.2	29,915,757
<b>Total</b>	<b>\$ 50,014,204</b>	<b>\$ 52,646,411</b>	<b>\$ 57,619,413</b>	<b>9.4</b>	<b>\$ 54,193,173</b>

Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 28,185,129	\$ 29,649,004	\$ 30,646,762	3.4	\$ 31,122,022
Services & Supplies	19,495,133	21,647,407	25,687,651	18.7	22,241,151
Other Charges	100,000	100,000	100,000	0.0	100,000
Capital Assets Equipment	420,000	660,000	730,000	10.6	730,000
Operating Transfers Out	813,942	590,000	455,000	(22.9)	—
Management Reserves	1,000,000	—	—	0.0	—
<b>Total</b>	<b>\$ 50,014,204</b>	<b>\$ 52,646,411</b>	<b>\$ 57,619,413</b>	<b>9.4</b>	<b>\$ 54,193,173</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 37,101,358	\$ 38,632,870	\$ 41,760,079	8.1	\$ 43,012,882
Taxes Other Than Current Secured	628,979	603,400	622,128	3.1	640,791
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	3,473,521	3,473,521	5,830,083	67.8	5,830,083
Charges For Current Services	1,138,112	538,112	238,112	(55.8)	238,112
Miscellaneous Revenues	553,821	553,821	293,821	(46.9)	293,821
Use of Fund Balance	7,013,413	8,739,687	8,770,190	0.3	4,072,484
<b>Total</b>	<b>\$ 50,014,204</b>	<b>\$ 52,646,411</b>	<b>\$ 57,619,413</b>	<b>9.4</b>	<b>\$ 54,193,173</b>



# Department of Environmental Health and Quality

## 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

*Effective January 15, 2021, the Department of Environmental Health was renamed the Department of Environmental Health and Quality (DEHQ). DEHQ 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. DEHQ 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. DEHQ 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. DEHQ 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, DEHQ has 312.75 staff years and a budget of \$55.1 million.*



## 2020–21 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.
    - ◆ Investigated 100% (10,750) of COVID-19 community outbreaks associated with food facilities and food handler cases.
    - ◆ Responded to 97% (269 of 276) of food-borne illness complaints within 3 business days, but DEHQ did not meet its goal due to the increased workload investigating COVID-19 community outbreaks associated with food facilities and food handler cases and the sporadic self-closures by restaurants due to the state COVID-19 modification requirements.
    - ◆ Continued to investigate 100% (5) of confirmed vector-borne disease referrals from County PHS within 1 business day.
    - ◆ Continued to conduct beach water quality sampling weekly for the 70 miles of San Diego county coastline, additionally achieved a daily sampling frequency at 9 locations for the South County Enhanced monitoring program. A total of 6,202 beach water samples were collected or evaluated by DEHQ. Informed the public when ocean water had bacteria levels above health standards established in State law and may cause illness, used multiple notification tools, including a hot line, interactive website with added translation feature, social media, press releases, and beach signage. Beach signage included water contact advisories (81) and closures (17) when necessary.

### 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.

- ◆ Continued to investigate 100% (20) 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).
- ◆ Registered and permitted charitable feeding organizations to promote safe food donation and improved food security in the region for those who need it, which was an increase from 48 registered or permitted organizations in 2019.
- Worked with small public water system operators to complete their required annual water quality sampling to identify pollutants that may cause unhealthy water, which is a critical element of maintaining pure, safe, and reliable drinking water supplies to over 24,000 consumers served by these water systems.
  - ◆ Notified 100% (132) of small drinking water systems prior to their scheduled chemical monitoring as a reminder to conduct required water sampling to identify risks associated with bacteriological, chemical and/or radiological contamination in water supplies. This year, small drinking water system operators were reminded at least quarterly to review their monitoring schedule in the State’s database known as Drinking Water Watch.
  - ◆ Completed 100% (25) of State-mandated water system inspections, and provided technical assistance to water system operators, ensuring water testing was completed and water system infrastructure was maintained in good condition so that safe water could be provided.
- Ensured that the incidence of locally-acquired West Nile Virus (WNV) mosquito-borne disease remains below 1 WNV case per 100,000 persons (0 cases per 100,000 persons) to protect public health. The State reports the disease level based on a calendar year frequency.
  - ◆ Initiated investigation of all (350) complaint-based green swimming pools within 3 business days.
  - ◆ Regularly monitored and treated, as needed, 100% (1,600) of known mosquito breeding sites.
  - ◆ Monitored mosquito populations through biweekly trappings at 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
- Developed community needs assessment plans in the Certified Unified Program Agency and the Food Program to identify the diverse and unique needs of stakeholders and communities.

- Within the first year of their employment, 100% (28) of all new permanent, full-time DEHQ 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.
- Participated in LUEG Recovery Teams to increase the readiness of staff in emergency situations.

 Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Maintained the rate of return to compliance for Certified Unified Program Agency (CUPA) facilities with violations to 90% (2,998 of 3,320) or higher related to hazardous materials, hazardous waste, underground storage tanks and aboveground storage tanks.
    - ◆ Notified 100% (3,320) of CUPA facilities with outstanding violations to ensure safer communities throughout the region.
    - ◆ Ensured 69% (5,655 of 8,143) or more of CUPA facilities subject to Hazardous Materials Business Plan requirements re-certified their Business Plan to ensure facilities have provided current information about the quantities and types of chemicals and hazardous materials or hazardous wastes onsite.
  - Provided 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 DEHQ customers
  - Identified opportunities for future improvements in DEHQ’s business processes and enhancements for a positive customer experience. This goal was accomplished by:
    - ◆ Adapting to virtual counter services to continue to provide services to customers during the COVID-19 public health emergency.
    - ◆ Converting to remote inspections where feasible to comply with health orders and provide continuity of operations during the COVID-19 pandemic.
- Align services to available resources to maintain fiscal stability

 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.







- Developed DEHQ fees for Board consideration in April 2021 and developed updates to the Mosquito, Vector, and Disease Control Benefit Assessment in June 2021, 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 DEHQ and its customers.
  - ◆ Transitioned facilities generating small amounts of medical waste, such as medical clinics and dentists, to a registration program to reduce regulatory impacts to these businesses by eliminating the requirement for a field inspection and the information that is required to be reported in the State’s web-based system known as the California Environmental Reporting System (CERS). The resulting savings in staff time will reduce the annual fee for approximately 3,000 small medical-related facilities from \$170 to \$80.
- Continued employee participation in financial literacy training for at least 20% (62 of 309) of DEHQ staff, to increase staff’s understanding of the individual and collective contribution to the County’s fiscal stability.
- Ensured 100% (8) of DEHQ designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
- Strengthen our customer service culture to ensure a positive customer experience
  - Promoted public health and environmental protection through weekly posts to DEHQ’s Facebook, Twitter and Instagram sites, and at least monthly customer-targeted messages via the GovDelivery email subscription service.
  - Updated DEHQ website and sdbeachinfo.com to include Google translate and utilized Microsoft Teams with Live Caption Language Translation for stakeholder outreach meetings to be accessible in multiple languages.
  - 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
  - Maintained equity, 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 DEHQ’s diverse customers.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - In partnership with County PHS, obtained US Environmental Protection Agency approval of Polymerase Chain Reaction (PCR) as an alternative beach water quality testing method for faster sample analysis (i.e., less than 24 hours), which allowed pursuit of State approval of the method.
- 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. DEHQ 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 DEHQ employees deliver trauma-informed services and become engaged and integrated into the shared vision of Live Well San Diego, all new employees (28) were required to complete 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.

## 2021–23 Objectives



### Building Better Health

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



- Partner 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.
  - ◆ Respond to 100% of food-borne illness complaints within 3 business days to investigate and identify potential sources of illness and prevent additional illnesses from occurring.
  - ◆ Continue to investigate 100% of confirmed vector-borne disease referrals from County PHS within 1 business day.
  - ◆ Continue to conduct beach water quality sampling for the 70 miles of the San Diego county coastline, additionally achieving a daily sampling frequency at 9 locations for the South County Enhanced monitoring program. Collect or evaluate more than 6,000 beach water samples annually.
  - ◆ Perform daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation.
  - ◆ Inform the public within 3 hours when ocean water has bacteria levels above health standards established in State law and may cause illness, using multiple notification tools, including a hot line, interactive website, social media, press releases, beach signage and, when necessary, public notification of water contact advisories or closures.
  - ◆ Continue to investigate 100% of all childhood lead poisoning cases referred by County PHS within required timelines per State guidelines (from 24 hours to 2 weeks depending on blood-lead levels).
- Continue to register and permit charitable feeding organizations to promote safe food donation and improve food security in the region for those who need it.
- Ensure small public water system operators complete their required annual water quality sampling to identify pollutants that may cause unhealthy water, a critical element of maintaining pure, safe, and reliable drinking water supplies to over 24,000 consumers served by these water systems.
  - ◆ Notify 100% of small drinking water systems at least quarterly as a reminder to conduct required water sampling to identify risks associated with bacteriological, chemical and/or radiological contamination in water supplies.
  - ◆ Complete 100% of State-mandated water system inspections, provide technical assistance to water system operators, ensure water testing is completed and water system infrastructure is maintained in good condition so that safe water can be provided.
- Ensure that the incidence of locally-acquired West Nile Virus (WNV) mosquito-borne disease remains below 1 WNV case per 100,000 persons to protect public health. 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 to reduce or eliminate mosquito breeding sources.
- ◆ Regularly monitor and treat, as needed, 100% of known mosquito breeding sites to reduce mosquito populations.
- ◆ Monitor mosquito populations through biweekly trappings at 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
- Implement community needs assessments in the Certified Unified Program Agency and Food Program to incorporate the diverse and unique needs of stakeholders and 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.
  - Within the first year of their employment, 100% of all new permanent, full-time DEHQ 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
  - DEHQ is the Certified Unified Program Agency (CUPA) for the County of San Diego, and is responsible for regulation of hazardous materials business plans and inventory, ensuring that more than 14,200 permitted facilities with highly toxic chemicals have robust programs and plans in place to protect public health and the environment from improper handling, storage and transportation of hazardous materials and the illegal disposal of hazardous and medical wastes. DEHQ has a goal to review 90% or more of the estimated 8,700 information items required to be submitted through the California Environmental Reporting System (CERS) by CUPA facilities within 90 days. Reviewing CERS submittals ensures that emergency responders know what types of hazardous materials are present during incidents they are called to assist with, and the public is aware of the chemical hazards present in their communities.
    - ◆ Notify 100% of CUPA facilities with outstanding violations to increase the compliance rate and ensure safer communities throughout the region.
    - ◆ Ensure 65% or more of CUPA facilities subject to Hazardous Materials Business Plan requirements recertify their Business Plan in CERS to ensure facilities





have provided current information about the quantities and types of chemicals and hazardous materials or hazardous wastes onsite.

- ◆ Identify unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout San Diego County and guide them towards compliance by bringing them under permit to ensure safe communities and consistent regulation of all facilities.
- Provide 10 or more 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. Provide language translation services or provide these training classes in other languages as needed to meet the needs of the community.
- Collaborate with County departments on the development of the County’s Cannabis program as it relates to DEHQ program areas.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to DEHQ customers
  - Identify a mobile application opportunity to improve DEHQ’s business processes and enhancements for a positive customer experience.
- Align services to available resources to maintain fiscal stability
  - Recommend updates to DEHQ 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 DEHQ and its customers.
  - Continue employee participation in financial literacy training for at least 20% of DEHQ staff, to increase staff’s understanding of the individual and collective contribution to the County’s fiscal stability.
  - Ensure 100% of DEHQ designated Contracting Officer’s Representatives (CORs), 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 DEHQ’s Facebook, Twitter and Instagram sites, and at least monthly customer-targeted messages via the GovDelivery email subscription service, which includes messages translated in multiple languages.

- 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
  - Promote equity, 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 DEHQ’s diverse customers.
  - Expand department commitment on equity, diversity and inclusion (EDI) by: identifying programs and processes that require changes in order to provide the highest level of service for DEHQ’s customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on EDI to increase awareness and inclusivity when serving DEHQ’s diverse customers.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - In partnership with County PHS, pursue 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. DEHQ 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 DEHQ 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 relation-

ships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency

**Related Links**

For additional information about the Environmental Quality, refer to the website and Facebook page at:

- ◆ [www.sdcountry.ca.gov/deh](http://www.sdcountry.ca.gov/deh)
- ◆ [www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529](https://www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529)

Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Reduce the number of pool closures due to serious health code violations by 5% <sup>1</sup>	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 <sup>2</sup>	0 cases per 100,000 for Calendar Year 2020	<1.0 cases per 100,000 for Calendar Year 2021	0 cases per 100,000 for Calendar Year 2021	<1.0 cases per 100,000 for Calendar Year 2022	<1.0 cases per 100,000 for Calendar Year 2022
 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 <sup>1</sup>	8%	N/A	N/A	N/A	N/A
Increase the number of CERS submittals for permitted facilities in Unified Program <sup>1</sup>	100%	N/A	N/A	N/A	N/A
Increase the overall compliance rate for Unified Program facilities with violations at or above 90%	90%	90%	90%	90%	90%
Decrease the number of violations related to annual underground storage tank monitoring certifications <sup>1</sup>	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)	10	10	10	10	10

*Table Notes*

<sup>1</sup> 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.





<sup>2</sup>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.

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

### Staffing

Increase of 3.75 staff years to support water quality monitoring at South County beaches and to support the Hazardous Materials Division.

### Expenditures

Net decrease of \$0.7 million

- ◆ Salaries & Benefits—No significant change
- ◆ Services & Supplies—net decrease of \$1.1 million
  - ❖ Increase of \$0.1 million in professional and specialized services for the Household Hazardous Waste program to expand the number of collection events and public outreach, and for translation services
  - ❖ Increase of \$0.1 million in facility costs related to custodial contracts for enhanced cleaning
  - ❖ Increase of \$0.3 million in various Information Technology accounts for system upgrades
  - ❖ Decrease of \$0.9 million for one-time Countywide expenses, such as public records and media requests, legislative and interjurisdictional reviews, and non-validated complaints in the Food and Housing Division
  - ❖ Decrease of \$0.1 million in consultant contracts for East Otay Mesa California Environmental Quality Act (CEQA) activities and projects
  - ❖ Decrease of \$0.2 million in inter-departmental costs related to Vector CEQA and less work with other County Departments
  - ❖ Decrease of \$0.3 million in contracted services due to reduction in Vector Habitat Remediation Program payments
  - ❖ Decrease of \$0.1 million in various accounts to reduce costs
- ◆ Capital Assets Equipment—decrease of \$0.5 million in the Vector Disease Diagnostic laboratory and emergency response equipment related to the Urban Area Security Initiative (UASI) grant
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.9 million associated with one-time funding for 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 increase in expenditures. The central funding was supported by resources in Countywide Finance Other.

### Revenues

Net decrease of \$0.7 million

- ◆ Licenses, Permits & Franchises—net increase of \$4.1 million in fee-based revenue due to economic recovery from the impacts of the COVID-19 public health emergency
- ◆ Fines, Forfeitures & Penalties—increase of \$0.3 million due to reinstatement of late fees charged to businesses
- ◆ Intergovernmental Revenues—decrease of \$0.7 million related to lower federal grant funding
- ◆ Charges for Current Services—net decrease of \$1.8 million
  - ❖ Increase of \$0.1 million associated with the cost of services provided to client departments
  - ❖ Increase of \$0.2 million in solid waste tonnage fee revenue to support additional Household Hazardous Waste collection events, and other fees for service
  - ❖ Decrease of \$0.1 million in funding for East Otay Mesa CEQA activities
  - ❖ Decrease of \$1.9 million in settlement funds as more fee revenue is expected in the CUPA program
  - ❖ Decrease of \$0.1 million in the Vector Control Program to align with reductions in program costs
- ◆ Fund Balance Component Decreases—net decrease of \$1.0 million from the General Fund Commitment for DEHQ. A total of \$0.9 million is budgeted.
  - ❖ \$0.9 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 decrease of \$1.8 million. A total of \$0.1 million of Unassigned General Fund fund balance is budgeted
  - ❖ \$0.1 million for the rebudget of Assembly Bill (AB) 885 Onsite Sewage Treatment Systems, tribal liaison and permit fee waivers for services to fire victims
- ◆ General Purpose Revenue Allocation – increase of \$0.2 million due to increased costs for the Hazardous Incident Response Team contract revenue gap and to expand the South County enhanced beach water quality monitoring program from the International Border to the City of Coronado



## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.1 million. Increase of \$0.1 million in Salaries and Benefits due to required retirement contributions and scheduled pay increases, offset by a reduction of \$0.2 million in Services and Supplies related to completed major maintenance improvement projects.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Department of Environmental Health and Quality	308.00	309.00	312.75	1.2	312.75
<b>Total</b>	<b>308.00</b>	<b>309.00</b>	<b>312.75</b>	<b>1.2</b>	<b>312.75</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Department of Environmental Health and Quality	\$ 53,228,971	\$ 55,717,387	\$ 55,065,579	(1.2)	\$ 54,971,543
<b>Total</b>	<b>\$ 53,228,971</b>	<b>\$ 55,717,387</b>	<b>\$ 55,065,579</b>	<b>(1.2)</b>	<b>\$ 54,971,543</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 38,277,754	\$ 40,586,081	\$ 40,622,392	0.1	\$ 40,711,262
Services & Supplies	14,732,297	15,132,785	14,085,441	(6.9)	13,913,441
Other Charges	195,855	152,096	114,574	(24.7)	103,668
Capital Assets Equipment	369,893	1,064,453	590,000	(44.6)	590,000
Expenditure Transfer & Reimbursements	(346,828)	(1,218,028)	(346,828)	(71.5)	(346,828)
<b>Total</b>	<b>\$ 53,228,971</b>	<b>\$ 55,717,387</b>	<b>\$ 55,065,579</b>	<b>(1.2)</b>	<b>\$ 54,971,543</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 26,977,182	\$ 24,241,379	\$ 28,343,988	16.9	\$ 29,469,506
Fines, Forfeitures & Penalties	269,315	—	257,000	—	257,000
Intergovernmental Revenues	4,084,141	4,864,484	4,230,293	(13.0)	4,235,543
Charges For Current Services	18,980,051	20,645,749	18,828,079	(8.8)	18,626,110
Fund Balance Component Decreases	555,600	1,877,639	909,674	(51.6)	—
Use of Fund Balance	367,854	1,896,635	113,161	(94.0)	—
General Purpose Revenue Allocation	1,994,828	2,191,501	2,383,384	8.8	2,383,384
<b>Total</b>	<b>\$ 53,228,971</b>	<b>\$ 55,717,387</b>	<b>\$ 55,065,579</b>	<b>(1.2)</b>	<b>\$ 54,971,543</b>





# 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 150 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 56,000 acres of parkland and more than 380 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 248.00 staff years, a budget of \$60.6 million and a robust volunteer program with a value of more than \$2.0 million.



## 2020–21 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 parks in underserved communities. Parks surveyed communities and utilized DPR’s Capital Investment Model to identify gaps in services and lack of access to nature. This led to the prioritization and implementation of capital improvement projects that offered underserved and economically disadvantaged residents a diversity of high-quality recreation experiences close to home. This included the first phase of the Tijuana River Valley Regional Park (TRVRP) Campground and Nature Education Center, and eleven new parks and major park improvement projects including: Lincoln Acres Park Expansion, Otay Valley Regional Park (OVRP) Bike Park, Don Dussault Phase 2 and 3, Ildica Park, Lamar Park Trail Connection and Pathway Lighting, Estrella Park, Woodhaven Park Well and Fitness Stations, San Diego Botanic Garden Improvements, Lakeside Baseball Park Turf Replacement and Energy Upgrades, Jess Martin Park Well and Vallecito Stage Station Wall Repair
    - ◆ Designed and will construct a new local park in the community of Fallbrook to meet the expanding recreational needs of the community. This goal was partially completed; design was complete and construction will continue into the next fiscal year.
    - ◆ Completed phase one construction of the Tijuana River Valley campground and outdoor nature education center.
    - ◆ DPR also acquired the operation of Sweetwater Place Park, a new community park in Spring Valley built and funded by new housing developers.

### 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.

- Increased the public’s access to nature by facilitating a minimum of 10 events at the Santa Ysabel Nature Center. This goal was not met in Fiscal Year 2020-21 due to the impacts of the COVID-19 public health emergency. DPR was able to shift to virtual events including a virtual nature center tour, virtual hike on the trail from the nature center, and hosted two Facebook Live events to invite residents to visit the center
- DPR shifted most of its programming from live to online in the wake of the COVID-19 pandemic. DPR’s Virtual Recreation Center has connected thousands of people to DIY recreation activities – bridging a gap in service during closures while keeping lines of communication open. The Virtual Recreation Center provides opportunities for people of all ages, interests, and abilities – embodying DPR’s commitment to accessibility and inclusivity.
- Expanded 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. Although the COVID-19 pandemic impacted certain events, County Parks received record visitation.
- Expanded opportunities for up to 2,000 older adults to be actively engaged through 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% (10) 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.
  - 100% of designated 118 disaster recovery employees were trained on safety and required personal protective equipment.
  - Participated in LUEG Recovery Teams to increase the readiness of staff in emergency situations.
  - Expanded 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. This goal was not met in Fiscal Year 2020-21 due to the impacts

of the COVID-19 public health emergency. However, DPR shifted to creating a virtual platform to host over 60 interactive events reaching nearly 4,000 participants. DPR also created a series of educational videos that are now available on DPR’s virtual recreation center and have garnered hundreds of views.



### 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 activities.
    - ◆ Increased the amount of conserved land by 2,656 acres, from 53,475 to 56,131 parkland acres owned and effectively managed in Fiscal Year 2020–21.
    - ◆ Increased the trail inventory by 5 additional miles, for a total of 380 miles of trails managed in the County Trails Program in Fiscal Year 2020–21.
    - ◆ Supported the implementation of the County’s greenhouse gas emissions reduction targets by planting 3,500 trees that can sequester 178,000 pounds of CO<sub>2</sub> annually as they mature.
    - ◆ DPR analyzed each community and used DPR’s equity-based Capital Investment Model to identify and prioritize the implementation of capital improvement projects that increased access to nature, community spaces and provided a diversity of 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. These two new parks at Estrella Park in Valley de Oro and Ildica Park in Spring Valley contributed 6.67 acres and 0.55 acres of park facilities respectively to the General Plan goal. There are currently 2.1 acres of local park land per 1,000 residents and approximately 418 acres is needed to reach the goal of 10 acres of local parks per 1,000 residents.
    - ◆ Completed the fifth year of the ADA Transition Plan to address Excellence in Accessibility at two parks so users of all abilities can experience recreational activities. Accessibility upgrades were completed in restroom facilities at Live Oak Park and Collier Park.
    - ◆ Increased park sustainability and reduced carbon footprint by increasing the use of light-emitting diode (LED) lights in five parks including the San Diego Botanic Garden, TRVRP Campground, Lincoln Acres Expansion, Lakeside Baseball Park Energy Upgrades, and Lamar





Park Trail Connection and Pathway Lighting. LED lights use up to 75% less energy and function up to 10 times longer than their incandescent counterparts.

- 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 5% (6,000 to 6,300 people) through additional DPR stakeholder and community virtual events. During the pandemic we transitioned to virtual platforms for meetings, making them more accessible than ever before and reaching record numbers of participation. Additionally, these meetings were recorded in both English and Spanish, allowing even those who couldn't attend virtually to view the meeting and provide feedback through survey links and contacting DPR.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Increased sustainability and potential pollution prevention in the Tijuana River Valley watershed by beginning implementation of the Tijuana River Valley Regional Park Invasive Species Removal and Restoration Plan and the planning efforts for the Smuggler's Gulch Improvements Project. This project will help to address sediment, trash, and flooding issues in the Smuggler's Gulch drainage area and along Monument Road. Both these projects were 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. These projects will continue to be implemented in Fiscal Year 2021-22.
  - Partnered 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 within the watershed.

- Conserved financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.0 million which did not meet the goal of \$2.5 million. This goal was not met in Fiscal Year 2020-21 due to the impacts of the COVID-19 public health emergency. Following State and County health protocols DPR was still able to engage County residents in carefully curated volunteer experiences to provide needed services at County facilities.
- Pursued 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
  - 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.
  - Fully deployed a 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.
  - Maintained equity, 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.
  - Held a recruitment event with Employee Resource Groups (ERGs), or other groups, to increase diversity in DPR job applicant pools. Although we were not able to hold a live event due to COVID-19, DPR still partnered with ERGs to communicate the opportunities within DPR to reach a diverse candidate pool.
  - Added a new equity, 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*



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Developed DPR fees for Board consideration in April 2021 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.
  - Continued employee participation in financial literacy training for at least 25% (60) of DPR staff, to increase employees' understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensured 100% (22) of DPR designated COR, attend COR I or COR II training as assigned, to improve contract management.



- Produced two publications and multiple 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. The publications were posted on multiple platforms to raise awareness of the Multiple Species Conservation efforts.
- Produced 12 video interviews with park staff to promote the “Day in the Life” informational video series at DPR facilities. This included a bilingual “Dia de los Muertos” video with over 1,400 views.
- 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 (10) are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
  - ◆ 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
  - Deployed innovative solutions at three parks to gain greater knowledge of park visitorship. DPR identified a vendor that provides turnkey solutions to collect, transmit and analyze park visitor information.
  - Implemented electronic messaging to immediately communicate park alerts to registered customers.
  - Implemented automated satisfaction surveys to registered customers at the conclusion of their campground stay to improve customer satisfaction.
  - Implemented the next phase of Parks and Recreation Asset Management System (PRAMS) to enhance tracking and forecasting of parkland.
  - Added the POST (Park Operations Stewardship Team) workgroup to PRAMS. Work orders can now be assigned directly to POST and tracked in the system.
  - Coordinated the addition of other various asset groups into PRAMS, including the Horse Creek Ridge property. This collection of 10 new asset types will bring the total number of

PRAMS asset types to 104 and will broaden park staff ability to create work orders for assets when maintenance is needed.

- Launched an online Naturalist Program (ONP) 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.
- The Education Program Team is reviewing the existing Play module content with a goal of incorporating this content into the Articulate 360 platform by the end of the year. This module and the Articulate platform will be shared with external reviewers (SD Nights and SD Thrive workgroups) for feedback. DPR also launched the Play module on the website.

## 2021–23 Objectives



### Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Utilize DPR’s Capital Improvement Model and Comprehensive Needs Assessment to identify the gaps in DPR’s underserved communities and increase opportunities for public recreation by constructing 20 new park improvements or programs to meet expanding recreational needs.
  - Improve mental and physical health by connecting the public to opportunities to be outdoors
  - Facilitate a minimum of 15 events hosted at the Santa Ysabel Nature Center.
  - Create a first-time camping program that provides camping equipment and setup assistance from park staff at two campgrounds to increase access to camping for residents who don’t own their own equipment.
  - Provide 3,000 residents opportunities to experience parks throughout the County by hosting 10 traditional in-person Summer Movies in the Park events and increase access to this program by hosting 8 virtual Summer Movies at Home events.
  - Expand opportunities for additional 5,000 youth and adults (15,000 total) 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 500 additional older adults (3,000 total) to be actively engaged through the sport of pickleball at Borrego Springs, Fallbrook, Felicita, Guajome and Lindo Lake parks. 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 Advanced Recovery Initiative (ARI) 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.
  - After COVID-19 public health emergency related restrictions are lifted, 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. In addition, expand the program to include 5 program site visits by park rangers to motivate teenagers to visit open space preserves. 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.
    - ◆ Complete monitoring for 22 species in 20 preserves by the end of Fiscal Year 2021-22 and expand the monitoring program to initiate monitoring of 27 species in 30 preserves by the end of Fiscal Year 2023-24. The species-specific monitoring will provide the data necessary to inform decision-making related to adaptive management and ensure the preserve lands provide the habitat and conditions necessary to ensure species survival.
    - ◆ Increase the amount of conserved land by 500 acres annually, from 56,131 parkland acres owned and effectively managed by the end of Fiscal Year 2021-22 to 56,631 acres and to 57,131 by the end of Fiscal Year 2022-23, which will increase conservation of natural resources and provide additional opportunities for residents to engage in recreational interests.

- ◆ Increase the trail inventory by 4 additional miles annually, for a total of 384 miles of trails managed in the County Trails Program by the end of Fiscal Year 2021-22 and 388 miles by the end of Fiscal Year 2022-23, thereby increasing recreational opportunities through use of trails.
- ◆ Support the implementation of the County's greenhouse gas emissions reduction targets by planting 3,500 trees. The trees will sequester 178,000 pounds of CO<sub>2</sub> annually as they mature.
- ◆ Analyze each community and use DPR's equity-based Capital Investment Model to identify and prioritize the implementation of capital improvement projects that increase access to nature, community spaces and provide a diversity of 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.
- ◆ In support of the Excellence in Accessibility Plan, complete the sixth year of the ADA Transition Plan at two parks, Guajome Regional Park and Sweetwater Regional Park, so users of all abilities can experience recreational activities.
- ◆ Increase access to recreation by replacing outdated playgrounds at five parks. Parks that will have playgrounds replaced include Agua Caliente, Flinn Springs, Lakeside Ballfields, Otay Lakes and Vallecito.
- ◆ Increase park sustainability and reduce carbon footprint by increasing the use of light-emitting diode (LED) lights in five parks including Stelzer Ranger Station, Potrero Restroom, Heise Park Restroom, Sweetwater Lane Concession Building, and Agua Caliente Spa. LED lights use up to 75% less energy and function up to 10 times longer than their incandescent counterparts.
- ◆ Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges.
- Engage youth in five DPR Advisory Committees to meet the Board of Supervisors' goal to have youth provide leadership on the programs and services that impact them.
- 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 continuing implementation of the Tijuana River Valley Regional Park Invasive Species Removal and Restoration Plan and the Smuggler's Gulch Improvements Project. Both these projects were identified through the SB 507 Tijuana River Val-



ley study, which was completed in March 2020 to identify projects that could address flows of sewage, sediment, and trash.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Recommend updates to 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.
  - Ensure 100% of DPR designated Contracting Officer’s Representative (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.
  - Partner with the San Diego County Library (SDCL) to provide programs and services that create interest in the environment and sustainability while cultivating curiosity for learning. SDCL will host 15 programs with DPR at libraries or parks and will share monthly DPR promotions through social media.
- Develop, maintain, and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Promote equity, 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.
  - Expand department commitment on Equity, Diversity, and Inclusion (EDI) by identifying programs and processes that require changes in order to provide the highest level of service for DPR’s customers; utilizing community assessment methods to identify the community needs; and training staff on EDI to increase awareness and inclusivity when serving DPR’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*
  - Produce at least three additional publications or videos to educate County employees and the public about the Department of Parks and Recreation’s environmental enhancements, stewardship, and recreational opportunities. In publications, present information in English and Spanish, using translations by Spanish-speaking staff. In videos, activate closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produce a video in Spanish.
  - Produce at least three additional video interviews with park staff to promote the “Day in the Life” informational video series at DPR facilities. Add the videos to the Virtual Recreation Center, with text descriptions that can be translated to any language using Google Translate. Activate closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produce a video in Spanish, featuring Spanish-speaking park staff.
  - 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 promote 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 additional parks to gain greater knowledge of park visitorship.
  - Implement 250 automated satisfaction surveys to registered customers at the conclusion of their campground stay to improve customer satisfaction.
  - Enhance Parks and Recreation Asset Management System to increase value of the asset inventory data.
  - Expand the Online Education 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. Following the launch of the Play module, release modules on People and Nature to round out curriculum for a more diverse representation of



department offerings. Test and make the system available to both desktop and mobile users for greater accessibility and reach.

### Related Links



For additional information about the Department of Parks and Recreation, refer to the website at:

◆ [www.sdcountry.ca.gov/parks](http://www.sdcountry.ca.gov/parks)

Follow us on Facebook and Twitter at:

◆ [www.facebook.com/CountyofSanDiegoParksandRecreation](https://www.facebook.com/CountyofSanDiegoParksandRecreation)

◆ [twitter.com/sandiegoparks](https://twitter.com/sandiegoparks)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Protect and preserve the region’s natural resources through the number of parkland acres owned and effectively managed	53,475	53,933	56,131	56,631	57,131
	Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program	375	379	380	384	388
	Increase park sustainability and reduce carbon footprint through the number of megawatt hours (MWhs) of electricity generated by DPR photovoltaic systems <sup>1</sup>	600	N/A	N/A	N/A	N/A
	Plant additional trees to decrease greenhouse gases in the environment	3,986	3,500	3,500	3,500	3,500
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions) <sup>2</sup>	\$2.3	\$2.5	\$2.0	\$2.5	\$2.55

*Table Notes*

<sup>1</sup> Performance measure discontinued effective Fiscal Year 2020-21 while DPR is procuring new hardware and software to improve tracking and reporting of MWh

<sup>2</sup> Fiscal Year 2020-21 goal was not achieved resulting from the closure of park facilities in mid-March 2020 due to the COVID-19 public health emergency

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

### Staffing

Increase of 13.00 staff years

- ◆ Increase of 4.00 staff years in the Operations Division to support daily operations and maintenance of a new park acquired in Fiscal Year 2020-21 from the Valley Center Community Facilities District (CFD)

- ◆ Increase of 9.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded park facilities in Tijuana River Valley Campground, Lincoln Acres, Helix, Sweetwater Campgrounds and Rancho Lilac Open Space

## Expenditures

Net increase of \$4.0 million

- ◆ Salaries & Benefits—increase of \$2.6 million due to negotiated labor agreements, the addition of 13.00 staff years described above, and temporary staff for the Youth Environmental- Recreation Core Program
- ◆ Services & Supplies—net increase of \$0.2 million
  - ◆ Increase of \$1.1 million due to new State grant revenue for the Coastal California Gnatcatcher Habitat Restoration project, the East Otay Regional Trail Alignment Study, and the South San Diego Coastal Trail Feasibility study
  - ◆ Increase of \$0.2 million for increased daily operational needs of existing and new County Park Facilities
  - ◆ Decrease of \$1.1 million due to completion of major maintenance and grant funded projects
- ◆ Other Charges—increase of \$0.2 million due to one-time fleet vehicle purchases for new park facilities
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.7 million associated with centralized General Fund support of the Comprehensive Tree Program. Since this was a transfer of expenditures for Fiscal Year 2020-21 only, it has a net effect of \$1.7 million increase in expenditures.
- ◆ Operating Transfers Out—decrease of \$0.7 million due to the completion of one-time Park Land Dedication Ordinance capital projects

## Revenues

Net increase of \$4.0 million

- ◆ Taxes Current Property—increase of \$0.4 million based on projected property tax revenue
- ◆ Licenses, Permits & Franchises – increase of \$0.7 million to align budget with historical revenue levels for park development fees
- ◆ Revenue From Use of Money & Property – increase of \$0.3 million due to anticipated revenue from rents and leases associate with a new Community Service Area acquired in Fiscal Year 2020-21.
- ◆ Intergovernmental Revenues—increase of \$0.9 million due to new State grant revenue for the Coastal California Gnatcatcher Habitat Restoration project, the East Otay Regional Trail Alignment Study, and the South San Diego Coastal Trail Feasibility study

- ◆ Charges for Current Services—increase of \$1.0 million due to anticipated increase in camping use
- ◆ Miscellaneous Revenues – decrease of \$0.1 million due to completion of one-time projects
- ◆ Other Financing Sources—increase of \$0.1 million due to increased support for County Service Areas (CSA) and CFD parks including the additional staff year described above
- ◆ Use of Fund Balance—net decrease of \$0.3 million for a total of \$4.8 million budgeted:
  - ◆ \$4.2 million of Unassigned General Fund fund balance for one-time projects including:
    - ◆ \$2.0 million for the Comprehensive Tree Program
    - ◆ \$0.6 million for ADA improvements at County parks
    - ◆ \$0.5 million for the Youth Environmental- Recreation Core Program
    - ◆ \$0.5 million for dredging in Smuggler’s Gulch
    - ◆ \$0.3 million to support increased one-time Salaries & Benefits costs resulting from negotiated labor agreements
    - ◆ \$0.2 million for start-up costs related to Sweetwater Campground Expansion and El Monte River Valley.
    - ◆ \$0.1 million for EV charging stations
  - ◆ \$0.3 million of Parks Special Districts Funds fund balance for increased costs in facility management and negotiated labor increases.
  - ◆ \$0.3 million of Park Land Dedication Ordinance Fund fund balance for various parks expansion projects
- ◆ General Purpose Revenue Allocation—increase of \$1.0 million primarily due to the addition of 13.00 staff years described above

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$3.8 million. Total decrease of \$3.8 million includes \$0.1 million in Salaries & Benefits due to decrease in temporary staffing; \$3.0 million in Services & Supplies for completed one-time projects identified above and the completion of grant-funded projects for Coastal California Gnatcatcher Habitat Restoration project, the East Otay Regional Trail Alignment Study, and the South San Diego Coastal Trail Feasibility study; a decrease of \$0.2 million in Other Charges due to completed vehicle purchases; and a decrease of \$0.5 million in Operating Transfers Out due to the completion of Major Maintenance Capital Projects and staff support of special districts.







Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Parks and Recreation	234.00	235.00	248.00	5.5	248.00
<b>Total</b>	<b>234.00</b>	<b>235.00</b>	<b>248.00</b>	<b>5.5</b>	<b>248.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Parks and Recreation	\$ 48,651,430	\$ 48,835,859	\$ 53,298,981	9.1	\$ 49,751,074
Park Land Dedication	6,877,700	1,105,700	1,135,700	2.7	796,900
Park Special Districts	4,024,150	5,438,124	4,652,100	(14.5)	4,719,157
Parks Community Facilities Districts	690,838	1,191,762	1,466,759	23.1	1,487,183
<b>Total</b>	<b>\$ 60,244,118</b>	<b>\$ 56,571,445</b>	<b>\$ 60,553,540</b>	<b>7.0</b>	<b>\$ 56,754,314</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 27,769,891	\$ 28,629,480	\$ 31,213,208	9.0	\$ 31,132,743
Services & Supplies	23,262,701	25,596,678	25,765,832	0.7	22,747,503
Other Charges	224,000	120,500	275,500	128.6	68,000
Expenditure Transfer & Reimbursements	(15,000)	(1,756,900)	—	(100.0)	—
Operating Transfers Out	9,002,526	3,981,687	3,299,000	(17.1)	2,806,068
<b>Total</b>	<b>\$ 60,244,118</b>	<b>\$ 56,571,445</b>	<b>\$ 60,553,540</b>	<b>7.0</b>	<b>\$ 56,754,314</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 2,539,083	\$ 3,044,037	\$ 3,406,579	11.9	\$ 3,445,080
Taxes Other Than Current Secured	15,950	18,250	18,800	3.0	18,800
Licenses Permits & Franchises	10,500	11,000	750,000	6,718.2	750,000
Fines, Forfeitures & Penalties	—	250	250	0.0	250
Revenue From Use of Money & Property	1,200,200	1,225,500	1,489,008	21.5	1,494,537
Intergovernmental Revenues	1,366,097	2,219,013	3,082,860	38.9	2,219,013
Charges For Current Services	7,503,451	7,291,745	8,248,133	13.1	9,212,715
Miscellaneous Revenues	853,560	853,698	740,817	(13.2)	580,472
Other Financing Sources	2,274,776	2,583,687	2,729,000	5.6	2,795,028
Fund Balance Component Decreases	511,205	582,753	582,753	0.0	582,753
Use of Fund Balance	11,024,460	5,049,274	4,802,189	(4.9)	350,303
General Purpose Revenue Allocation	32,944,836	33,692,238	34,703,151	3.0	35,305,363
<b>Total</b>	<b>\$ 60,244,118</b>	<b>\$ 56,571,445</b>	<b>\$ 60,553,540</b>	<b>7.0</b>	<b>\$ 56,754,314</b>



# Planning & Development Services

## Mission Statement

Through operational excellence and attention to customer service, Planning & Development Services strives to balance community, economic and environmental interests to ensure the highest quality of life for the public in the unincorporated region of San Diego County.

## Department Description

Planning & Development Services (PDS) enhances the quality of communities and ensures the health and safety of residents by 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 the County's 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 237.00 staff years and a budget of \$49.6 million.



## 2020–21 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. In addition to outreach, PDS staff played a key role in the recovery work for the Valley Fire this year.
  - Within the first year of their employment, 100% (2) of all new permanent, full-time PDS employees were trained to respond 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, sustainable communities to improve the quality of life for all residents
  - Ensured that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
    - ◆ Implemented 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.
  - Reduced safety risks by ensuring buildings and improvements are designed and constructed in accordance with building safety codes. This included reviewing building plans, explaining code requirements to customers, and conducting building inspections.
    - ◆ Reviewed 12,236 building plans to ensure that structures were properly and safely designed per the building code. PDS exceeded the goal of 10,500 reviews due to surge in work despite COVID-19 related impacts.

### 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.

- ◆ Helped 64,448 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance. PDS exceeded the original goal of 44,000 customers despite COVID-19 related impacts.
- ◆ Conducted 41,100 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes. An increase from the original goal of 28,000 inspections was realized due to an increase in workload and new large projects.
- ◆ Promoted safe communities through the plan check and inspection of 982 new permit applications for new homes, exceeding the original expectation of 600 new homes. The increase was due in part to an increased number of Accessory Dwelling Unit homes as well as overall housing construction numbers.
- Addressed code compliance concerns through a variety of means, including education and outreach, to help ensure compliance without the need for punitive enforcement.
  - ◆ Resolved 61% (3,310 of 5,400) of code compliance-related cases within a one-year period of opening a case meeting the goal of 60% to ensure property owners have time to resolve violations while balancing the need for them to be brought into compliance.
  - ◆ Continued to engage the community by attending and contributing to an average of four community meetings per quarter. PDS Code Compliance staff offers attended community meetings, however not all communities were interested, resulting in an average of four per quarter. Code Compliance also provided regular updates to communities interested in the status of priority code cases or concerns within the community.
  - ◆ Inspected complaints within 5 business days 84% (874 of 1,042) of the time, exceeding the goal of 50%. Code Compliance was able to exceed this goal based on improvements PDS has made to make its workforce more mobile. Staff now spend less time commuting to and from the office and are therefore able to spend more time in the field, allowing them to respond to complaints quickly.
  - ◆ Resolved 57% (37 of 65) of debris and waste complaints within six months of initial notice to the property owner. While the goal was to resolve 70% of these cases within six months, PDS fell short of this goal due to temporarily reallocating Code Compliance staff to support the COVID-19 Safe Reopening Compliance Team (SRCT). In addition, Code Compliance is being more flexible with timelines for cases that do not involve safety issues due to customer difficulties arising from the COVID-19 pandemic. The staff that was reallocated to the SRCT helped respond to over 22,000

complaints of violations of the local public health order for COVID-19 and promoted education and compliance of businesses and entities in the region.

- ◆ Reduced the backlog of code cases (3,907 original backlog cases in 2017) by 85% (or 3,290) complete, not meeting the goal of 88% complete, due to temporarily reallocating some Code Compliance staff to support the COVID-19 Safe Reopening Compliance Team (SRCT). In addition, Code Compliance is being more flexible with timelines for cases that do not involve safety issues due to customer difficulties arising from the COVID-19 pandemic.



### Sustainable Environments/Thriving

- Provide and promote services that increased consumer and business confidence through increased access and transparency of services and information for the public through initiatives such as the online services central webpage allowing customers to access all online services offered by the department in one central location.
- Implemented 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.
  - ◆ Completed first round plan reviews for new single-family dwelling building permit applications within an average of 26 business days following submittal. The goal of 15 days was not achieved due to a surge in workload, the requirement to shift from customer facing service to drop off, accompanied by staffing fluctuations due to COVID throughout the year. Additional resources are being added to address the delay.
  - ◆ Completed land development grading plan reviews within an average of 37 business days following submittal. The plan check goal of 20 days was not achieved due to increased work along with staffing fluctuations throughout the year. Additional contract support was added to address the delay going forward.
  - ◆ Completed all Improvement Plan reviews within an average of 35 business days following submittal. The plan review included items such as grading and drainage, roads and bridges, sewer and utility systems, and erosion control, among others. Review was conducted to ensure conformance with County ordinances, guidelines, environmental review, general engineering practices, and State and federal construction standards/requirements. The plan check goal of 20 days was not achieved due to increased work





along with staffing fluctuations throughout the year. Additional contract support was added to address the delay going forward.

- ◆ Presented options to the Board to streamline the Grading Ordinance to improve the agriculture clearing process and conducted stakeholder outreach on options for the Resource Protection Ordinance and Biological Mitigation Ordinance.
- ◆ Updated the General Plan to include revisions to the Housing Element and Safety Element. Work included public outreach and analysis of the Regional Housing Needs Assessment to include property zoned at various income categories. After holding two workshops on the Housing Element and Safety Element in February and April to hear public input and provide direction to staff on the development of goals and policies, the Board of Supervisors (Board) provided direction to bring the Elements to the Board for consideration in summer 2021.
- ◆ Provided timely customer service by issuing Final Map scoping letters within an average of 18 days of submittal, exceeding the goal of 20 days.
- ◆ Presented the Board a status review and options assessment for the North County Multiple Species Conservation Program Plan (Plan) on October 28, 2020 at which time the Board directed staff to continue developing the Plan.
- Improved customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
  - ◆ Completed the draft update to the Alpine Community Plan and continued preparation of 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. The Draft Alpine Community Plan and associate environmental documentation was completed and made available for public review. The public review period was extended from 45 days to 122 days at the request of the community and environmental stakeholders. As a result, the plan will be presented to the Board of Supervisors in late 2021.
  - ◆ Implemented the Vehicle Miles Traveled (VMT) threshold as directed by the Board of Supervisors in June 2020 and returned to the Board of Supervisors in Fiscal Year 2021-22 with options for consideration for Phase 2 of implementation, which may include an update to the Mobility Element of the General Plan.
  - ◆ Implemented 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. Innovations included deployment of a self-certification program for various building permits identified in collaboration with stakeholders, and the expansion of the ability to apply for permits online such as pre-applications, initial consultations, and verification requests.

- ◆ Improved interdepartmental coordination and transparency through the development of permit tracking reports and procedures to assist in issue identification and improved collaboration among County departments.
- ◆ Continued 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. In March, the Board considered and adopted new ranking criteria and updated the PACE Program guidelines, which will expand opportunities for preservation by increasing the number of properties eligible in the unincorporated area to participate.
- Enhance the quality of the environment by focusing on the sustainability, pollution prevention and strategic planning
  - Implemented the Climate Action Plan measures to reduce greenhouse gas emissions by 132,000 metric tons by December 2020 to meet State targets and reduce the unincorporated County's impact on the climate.
  - Implemented the Electric Vehicle Roadmap as part of CAP implementation. Fiscal Year 2020-21 included 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
  - Solicited and incorporated input from Community Planning & Sponsor Groups, and community members in the Land Development Code Update, Local Direct Investment Program Development, and Resource Protection Ordinance. Work continued on the Local Development Code Update, while the local Direct Investment Programs was considered as part of the update to the Climate Action Plan. Based on stakeholder input, work on the Resource Protection Ordinance was placed on hold.



### Operational Excellence

- Align services to available resources to maintain fiscal stability



- Developed PDS fees for Board consideration in April 2021 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 PDS and its customers.
- Continued employee participation in financial literacy training for at least 21% (48 of 232) of PDS staff to increase understanding of the individual and collective contribution to the County’s fiscal stability, exceeding the goal of 15%.
- Ensured 100% (14) of PDS designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned to ensure staff understand the ethical and legal compliance issues surrounding contracting.
- Strengthen our customer service culture to ensure a positive customer experience by focusing on cost and time saving initiatives such as allowing customers to manage their building inspections efficiently whenever is convenient for them through a text message, increasing the availability of online permit applications and payments, and implementing a mobile building inspection app allowing for real time inspection results and corrections for customers.
- 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. Examples include continued expansion of online services as well as adapting LUEG department business processes in light of COVID-19 related impacts including allowing zoning flexibility for businesses to operate outdoors without discretionary approvals.
- Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team used a comprehensive approach to resolve large, complex compliance issues that may impact the quality of life for residents.
- Ensured a positive customer experience:
  - ◆ Maintained the voluntary code compliance rate at 91% (1,206 of 1,332) through ongoing education and outreach methods in place of citations, civil penalties, and abatements, exceeding the goal of 90%.
  - ◆ Maintained an average turnaround time of 26 business days or less for the first review of residential building plans. The goal of 15 days was not achieved due to a surge in workload, the requirement to shift from in-person customer service to drop off, accompanied by staffing fluctuations due to COVID-19 throughout the year. Additional resources were added to address the delay in plan check.
- ◆ Achieved an average turnaround time of 19 business days or less for the first review of Accessory Dwelling Unit plans. The goal of five business days was not achieved due to a surge in workload, the requirement to shift from customer facing service to drop off, accompanied by staffing fluctuations due to COVID-19 throughout the year. Additional resources were added to address the delay in plan check.
- ◆ Maintained an average Permit Center counter wait time of 20 minutes or less. This is currently not being measured due to public lobby and counter closures due to COVID-19. As a result of closing the public facing counters, all building permit reviews have shifted to a drop off service impacting business processes and cycle times. This drop off service allowed the County to remain open but has delayed plan check times.
- ◆ Maintained an average Permit Center counter transaction time for residential permits of 30 minutes or less. This is currently not being measured due to public lobby and counter closures due to COVID-19. As a result of closing the public facing counters, all building plan check and permit reviews have shifted to a drop off service.
- Reviewed website for ease of use by customers and stakeholders and began improvements. Allowed for multi-lingual translation of all PDS webpages.
- Develop, maintain, and attract a skilled, adaptable, and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted
  - Maintained equity, 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.
  - 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.
    - ◆ Continued to engage management during monthly leadership meetings through exposure to various topics that enhance management skills.
    - ◆ Continued to engage employees through training of various topics that will assist with work life balance.





- ◆ Supervisors continued 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
  - Promoted community participation and input into land development projects, policies, and the development of community and subregional plans.
    - ◆ Continued public outreach and process to restructure land development ordinances into a consolidated Land Development Code that is modern, streamlined, and user-friendly.
    - ◆ Continued 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 (33) were required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
    - ◆ 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 resiliency 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.

- Plan, build and maintain safe, sustainable communities to improve the quality of life for all residents
- Update the Safety Element through the evaluation of residential communities that do not have at least two emergency evacuation routes, and a review of local hazard plans. The element will also require preparation of a climate change vulnerability assessment and development of climate adaptation and resilience strategies
  - Ensure that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
    - ◆ Review an anticipated 400 discretionary projects to ensure communities are designed with safe and appropriate infrastructure, emergency response services, community character, and parks and trails
  - 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.
    - ◆ Promote safe, livable, and sustainable communities through the review of an estimated 10,500 building plans to ensure that structures meet safety, sustainability, and energy efficiency requirements per building code.
    - ◆ Conduct an estimated 35,000 building inspections during construction to ensure structures are built in accordance with approved building plans and applicable building safety codes to ensure the life and safety of residents and visitors is preserved.
  - Address code compliance concerns through a variety of means, including education and outreach, to help ensure compliance without the need for punitive enforcement on at least 90% of the cases.
    - ◆ Resolve 60% of code compliance-related cases within a one-year period of opening a case.
    - ◆ Inspect complaints within 5 business days 75% of the time.
    - ◆ Resolve 70% of debris and waste complaints within six months of initial notice to the property owner.
    - ◆ Update the Code Compliance website and at least ten of the most common letters and notices to ensure they contain a positive customer-first approach by providing clear, actionable information on required corrective actions and explore providing secondary language versions on these documents

## 2021–23 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.



### Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence

- Collaborate with County departments in the development of a socially equitable cannabis program, including updating the County Zoning Ordinance, licensing, and permitting.
- 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.
  - ◆ Provide timely customer service by completing first round review of site plan, boundary adjustment applications, and major use permit within an average of 20 business days following submittal.
  - ◆ Complete first round review of land development grading plans and final maps applications within an average of 20 business days following submittal.
  - ◆ Develop preliminary North County Multiple Species Conservation Plan and participate in public outreach.
- Improve customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan, development regulations, and procedures.
  - ◆ Bring the draft Alpine Community Plan to the Board of Supervisors for consideration and prepare the draft update to the Valley Center Community Plan and Twin Oaks Community Plan to improve consistency with the 2011 General Plan, including public stakeholder outreach meetings, a dedicated project website, and Community Planning Group meetings.
  - ◆ Prepare an amendment to the Environmental Justice Element that identifies additional disadvantaged communities, outlines environmental justice principles, and improves public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities in disadvantaged communities.
  - ◆ 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
  - ◆ Implement seven self-certification programs as directed by the Board of Supervisors, including self-certification of commercial tenant improvements, single family minor grading permits, private roads, minor grading permits for pad only, residential driveways, traffic control permits, and landscape plans.

- ◆ Present two California Environmental Quality Act submittal requirement options for hydrology and water quality as an update to the County’s guidelines to the Board of Supervisors for their consideration.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
- 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.
  - Implement process streamlining for renewable energy projects in the unincorporated County based on Board direction
  - Prepare and present an updated CAP and Supplemental Environmental Impact Report that is comprehensive and legally enforceable, does not rely on the purchase of carbon offsets to meet emission reduction targets, uses updated data and modeling, emphasizing environmental justice and equity, is shaped by community input, and will achieve at a minimum Senate Bill 32 greenhouse gas emissions reductions of 40% below the 1990 level by 2030 and establish actions to meet a goal of net zero carbon emissions by 2045 (in line with Executive Order B-55-18).
  - Implement the Electric Vehicle Roadmap as part of CAP implementation including 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.
  - Update available online consumer information for new and used EV for residents, businesses, and private fleets
  - Conduct community needs assessments and incorporate findings when engaging the community on PDS projects such as discretionary permits, code compliance, and building permits to embrace the diverse and unique needs of all stakeholders

 Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Recommend 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.
  - 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 (CORs), attend COR I or COR II training as assigned.
- Continue to ensure fiscal stability by regular monitoring of expenditures and ensuring cost-efficiency.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to expand the online services available to customers to allow for customer convenience and processing efficiency.
  - 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.
    - ◆ Maintaining an average Permit Center counter wait time of 20 minutes or less, once Permit Center reopens.
  - Update website for ease of use by customers and stakeholders and add translation service capability to frequently used documents
- 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.
  - Expand commitment on Equity, Diversity, and Inclusion (EDI) by identifying programs and processes that require change to provide the highest level of service for PDS’ customers; using community assessment methods to identify the community needs; and training staff on EDI to increase awareness and inclusivity when serving 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.
    - ◆ Supervisors will continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their 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.
    - ◆ Improve public engagement and transparency in public noticing for discretionary project reviews
- 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 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; and (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](http://www.sdcounty.ca.gov/pds)

Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Review proposed building plans to ensure structures are properly and safely designed <sup>1</sup>	100% of 10,155 plans	100% of 10,500 plans	100% of 12,236 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 <sup>2</sup>	100% of 58,198 customers	100% of 44,000 customers	100% of 64,448 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 <sup>3</sup>	100% of 39,580 inspections	100% of 28,000 inspections	100% of 41,100 inspections	100% of 28,000 inspections	100% of 32,000 inspections
Promote safe communities through the plan check and inspection of new homes <sup>4</sup>	858	600	982	600	600
Resolve debris and waste complaints within 6 months of initial notices to the property owner <sup>5</sup>	70%	70%	57%	70%	70%
 Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program	365	443	443	443	443
 Average turnaround time for first review of residential building plans (in business days) <sup>6</sup>	22	15	26	15	15
Average Permit Center counter wait time (in minutes) <sup>7</sup>	22	20	N/A	20	20
Average Permit Center counter transaction time for residential permits (in minutes) <sup>8</sup>	31	30	N/A	30	30
Maintain a 90% voluntary compliance rate on closed code cases	90%	90%	91%	90%	90%
 Inspect complaints within 5 business days 50% of the time <sup>9</sup>	N/A	50%	84%	75%	75%

**Table Notes**

<sup>1</sup> The Fiscal Year 2020–21 actual goal was exceeded due to an unexpected surge in new work.

<sup>2</sup> The Fiscal Year 2020–21 actual goal was exceeded as we assisted more customers navigating a revised manner of permit processing due to COVID-19 public health emergency.

<sup>3</sup> The Fiscal Year 2020–21 actual goal was exceeded due to an unexpected increase in new workload and new large projects.





- <sup>4</sup>The Fiscal Year 2020–21 actual goal was exceeded due to the success of the accessory dwelling unit fee waiver program.
- <sup>5</sup>The Fiscal Year 2020–21 actual goal was not met due to temporary staffing shortages, reallocating Code Compliance staff to support the COVID-19 safe reopening compliance team (SRCT). In addition, due to the public health emergency Code Compliance was more flexible with timelines for cases that did not involve immediate safety issues.
- <sup>6</sup>The Fiscal Year 2020–21 actual goal was not met due to a surge in workload, the requirement to shift from in-person customer service to drop off, accompanied by staffing fluctuations due to COVID-19 throughout the year.
- <sup>7</sup>The Fiscal Year 2020–21 actual goal was not measured as a result of the closing of the public facing counters, all permit and plan check reviews were shifted to a drop off service.
- <sup>8</sup>The Fiscal Year 2020–21 actual goal was not measured as a result of the closing of the public facing counters, all permit and plan check reviews were shifted to a drop off service.
- <sup>9</sup>The Fiscal Year 2020–21 actual goal was exceeded based on improvements made to allow for a mobile workforce. Staff have spent less time commuting to and from the office and are therefore able to spend more time in the field, allowing them to respond to complaints quickly.

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

### Staffing

Net increase of 5.00 staff years

- ◆ 4.00 staff years in Long Range Planning and Sustainability Planning
  - ◆ 2.00 staff years in Long Range Planning to support the Community Plan Updates and development of Cannabis Ordinance
  - ◆ 2.00 staff years in Sustainability Planning to support the implementation of the Climate Action Plan and regional sustainability, including the transfer of a reclassified vacant Project Planning position
- ◆ 2.00 staff years in Building Services to support sustained increased workload
- ◆ 1.00 staff year in Code Compliance to support the development and implementation of a Cannabis Ordinance
- ◆ 1.00 staff year in Administration to support human resources
- ◆ Decrease of 2.00 staff years in Project Planning due to transfer of a reclassified vacant position to Sustainability Planning and a transfer of one position to the LUEG Executive Office
- ◆ Decrease of 1.00 staff year in LUEG GIS due to a transfer of one position to LUEG Executive Office

### Expenditures

Net increase of \$1.9 million

- ◆ Salaries & Benefits—net increase of \$2.4 million to support step increases, negotiated labor agreements and the staffing changes noted above
- ◆ Services & Supplies—net decrease of \$0.4 million

- ◆ Decrease of \$1.3 million in contracts related to completion of one-time projects including PACE and various IT projects.
- ◆ Increase of \$0.4 million in IT costs related to system upgrades and IT initiatives
- ◆ Increase of \$0.2 million in special department expenses related to increased number of applicants benefitting from the use of Accessory Dwelling Unit fee waivers
- ◆ Increase of \$0.1 million in temporary staffing to support Safe Reopening Compliance Team
- ◆ Increase of \$0.1 million in facilities management costs for enhanced cleaning
- ◆ Increase of \$0.1 million in Public Liability Insurance Premium
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million in reimbursements for GIS mapping services to General Fund departments. Since this is a reimbursement, it has a net effect of \$0.1 million decrease in expenditures.

### Revenues

Net increase of \$1.9 million

- ◆ Licenses Permits & Franchises—increase of \$2.1 million due to a reduced effect from the COVID-19 public health emergency and to align with current fiscal year projections in permit revenue
- ◆ Fines, Forfeitures & Penalties—increase of \$0.1 million due to an increase in illegal operations
- ◆ Intergovernmental Revenues—increase of \$0.9 million from SANDAG grants for Valley Center and Alpine Community Plan updates and for the Casa de Oro Specific Plan
- ◆ Charges for Current Services—increase of \$2.1 million due to a lower than expected impact from the COVID-19 public health emergency and to align with current fiscal year projections in plan check revenue



- ◆ Fund Balance Component Decreases— decrease of \$2.0 million due to stable revenue supporting mandated building plan check and inspection services, thereby eliminating the need for use of General Fund fund balance committed for PDS Building Services.
- ◆ Use of Unassigned General Fund fund balance—decrease of \$2.1 million. A total of \$3.9 million is budgeted:
  - ◆ \$1.2 million for continued implementation of the Climate Action Plan
  - ◆ \$0.5 million for development of options for streamlining renewable energy projects
  - ◆ \$0.5 million for building permit fee waivers related to accessory dwelling unit applications
  - ◆ \$0.2 million for the grading ordinance update
  - ◆ \$0.3 million for code compliance public nuisance abatements
  - ◆ \$0.3 million for one-time costs associated with negotiated one-time lump sum payouts
- ◆ \$0.7 million rebudget for various information technology projects
- ◆ \$0.1 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 \$0.8 million to support the addition of 5.00 staff years as noted above

### Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$4.5 million. Total decrease of \$0.4 million in Salaries & Benefits for one-time lump sum payout based on negotiated labor agreement that ends in Fiscal Year 2021-22, \$4.0 million decrease in Services & Supplies includes projected completion of one-time projects related to Housing Affordability initiatives, IT infrastructure upgrades, Code Compliance backlog cases, and a \$0.1 million decrease in Capital Assets Equipment for customer queueing management system.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Administration	20.00	21.00	22.00	4.8	22.00
Long Range and Sustainability Planning	32.00	34.00	38.00	11.8	38.00
Project Planning	58.00	57.00	55.00	(3.5)	55.00
Land Development	26.00	26.00	26.00	0.0	26.00
Building Services	55.00	55.00	57.00	3.6	57.00
Code Compliance	25.00	25.00	26.00	4.0	26.00
LUEG GIS	10.00	10.00	9.00	(10.0)	9.00
SanGIS COSD	4.00	4.00	4.00	0.0	4.00
<b>Total</b>	<b>230.00</b>	<b>232.00</b>	<b>237.00</b>	<b>2.2</b>	<b>237.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Administration	\$ 6,033,995	\$ 6,672,620	\$ 5,930,490	(11.1)	\$ 5,707,442
Long Range and Sustainability Planning	16,440,588	9,043,251	9,347,183	3.4	6,693,987
Project Planning	10,004,587	8,870,593	8,779,765	(1.0)	8,673,935
Land Development	4,686,666	5,112,744	5,541,695	8.4	5,280,383
Building Services	12,594,531	11,072,224	12,102,511	9.3	11,891,067
Code Compliance	5,080,889	4,374,410	5,363,386	22.6	4,225,800
LUEG GIS	1,721,814	1,511,372	1,468,330	(2.8)	1,482,673
SanGIS COSD	974,340	1,045,970	1,030,051	(1.5)	1,074,021
<b>Total</b>	<b>\$ 57,537,410</b>	<b>\$ 47,703,184</b>	<b>\$ 49,563,411</b>	<b>3.9</b>	<b>\$ 45,029,308</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 32,845,290	\$ 33,503,688	\$ 35,864,335	7.0	\$ 35,472,937
Services & Supplies	24,943,954	14,608,584	14,188,164	(2.9)	10,145,459
Capital Assets Equipment	100,000	100,000	100,000	0.0	—
Expenditure Transfer & Reimbursements	(351,834)	(509,088)	(589,088)	15.7	(589,088)
<b>Total</b>	<b>\$ 57,537,410</b>	<b>\$ 47,703,184</b>	<b>\$ 49,563,411</b>	<b>3.9</b>	<b>\$ 45,029,308</b>



Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 5,599,420	\$ 3,511,799	\$ 5,612,082	59.8	\$ 5,829,481
Fines, Forfeitures & Penalties	334,886	334,886	384,886	14.9	334,886
Revenue From Use of Money & Property	6,000	10,000	10,000	0.0	10,000
Intergovernmental Revenues	1,296,943	1,531,739	2,422,548	58.2	1,239,455
Charges For Current Services	16,498,981	13,831,886	15,936,478	15.2	15,976,996
Miscellaneous Revenues	—	80,000	80,000	0.0	80,000
Fund Balance Component Decreases	343,122	2,420,298	422,070	(82.6)	422,070
Use of Fund Balance	14,637,506	5,966,873	3,894,615	(34.7)	—
General Purpose Revenue Allocation	18,820,552	20,015,703	20,800,732	3.9	21,136,420
<b>Total</b>	<b>\$ 57,537,410</b>	<b>\$ 47,703,184</b>	<b>\$ 49,563,411</b>	<b>3.9</b>	<b>\$ 45,029,308</b>



# Public Works

## Mission Statement

The Department of Public Works preserves, enhances and promotes quality of life and public safety through the responsible development and maintenance of reliable and sustainable infrastructure and services in the unincorporated region.

## Department Description

The Department of Public Works (DPW) is responsible for maintaining reliable County infrastructure which includes County maintained roads, traffic safety devices, flood control, County airports, and water/wastewater pipelines and facilities. In addition, DPW programs include traffic engineering; land development; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; environmental services; solid waste planning and diversion; closed landfills; wastewater and water systems management; and permanent road divisions.

To ensure these critical services are provided, the Department of Public Works has 570.00 staff years and a budget of \$354.1 million.



- 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
- Maintain County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety and improve transportation facilities for customers.
  - ◆ Implemented the fourth year of a multi-year program to increase the Pavement Condition Index (PCI) from 60 to 70. The program was reduced to mitigate declined revenues based on the economic impacts of the COVID-19 public health emergency. A PCI of 63 is anticipated by the end of Fiscal Year 2020–21, which is below the goal of 65. The goal was not met due to reduced revenues. SB-1 revenues were higher than budgeted this year and are anticipated to increase conservatively through FY 2024–25. The additional revenue will be used to bring the program back to pre-COVID-19 public health emergency funding levels by Fiscal Year 2022–23.
  - ◆ There were a total of 18 signals on the Traffic Signal Priority List. The most recent allocation of road fund balance was used to complete design for 10 traffic signals in Fiscal Year 2020-21. With 10 signal designs completed, construction is expected to begin in Fiscal Year 2021-22 for eight of the ten signals. Traffic signal designs for eight additional intersections on the Traffic Signal Priority List will be completed in Fiscal Year 2021–22 with construction of these eight, plus the two traffic signals designed in Fiscal year 2021-22 to follow in fiscal year 2022-23. The new traffic signals will enhance safety

### 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.

## 2020-21 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

at the intersections for vehicles, pedestrians, and bicyclists to support the County’s greenhouse gas reduction.

- ◆ To improve public safety and traffic congestion, initiated update to design and environmental permits to construct three roundabouts at Del Dios Highway/El Camino Del Norte, El Montevideo/La Valle Plateada and Paseo Delicias/Via de la Valle to replace existing stop sign controls. Design completion is planned for Fiscal Year 2022-23.
- Improved public safety and access for pedestrians and bicyclists by initiating the design to realign the intersection at South Santa Fe Avenue and Buena Creek Road, including adding extended turns lanes and buffered bike lanes. Design completion is planned for Fiscal Year 2022-23.
- Constructed sidewalks at five locations identified in the Pedestrian Gap Analysis. These projects resulted in approximately 2,645 feet of sidewalk that enhanced pedestrian safety, accessibility, and walkability of those living in the unincorporated communities.
- Added over 24 miles of bicycle lanes to support the County’s greenhouse gas reduction measures and enhance safety along County-maintained roads.
- Enhanced the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the underserved community of Boulevard. The County acquired the water system on January 11, 2021 and assumed full administrative and operational responsibilities. Improvements were made to meet State-required operational standards for a government agency. Improvements included: construction of a secondary potable water well, installation of security fencing, replacement of 600 feet of water main, and beginning design of water system improvements for greater water production capacity and a new distribution network that includes up to 9,000 feet of water pipe.
- To prevent health risks to the public and protect the environment, operated the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters.
  - ◆ Cleaned 240 miles of 12-inch diameter or smaller sewer lines to prevent overflows from clogs, which is less than the goal of 390 miles because operational challenges and concerns with the COVID-19 public health emergency.
  - ◆ Inspected 260 miles of high-risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs, far exceeding the goal of 25 miles per year. The increase in inspections this year was accomplished due to supplementing with contract service to complete a countywide condition assessment of the District facilities. Ongoing, the annual inspections will be performed by District staff at a rate of 25 miles per year.

- ◆ 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.
  - ◆ Provided for public safety, by ensuring 100% of the 208 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 roads were opened 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.
- Supported emergency responders, local, regional and international businesses and aviators, by providing an efficient inspection and maintenance program that achieved at least a 95% runway availability rate at the five largest airports managed by the County.
- Completed the Lemon Crest Drive Drainage Facility Extension Improvements project, helping alleviate the flooding of properties along Lemon Crest Drive and adjacent to the drainage channel in the unincorporated community of Lakeside.
- 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.
  - ◆ Continued design of retrofits to existing storm drain facilities in the unincorporated county to reduce trash and debris and control access into the storm drain system at 40 locations with final design and construction planned for Fiscal Year 2021-22 thru Fiscal Year 2022-23.



### 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 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. Although the goal of 100%





was not met, specific site testing shows that 98% of County MS4 outfalls are free of human fecal bacteria during dry weather conditions.

- To protect public health associated with water recreation, ensured 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 Penasquitos Creek Watersheds for the presence of genetic biomarkers specific to human fecal waste in water. Follow-up investigations were conducted to mitigate identified sources.
- Commenced a Green Streets Master Plan (GSMP) to support water quality improvement and sustainability. The plan will establish criteria to identify and rank potential project opportunities based on their anticipated water quality benefit and other co-benefits such as increased sidewalk connectivity, creation of green space, and flood attenuation. The plan will be completed by 2022 and will identify five priority projects to be considered for future construction.
- Brought forward the following green infrastructure projects to the Board of Supervisors for approval:
  - ◆ Goldentop Rd. Modular Wetland/Trash Capture (\$0.9 million)
  - ◆ San Marino Dr. Green Street/Trash Capture (\$1.7 million)
  - ◆ Sweetwater Lane Park Trash Capture (\$1.0 million)
  - ◆ Mapleview St. Biofiltration/Channel Restoration (\$3.9 million)
  - ◆ Los Coches Low Flow Runoff Diversion to Sewer (\$0.9 million)
- 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% of private development and capital improvement projects. These inspections confirmed compliance with State regulations and tracked discrepancies to resolution, resulting in zero notices of violation and minimized releases of sediment or other pollutants that degrade water quality. These inspections will also help increase industry knowledge of stormwater Best Management Practices (BMPs).
- Maintained closed landfills and burn sites to protect public health and the environment.
  - ◆ Provided monitoring through routine inspections at each of the closed landfill and burn sites and tracked notices of violation. Two notices of violation were received, which is more than the goal of zero. One violation was due to unauthorized public access to a fenced area, which was remediated by installing a new

fence. The second violation was due to elevated methane levels in perimeter monitoring probes which will be mitigated with repair of the landfill gas extraction system that is currently in design and will be completed in Fiscal Year 2021-22.

- ◆ Received a state grant for the cleanup the San Pasqual burn site. Cleanup of the site removes the potential threat to the environment and public health and will eliminate the need for future maintenance.
- ◆ Implemented measures to meet Board-approved waste diversion goals of 75% (by 2025) and 80% (by 2030) in the County's 2017 Strategic Plan to Reduce Waste and 2018 Climate Action Plan, respectively, to preserve limited landfill capacity, reduce greenhouse gases, and promote sustainable management of resources. As reported by the State, landfill diversion in the unincorporated County is currently at 60%.
- ◆ Increased recycling awareness and participation through 700 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 7,500 attendees annually. Outreach and educational materials are available in five non-English languages. Presentations can be given in other languages upon request. The number of school presentations and community events were less than anticipated due to the COVID-19 public health emergency.
- Partnered with the Department of Parks and Recreation to design a permanent stormwater facility in Estrella Park to prevent stormwater pollution and improve water quality.
- Completed airport sustainability plan which provides a roadmap to transform the efficiency of county airport facilities and create an environmental focus across all the operations. The plan will enhance sustainability and community partnerships by ensuring consistency with the County's Strategic Plan to Reduce Waste, drought-tolerant landscaping, and commitment to reduce greenhouse gases.



## Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Developed DPW fees for Board consideration in April 2021 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.
  - With the support of property owners, received Board approval for rate increases for five special districts, to provide private road maintenance services. Conducted outreach to property owners in seven additional special districts to discuss funding and maintenance needs.

- Reduced property owner rates by 26% in the Street Lighting District based on energy cost savings of 2,447,106 KWh/Year from the LED retrofit project. The greenhouse gas emissions savings is of 1,730 metric tons of Carbon Dioxide Equivalent. The savings is equal to driving 374 passenger vehicles for one year or electricity usage in 293 homes for one year.
- Continued employee participation in financial literacy training for 20% of DPW staff (97), to increase employees’ understanding of the individual and collective contribution to the County’s fiscal stability.
- Ensured 100% of DPW designated Contracting Officer Representatives (CORs) (56), 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% of map reviews (3,434) 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 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
  - Maintained equity, 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 advance-

ment 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 were 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 (40) were required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
    - ◆ 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.

## 2021–23 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
  - Conduct community needs assessment that will be used when engaging the community on DPW projects and prioritizing potential projects. The prioritization of projects will have a component that evaluates and prioritizes projects in underserved communities.
  - Maintain County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety, and improve transportation facilities for customers.





- ◆ Implementing the fifth year of a multi-year program to improve the County's Pavement Condition Index (PCI) to 70. Based on increased funding in Fiscal Year 2021-22, a goal to achieve a PCI of 64 has been set to continue to provide safer and improved roadways.
- ◆ Improve and install pedestrian ramps to meet Americans with Disabilities Act (ADA) standards in conjunction with DPW's multi-year road resurfacing program.
- Maintain safe and reliable drinking water supplies for underserved communities.
  - ◆ Improve the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard. DPW will operate, maintain, and make improvements to the water system to meet State Waterworks Standards. Improvements will include new water storage tanks, up to 9,000 feet of water pipe replacement, booster pump station upgrades, and site electrical and equipment control and monitoring improvements.
  - ◆ Support the Campo Water Maintenance District by initiating design for operational and improvement efficiencies and a financial study to support the Camp Lockett Redevelopment Plan.
- 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.
  - ◆ Optimize operations and maintenance based on findings of system-wide condition assessment.
  - ◆ 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 ensure public safety, if any of the 208 eligible County bridges are inspected and identified as needing repair or replacement in the Federal Highway Bridge Program, timely request funding for a CIP project to proactively conduct any necessary work to maintain the safety for 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 and begin construction to retrofit storm drain facilities in the unincorporated County to reduce trash and debris and control access into the storm drain systems at 40 locations.



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - ◆ Improve roadway infrastructure to support the County's greenhouse gas reduction measures and enhance safety, accessibility, and walkability on County-maintained roads.
  - ◆ Construct traffic signals at eight of the ten previously designed intersections from the Traffic Signal Priority List and initiate design for additional eight intersections remaining on the Traffic Signal Priority List in Fiscal Year 2021-22. With two traffic signals previously designed, plus the additional eight designed in Fiscal Year 2021-22, these ten traffic signals are planned to be constructed in Fiscal Year 2022-23. The construction of traffic signals helps reduce greenhouse gas by decreasing vehicle idle times by reducing vehicular delay and prioritizing peak traffic flows.
  - ◆ Upgrade pedestrian pushbuttons at existing traffic signals with Americans with Disabilities Act (ADA) compliant devices and upgrade equipment at five intersections to improve signal timing.
  - ◆ Construct sidewalks at multiple underserved locations identified in the Pedestrian Gap Analysis. When completed, these projects will result in approximately 3,500 feet of sidewalk which will enhance pedestrian safety, accessibility, and walkability.
  - ◆ Add additional bicycle lanes along County-maintained roads to provide facilities for all road users and to continue implementation of the adopted bicycle master plan.
- Engage businesses, residents and County staff to promote clean water to improve water quality by achieving a 25% 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. 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.

- Complete a Green Streets Master Plan (GSMP) to support water quality improvement and sustainability. The plan will establish criteria to identify and rank potential project opportunities based on their anticipated water quality benefit and other co-benefits such as increased sidewalk connectivity, creation of green space, and flood attenuation. The plan will be completed by 2022 and will identify five priority projects to be considered for future construction.
- Complete construction of the following green infrastructure projects:
  - ◆ Goldentop Rd. Modular Wetland/Trash Capture (\$0.9 million)
  - ◆ San Marino Dr. Green Street/Trash Capture (\$1.7 million)
  - ◆ Sweetwater Lane Park Trash Capture (\$1.0 million)
  - ◆ Mapleview St. Biofiltration/Channel Restoration (\$3.9 million)
  - ◆ Los Coches Low Flow Runoff Diversion to Sewer (\$0.9 million)
- Bring forward the following green infrastructure project to the Board of Supervisors for approval:
  - ◆ Rainbow Green Streets (4 locations) (\$11.3 million)
- 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 Penasquitos 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 BMPs.
- Continue to divert waste from landfills, meet state mandates, and promote sustainable management of resources by implementing measures to meet Board-approved waste diversion goal of 75%.
  - ◆ 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.
- Maintain closed landfills and burn sites to protect public health and the environment.
  - ◆ Provide monitoring and pro-active maintenance program with a goal of zero notices of violation.

- ◆ Complete clean closure of one historic burn site by Fiscal Year 2021-22 and identify options for future cleanup sites to provide for highest and best use.



### Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Recommend 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.
  - Continue to work with property owners in underfunded special districts to determine options for increasing rates to fund DPW-recommended maintenance.
  - Ensure 100% of DPW designated CORs 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
  - Develop and implement a cross-program project prioritization process that assesses technical merits and incorporates consideration for underserved communities, as informed by the Department’s community needs assessment.
  - 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
  - Promote equity, 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.

- Expand department commitment to Equity, Diversity, and Inclusion (EDI) by identifying programs and processes that require changes in order to provide the highest level of service for DPW’s customers; utilizing community assessment methods to identify the community needs; and training staff on EDI to increase awareness and inclusivity when serving 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; and (5) Identify resources and ways to support healing and resiliency.

## Related Links

For additional information about the DPW, refer to the website at:

- ◆ [www.sdcountry.ca.gov/dpw](http://www.sdcountry.ca.gov/dpw)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 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 ensure public safety, if any of the 208 eligible County bridges are inspected and identified as needing repair or replacement in the Federal Highway Bridge Program, timely request funding for a CIP project to proactively conduct any necessary work to maintain the safety for the traveling public.	100%	100%	100%	100%	100%
	To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons	2 spills over 1,000 gallons	0	0	0	0
	Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the County’s five largest airports which support emergency responders, local, regional, and international businesses and aviators	96%	95%	95%	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 multi-year program to increase the PCI from 60 to 70 <sup>1</sup>	63 PCI	65 PCI	63 PCI	64 PCI	64 PCI
	Engage businesses, residents and County staff to promote clean water so that water quality will be improved by achieving a 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.) <sup>2</sup>	14%	100%	18%	100%	100%



## Table Notes

<sup>1</sup> An original PCI goal of 65 was anticipated for Fiscal Year 2020–21 was based on pre-COVID-19 revenue projections for the Road Resurfacing Program. The goal was not met due to increased cost from additional culvert repairs and pedestrian ramps in compliance with the Americans with Disability Act (ADA). DPW is currently in progress with this year’s pavement rehabilitation program construction. DPW anticipates updating the Street Saver software upon completion of construction by the end of June 2021 in order to determine the updated post-construction PCI.

<sup>2</sup> While the Fiscal Year 2020–21 goal of achieving a 100% 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 2021–22. 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 commercial and residential areas and to educate unincorporated residents and businesses about ways to reduce outdoor water use. Additionally, DPW continued efforts 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.

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

### Staffing

Net increase of 30.00 staff years

- ◆ Net Increase of 14.00 staff years in the Road Program
  - ◆ Increase of 19.00 staff years
    - ◆ Increase of 9.00 staff years to support the Road Resurfacing Program to implement the Pavement Condition Index (PCI) from 60 to 70
    - ◆ Increase of 6.00 staff years to support the Litter Abatement & Vegetation Crew
    - ◆ Increase of 1.00 staff year in Transportation to provide traffic signal support
    - ◆ Increase of 1.00 staff year in Administration to provide Information Technology support
    - ◆ Increase of 2.00 staff years due to position transfer to the Road program from the Airports Program
  - ◆ Decrease of 5.00 staff years
    - ◆ Decrease of 5.00 staff years due to position transfers from the Road Program to the General Fund Program for the Watershed Protection Program and the sanitation and cleanup program to align positions with funding source
- ◆ Increase of 6.00 staff years in the Wastewater Management Program to support program expansion
- ◆ Increase of 4.00 staff years in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025
- ◆ Increase of 8.00 staff years in General Fund Activities Program
  - ◆ Increase of 5.00 staff years in the General Fund Program due to a transfer from the Road Program to align positions with funding source

- ◆ Increase of 1.00 staff year to support the sanitation and cleanup programs
- ◆ Increase of 2.00 staff years to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements
- ◆ Decrease of 2.00 staff years in the Airports Program due to a transfer to the Road Program

### Expenditures

Net increase of \$29.9 million

- ◆ Salaries & Benefits—net increase of \$5.1 million primarily due to the additional staff year noted above, required retirement contributions, flex credits and negotiated labor agreements.
- ◆ Services & Supplies—Net increase of \$13.7 million.
  - ◆ Increase of \$18.4 million
    - ◆ \$7.3 million in contracted road services and consultant contracts in the Road Program
    - ◆ \$3.0 million for contracted support for Watershed Protection Program to support stormwater TMDL compliance
    - ◆ \$2.3 million for wireless Remote Access for Traffic Signal Operations and Live Video Feeds from Signalized Intersections and an increase in Traffic Signal Maintenance
    - ◆ \$2.3 million for increased routine maintenance work in the Permanent Road Divisions
    - ◆ \$2.2 million due to major and routine maintenance in the Airports Program
    - ◆ \$0.9 million for increased maintenance work in the San Diego County Sanitation District
    - ◆ \$0.4 million for traffic signals batteries to increase regional resiliency in preparation for Public Safety Power Shutoffs events
  - ◆ Decrease of \$4.7 million



- ◆ \$1.8 million due to the completion of one-time transfer from the Watershed Protection Program to the Flood Control District for capital projects
- ◆ \$0.7 million due to reduction in security contracted service in the Airports Program
- ◆ \$0.6 million due to the completion of cleanup of closed burn sites in the Solid Waste Management Program
- ◆ \$0.6 million due to the support of the Probation Crews for litter abatement and vegetation management
- ◆ \$0.3 million for a reduction in anticipated vehicle maintenance costs in the Equipment Internal Service Fund (ISF) Program
- ◆ \$0.3 million for a reduction in anticipated contracted services in the Waste Planning and Recycling
- ◆ \$0.2 million due to completion of the LED conversion program in the Street Lighting District
- ◆ \$0.2 million anticipated cost savings in Solid Waste Management Program support cost for the Road Program
- ◆ Other Charges—Net decrease of \$1.4 million.
  - ◆ Decrease of \$2.3 million due to right-of-way costs from completion of Road Program projects in the prior year
  - ◆ Increase of \$0.3 million due to payment of California Energy Commission (CEC) loan in the Street Lighting District
  - ◆ Increase of \$0.3 million due to structures depreciation in the Airports Program
  - ◆ Increase of \$0.2 million due to equipment depreciation in the Equipment ISF Program
  - ◆ Increase of \$0.1 million due to major maintenance projects in the Flood Control District
- ◆ Capital Assets/Land Acquisition—Net increase of \$19.0 million.
  - ◆ Increase of \$18.0 million for capital projects in the Sanitation District
  - ◆ Increase of \$2.6 million for capital projects in the Airports Program
  - ◆ Decrease of \$1.6 million for Harmony Grove Village Community Facilities District due to the completion of bond proceed payments
- ◆ Capital Assets Equipment—Net Decrease of \$2.9 million
  - ◆ Decrease of \$4.3 million due to the completion of one-time vehicle and equipment purchases
  - ◆ Increase of \$1.4 million due to equipment purchases in the Airports Program
- ◆ Expenditure Transfer & Reimbursements – increase of \$18.3 million associated with centralized General Fund support of Watershed Protection Program to fund stormwater TMDL compliance. Since this is a transfer of expenditures, it has a net effect of \$18.3 million decrease in expenditures. The funding is supported by resources in Countywide Finance Other.

- ◆ Operating Transfers Out—Net increase of \$14.7 million.
  - ◆ Decrease of \$1.0 million in Wastewater Management Program for the completion of one-time Sanitation District projects
  - ◆ Increase of \$15.7 million
    - ◆ \$13.9 million net increase in Operating Transfers Out from the General Fund due to one-time transfers from the Watershed Protection Program to the Sanitation District for capital projects
    - ◆ \$1.0 million increase in Equipment ISF Program for the purchase of vehicles
    - ◆ \$0.4 million from the General Fund due to one-time transfer to the Road Program for the purchase of traffic signals batteries to increase regional resiliency in preparation for Public Safety Power Shutoffs events
    - ◆ \$0.4 million increase for the purchase of vehicles in the Road Program.

## Revenues

Net increase of \$29.9 million

- ◆ Taxes Current Property—Increase of \$0.4 million primarily due to projected taxes from property owners for the Harmony Grove Village Community Facilities District, Flood Control District, Permanent Road Division and Street Lighting District
- ◆ Taxes Other Than Current Secured—Increase of \$2.4 million for TransNet-funded projects in the Road Fund
- ◆ Licenses Permits & Franchises—Decrease of \$0.1 million due to transfer of revenue account to Charges for Current Services for the Keys Creek project
- ◆ Revenue from Use of Money & Property—Increase of \$0.4 million
  - ◆ Increase of \$0.3 million in revenue from rents, leases and landing fees in County Airports
  - ◆ Increase of \$0.1 million in vehicle usage rental revenue in the Equipment ISF program
- ◆ Intergovernmental Revenues—Net increase of \$20.8 million
  - ◆ Increase of \$21.6 million
    - ◆ \$15.7 million increase in anticipated gas tax receipts from the Highway User’s Tax Account and Road Repair and Accountability Act of 2017
    - ◆ \$0.9 million increase in State grant funded and Community Development Block Grant funded projects in the Road Program
    - ◆ \$4.4 million increase in Federal grant funding in the Airport Enterprise Fund
    - ◆ \$0.5 million in State grant funded projects in the Watershed Protection Program
    - ◆ \$0.1 million due to grant funding from San Diego Gas & Electric grant for CSA 26A Cottonwood Village





- ◆ Decrease of \$0.8 million
  - ◆ \$0.4 million decrease in Federal Highway Planning and Construction revenue due to fewer Federal Highway Administration projects in the Road Fund
  - ◆ \$0.4 million decrease due to completion of State grant funded projects in the Solid Waste Management Program
- ◆ Charges for Current Services—Net increase of \$0.9 million
  - ◆ Increase of \$2.9 million
    - ◆ \$1.1 million increase in sewer service charges in the Sanitation District due to Board of Supervisor approval of the Five-Year Sewer Service Rate Package and the addition of Live Oaks Springs Water Systems to the Sanitation District
    - ◆ \$1.0 million increase for work funded by the Wastewater Management Enterprises
    - ◆ \$0.4 million increase for work funded by Flood Control District and Sanitation District
    - ◆ \$0.2 million increase in recycling solid waste tonnage fees in the Solid Waste Management Program due to increase in Consumer Price Index (CPI) and anticipated increase in franchise hauler collection of waste, recyclables, and organic materials
    - ◆ \$0.2 million in service to property owners from increased inspections under Private Development Construction Inspection
  - ◆ Decrease of \$2.0 million
    - ◆ \$1.6 million decrease for Contributions from Property Owners for Capital Projects in the Harmony Grove Community Facilities District due to the completion of bond proceed payments
    - ◆ \$0.4 million decrease in assessment fees in the Street Lighting District
- ◆ Miscellaneous Revenues—Decrease of \$0.2 million in tribal grant-funded projects in the Road Program due to the completion of the Dehesa Harbison Canyon project
- ◆ Other Financing Sources—Net increase of \$14.7 million
  - ◆ Increase of \$17.7 million
    - ◆ \$13.9 million increase for one-time transfer from DPW General Fund to the San Diego County Sanitation District for TMDL Implementation of Structural BMP and Live Oak Springs maintenance projects
    - ◆ \$2.4 million net increase in one-time transfers for General Fund Program for projects that require capitalization
    - ◆ \$1.4 million increase for transfer to Equipment Internal Service Fund (ISF) Program for equipment purchases in the Road Program
  - ◆ Decrease of \$3.0 million
    - ◆ \$1.0 million decrease for a transfer from Liquid Waste Enterprise Fund to the Sanitation District for the reimbursement of operating costs and truck purchase
    - ◆ \$1.9 million decrease for one-time transfer from the General Fund to Flood Control District for debris control facilities and maintenance
    - ◆ \$0.1 million decrease in revenue collect from Proceeds Long Term Debt from ISF Loan in the Permanent Road Division
- ◆ Fund Balance Component Decreases—Decrease of \$9.2 million due to the reduced use of the 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 \$0.8 million. A total of \$62.5 million is budgeted.
  - ◆ Unassigned General Fund fund balance of \$21.0 million for one-time projects
    - ◆ \$12.1 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
    - ◆ \$2.5 million for design and construction of pedestrian sidewalks at select locations to enhance pedestrian safety
    - ◆ \$2.4 million for traffic signal upgrades to enhance traffic and pedestrian safety
    - ◆ \$1.9 million for Live Oak Springs Water System repairs and improvements
    - ◆ \$1.0 million for design and construction of new bicycle lanes at select locations to enhance bicyclist safety
    - ◆ \$0.5 million for Campo Water System Reliability and Operational Efficiency Improvements
    - ◆ \$0.4 million for traffic signals batteries to increase regional resiliency in preparation for Public Safety Power Shutoffs events
    - ◆ \$0.1 million for financial study for the Campo Water Maintenance District to support the Camp Lockett Redevelopment Plan
    - ◆ \$0.1 million to partially offset one-time Salaries & Benefits payments in the General Fund based on negotiated labor agreements
  - ◆ \$41.5 million from various DPW funds for one-time projects
    - ◆ \$16.6 million for capital improvement projects and depreciation expense in the San Diego County Sanitation District
    - ◆ \$6.1 million for depreciation expense and major maintenance in the Airports Program

- ◆ \$5.4 million for road maintenance and emergencies in the Permanent Road Divisions
- ◆ \$4.6 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
- ◆ \$1.2 million for equipment purchase and information technology costs for Wastewater Management
- ◆ \$3.3 million for traffic signals construction projects at multiple locations in the Road Program
- ◆ \$2.3 million for wireless Remote Access for Traffic Signal Operations and Live Video Feeds
- ◆ \$0.6 million for asset management improvements in the Lighting District
- ◆ \$0.5 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
- ◆ \$0.5 million for new major maintenance projects in the Flood Control District
- ◆ \$0.2 million for the purchase of vehicles and equipment in the Road Program
- ◆ \$0.1 million for maintenance costs in the Harmony Grove Community Facilities District
- ◆ \$0.1 million for preservation of survey monuments in the Road Program
- ◆ General Purpose Revenue Allocation—Increase of \$0.6 million due to the addition of 3.00 new staff in the General Fund Activities Program to support the sanitation and cleanup pro-

grams (1.00 staff year) and to ensure compliance with the stormwater Bacteria TMDL requirements (2.00 staff years), as noted above.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

A net decrease of \$64.0 million includes a decrease of \$30.0 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, a decrease of \$23.0 million in Capital Assets/Land Acquisition due to decrease in capital projects; a decrease of \$27.8 million in Operating Transfers Out due to the completion of transfers from the DPW General Fund for one-time projects; a decrease of \$1.6 million in Capital Assets Equipment due to completion of vehicle and equipment purchases in the DPW Equipment ISF program; and a decrease of \$0.3 million in Other Charges due to the completion of the loan for the Street Light District.

An offsetting increase of \$0.4 million in Salaries & Benefits is due to required retirement contributions and scheduled pay increases; and \$18.3 million in Expenditures Transfer & Reimbursements is due to completion of the centralized General Fund support of the Watershed Protection Program to fund stormwater TMDL compliance.



Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Road Program	368.00	369.00	383.00	3.8	383.00
Solid Waste Management Program	22.00	21.00	25.00	19.0	25.00
General Fund Activities Program	63.00	63.00	71.00	12.7	71.00
Airports Program	39.00	39.00	37.00	(5.1)	37.00
Wastewater Management Program	47.00	48.00	54.00	12.5	54.00
<b>Total</b>	<b>539.00</b>	<b>540.00</b>	<b>570.00</b>	<b>5.6</b>	<b>570.00</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Road Program	\$ 160,236,840	\$ 157,130,964	\$ 167,276,459	6.5	\$ 157,969,123
Solid Waste Management Program	10,384,062	10,987,857	10,487,720	(4.6)	11,013,284
General Fund Activities Program	49,795,331	42,650,042	42,805,952	0.4	22,651,361
Airports Program	19,175,359	19,454,939	25,497,844	31.1	25,463,743
Wastewater Management Program	9,634,795	12,712,552	12,564,889	(1.2)	12,343,262
Sanitation Districts	43,254,449	43,063,433	61,560,684	43.0	35,245,484
Flood Control	5,855,651	9,000,667	7,273,473	(19.2)	6,017,676
County Service Areas	445,945	326,480	392,247	20.1	280,970
Street Lighting District	2,789,906	2,715,403	2,838,156	4.5	2,377,709
Community Facilities Districts	875,606	2,549,561	924,271	(63.7)	894,430
Permanent Road Divisions	7,008,536	4,742,045	7,036,147	48.4	1,594,514
Equipment ISF Program	14,392,500	18,899,000	15,424,700	(18.4)	14,223,000
<b>Total</b>	<b>\$ 323,848,980</b>	<b>\$ 324,232,943</b>	<b>\$ 354,082,542</b>	<b>9.2</b>	<b>\$ 290,074,556</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 76,896,151	\$ 81,488,205	\$ 86,544,795	6.2	\$ 86,987,382
Services & Supplies	195,618,680	189,455,047	203,130,453	7.2	173,150,483
Other Charges	16,446,250	14,549,370	13,124,867	(9.8)	12,807,950
Capital Assets/Land Acquisition	13,838,000	14,432,465	33,433,000	131.7	10,400,000
Capital Assets Equipment	4,538,500	9,352,300	6,440,800	(31.1)	4,861,300
Expenditure Transfer & Reimbursements	—	—	(18,264,514)	0.0	—
Operating Transfers Out	16,511,399	14,955,556	29,673,141	98.4	1,867,441
<b>Total</b>	<b>\$ 323,848,980</b>	<b>\$ 324,232,943</b>	<b>\$ 354,082,542</b>	<b>9.2</b>	<b>\$ 290,074,556</b>

**Budget by Categories of Revenues**

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 7,025,536	\$ 7,287,637	\$ 7,696,777	5.6	\$ 7,736,248
Taxes Other Than Current Secured	13,556,515	10,072,202	12,424,597	23.4	12,424,597
Licenses Permits & Franchises	5,557,000	6,061,000	6,000,000	(1.0)	6,000,000
Fines, Forfeitures & Penalties	—	80,200	80,323	0.2	80,323
Revenue From Use of Money & Property	23,729,432	25,799,085	26,229,559	1.7	26,770,948
Intergovernmental Revenues	116,642,387	99,339,412	120,147,175	20.9	124,535,390
Charges For Current Services	65,891,153	69,750,745	70,663,506	1.3	71,102,129
Miscellaneous Revenues	2,253,350	970,350	786,250	(19.0)	786,250
Other Financing Sources	16,511,399	15,018,556	29,673,141	97.6	1,830,441
Fund Balance Component Decreases	200,771	13,693,596	4,492,541	(67.2)	3,533,260
Use of Fund Balance	60,093,627	63,354,179	62,526,454	(1.3)	21,460,180
General Purpose Revenue Allocation	12,387,810	12,805,981	13,362,219	4.3	13,814,790
<b>Total</b>	<b>\$ 323,848,980</b>	<b>\$ 324,232,943</b>	<b>\$ 354,082,542</b>	<b>9.2</b>	<b>\$ 290,074,556</b>



# University of California Cooperative Extension

## Mission Statement

*The University of California Cooperative Extension (UCCE) brings together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.*

## Department Description

*The UCCE conducts educational programs and applied research through a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. The partnership brings together the resources of these entities to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities.*

*The UCCE advisors are academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, Nutrition and Family and Consumer Science.*

*Since 1957, the County of San Diego and UCCE have had a Memorandum of Understanding, through which the County provides General Fund support for UCCE staff and space to provide services to residents of the region.*

*To ensure these critical services are provided, the UCCE has 26 employees from the University of California, a County budget of \$1.2 million and a volunteer program with a value of more than \$3.0 million.*



## 2020–21 Anticipated Accomplishments



### Building Better Health

- Strengthened the local food system and supported the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Conducted virtual nutrition education for 225 low-income families with children in English and Spanish via 24 virtual 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, below the goal of 400 families due to the impacts of the COVID-19 public health emergency.
    - ◆ Assessed 180 individuals' and families' behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes, below the goal of 320 families due to the impacts of the COVID-19 public health emergency.
  - Conducted virtual nutrition education for 700 children and youth from low-income and limited-resource families in English and Spanish via a minimum of 12 virtual 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, below the goal of 1,000 families due to the impacts of the COVID-19 public health emergency.

### 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.

- ◆ Assessed 300 individuals' behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes, below the goal of 480 individuals due to the impacts of the COVID-19 public health emergency.
- UCCE staff provided administrative assistance for 30 projects, grants and contracts with a total value of \$1.1 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, below the goal of 35 projects valued at \$1.4 million due to the impacts of the COVID-19 public health emergency.



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Enrolled 497 youth and adults in the 4-H program and provided 10 virtual 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 confident leaders of character who contribute and are connected to their communities, below the goal of 2,000 families due to the impacts of the COVID-19 public health emergency.
  - Translated the 4-H website into Spanish to expand 4-H outreach to underserved communities.
  - Provided virtual 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.
  - Conducted pest management education and outreach virtually 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 virtually with 500 volunteers contributing 125,000 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, below the goal of 500 volunteers contributing 250,000 volunteer hours due to the impacts of the COVID-19 public health emergency.



### Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and 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 a minimum of three outreach activities.
- UCCE wasn't able to assist families in achieving and maintaining financial self-sufficiency through household savings and debt reduction through two outreach activities to San Diego County residents, various agencies, and others due to impacts of the COVID-19 public health emergency and a staff retirement.
- 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 to assist with increasing business confidence by conducting three virtual 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 virtual trainings and one virtual outreach activity.
  - Educated 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.
  - Identified problems and potential solutions in agricultural production systems on issues impacting production viability via 11 activities.
  - Identified 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.
  - 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 a minimum of 2,400 virtual office consultations, educational exhibits and workshops.





- As needed, provided participatory research such as ‘community 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 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 virtual 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 DPR and AWM.
- 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.
- Started research, field trials and monitoring of a pilot program to assess weed management on County property to evaluate the efficacy of non-glyphosate herbicides and organic herbicides, determined the number of applications and cost to achieve desired level of weed control.
- Assisted with the development and delivery of new research, training and assistance resources related to climate-resilient agriculture for the County's Climate Action Plan. Further developed the University of California Cooperative Extension website and coordinated discussions for new research projects. Participated in collaborative working groups including the San Diego Carbon Farming Taskforce and organized and hosted a virtual symposium for public and private stakeholders.

- 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 33 projects, grants and contracts with a total value of \$1.3 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 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.

## 2021–23 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.



- 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 agricul-





ture, 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 at three San Diego Weed Management Area (SDWMA) steering committee meetings and an annual SDWMA meeting related to the control of invasive plant species to the SDWMA 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](http://www.sandiegocounty.gov/fha)

Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) <sup>1</sup>	36 projects/ \$1,400,000	35 projects/ \$1,400,000	30 projects/ \$1,100,000	30 projects/ \$1,100,000	30 projects/ \$1,100,000
 Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety <sup>2</sup>	331 families	400 families	225 families	300 families	300 families
 Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours) <sup>3</sup>	1,161 vol/ 179,390 hours	1,200 vol/ 250,000 hours	500 vol/ 125,000 hours	750 vol/ 150,000 hours	1,000 vol/ 200,000 hours
 Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	4 projects	4 projects	4 projects	4 projects	4 projects







#### Table Notes

<sup>1</sup> Projects are based on existing and new grants. In Fiscal Year 2019–20 two grants ended.

<sup>2</sup> Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding. Fiscal Year 2019–20 Actual and Fiscal Year 2020–21 Estimated Actual numbers were slightly lower than expected due to COVID-19.

<sup>3</sup> Fiscal Year 2020–21 Estimated Actual numbers were lower than anticipated due to COVID-19.

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

### Staffing

No change in staff years

### Expenditures

Increase of \$0.2 million

- ◆ Services & Supplies—increase of \$0.2 million for one-time projects, as described below.

### Revenues

Increase of \$0.2 million

Use of Fund Balance—Increase of \$0.2 million. A total of \$0.3 million is budgeted for:

- ◆ \$0.16 million for the Climate Action Plan—Conservation & Sustainable Agriculture Farming

- ◆ \$0.06 million for Monitoring of the Quantity and Quality of Runoff Water in Nurseries and Greenhouses
- ◆ \$0.1 million for Pitahaya Pest Management: Assessing the Incidence and Economic Impacts of Pitahaya Pests and Diseases in San Diego County

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Decrease of \$0.3 million due to the completion of one-time projects.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
University of California Cooperative Extension	—	—	—	0.0	—
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
University of California Cooperative Extension	\$ 1,381,370	\$ 1,029,971	\$ 1,191,992	15.7	\$ 869,971
<b>Total</b>	<b>\$ 1,381,370</b>	<b>\$ 1,029,971</b>	<b>\$ 1,191,992</b>	<b>15.7</b>	<b>\$ 869,971</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 1,381,370	\$ 1,029,971	\$ 1,191,992	15.7	\$ 869,971
<b>Total</b>	<b>\$ 1,381,370</b>	<b>\$ 1,029,971</b>	<b>\$ 1,191,992</b>	<b>15.7</b>	<b>\$ 869,971</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Use of Fund Balance	\$ 511,399	\$ 160,000	\$ 322,021	101.3	\$ —
General Purpose Revenue Allocation	869,971	869,971	869,971	0.0	869,971
<b>Total</b>	<b>\$ 1,381,370</b>	<b>\$ 1,029,971</b>	<b>\$ 1,191,992</b>	<b>15.7</b>	<b>\$ 869,971</b>



*County of San Diego*

**Finance and General Government Group**

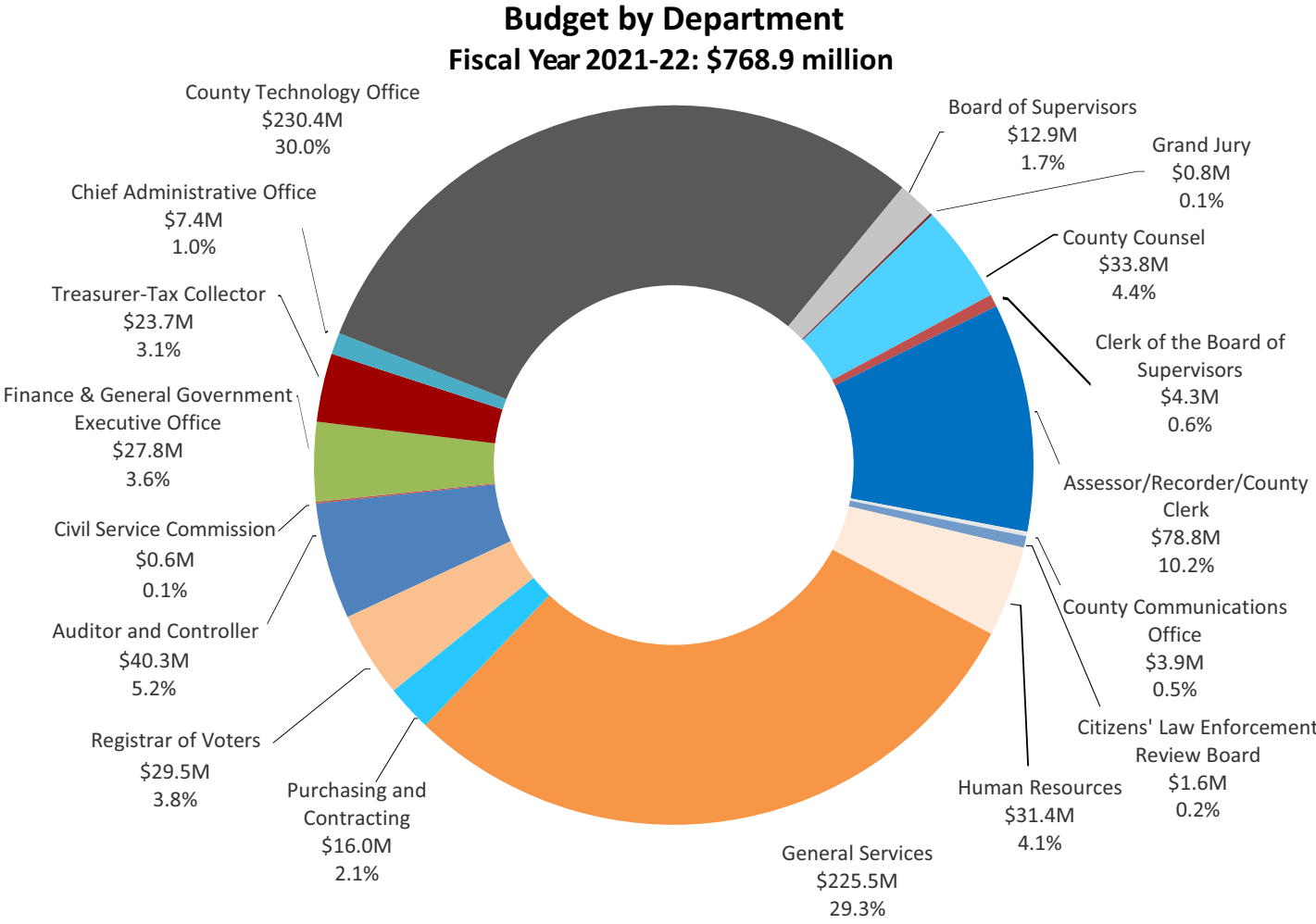
Finance & General Government Group at a Glance	383
.....	
Finance & General Government Group Summary & Executive Office	385
.....	
Board of Supervisors	393
.....	
Assessor/Recorder/County Clerk	399
.....	
Treasurer - Tax Collector	407
.....	
Chief Administrative Office	413
.....	
Auditor and Controller	419
.....	
Citizens' Law Enforcement Review Board	427
.....	
Civil Service Commission	433
.....	
Clerk of the Board of Supervisors	437
.....	
County Communications Office	441
.....	
County Counsel	447
.....	
County Technology Office	455
.....	
General Services	461
.....	
Grand Jury	469
.....	
Human Resources	473
.....	
Purchasing and Contracting	479
.....	
Registrar of Voters	485
.....	



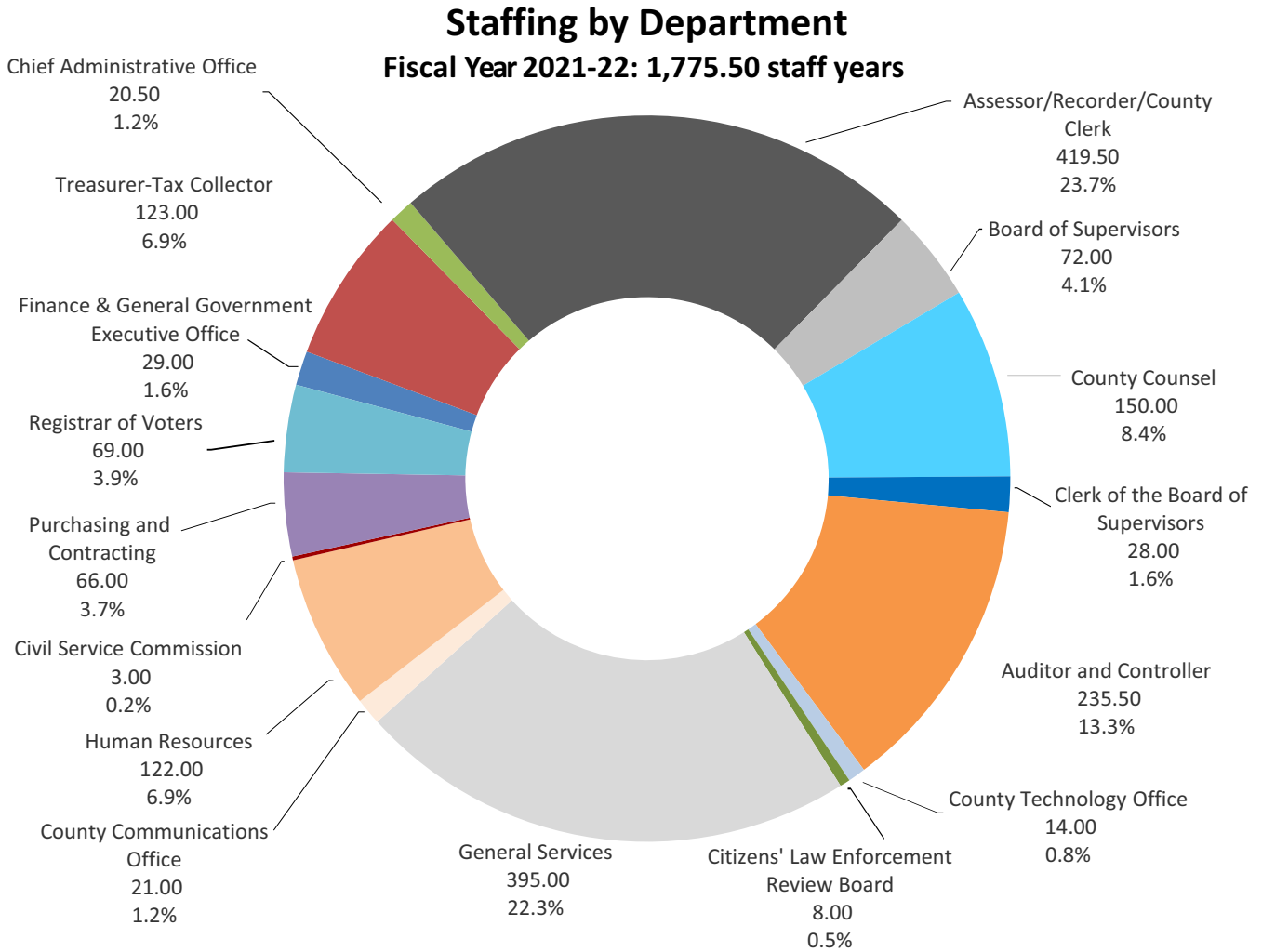


# Finance and General Government Group at a Glance

## Recommended Budget by Department



**Recommended Staffing by Department**



# 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, independent investigations of citizen complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers, 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*.
- ◆ Model the use of an equity and belonging lens in the design, decision making, and implementation in all that we do through the support of the Framework for the Future of San



Diego County, prioritizing racial justice, health equity, economic opportunity, environmental protection, community centered criminal justice, government transparency, and fundamental changes to County operations.

## 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
- ◆ Citizens' Law Enforcement Review Board
- ◆ 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 2021–23 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 (HHS).
- ◆ 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.

Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- ◆ In collaboration with County departments, support the expansion of electric vehicle (EV) usage by increasing EV charging infrastructure.



### 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.

- ◆ 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.

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.
- ◆ 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.
- ◆ Provide support to ensure the County moves the dial to create equitable opportunity for all residents through the Framework for the Future of San Diego County vision, which prioritizes racial justice, health equity, economic opportunity, environmental protection, community centered criminal justice, government transparency, and fundamental changes to County operations and the creation and implementation of the Budget Equity Tool.
- ◆ 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](http://www.sandiegocounty.gov/fg3)







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

### Staffing

Increase of 4.00 staff to improve financial communication and outreach efforts to enhance budget equity for the organization.

### Expenditures

Increase of \$2.8 million

- ◆ Salaries & Benefits—increase of \$1.1 million is due to staffing increases noted above, required contributions, and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$19.2 million primarily due to decrease in one-time IT projects upgrades for the County’s financial system and human resources system, offset by increases primarily for implementation of Community Choice Energy (CCE), support for the financial framework efforts, Integrated Property Tax System reporting, and operations and maintenance costs associated with the County Administration Center (CAC).
- ◆ Expenditure Transfer & Reimbursements—decrease of \$22.0 million associated with one-time 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 increase in expenditures.
- ◆ Operating Transfers Out—decrease of \$1.1 million due to one-time infrastructure charging projects in support of the Electric Vehicle expansion within the County. Electric Vehicle expansion costs are included in the County’s Capital section.

### Revenues

Increase of \$2.8 million

- ◆ Charges for Current Services—net increase of \$0.4 million in cost allocation plan revenues for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—increase of \$0.1 million in revenue from the Investor Relations Fund in support to carry out the Investor Relations program.
- ◆ Use of Fund Balance—increase of \$2.2 million, for a total budget of \$2.3 million in unassigned General Fund fund balance.
  - ◆ \$1.1 million for CCE.
  - ◆ \$0.7 million for Financial Framework support.
  - ◆ \$0.4 million for Integrated Property Tax System (IPTs) reporting.
  - ◆ \$0.1 million for one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue—net increase of \$0.1 million due to increases in staffing noted above, offset by decreases due to realignment of existing FY 2020–21 General Purpose Revenue within the Finance and General Government Group to sustain departmental enterprise functions.

## Recommended Executive Office Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$2.3 million primarily tied to reduction of one-time expenditures planned for Fiscal Year 2021–22.



Group Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Finance & General Government Executive Office	25.00	25.00	29.00	16.0	29.00
Board of Supervisors	57.00	60.00	72.00	20.0	72.00
Assessor / Recorder / County Clerk	419.50	419.50	419.50	0.0	419.50
Treasurer - Tax Collector	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	16.50	16.50	20.50	24.2	20.50
Auditor and Controller	238.50	236.50	235.50	(0.4)	235.50
Citizens' Law Enforcement Review Board	5.00	8.00	8.00	0.0	8.00
Civil Service Commission	4.00	3.00	3.00	0.0	3.00
Clerk of the Board of Supervisors	28.00	28.00	28.00	0.0	28.00
County Communications Office	23.00	21.00	21.00	0.0	21.00
County Counsel	147.00	148.00	150.00	1.4	150.00
County Technology Office	15.00	14.00	14.00	0.0	14.00
General Services	395.00	395.00	395.00	0.0	395.00
Grand Jury	1.00	—	—	0.0	—
Human Resources	123.00	122.00	122.00	0.0	122.00
Purchasing and Contracting	66.00	66.00	66.00	0.0	66.00
Registrar of Voters	69.00	69.00	69.00	0.0	69.00
<b>Total</b>	<b>1,755.50</b>	<b>1,754.50</b>	<b>1,775.50</b>	<b>1.2</b>	<b>1,775.50</b>





Group Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Finance & General Government Executive Office	\$ 28,197,805	\$ 24,992,141	\$ 27,797,530	11.2	\$ 25,523,607
Board of Supervisors	10,134,043	10,983,982	12,934,126	17.8	12,941,196
Assessor / Recorder / County Clerk	71,674,938	80,941,722	78,805,699	(2.6)	76,159,864
Treasurer - Tax Collector	23,339,921	23,385,913	23,721,025	1.4	23,619,134
Chief Administrative Office	5,921,870	10,817,050	7,422,629	(31.4)	6,887,084
Auditor and Controller	37,925,850	39,035,848	40,277,308	3.2	39,545,565
Citizens' Law Enforcement Review Board	986,564	1,501,491	1,559,269	3.8	1,553,213
Civil Service Commission	574,328	579,058	580,732	0.3	589,314
Clerk of the Board of Supervisors	4,281,744	4,174,085	4,283,346	2.6	4,265,803
County Communications Office	4,380,851	3,951,184	3,941,283	(0.3)	3,573,185
County Counsel	31,459,375	32,794,259	33,848,785	3.2	34,093,203
County Technology Office	203,922,455	232,849,060	230,445,546	(1.0)	206,313,970
General Services	235,201,244	224,961,718	225,517,608	0.2	225,391,467
Grand Jury	799,215	760,186	763,194	0.4	763,194
Human Resources	28,875,561	29,961,429	31,446,353	5.0	31,579,655
Purchasing and Contracting	15,694,139	15,943,055	16,038,678	0.6	15,663,142
Registrar of Voters	26,655,234	38,749,652	29,485,477	(23.9)	27,383,103
<b>Total</b>	<b>\$ 730,025,137</b>	<b>\$ 776,381,833</b>	<b>\$ 768,868,588</b>	<b>(1.0)</b>	<b>\$ 735,845,699</b>



Executive Office Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Finance & General Government Executive Office	12.00	12.00	14.00	16.7	14.00
Office of Financial Planning	13.00	13.00	15.00	15.4	15.00
<b>Total</b>	<b>25.00</b>	<b>25.00</b>	<b>29.00</b>	<b>16.0</b>	<b>29.00</b>

Executive Office Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Finance & General Government Executive Office	\$ 24,583,657	\$ 21,229,314	\$ 23,491,745	10.7	\$ 21,239,058
Office of Financial Planning	3,614,148	3,762,827	4,305,785	14.4	4,284,549
<b>Total</b>	<b>\$ 28,197,805</b>	<b>\$ 24,992,141</b>	<b>\$ 27,797,530</b>	<b>11.2</b>	<b>\$ 25,523,607</b>

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 5,091,374	\$ 5,298,998	\$ 6,445,147	21.6	\$ 6,400,866
Services & Supplies	20,106,431	40,573,143	21,352,383	(47.4)	19,122,741
Expenditure Transfer & Reimbursements	–	(22,000,000)	–	(100.0)	–
Operating Transfers Out	–	1,120,000	–	(100.0)	–
Management Reserves	3,000,000	–	–	0.0	–
<b>Total</b>	<b>\$ 28,197,805</b>	<b>\$ 24,992,141</b>	<b>\$ 27,797,530</b>	<b>11.2</b>	<b>\$ 25,523,607</b>





Executive Office Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 250,000	\$ 250,000	\$ 250,000	0.0	\$ 250,000
Intergovernmental Revenues	34,586	—	—	0.0	—
Charges For Current Services	1,668,563	1,176,550	1,614,137	37.2	1,614,137
Miscellaneous Revenues	—	—	80,000	—	80,000
Fund Balance Component Decreases	132,250	165,360	153,960	(6.9)	153,960
Use of Fund Balance	3,028,779	57,980	2,257,557	3,793.7	—
General Purpose Revenue Allocation	23,083,627	23,342,251	23,441,876	0.4	23,425,510
<b>Total</b>	<b>\$ 28,197,805</b>	<b>\$ 24,992,141</b>	<b>\$ 27,797,530</b>	<b>11.2</b>	<b>\$ 25,523,607</b>



# Board of Supervisors

## Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county.



## District 1

Vice Chair Nora Vargas represents more than 630,000 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.

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 Mesa, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Bay Terraces, Southcrest, Stockton, Sunset Cliffs and parts of Point Loma and parts of Downtown San Diego. The District includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

With the assistance of her dedicated staff, Vice Chair Vargas is working on her vision to build healthier and stronger communities throughout the county of San Diego by placing equity and inclusivity at the forefront for all County services, programs, and policies. With Vice Chair Vargas' leadership, the County of San Diego declared racism a public health crisis, providing the first step in working towards creating systemic change across all policies and programs of the County to address longstanding inequities.

With this vision to create stronger and healthier communities, Vice Chair Vargas' top priority is centered around mitigating the COVID-19 pandemic impacts and economic recovery. As Co-Chair of the COVID-19 Subcommittee, she has led initiatives to break down barriers and ensure that there is equitable access to information, resources, and the COVID-19 vaccines in all communities, especially those most impacted by the pandemic.

Vice Chair Vargas has also launched several initiatives to further support and uplift her communities. Through her Sustainable Initiative to Uplift Youth Boys and Men of Color, she seeks to break down the school to prison pipeline by creating strategies that address workforce development, education equity, juvenile justice, and the delivery of wraparound services and trauma support systems for young adults at highest risk.



Vice Chair Vargas understands that for our families to thrive there needs to be a holistic approach that focuses on meeting basic needs such as access to housing, food, childcare, etc. As such, among her top priorities are the creation and preservation of existing affordable housing, addressing issues of food insecurity, and increasing access to affordable quality healthcare. As a member of the Regional Task Force on the Homeless Continuum of Care Advisory Board of Directors, Vice Chair Vargas aims to support our most vulnerable population through a regional approach that optimizes wraparound services and removes barriers for access to resources.

As a strong advocate of environmental justice, Vice Chair Vargas has also launched a comprehensive environmental package that declared the Tijuana River Valley a public health crisis and through the creation of the South County Environmental Justice Taskforce, she will work collaboratively to address the trans-boundary pollution issues of trash, sediment, and sewage spills. Along with this environmental packet, creation of more open spaces and community gardens will also be a priority.

Having served as the President of the Southwestern College Governing Board, Vice Chair Vargas recognizes the importance of literacy especially in our youth and will be championing a literacy initiative that provides little libraries across her district to inspire our youth to read more.

Vice Chair Nora Vargas' leadership extends throughout the County, serving in numerous Boards including but not limited to the San Diego Association of Governments (SANDAG), San Diego County Air Pollution Control District, and San Diego Regional Airport Authority.

## District 2

Supervisor Joel Anderson is proud to represent the residents of San Diego County's 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 individuals who live in unincorporated communities, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many citizens depend on County government for nearly all local public services and have more contact with their County supervisor than in more urban districts.

Supervisor Anderson is laser-focused on developing solutions to priority issues, including:

- ◆ Bringing Jobs and Economic Prosperity to East County
- ◆ Addressing Homelessness with REAL solutions
- ◆ Building More and Affordable Housing
- ◆ Being Responsive to the Concerns of Every Resident Who Contacts His Office

He will serve the public by advancing policy requiring transparent County practices and a government that seeks the input of our informed and engaged citizenry. Supervisor Anderson will build on his experience in the State Legislature by continuing to work closely with the elected leaders of the incorporated cities located in the Second District (El Cajon, La Mesa, Lemon Grove, Poway, Santee and parts of San Diego). This action will include strengthening public safety and ensuring an effective response to COVID-19 and its impacts on small businesses. He will also work with rural fire agencies to improve wildfire prevention, emergency preparedness and response measures. Supervisor Anderson will help deliver important community projects, such as parks, ballfields and recreational opportunities, community centers and libraries, and road and infrastructure improvements to enhance the quality of life for his constituents in a fiscally responsible manner.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

## District 3

Supervisor Terra Lawson-Remer proudly represents the Third District, which spans Carmel Valley to Escondido to Del Mar and Encinitas. This set of neighborhoods consists of nearly 700,000 residents who are economically, ethnically, and generationally diverse.

The district includes 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.

As a third-generation San Diegan, Supervisor Lawson-Remer served as Senior Advisor in the Obama Administration developing environmental policies to cut pollution from oil drilling and mining. As an economist with the United Nations and World Bank, she worked around the world to create jobs, restart businesses, and generate economic activity after a crisis. As an educator and local Community College Advisory Board member, she teaches public policy and mentors disadvantaged students. And as a small businesswoman, Lawson-Remer understands firsthand the challenges facing the business community during the COVID-19 crisis. She led the effort to allocate \$30 million for San Diego small businesses on top of the \$48.8 million previously distributed.

Supervisor Lawson-Remer takes an evidence-based approach to the COVID-19 crisis. With strong partners and an effective team, she opened two new vaccination stations, a Super Station at the Del Mar Fair Grounds and a Vaccination Hub in downtown Escondido. Our county can only effectively restart our economy when we have a clear plan to protect public health, so our businesses and schools have the certainty they need to get back to work.

With a proven track-record of environmental leadership, Lawson-Remer has been instrumental in moving the county toward zero carbon emissions by 2035 and setting the framework for a bold County Climate Action Plan to fight climate change and create new economic opportunities for local businesses and workers. Reducing carbon emissions to zero will improve public health and quality of life, lower the burden of transportation costs on working families, and provide San Diegans with thousands of good-paying jobs — building the infrastructure that will propel the region into the future.

As a single mom, Supervisor Lawson-Remer knows the struggles of working parents. Childcare consumes 20% of the income of an average family with small children, three times the level con-





sidered affordable. Lawson-Remer is fighting to expand access to quality, affordable childcare and preschool education so working parents can earn a living.

Affordable Housing is an urgent priority that the County government must help address. The dire shortage of Affordable Housing affects us all--over the past decade we've built less than 20% of the housing stock needed for middle income and working class San Diegans, and face an equivalent shortfall for households below the poverty line. Addressing this crisis is a top priority for the District 3 Supervisor.

San Diego's beautiful beaches and coastlines are the heart of what makes this community such a special place. Supervisor Lawson-Remer will work with the municipalities in our County to build a 21st Century water system that uses cutting edge technologies to cost-effectively treat sewage and stormwater before it runs into our oceans.

Thousands of residents who have fallen on hard times desperately need services like CalFresh, MediCal, CalWorks, and Rental Assistance. Lawson-Remer will work to invest in proactive outreach efforts, so all eligible San Diegans receive the services and benefits they need. At the same time, San Diego County has a dire shortage of mental health facilities due to decades of underfunding. Supervisor Lawson-Remer is working to bolster mental health services by increasing the availability and improving the quality of both in-patient and outpatient treatment, so the members of our community in need can receive treatment instead of being locked-up or abandoned.

Racism has long been a stain on America's history. Structural racism continues today and it is our responsibility as Americans to fight to end racism in all aspects of our society, and fight for a community and a country where all people are treated with equal respect and dignity, and all children have an equal opportunity. This includes taking concrete steps towards meaningful reforms in the areas of education, jobs, policing, and more. In this vein, Supervisor Lawson-Remer is working to realign some public safety resources to fund unarmed crisis response teams of mental health workers, medical professionals and other trained specialists to respond to non-violent 911 calls for service, instead of treating all calls with a militarized response, so we can avoid tragic and unnecessary confrontations and ensure our communities get the services we need.

## District 4

Nathan Fletcher is Chair of the San Diego County Board of Supervisors and represents the Fourth Supervisorial District. In 2021, Chair Fletcher is leading a new group of Supervisors, with more progressive values. He is leading the effort to confront COVID-19 countywide and ensure we build back better through the recovery. He is also focused on transforming our approach to behavioral health, making substantial investment in our mental health

and drug treatment programs. A committed environmentalist, Chair Fletcher uses his position on the California Air Resources Board, Board of Supervisors and as Chair of the Metropolitan Transit System to ensure we tackle climate change and work to ensure environmental justice.

The Fourth District is celebrated as the most ethnically diverse district in the County. Chair Fletcher is working to create a Framework for the Future of San Diego County. His Framework prioritizes communities and populations in San Diego that have been historically left behind. Through this Framework, Chair Fletcher is fighting for: racial justice, health equity, economic opportunity, environmental protection, community-centered criminal justice, government transparency, and fundamental changes to county operations.

The Fourth District is about 100 square miles and its boundaries extend north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The 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, Jambucha 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 visit [www.SupervisorNathanFletcher.com](http://www.SupervisorNathanFletcher.com).

## District 5

Supervisor Jim Desmond represents the Fifth District, which 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 effec-

tive 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. Supervisor Desmond is also the Vice-Chair of LAFCO (Local Agency Formation Commissions) and a Board member of S.O.N.G.S (San Onofre Nuclear Generating Station).

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](http://www.sandiegocounty.gov/general/bos.html)





## Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Board of Supervisors District 1	9.00	10.00	14.00	40.0	14.00
Board of Supervisors District 2	11.00	11.00	14.00	27.3	14.00
Board of Supervisors District 3	11.00	11.00	14.00	27.3	14.00
Board of Supervisors District 4	11.00	13.00	14.00	7.7	14.00
Board of Supervisors District 5	13.00	13.00	14.00	7.7	14.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
<b>Total</b>	<b>57.00</b>	<b>60.00</b>	<b>72.00</b>	<b>20.0</b>	<b>72.00</b>

## Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Board of Supervisors District 1	\$ 1,706,129	\$ 1,962,208	\$ 2,495,446	27.2	\$ 2,497,516
Board of Supervisors District 2	1,866,931	1,925,000	2,025,000	5.2	2,025,000
Board of Supervisors District 3	1,562,389	1,562,389	2,496,094	59.8	2,489,598
Board of Supervisors District 4	1,866,931	2,286,174	2,500,000	9.4	2,504,756
Board of Supervisors District 5	1,866,931	1,939,438	2,500,000	28.9	2,506,076
Board of Supervisors General Offices	1,264,732	1,308,773	917,586	(29.9)	918,250
<b>Total</b>	<b>\$ 10,134,043</b>	<b>\$ 10,983,982</b>	<b>\$ 12,934,126</b>	<b>17.8</b>	<b>\$ 12,941,196</b>

## Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 8,829,161	\$ 9,575,861	\$ 11,380,693	18.8	\$ 11,393,751
Services & Supplies	1,304,882	1,408,121	1,553,433	10.3	1,547,445
<b>Total</b>	<b>\$ 10,134,043</b>	<b>\$ 10,983,982</b>	<b>\$ 12,934,126</b>	<b>17.8</b>	<b>\$ 12,941,196</b>



Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Fund Balance Component Decreases	\$ 269,058	\$ 295,584	\$ 291,976	(1.2)	\$ 291,976
Use of Fund Balance	58,612	117,224	117,224	0.0	—
General Purpose Revenue Allocation	9,806,373	10,571,174	12,524,926	18.5	12,649,220
<b>Total</b>	<b>\$ 10,134,043</b>	<b>\$ 10,983,982</b>	<b>\$ 12,934,126</b>	<b>17.8</b>	<b>\$ 12,941,196</b>



# Assessor/Recorder/County Clerk

## Mission Statement

To provide prompt and courteous customer service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public. To educate the public in all the department's programs and provide our services with maximum transparency and consideration.



## Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by California Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. In addition, the Recorder maintains and provides certified copies of vital records, including birth, death and public marriage certificates. The County Clerk is mandated by California Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and to record and provide certified copies of confidential marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/ County Clerk (ARCC) has 419.50 staff years and a budget of \$78.8 million.

## 2020–21 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% (120,742) of mandated assessments culminating in the Fiscal Year 2021-22 Assessment Roll by June 30, 2021.
  - Ensured 100% (135) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations.
  - Implemented Proposition 19, approved by voters on November 3, 2020. This new law expands the base value transfer programs for seniors, disabled persons, and disaster survivors, effective April 1, 2021, while diminishing the parent/child and grandparent/grandchild exclusions from reassessment, effective February 16, 2021.
  - Increased the number of qualified disabled veterans and their surviving spouses for the disabled veterans' exemption. Over 11,000 have been qualified, saving them over \$16.5 million annually in property taxes.
  - Awarded and implemented a multi-year contract for microfilm conversion, digitization, and polysulfide treatment services for over 21,000 acetate-based microfilm rolls and over 17,000 polyester-based microfilm rolls containing historical official records. Forty percent (40%) of the polyester-based microfilm rolls have received polysulfide

### 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.

treatment. Ten percent (10%) of the acetate-based rolls have been duplicated and an additional 5% have been digitized.

- Completed the installation of specialized flat file shelving in the County Archives for the Recorder Map Collection (approximately 170,000 map sheets). A total of 438 additional flat files were installed into the existing Eclipse high-density mobile system carriages to ensure that the Recorder Map Collection is housed and stored as per archival best practices.
- Arranged, described, and rehoused 3% of the Recorder Map Collection (approximately 170,000 sheets in total) in the County Archives to acid-free, oversized map folders in custom-built high density mobile compact shelving with flat files, which is less than the goal of 25%. During the process, the need to develop a historical key that details the map information was identified. Resolution to this issue will ensure that future generations will understand the Recorder’s information documented on the map and in the grantor/grantee index. Working through the issue was time consuming and the process is continued into Fiscal Year 2021-22.
- Released a Request for Proposals to select an archival Collections Management System (CMS) for the County Archives through a competitive solicitation process. The CMS will support automating and encoding the processing, description and management of archival collections and cataloging, thereby enhancing access to customers.
- Delayed the digitization and preservation project for the historic birth, death, and marriage records in the County Archives due to operational impacts caused by the COVID-19 pandemic. This project will be revisited in the future.
- Published collection-level descriptions for all County Archives records on the Online Archive of California (OAC), including for the Recorder Map Collection and Recorder Official Records. The OAC provides public access to detailed descriptions of primary resource collections maintained by over 200 contributing institutions, including the San Diego County Archives.
- Completed the transfer of approximately 1,500 cubic ft. of Recorder/Clerk records with permanent retention from off-site storage to the County Archives.

- 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examined and processed 97.8% (771,790 of 789,151) of documents submitted for eRecording within three hours of receipt to provide the customer 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, 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. Implemented functionality for change in title and document processing.
  - Completed business process reengineering which identified and prioritized online forms and recommended solutions to streamline processes to better serve the public. Forms frequently used by the public will be enhanced by leveraging the latest technology in online form processing and electronic signature technology.
  - Completed installation of Commercial and Industrial (C&I) software 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.
  - Completed Phase 2 implementation 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.



### 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.





- Presented and reviewed the Business Impact Analysis recommendations to the business owners and developed a plan to implement those that will produce the best efficiencies and staff utilization.
- Implemented a Records Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record.
- Delayed the increase to 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, due to operational impacts caused by COVID-19 pandemic.
- Implemented the kiosk functionalities for marriage and fictitious business name statements which allowed customers to complete applications online. This allows for the department to meet customer needs in a timely and efficient manner and reduce wait times to complete the processing of applications.
- Redesigned and upgraded the home page for the public-facing website to include language translation and user-friendly on-line navigating features to better inform the public.
- Reprioritized the upgrade of internal SharePoint website to meet County guidelines for continuation into Fiscal Year 2021-22. This will leverage new features to enhance our applications.
- Implemented email eCommerce solution to expedite requests from customers by offering the option to receive copies of Official Records and Fictitious Business Names electronically.
- Completed the Chula Vista Branch Office 2nd Floor remodel and roof replacement project.
- 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 95%.
  - Established 10 more community educational partners as part of the office's outreach network and provided 50 educational presentations in the community.
  - Increased 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
  - Completed a customer service focused training within six months of their hire date for 82% of new employees.
  - Upgraded Recorder/County Clerk Training Center to improve employee experience by providing sit/stand stations for staff.
- Remodeled Chula Vista Branch Office 1st Floor to increase the number of customer service counters while employing larger work areas and installing sit/stand stations for improved employee ergonomics.
- Developed and implemented an onboarding orientation for new staff which provided a broader introduction to County department management, culture, functions, and mission objectives.
- Implemented 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.
- Implemented teleworking solution that allows staff to work remotely on department functions and Call Center activities through the COVID-19 pandemic.

## 2021–23 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 mandated assessments culminating in the Fiscal Year 2022-23 Assessment Roll by June 30, 2022.
  - 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 their surviving spouses for the Disabled Veterans' Exemption to over 11,750 and save them an additional \$1.0 million annually in property taxes.
  - Arrange, describe, and rehouse approximately 16,000 pages per year of the map collection in the County Archives to acid-free, oversized map folders in custom-built high density mobile compact shelving. As of June 2021, the map collection totaled approximately 170,000 sheets. The number of pages increases annually based on new map recordings. 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 with perforated shelving to facilitate increased ventilation and prevent the degradation of documents stored around them.



- Award and implement an archival Collections Management System (CMS) for the County Archives to support automating and encoding the processing and description of collections, cataloging, and managing, thereby enhancing access to customers.
- Complete the transfer and change in custody of the County Microfilm Collection (approximately 45,000 microfilm rolls) from Records Services Vault to the County Archives.
- Award and implement a contract through a Request for Proposals for the indexing of documents from 1936-1969 and the import of related images to the County of San Diego recording system.



### 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, complete the design, development, testing, and implementation of the Integrated Prop-

erty Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.

- 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.
- Continue to update the public-facing website to include instructional videos for the regular services provided, online forms, and a chatbot solution that incorporates and complements current Call Centers' activities.
- Upgrade the internal SharePoint websites to meet County guidelines and leverage new features to enhance our applications.
- 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 75% of new employees complete a customer service focused training within six months of their hire date.
  - Provide advancement opportunities for Recorder/County Clerk staff by reorganizing Recorder/County Clerk structure and creating a multifunctional, multi-generational modern workforce across the department.
  - Develop a permanent teleworking option that provides staff to work efficiently from home on department functions including: eRecording, index and verification of documents, and Call Center activities. This solution also meets Business Continuity requirements by providing an alternate employee worksite as needed.

### Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

- ◆ <https://arcc.sdcounty.ca.gov>









Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Mandated assessments completed by close of annual tax roll <sup>1</sup>	100% of 182,060	100%	100% of 120,742	100%	100%
	Appraiser/audit staff current on all required training <sup>2</sup>	100% of 124	100%	100% of 135	100%	100%
	Satisfactory customer service rating <sup>3</sup>	97%	95%	95%	95%	95%
	Examine and process all documents submitted for eRecording within three hours of receipt <sup>4</sup>	97.1% of 504,085	96%	97.8% of 789,151	96%	96%
	Review of parcels designated as Proposition 8 eligible <sup>5</sup>	100%	100%	100%	100%	100%

Table Notes

- <sup>1</sup> Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.
- <sup>2</sup> Measures the 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.
- <sup>3</sup> The customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.
- <sup>4</sup> Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.
- <sup>5</sup> Review of parcels designated as Proposition 8 eligible provides fair assessment to both County of San Diego and Taxpayers. This is a new measure effective Fiscal Year 2019-20.

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

### Staffing

No significant changes.

### Expenditures

Net decrease of \$2.1 million

- ◆ Salaries & Benefits—increase of \$1.3 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$3.3 million primarily due to completion of contracted services for the restoration and preservation of official records and major maintenance costs for tenant improvements and replacement of the roof and HVAC at the Chula Vista branch.

- ◆ Capital Assets Equipment—decrease of \$0.1 million due to the completion of the specialized flat file shelving installation offset by planned purchase of a generator for the County Archives.

### Revenues

Net decrease of \$2.1 million

- ◆ Licenses, Permits and Franchises—net decrease of \$0.1 million due to reduced number of marriage licenses issued.
- ◆ Charges for Current Services—net decrease of \$1.1 million
  - ◆ Increase of \$4.2 million in Recording Document and Duplicating and Filing fees due to the continued strong real estate market in refinancing homes and businesses.



- ❖ Decrease of \$2.9 million in Recorder Trust Fund revenues due to completed award and implementation of the microfilm conversion, digitization and polysulfide treatment services and major maintenance projects noted above.
- ❖ Decrease of \$1.0 million in Recording Fees due to reduced number of vital certificates issued.
- ❖ Decrease of \$0.9 million in Property Tax Administration Program Trust Fund due to the completion of the major maintenance projects noted above.
- ❖ Decrease of \$0.4 million in Filing Documents and Notary Public Fees due to reduced number of filings.
- ❖ Decrease of \$0.1 million in Marriage Ceremony Fees due to reduced number of ceremonies performed.

- ❖ Use of Fund Balance—decrease of \$0.2 million for a total budget of \$0.9 million in unassigned General Fund fund balance due to negotiated labor agreements.
- ❖ General Purpose Revenue Allocation—net decrease of \$0.7 million primarily due to increases in program revenues to offset operational costs.

### Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$2.6 million primarily from reduced costs due to anticipated completion of software and contract costs associated with the Archives Collection Management System, redaction of official records, and major maintenance costs for facility improvements at the San Marcos branch, offset by increases in contract costs associated with Integrated Recorder/Clerk System.





## Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Property Valuation ID	273.75	273.75	267.75	(2.2)	267.75
Recorder / County Clerk	117.75	117.75	120.75	2.5	120.75
Management Support	28.00	28.00	31.00	10.7	31.00
<b>Total</b>	<b>419.50</b>	<b>419.50</b>	<b>419.50</b>	<b>0.0</b>	<b>419.50</b>

## Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Property Valuation ID	\$ 41,498,509	\$ 44,480,647	\$ 43,520,470	(2.2)	\$ 43,979,487
Recorder / County Clerk	23,954,590	29,541,377	27,413,775	(7.2)	25,146,863
Management Support	6,221,839	6,919,698	7,871,454	13.8	7,033,514
<b>Total</b>	<b>\$ 71,674,938</b>	<b>\$ 80,941,722</b>	<b>\$ 78,805,699</b>	<b>(2.6)</b>	<b>\$ 76,159,864</b>

## Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 49,404,205	\$ 53,031,544	\$ 54,370,287	2.5	\$ 54,270,490
Services & Supplies	22,120,733	27,360,178	24,010,412	(12.2)	21,774,374
Capital Assets Equipment	150,000	550,000	425,000	(22.7)	115,000
<b>Total</b>	<b>\$ 71,674,938</b>	<b>\$ 80,941,722</b>	<b>\$ 78,805,699</b>	<b>(2.6)</b>	<b>\$ 76,159,864</b>

## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 1,000,000	\$ 900,000	\$ 800,000	(11.1)	\$ 800,000
Charges For Current Services	42,464,364	49,412,808	48,303,696	(2.2)	45,757,658
Fund Balance Component Decreases	1,774,531	1,544,717	1,539,701	(0.3)	1,539,701
Use of Fund Balance	750,438	1,100,876	900,876	(18.2)	—
General Purpose Revenue Allocation	25,685,605	27,983,321	27,261,426	(2.6)	28,062,505
<b>Total</b>	<b>\$ 71,674,938</b>	<b>\$ 80,941,722</b>	<b>\$ 78,805,699</b>	<b>(2.6)</b>	<b>\$ 76,159,864</b>





# Treasurer - Tax Collector

## Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

## Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by state law and the County Charter. These duties include banking, investment, disbursement and accountability for up to \$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 \$23.7 million.



- 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 annually including Fraud Prevention & Ethics, Cash Handling, Municipal Debt and Investment/Financial Management.
- Maintained a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
- 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 IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Initiated the upgrade of the remittance payment processing environment 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. Full implementation is expected in December 2021.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieved a customer satisfaction rating of 4.46 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

### 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.

## 2020–21 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.

- Broadened the Countywide base of employees who are planning for financial security during retirement.
  - ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 51.0% of eligible County employees through June 30, 2021.
  - ◆ Achieved an average participant contribution in the Deferred Compensation 457 Plan of \$195 per pay period by June 30, 2021.
  - ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2021.
  - ◆ Expanded the knowledge and skills in fiscal controls by newly training 120 cash handlers in the County and other government entities by June 30, 2021.

- 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, 2022, and achieve rate of 51.5% through June 30, 2023.
    - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$190 per pay period by June 30, 2022, and maintain the participant contribution at \$195 through June 30, 2023.
    - ◆ 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, 2022, and training another 120 new cash handlers by June 30, 2023.

## 2021–23 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

## Related Links

For more information about the Treasurer-Tax Collector, refer to the website at:

- ◆ [www.sdttc.com](http://www.sdttc.com)






Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Secured Taxes Collected (% of total) <sup>1</sup>	98.7%	98.5%	98.5%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) <sup>1</sup>	97.0%	97.0%	97.0%	97.0%	97.0%
	The Investment Pool met the liquidity needs of participants (Y/N) <sup>2</sup>	YES	YES	YES	YES	YES
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) <sup>3</sup>	4.57	4.70	4.46	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period	\$182	\$190	\$195	\$190	\$195
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	50.7%	51.0%	51.0%	51.0%	51.5%
	Number of newly trained Cash Handlers for the County and other government entities <sup>4</sup>	219	120	120	120	120

Table Notes

- <sup>1</sup> With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.
- <sup>2</sup> The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- <sup>3</sup> The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- <sup>4</sup> The Treasurer-Tax Collector typically hosts at least one Cash Handler training class per year.

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

### Staffing

- ◆ No change in staffing

### Expenditures

Net increase of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.1 primarily due to completion of one-time facility projects and alignment of anticipated contracted services.

### Revenues

Net increase of \$0.3 million

- ◆ Charges for Current Services—net increase of \$0.1 million primarily due to increases in AB 2890 revenue and Collection Fees for Administrative Costs, offset by decrease in Property Tax System Administrative Fees.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million primarily due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.



## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.







## Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Treasury	21.00	21.00	21.00	0.0	21.00
Deferred Compensation	3.00	4.00	4.00	0.0	4.00
Tax Collection	82.00	82.00	82.00	0.0	82.00
Administration - Treasurer / Tax Collector	17.00	16.00	16.00	0.0	16.00
<b>Total</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>	<b>0.0</b>	<b>123.00</b>

## Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Treasury	\$ 6,058,752	\$ 6,058,278	\$ 6,218,544	2.6	\$ 6,284,304
Deferred Compensation	569,695	622,524	631,977	1.5	643,983
Tax Collection	12,165,347	12,319,639	12,452,234	1.1	12,624,947
Administration - Treasurer / Tax Collector	4,546,127	4,385,472	4,418,270	0.7	4,065,900
<b>Total</b>	<b>\$ 23,339,921</b>	<b>\$ 23,385,913</b>	<b>\$ 23,721,025</b>	<b>1.4</b>	<b>\$ 23,619,134</b>

## Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 14,157,915	\$ 14,912,904	\$ 15,358,655	3.0	\$ 15,364,186
Services & Supplies	9,182,006	8,473,009	8,362,370	(1.3)	8,254,948
<b>Total</b>	<b>\$ 23,339,921</b>	<b>\$ 23,385,913</b>	<b>\$ 23,721,025</b>	<b>1.4</b>	<b>\$ 23,619,134</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Fines, Forfeitures & Penalties	\$ 620,150	\$ 620,150	\$ 644,150	3.9	\$ 644,150
Charges For Current Services	15,170,223	14,696,432	14,832,172	0.9	14,832,172
Miscellaneous Revenues	500,000	500,000	500,000	0.0	500,000
Fund Balance Component Decreases	255,127	441,145	441,145	0.0	441,145
Use of Fund Balance	142,658	285,316	285,316	0.0	—
General Purpose Revenue Allocation	6,651,763	6,842,870	7,018,242	2.6	7,201,667
<b>Total</b>	<b>\$ 23,339,921</b>	<b>\$ 23,385,913</b>	<b>\$ 23,721,025</b>	<b>1.4</b>	<b>\$ 23,619,134</b>



# Chief Administrative Office

## Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents’ needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

## Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County’s overall mission, goals and objectives through the County’s 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 four units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer, the Office of Ethics & Compliance, the Office of Strategy and Intergovernmental Affairs and the Office of Equity and Racial Justice.

To ensure these critical services are provided, the Chief Administrative Office has 20.50 staff years and a budget of \$7.4 million.



- Provided oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
- Modeled ethical courage by always doing the right thing and acting in the best interests of all.
- Conducted at least 25 trainings, workshops, or presentations on ethics and compliance across departments.
- Expanded existing means of communicating the County’s Code of Ethics to ensure a consistent and deep understanding of ethics across the enterprise.
- 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.
- Promoted transparency in fiscal reporting and audits.
- Strengthened and promoted positive human relations, respect, dignity, and the integrity of every individual in the community.
- 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.
  - Reviewed State and Federal legislative proposals that could have an operational impact to programs and services the County provides residents.
  - Continued to actively seek out and engage in legislation that promotes equitable access to services for the entire region as well as funding to provide needed programs.
  - Oversaw 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

### 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.

## 2020–21 Anticipated Accomplishments



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise

- Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
- Continued 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
  - Continued 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 toward 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
  - Sustained government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue carry out the County’s mission.
  - Championed the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Council.
  - Championed employee wellness activities to ensure team members thrive.

- Regularly communicate and discuss the importance of the County’s Statement of Values to ensure a consistent and deep understanding of serving our community.
- Promote the principles of transparency and open government throughout the enterprise through a culture of community participation, transparent reporting, contracting and auditing.
- Strengthen and promote positive human relations, respect, dignity and the integrity of every individual in the community.
- Model the use of an equity and belonging lens in the design, decision making, and implementation in all that we do.
- 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 and Federal legislative proposals that could have an operational impact to programs and services the County provides residents.
  - Actively seek out and engage in legislation that promotes an equitable access to services for the entire region as well as funding to provide needed programs.
  - Oversee operations to ensure program needs are met and specific outcomes are achieved.
  - Develop and implement a budget model that ensures the equitable distribution of resources to the communities we serve.
- 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 toward ensuring a positive customer experience.
  - Incorporate Language Access Services into the day to day operations of the countywide enterprise through trainings and increased availability of resources for staff and residents.

## 2021–23 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 Framework for the Future vision by engaging the community, strengthening existing services, and serving for results.
  - 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.





- 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 carry out the County's mission.
  - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Council.
  - Instill equity, inclusion and belonging as a core principle in the County's values, mission, vision, strategic plan, and overall culture.

- Champion employee wellness activities to ensure team members thrive.

## Related Links

For additional information about the Chief Administrative Office, refer to the website at:

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

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

### Staffing

Increase of 4.00 staff years

- ◆ Increase of 4.00 staff years tied to staffing of the Office of Equity and Racial Justice (OERJ).

### Expenditures

Net decrease of \$3.4 million

- ◆ Salaries & Benefits—increase of \$0.7 million due to required retirement contributions and negotiated labor agreements and the resources to support staffing tied to the establishment of the Office of Equity and Racial Justice.
- ◆ Services & Supplies—decrease of \$4.1 million due to the removal of one-time costs associated with the establishment of the Office of Equity and Racial Justice (\$4.6 million) offset by increases in OERJ in support of the Uplift Boys and Men of Color initiative (\$0.5 million).

## Revenues

Net decrease of \$3.4 million

- ◆ Charges for Current Service—decrease of \$0.1 million in cost allocation plan revenues for reimbursement of administrative services provided to other County departments.
- ◆ Use of Fund Balance—decrease of \$4.5 million for a total budget of \$0.5 million in unassigned General Fund fund balance tied to support of the Uplift Boys and Men of Color initiative in the Office of Equity and Racial Justice.
- ◆ General Purpose Revenue Allocation—increase of \$1.2 million primarily due to funding of the Office of Equity and Racial Justice.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.5 million due to the reduction of one-time costs associated with the Uplift Boys and Men of Color initiative.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Executive Office	7.00	7.00	7.00	0.0	7.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Office of Ethics & Compliance	5.00	5.00	5.00	0.0	5.00
Office of Equity and Racial Justice	—	—	4.00	—	4.00
<b>Total</b>	<b>16.50</b>	<b>16.50</b>	<b>20.50</b>	<b>24.2</b>	<b>20.50</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Executive Office	\$ 2,493,902	\$ 2,344,490	\$ 2,360,683	0.7	\$ 2,316,635
Office of Intergovernmental Affairs	1,583,225	1,604,499	1,584,242	(1.3)	1,586,176
County Memberships and Audit	765,313	765,313	751,499	(1.8)	751,499
Office of Ethics & Compliance	1,079,430	1,102,748	1,126,205	2.1	1,131,724
Office of Equity and Racial Justice	—	5,000,000	1,600,000	(68.0)	1,101,050
<b>Total</b>	<b>\$ 5,921,870</b>	<b>\$ 10,817,050</b>	<b>\$ 7,422,629</b>	<b>(31.4)</b>	<b>\$ 6,887,084</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,796,057	\$ 3,935,122	\$ 4,638,176	17.9	\$ 4,602,631
Services & Supplies	2,125,813	6,881,928	2,784,453	(59.5)	2,284,453
<b>Total</b>	<b>\$ 5,921,870</b>	<b>\$ 10,817,050</b>	<b>\$ 7,422,629</b>	<b>(31.4)</b>	<b>\$ 6,887,084</b>





## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 202,067	\$ 234,933	\$ 141,705	(39.7)	\$ 141,705
Fund Balance Component Decreases	106,116	119,408	108,884	(8.8)	108,884
Use of Fund Balance	276,713	5,053,426	553,426	(89.0)	—
General Purpose Revenue Allocation	5,336,974	5,409,283	6,618,614	22.4	6,636,495
<b>Total</b>	<b>\$ 5,921,870</b>	<b>\$ 10,817,050</b>	<b>\$ 7,422,629</b>	<b>(31.4)</b>	<b>\$ 6,887,084</b>







# Auditor and Controller

## Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

## Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, continuous improvement and innovation, the Auditor and Controller (A&C) has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides the reports necessary to manage County operations. The department furnishes customer-focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer and advances the goals and visions of the Board using the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost-effective audit services. Finally, the department provides cost-effective and efficient professional collections and accounts receivable management services to maximize the recovery of monies due to the County and to victims of crime. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.

To ensure these critical services are provided, the A&C has 235.50 staff years and a budget of \$40.3 million.



## 2020–21 Anticipated Accomplishments

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Validated 100% (60) 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.
  - Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (10) 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 continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTX). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Achieved a recovery rate (total dollars collected/total available accounts receivable) of 5.25%, which was below the goal of 6.75%. This measure represents effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). The recovery percentage was impacted by various regulations, which eliminated the collection of certain debts related to adult offenders and eliminated collection efforts on some health and human services referrals. Also, due to the COVID-19 pandemic, all involuntary collections and tax intercepts were suspended by the California Department of Social Services, which resulted in a decrease in collections. ORR worked with

### 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.

debtors who were unable to make monthly payments, which also resulted in reduced collections from voluntary payments.

- Successfully transitioned the Office of Revenue and Recovery (ORR) onto the new enterprise cashing system. The new system facilitates reconciliation and allows for payment processing via multiple and varied workstation types. These enhancements eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution is 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.
- Achieved a success/quality rate of 91% (77,913 of 85,858 requests) in obtaining Telephone Consumer Protection Act (TCPA) customer consents in the ORR, allowing the department to make calls using a pre-recorded voice or send Short Message Service (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 64% (\$19,846 of \$31,229) 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, which 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. In addition to the delay in claims being processed at the SCO, a California law that took effect on January 1, 2020 now allows the SCO to automatically pay out many types of unclaimed properties held in the name of the County without the County needing to submit claim paperwork.
- Continued to 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. Project activities are progressing as planned with the requirements document, system design document and project management plan all being completed.
- Continued to 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 appli-

cation support. Project activities have progressed as planned with the requirements documents, system design document and project management plan were all being completed.

- Submitted 100% (1,377) 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% (275,680) 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.
- Earned 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 Comprehensive Annual Financial Report 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 contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.
- Continued to assist the County's COVID-19 Emergency Operation Center (EOC) Financial Team and departments in tracking and reporting COVID-19 expenditures eligible for reimbursement by Coronavirus Relief Fund (CRF) and Federal Emergency Management Agency (FEMA).
- Continued to develop and implement policies, procedures, and processes for the new lease accounting and reporting as required by Governmental Accounting Standards Board (GASB) Statement 87. Project activities progressed as planned, which included researching the procurement of a software program to manage the County's leases and conducting vendor demonstrations.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued steps to 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.

- Provided ongoing customer service training to all A&C staff to enhance customer service skills and techniques.

## 2021–23 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, complete 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 6.25%. 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.
  - Implement an E-Commerce solution to replace the current online payment portal with an online payment application which will also allow for the scheduling and processing of recurring payments. This solution will also integrate with the ORR's current Interactive Voice Response (IVR) system and enhance customer service by offering agent assisted payments as well as agentless payments.
  - 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.
- 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, 2020, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2021. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.
- Continue to assist the County's COVID-19 Emergency Operation Center (EOC) Financial Team and departments in tracking and reporting COVID-19 expenditures eligible for reimbursement by Coronavirus Relief Fund (CRF), Federal Emergency Management Agency (FEMA), and American Rescue Plan Act (ARPA).
- Develop and implement policies, procedures, and processes for the new lease accounting and reporting as required by GASB Statement 87. This includes procurement of a software program to manage the County's leases.



## AUDITOR AND CONTROLLER

- Strengthen our customer service culture to ensure a positive customer experience
  - Upgrade the A&C's ORR collection management 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](http://www.sandiegocounty.gov/auditor)

Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Processing - County invoices processed within five days of receipt from departments	100% of 275,680	100%	100% of 275,680	100%	100%
Reporting - Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,347	100%	100% of 1,377	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 <sup>1</sup>	100% of 73	100%	100% of 60	100%	100%
Collections - Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) <sup>2</sup>	7.28%	6.75%	5.25%	6.25%	6.25%

#### Table Notes

<sup>1</sup> This measure reflects that Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

<sup>2</sup> This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

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

### Staffing

Decrease of 1.00 staff year due to realignment of operational needs in the Office of Equity & Racial Justice to support enterprise priorities.

### Expenditures

Net increase of \$1.2 million

- Salaries & Benefits—net increase of \$0.5 million as a result of required retirement contributions and negotiated labor agreements.





- ◆ Services & Supplies—increase of \$0.7 million as a result of one-time costs associated with a new lease asset inventory system, a payroll benefit automation project, and work associated with the California Statewide Automated Welfare System (CalSAWS) replacement for CalWin.

## Revenues

Net increase of \$1.2 million

- ◆ Charges for Current Services—increase of \$0.1 million in revenue related to Property Tax administration costs.
- ◆ Use of Fund Balance—net increase of \$0.7 million for a total budget of \$1.2 million in unassigned General Fund fund balance.
  - ◆ \$0.5 million for funding for negotiated labor agreements.
  - ◆ \$0.5 million for funding of a new lease asset inventory system.

- ◆ \$0.1 million for funding for a payroll benefit automation project.
- ◆ \$0.1 million for funding for work associated with the CalSAWS replacement for CalWIN.
- ◆ General Purpose Revenue Allocation—net increase of \$0.4 million primarily due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.7 million is primarily due to the elimination of one-time expenditures planned for Fiscal Year 2021–22.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	100.00	99.00	99.00	0.0	99.00
Revenue and Recovery	97.50	96.00	94.00	(2.1)	94.00
Administration	15.00	15.50	15.50	0.0	15.50
Information Technology Mgmt Services	11.00	11.00	12.00	9.1	12.00
<b>Total</b>	<b>238.50</b>	<b>236.50</b>	<b>235.50</b>	<b>(0.4)</b>	<b>235.50</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Audits	\$ 2,800,908	\$ 2,816,571	\$ 2,961,903	5.2	\$ 2,992,482
Controller Division	13,023,071	13,289,414	14,914,669	12.2	14,597,507
Revenue and Recovery	10,645,487	10,505,664	10,987,307	4.6	11,042,415
Administration	3,586,323	4,395,399	3,536,642	(19.5)	3,020,962
Information Technology Mgmt Services	7,870,061	8,028,800	7,876,787	(1.9)	7,892,199
<b>Total</b>	<b>\$ 37,925,850</b>	<b>\$ 39,035,848</b>	<b>\$ 40,277,308</b>	<b>3.2</b>	<b>\$ 39,545,565</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 27,089,116	\$ 28,357,054	\$ 28,924,128	2.0	\$ 28,908,884
Services & Supplies	10,976,974	10,843,552	11,517,938	6.2	10,801,439
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	24,518	—	—	0.0	—
<b>Total</b>	<b>\$ 37,925,850</b>	<b>\$ 39,035,848</b>	<b>\$ 40,277,308</b>	<b>3.2</b>	<b>\$ 39,545,565</b>





## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 6,629,942	\$ 6,480,068	\$ 6,536,452	0.9	\$ 6,536,452
Miscellaneous Revenues	220,000	220,000	220,000	0.0	220,000
Fund Balance Component Decreases	868,867	821,830	821,830	0.0	821,830
Use of Fund Balance	270,964	541,928	1,241,928	129.2	—
General Purpose Revenue Allocation	29,936,077	30,972,022	31,457,098	1.6	31,967,283
<b>Total</b>	<b>\$ 37,925,850</b>	<b>\$ 39,035,848</b>	<b>\$ 40,277,308</b>	<b>3.2</b>	<b>\$ 39,545,565</b>







# Citizens' Law Enforcement Review Board

## Mission Statement

To increase public confidence in and accountability of peace officers employed by the Sheriff's Department or the Probation Department by conducting independent, thorough, timely, and impartial reviews of complaints of misconduct and deaths and other specified incidents arising out of or in connection with actions of peace officers.

## 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, the discharge of firearms by these sworn officers, the use of force resulting in great bodily injury by these sworn officers, and the use of force at protests or First Amendment protected events by 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.

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 8.00 staff years and a budget of \$1.6 million.



- 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 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 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 new complaints in a timely manner; maintained a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Presented 12 policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
  - 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 provides 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.

### 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.

## 2020–21 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

## 2021–23 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 12 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 executive order exemptions or 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 executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
  - Complete 100% of investigations into other specified incidents within one year of notification of the incident, unless delayed by executive order exemptions or 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 eight 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](http://www.sandiegocounty.gov/clerb)







Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Conduct or attend community outreach activities <sup>1</sup>	4	4	4	12	12
 Mail complaint documents for complainant signature within two working days of initial contact <sup>2</sup>	100% of 150	100%	100% of 116	100%	100%
Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions <sup>2</sup>	100% of 119	100%	100% of 91	100%	100%
Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	100% of 22	100%	100% of 15	100%	100%
Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions <sup>5</sup>	N/A	N/A	100%	100%	100%
Present policy and procedure recommendations to the Sheriff's Department and/or Probation Department <sup>3</sup>	8	5	12	8	8
Provide monthly early warning reports to the Sheriff's Department and Probation Department <sup>1</sup>	12	12	12	12	12
Provide quarterly training on law enforcement oversight issues to the community <sup>1,4</sup>	4	N/A	N/A	N/A	N/A

Table Notes

- <sup>1</sup> The success of this goal is based on all activities being completed within the fiscal year rather than a percentage of those activities.
- <sup>2</sup> Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).
- <sup>3</sup> This measure was exceeded due to the investigation of more complex cases and seriousness of allegations.
- <sup>4</sup> This measure will be discontinued in Fiscal Year 2020–21 as these trainings are now included as part of the quarterly community outreach activities.
- <sup>5</sup> This measure was added in Fiscal Year 2020–21.

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

Staffing

Continues the Fiscal Year 2020-21 increase in staffing of 3.00 to increase the number of investigations under CLERB authority.

Expenditures

Increase of \$0.1 million

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



## Revenues

Increase of \$0.1 million

- ◆ Use of Fund Balance—decrease of \$0.4 million to align ongoing revenue tied to the increase of 3.00 staff years in prior year Operational Plan.

- ◆ General Purpose Revenue Allocation—increase of \$0.5 million to align ongoing revenue for prior year staff increases noted above.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.





Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Law Enforcement Review Board	5.00	8.00	8.00	0.0	8.00
<b>Total</b>	<b>5.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.0</b>	<b>8.00</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Law Enforcement Review Board	\$ 986,564	\$ 1,501,491	\$ 1,559,269	3.8	\$ 1,553,213
<b>Total</b>	<b>\$ 986,564</b>	<b>\$ 1,501,491</b>	<b>\$ 1,559,269</b>	<b>3.8</b>	<b>\$ 1,553,213</b>

Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 787,843	\$ 1,237,779	\$ 1,296,351	4.7	\$ 1,290,295
Services & Supplies	198,721	263,712	262,918	(0.3)	262,918
<b>Total</b>	<b>\$ 986,564</b>	<b>\$ 1,501,491</b>	<b>\$ 1,559,269</b>	<b>3.8</b>	<b>\$ 1,553,213</b>

Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Fund Balance Component Decreases	\$ —	\$ 24,804	\$ 24,804	0.0	\$ 24,804
Use of Fund Balance	4,939	459,060	9,878	(97.8)	—
General Purpose Revenue Allocation	981,625	1,017,627	1,524,587	49.8	1,528,409
<b>Total</b>	<b>\$ 986,564</b>	<b>\$ 1,501,491</b>	<b>\$ 1,559,269</b>	<b>3.8</b>	<b>\$ 1,553,213</b>



# Civil Service Commission

## Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

## Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors.

To ensure these critical services are provided, the Civil Service Commission has 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.

- 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.
- Developed and implemented new procedures utilizing technology to conduct public meetings virtually in order to protect the health of meeting participants and the public.
- Developed and implemented new all-videoconference hearing format that is designed to emulate the in-person experience as much as possible.
- Successfully conducted virtual hearings for backlog of cases accumulated during the stay-at-home order related to COVID-19, providing appellants and departments a timely resolution to their personnel dispute.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
  - Assisted departments and appellants relating to appearances of witnesses and hearing participants by providing computers, internet connection and conference rooms, as necessary, while employing strict protocols to protect their health.
  - Provided training on videoconference application to all hearing participants in order to prepare them for the virtual hearing, thereby ensuring a fair, smooth and seamless hearing process.

## 2020–21 Anticipated Accomplishments

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 55% (21 of 38) 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% (18) 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.

- Provided a safe, 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.

- Ensure all decisions made by the Commission will take into consideration fairness, due process and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
  - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
  - Provide a safe, 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.

## 2021–23 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.

### Related Links

For additional information about the Civil Service Commission, refer to the website at:

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


Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Positive customer satisfaction rating <sup>1</sup>	99%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing	68% of 31	55%	55% of 38	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 11	95%	100% of 18	95%	95%

Table Notes

<sup>1</sup> Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.







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

### Staffing

No significant changes.

### Expenditures

No significant changes.

### Revenues

No significant changes.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Civil Service Commission	4.00	3.00	3.00	0.0	3.00
<b>Total</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.0</b>	<b>3.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Civil Service Commission	\$ 574,328	\$ 579,058	\$ 580,732	0.3	\$ 589,314
<b>Total</b>	<b>\$ 574,328</b>	<b>\$ 579,058</b>	<b>\$ 580,732</b>	<b>0.3</b>	<b>\$ 589,314</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 485,875	\$ 470,985	\$ 490,273	4.1	\$ 485,977
Services & Supplies	88,453	108,073	90,459	(16.3)	103,337
<b>Total</b>	<b>\$ 574,328</b>	<b>\$ 579,058</b>	<b>\$ 580,732</b>	<b>0.3</b>	<b>\$ 589,314</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 41,379	\$ 39,284	\$ 46,374	18.0	\$ 46,374
Fund Balance Component Decreases	14,446	14,256	14,256	0.0	14,256
Use of Fund Balance	4,642	9,284	9,284	0.0	—
General Purpose Revenue Allocation	513,861	516,234	510,818	(1.0)	528,684
<b>Total</b>	<b>\$ 574,328</b>	<b>\$ 579,058</b>	<b>\$ 580,732</b>	<b>0.3</b>	<b>\$ 589,314</b>



# Clerk of the Board of Supervisors

## Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

## Department Description

The Clerk of the Board of Supervisors 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. 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. 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 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 various other special districts and committees, including the County of San Diego Independent Redistricting Commission.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$4.3 million.



### Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, 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.

## 2020–21 Anticipated Accomplishments

### Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - In accordance with California Elections Code, Section 21550, conducted the selection process for the County of San Diego Independent Redistricting Commission.
  - Continued to adapt to challenges presented by the COVID-19 pandemic to ensure the public was able to participate in Board meetings through a variety of methods.

### Operational Excellence

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

- Improved the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically by 9% and reduced the number of non-filers by 32%.
- Receiving 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 was not achieved because the County Administration Center was closed due to the COVID-19 pandemic and the department did not serve customers in person.
- Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering Appeal Applications within seven days of receipt.
- The goal of maintaining the average passport acceptance transaction time to meet the department’s benchmark of 12.5 minutes per application was not met due to the operational impacts of the COVID-19 pandemic. The County Administration Center was closed resulting in passport services not being operational during Fiscal Year 2020-21.
- Provided 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
  - Ensured the successful transition and onboarding of new County Supervisors after the November 2020 election.
  - In accordance with AB 423, transitioned 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.
- Implement a technology solution that improves the submission and reporting processes for applicants for, and members of, County boards, commissions, and committees.
- Deploy initiatives from the Board of Supervisors Transparency Subcommittee that relate to functions in the Clerk of the Board of Supervisors department.
- Finalize and adopt a department teleworking policy that provides flexibility in meeting diverse customer needs and department goals.
- 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
  - Complete a department-wide reorganization to better align department goals and workload with current staffing levels and to provide improved customer service to the public, the Board of Supervisors, and County staff.
  - Revise and redesign the onboarding process for new hires to provide a better understanding of all functions within the department and how the functions link to regional initiatives.

## 2021–23 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, serve as the Clerk for the County of San Diego Independent Redistricting Commission.
  - Review department policies and procedures to ensure that services provided to the public are fair, just and equitable.



### Operational Excellence

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

## Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ [www.sandiegocounty.gov/cob](http://www.sandiegocounty.gov/cob)
- ◆ [www.sandiegocob.com](http://www.sandiegocob.com)
- ◆ [www.sdpassports.com](http://www.sdpassports.com)






Performance Measures	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
 Average score on internal customer surveys of 4.9 out of 5.0 in all six categories <sup>1</sup>	4.9	4.9	N/A	4.9	4.9
Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process <sup>2</sup>	98% of 2,480 applications	98%	45% of 4,153 applications	98%	98%
Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100%	100%	100%	100%	100%
Statements of Economic Interests (Form 700s) filed electronically	72%	60%	72%	75%	75%
Average transaction time for processing passport applications <sup>3</sup>	12.4 minutes	12.5 minutes	N/A	12.5 minutes	12.5 minutes

Table Notes

<sup>1</sup> Scale of 1-5, with 5 being “excellent.” In Fiscal Year 2020–21 goal was not achieved due to County Administration Center being closed due to the COVID-19 pandemic and the department did not serve customers in person.

<sup>2</sup> During Fiscal Year 2020–21, total applications received were 4,153. Due to the COVID-19 pandemic, there was a significant increase in the time required to enter applications due to a high volume of invalid/incomplete applications, limited staffing resources, and adapting to building closures and stay at home orders. On average, applications were entered within 17 days. The department is also implementing improved tracking tools to more accurately track the data entry timelines.

<sup>3</sup> The department's benchmark transaction time is 12.5 minutes per application. Goal not met due to the suspension of passport services while the County Administration Center was closed during Fiscal Year 2020–21.

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

**Staffing**

No change in staffing

**Expenditures**

Net increase of \$0.1 million

- ◆ Services & Supplies—increase of \$0.1 million for various one-time IT systems upgrades to ongoing technology needs.

**Revenues**

Net increase of \$0.1 million

- ◆ General Purpose Revenue Allocation—increase of \$0.1 million to support increased IT costs.

**Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23**

No significant changes.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Legislative Services	12.00	12.00	11.00	(8.3)	11.00
Public Services	13.00	13.00	13.00	0.0	13.00
Executive Office	3.00	3.00	4.00	33.3	4.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>0.0</b>	<b>28.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Legislative Services	\$ 1,632,838	\$ 1,650,843	\$ 1,606,118	(2.7)	\$ 1,587,795
Public Services	1,755,209	1,743,983	1,718,563	(1.5)	1,718,197
Executive Office	893,697	779,259	958,665	23.0	959,811
<b>Total</b>	<b>\$ 4,281,744</b>	<b>\$ 4,174,085</b>	<b>\$ 4,283,346</b>	<b>2.6</b>	<b>\$ 4,265,803</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,497,809	\$ 3,644,148	\$ 3,659,271	0.4	\$ 3,684,995
Services & Supplies	783,935	529,937	624,075	17.8	580,808
<b>Total</b>	<b>\$ 4,281,744</b>	<b>\$ 4,174,085</b>	<b>\$ 4,283,346</b>	<b>2.6</b>	<b>\$ 4,265,803</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 837,000	\$ 668,000	\$ 681,000	1.9	\$ 681,000
Miscellaneous Revenues	13,800	7,800	8,600	10.3	8,600
Fund Balance Component Decreases	101,947	106,478	101,498	(4.7)	101,498
Use of Fund Balance	32,506	65,012	65,012	0.0	—
General Purpose Revenue Allocation	3,296,491	3,326,795	3,427,236	3.0	3,474,705
<b>Total</b>	<b>\$ 4,281,744</b>	<b>\$ 4,174,085</b>	<b>\$ 4,283,346</b>	<b>2.6</b>	<b>\$ 4,265,803</b>



# County Communications Office

## Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

## Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County’s external and internal websites, social media, and internal communications and projects. The department is also responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these services are provided, the County Communications Office has 21.00 staff years and a budget of \$4.0 million.



## 2020–21 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 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.
  - Organized 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.
  - 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.
- Plan, build and maintain safe communities to improve the quality of life for all residents.
  - Provided critical, timely prevention and treatment information to the public and media in multiple languages throughout all phases of the ongoing COVID-19 pandemic response in support of the Emergency Operation Center activation, with a focus on health equity.
  - Managed the Joint Information Center during the Valley Fire Emergency Operation Center activation, including 24/7 support to share response and recovery information with the public and media in English and Spanish.


### 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.

 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 will provide at least one content item (article, video or graphic) per day for a total of 445 items.

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided information access to all customers ensuring consistency, transparency and customer confidence.
  - 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 includes 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 12%.
  - Provided virtual access to Board of Supervisors meetings, news conferences and other events to engage the public in County activities and services while accommodating COVID-19 pandemic social distancing guidance.
  - Supported Primary and Presidential Election media relations and public outreach, including amplification of the Vote Safer San Diego campaign to ensure voters had the ability to vote safely during the pandemic.
- Strengthen our customer service culture to ensure a positive customer experience
  - Responded to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

- Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 272 content items, such as an article or video.

2021–23 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](http://www.countynewscenter.com)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 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	2	2	2	2	2
	News items (article or video) posted on County News Center	393	365	445	365	365
	Increase in followers of County social media sites <sup>1</sup>	42% (62,245 over 153,918 actual base)	10%	12% (27,563 over 222,289 actual base)	10%	10%
	California Public Records Act requests are responded to within 10 calendar days from receipt or original request <sup>2</sup>	100%	100%	100%	100%	100%
	Articles, videos and information posted on department’s intranet site <sup>3</sup>	242	200	272	200	200

*Table Notes*

- <sup>1</sup> While it is the department’s goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.
- <sup>2</sup> Fiscal Year 2019-20 includes Instagram followers in addition to Facebook and Twitter. The actual total for the three platforms will serve as the base for the subsequent year.
- <sup>3</sup> 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: 2020–21 to 2021–22

### Staffing

No staffing changes

### Expenditures

No net change

- ◆ Salaries & Benefits—increase of \$0.1 million due to increases in required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.2 million due to one-time expenditures for CNC TV studio renovations.
- ◆ Capital Assets Equipment—decrease of \$0.3 million primarily due to removal of one-time capital expenditures for CNC TV production equipment.

### Revenues

No net change

- ◆ Licenses, Permits & Franchises—decrease of \$0.1 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the non-recurrence of one-time capital expenditures for CNC TV production equipment.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.4 million due to removal of one-time capital equipment expenditures.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Communications Office	23.00	21.00	21.00	0.0	21.00
<b>Total</b>	<b>23.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.0</b>	<b>21.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Communications Office	\$ 4,380,851	\$ 3,951,184	\$ 3,941,283	(0.3)	\$ 3,573,185
<b>Total</b>	<b>\$ 4,380,851</b>	<b>\$ 3,951,184</b>	<b>\$ 3,941,283</b>	<b>(0.3)</b>	<b>\$ 3,573,185</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,398,789	\$ 3,292,889	\$ 3,340,401	1.4	\$ 3,340,803
Services & Supplies	527,062	545,295	751,882	37.9	506,382
Capital Assets Equipment	805,000	463,000	199,000	(57.0)	76,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
<b>Total</b>	<b>\$ 4,380,851</b>	<b>\$ 3,951,184</b>	<b>\$ 3,941,283</b>	<b>(0.3)</b>	<b>\$ 3,573,185</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 846,500	\$ 519,500	\$ 463,500	(10.8)	\$ 95,000
Fund Balance Component Decreases	109,541	96,660	96,660	0.0	96,660
Use of Fund Balance	25,451	50,902	50,902	0.0	—
General Purpose Revenue Allocation	3,399,359	3,284,122	3,330,221	1.4	3,381,525
<b>Total</b>	<b>\$ 4,380,851</b>	<b>\$ 3,951,184</b>	<b>\$ 3,941,283</b>	<b>(0.3)</b>	<b>\$ 3,573,185</b>



# County Counsel

## Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of the County to better serve the residents of San Diego County.

## Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision-making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

To ensure these critical services are provided, the County Counsel has 150.00 staff years and a budget of \$33.8 million.



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). County Counsel provided comprehensive and timely legal support to Health and Human Services Agency (HHSA) and Behavioral Health Services (BHS) executives and staff in the creation and design of the integrated system of behavioral health hubs, networks and various bridge planning strategies. Such legal support included drafting and negotiating memoranda of agreement with health plans, health systems, hospitals and other behavioral health providers for all levels of service within the behavioral health continuum of care. Counsel continues to play a key role in representing the public conservator, the psychiatric hospital and other hospitals in coordinating with local psychiatric facilities regarding complex placement strategies for high risk individuals.

- Supported 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. Counsel played a key role in drafting and negotiating a community investment grant agreement with Blue Shield which enabled the County to receive a grant of \$1.0 million to help fund the care coordination pilot, a key behavioral health service.
- Supported the County's COVID-19 response
  - ◆ Prepared numerous Public Health Orders, Emergency Regulations and related documents, enforcement actions with the Public Health Officer.
  - ◆ Advised the Board of Supervisors, the Chief Administrative Officer, the Public Health Officer, and numerous other County officials and staff on public health related matters.

### 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.

## 2020–21 Anticipated Accomplishments



### Building Better Health

- Promote the implementation of service delivery system that is sensitive to individuals' needs
  - Strengthened the local behavioral health continuum of care and supported creation of an integrated system of behavioral health hubs (integrated care environments),

- ◆ Assisted elected and other County officials in responding to numerous California Public Records Act requests.
- ◆ Drafted and negotiated agreements with public and private entities throughout the county contracting for COVID-19 services, including purchasing public health hotel rooms, personal protective equipment, homeless services, services for business loans, food programs, and the like.
- ◆ Advised on numerous internal County issues, including the rapid shift to employee teleworking and other labor issues. Counseled COVID-19 Board Subcommittee several times per week on numerous COVID-19 issues.
- ◆ Advised on development of vaccine strategy and implementation, including drafting agreements with hospitals and other public and private entities for vaccine administration, and advised on negotiations with the State and Blue Shield on vaccine distribution.
- ◆ Represented the County in 17 lawsuits brought against the County arising out of the Public Health Orders. The lawsuits included numerous State and federal Constitutional claims, involved numerous appeals to State and federal courts of appeal, and appeals to the United States Supreme Court.

- 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% (two) of all draft Environmental Impact Report reviews in 40 days or less.
    - ◆ Conducted 50 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, reduced the risk of liability and use taxpayer dollars efficiently and effectively.
    - ◆ Completed 100% (40) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - ◆ Completed 100% (1,954) of all advisory assignments for County departments by the agreed upon due dates.
    - ◆ Conducted three meetings between County Counsel’s Office and the Sheriff’s Department. The goal to conduct at least two Sheriff’s Department facilities site visits to improve communication to provide greater efficiency during the litigation discovery process was not met due to the operational impacts of the COVID-19 pandemic. The goal will be carried over to the next fiscal year.
  - Provided 50 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
  - Aggressively 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% (three) 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.

 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 HHS 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.
  - Prevailed in 98% (828 of 842) of Juvenile Dependency petitions contested in Superior Court.
  - Prevailed in 96% (202 of 210) 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 70 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.



- ◆ Handled 95% (87 of 92) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - The goal to conduct a one-day comprehensive training and legal update for County Counsel advisory attorneys and Department of Purchasing and Contracting staff on conflict of interest laws, critical terms and conditions (indemnity, choice of law, venue, attorneys-fees, arbitration), and updated procurement rules and procedures was not met due to the operational impacts of the COVID-19 pandemic. The goal will be carried over to next fiscal year.
  - Identified and implemented electronic discovery software to allow staff to efficiently organize, review, annotate and summarize voluminous electronic documents when responding to various records requests. This software eliminates the need for staff to manually perform tasks that are necessary to accomplish an accurate and thorough records production, and implementing the software will 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
  - 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.
    - ◆ Finalized revisions to the attorney performance evaluation forms, including providing a new rating standards key, and provided training to all supervisory attorney staff on the expected use and process in completing them.
    - ◆ Rebranded 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 Kindness, Understanding, Diligence, Ownership, or Service in their work.

- 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 HHS 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.

## 2021–23 Objectives



### Building Better Health

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

- ◆ 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’s 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 staff 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.
- 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.





### Related Links

For additional information about County Counsel, refer to the website at:

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





Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date <sup>1</sup>	100% (6)	N/A	N/A	N/A	N/A
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (860 of 871)	98%	98% (828 of 842)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	99% (199 of 201)	96%	96% (202 of 210)	96%	96%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (1)	100%	100% (2)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects <sup>2</sup>	20	20	50	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 <sup>3</sup>	30	30	70	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 <sup>4</sup>	3	5	3	5	5
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (37)	100%	100% (40)	100%	100%
	Advisory assignments for all County departments completed by the due date	100% (2,227)	100%	100% (1,954)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	95% (72 of 76)	90%	90% (70 of 78)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (112)	95%	95% (87 of 92)	95%	95%
	Success rate in County cases against other parties	100% (6)	95%	100% (3)	95%	95%

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Number of risk mitigation education sessions provided by County Counsel <sup>5</sup>	69	40	50	40	40
	Number of in-house trainings for new and current employees	2	5	5	5	5
	Number of designated staff to complete Financial Literacy online LMS training	100%	100%	100%	100%	100%

*Table Notes*

- <sup>1</sup> Reporting on this performance measure discontinued effective Fiscal Year 2020–21 as this goal has been met in prior Fiscal Years.
- <sup>2</sup> This performance measure goal was exceeded due to the realignment of resources which allowed for additional internal meetings during the Fiscal Year.
- <sup>3</sup> This performance measure goal was exceeded due to the realignment of resources which allowed for additional virtual meetings between DPC, DGS and LUEG staff during the Fiscal Year.
- <sup>4</sup> This performance measure was not met. Site visits to Sheriff's facilities were postponed due to impacts from the COVID-19 pandemic.
- <sup>5</sup> This performance measure goal was exceeded due to the realignment of resources which allowed for additional virtual risk mitigation meetings during the Fiscal Year.

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

### Staffing

Increase of 2.00 staff years to align program coordination support with Planning and Development Services and with Health and Human Services Agency.

### Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—increase of \$1.6 million due to required retirement contributions and negotiated labor agreements and staffing increase described above.
- ◆ Services & Supplies—decrease of \$0.1 million primarily due to reduction in various operational services & supplies and training and travel related expenditures.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.4 million primarily due to anticipated costs for coordinated program services provided to Health and Human Services Agency. Since this is a transfer of expenditures, it has the effect of a \$0.4 million decrease in expenditures.

### Revenues

Net increase of \$1.1 million

- ◆ Charges for Current Services—increase of \$0.6 million due to an anticipated increase in legal services relating to constitutional claims, contracts review, and real estate and road liability matters.
- ◆ Fund Balance Component Decrease—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Counsel	147.00	148.00	150.00	1.4	150.00
<b>Total</b>	<b>147.00</b>	<b>148.00</b>	<b>150.00</b>	<b>1.4</b>	<b>150.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
County Counsel	\$ 31,459,375	\$ 32,794,259	\$ 33,848,785	3.2	\$ 34,093,203
<b>Total</b>	<b>\$ 31,459,375</b>	<b>\$ 32,794,259</b>	<b>\$ 33,848,785</b>	<b>3.2</b>	<b>\$ 34,093,203</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 31,451,988	\$ 33,008,291	\$ 34,533,514	4.6	\$ 34,850,483
Services & Supplies	2,161,156	2,000,838	1,927,187	(3.7)	1,854,636
Expenditure Transfer & Reimbursements	(2,153,769)	(2,214,870)	(2,611,916)	17.9	(2,611,916)
<b>Total</b>	<b>\$ 31,459,375</b>	<b>\$ 32,794,259</b>	<b>\$ 33,848,785</b>	<b>3.2</b>	<b>\$ 34,093,203</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 15,113,736	\$ 16,125,024	\$ 16,728,174	3.7	\$ 17,071,365
Miscellaneous Revenues	1,000	1,000	1,000	0.0	1,000
Fund Balance Component Decreases	517,993	686,425	756,452	10.2	756,452
Use of Fund Balance	233,201	466,402	468,580	0.5	—
General Purpose Revenue Allocation	15,593,445	15,515,408	15,894,579	2.4	16,264,386
<b>Total</b>	<b>\$ 31,459,375</b>	<b>\$ 32,794,259</b>	<b>\$ 33,848,785</b>	<b>3.2</b>	<b>\$ 34,093,203</b>



# County Technology Office

## Mission Statement

*We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.*

## Department Description

The County Technology Office (CTO) ensures that the departments within the enterprise have 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 \$11.6 million and an IT internal service fund of \$218.8 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.

## 2020–21 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 (ImageTrust and CARA) that make up the County’s Enterprise Document Processing Platform (EDPP). Upgrades are in progress and are on schedule to complete in Fiscal Year 2021-22.
  - Continued expansion of the capabilities of the Justice Electronic Library System (JELS) as follows:
    - ◆ Continued to implement distribution of electronic collection referrals to Office of Revenue and Recovery for Adult Court referrals. Project is in progress with target completion date pending Court internal process.
    - ◆ Continued to implement Minute Order automation to provide Sheriff, District Attorney, Public Defender, Alternate Public Defender, and Revenue and Recovery immediate receipt of JELS-transported electronic Court Order documents and data. This will eliminate County employee travel to the County’s four courthouses for document pickup and also provide for measurable teleworking. Project is in progress with target completion date pending Court internal process.
    - ◆ Continued to implement automated interface between JELS and the case management systems for County partners, Dependency Legal Services (DLS), Children’s Legal Services (CLS) 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. Project is in progress with target completion date pending successful negotiation and signing of a Memorandum of Understanding between County, DLS and CLS.
    - ◆ Implemented electronic transmission and retention of Discovery and Notices to parties of record for CWS. Completed December 2020.
    - Implemented the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business. Completed September 2020.
    - Continued to provide technical support for the ConnectWellSD application. ConnectWellSD provides Health and Human Services Agency (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.
    - 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. Completed Mainframe Operating System and Utilities upgrade to sup-

portable status. Anticipate deployment of Change in Ownership and Claims modules for the Assessor/Recorder/County Clerk by end of June 2021.

- Provided 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.
- Continued 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 is in progress and is on schedule to complete in Fiscal Year 2021-22.
- Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
  - ◆ IT Outsourcing Provider anticipated to achieve 96% overall rating, which is less than the goal of 99%, due to higher than normal volume of Service Desk tickets tied to the transition to telework environment resulting from COVID-19.
  - ◆ Achieved 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Implemented enhancements to ensure a secure IT environment.
  - ◆ Implemented a new Mobile Device Management (MDM) system, Intune, which ensures that the County’s data control requirements are met and allows for mobile application management. Project is in progress and is scheduled to be complete by June 2021.
  - ◆ Implemented Enterprise Application Access (EAA), which enforces multi-factor authentication for all external users accessing County business applications. This reduces the possibility of a successful cyber-attack, including ransomware, thereby protecting the County’s computer systems, users, and data. Project is in progress and is scheduled to be complete by Fall 2021.
- 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.
    - ◆ IT Outsourcing Provider anticipated to achieve 91% overall rating from Service Desk users for delivery of IT services, which is less than the goal of 98%, due to higher than normal volume of Service Desk tickets tied to telework environment and the low volume response rate to the customer service surveys.
    - ◆ 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. Survey is on schedule to be released Spring 2021.

- Facilitated with the County IT Outsourcing Provider the following activities resulting from COVID-19 response:
  - ◆ Continued to support remote communication platforms such as BlueJeans, BlueJeans Townhall, WebEx, Microsoft Teams, Zoom, LiveStream, Granicus, and AT&T Special Events to minimize delay or interruptions to operations.
  - ◆ Continued to support the migration of the San Diego Immunization Registry to a new data center and address performance issues to ensure system’s ability to handle the vaccine reporting volumes anticipated.
  - ◆ Distributed over 5,000 laptops and associated peripherals to support end users transitioning to telework and new staff supporting the Contact Tracing program.
  - ◆ Supported the design and build of five applications for the Employee Rental Assistance Program.
  - ◆ Led the build of the Small Business Grant Application.
  - ◆ Supported HHS initiatives to enhance capabilities to collect, maintain, present and send COVID-19 data.

## 2021–23 Objectives



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Upgrade of several core products (ImageTrust and CARA) 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-transported electronic Court Order documents and data. This will eliminate County employee travel to the County’s four courthouses for document pickup and also provide for measurable teleworking.
    - ◆ 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.

- Migrate County's file share data to Microsoft 365 cloud storage to reduce the complexity and security risk associated with County data. This is a multi-year effort with scope and timeline of project to be determined after planning phase is completed.
- Implement new County intranet site to improve employee engagement and agility leveraging capabilities already available in SharePoint Online and other Office 365 services, to provide an improved intranet experience.
- 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. In coordination with the Assessor/Recorder/County Clerk, Auditor and Controller, Treasurer-Tax Collector, and Clerk of the Board of Supervisors, conclude the design, development, testing, and implementation of the Integrated Property Tax System (IPTS).
- Continue to provide technical coordination and oversight for the upgrade of the following Enterprise Resource Planning (ERP) applications: Kronos, Oracle E-Business Suite, and PeopleSoft.
- Provide support to Office of Emergency Services in their review and update of the Cyber Disruption Response Team plans and procedures, to ensure preparedness to respond to cyber security incidents.
- 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 County's public facing website platform to remain on a highly available and vendor supported solution.


- 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.
- Upgrade County Constituent Relationship Management (CCRM) application to improve overall usability and functionality, to ensure that public referrals can be handled expediently.
- Replace Electronic Approval System with a more efficient and cost-effective solution, to improve the routing and approval process for Board Letters and related documents.
- 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](http://www.sandiegocounty.gov/cto)



Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	IT initiatives resulting from CTO-driven advanced planning. <sup>1</sup>	11	5	5	5	5
	Outsourcing Provider IT Service Levels performance. <sup>2</sup>	93%	99%	96%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. <sup>3</sup>	100%	100%	100%	100%	100%
	County end-user satisfaction with delivery of IT services relative to 219 organizations. <sup>4</sup>	100%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. <sup>5</sup>	92%	98%	91%	98%	98%

*Table Notes*

- <sup>1</sup> Every year, the CTO intends on completing IT initiatives intended to enhance technology and plan for future technology needs.
- <sup>2</sup> The percentage reported reflects the Service Levels (formerly "Minimum Acceptable Service Levels (MASLs)") achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- <sup>3</sup> The percentage reported reflects the Service Levels for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- <sup>4</sup> The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to over 219 organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner's IT Customer Satisfaction survey.
- <sup>5</sup> The percentage reported reflects the Outsourcing Provider's overall rating from Service Desk users for delivery of IT services.

## County Technology Office Budget Changes and Operational Impact: 2020–21 to 2021–22

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.4 million in the County Technology Office

- ◆ Services & Supplies—net increase of \$0.4 million.
  - ◆ Increase of \$2.0 million in one-time costs related to IT projects including Enterprise Document Processing Platform (EDPP) core product upgrades, Justice Electronic Library System (JELS) system enhancements and upgrade,

Enterprise Applications' enhancements, IDAM Auditing and Logical Access Control implementation, and FileShare Migration project.

- ◆ Decrease of \$1.5 million in one-time costs related to Fiscal Year 2020-21 IT projects.
- ◆ Decrease of \$0.1 million due to a reduction in various accounts to offset a decrease in anticipated in cost allocation plan revenues.

### Revenues

Net increase of \$0.4 million in the County Technology Office

- ◆ Charges for Current Services—decrease of \$0.1 million in cost allocation plan revenues for reimbursement of administrative services provided to other departments.







- ◆ Use of Fund Balance—increase of \$0.5 million for a total budget of \$2.1 million in unassigned General Fund fund balance for IT projects and required retirement contributions and negotiated labor agreements.

### Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$2.1 million primarily due to the non-recurrence of IT projects that were planned in Fiscal Year 2021-22 offset by a slight increase in negotiated labor agreements.

### Information Technology Internal Service Fund Budget Changes and Operational Impact: 2020–21 to 2021–22

#### Expenditures

Decrease of \$2.8 million

- ◆ Services & Supplies—decrease of \$2.8 million in the Information Technology Internal Service Fund (IT ISF) based on one-time and ongoing information technology expenditures projected by departments using the IT Outsourcing contract.

#### Revenues

Decrease of \$2.8 million

- ◆ Charges for Current Services—decrease of \$3.6 million primarily due to decrease in departmental operation, maintenance and one-time costs.
- ◆ Other Financing Sources—increase of \$0.8 million primarily due to increases in enterprise-wide license costs.

### Budget Changes and Department Impact: 2021–22 to 2022–23

Net decrease of \$22.0 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
CTO Office	15.00	14.00	14.00	0.0	14.00
<b>Total</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.0</b>	<b>14.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
CTO Office	\$ 12,461,370	\$ 11,196,509	\$ 11,599,262	3.6	\$ 9,508,226
Information Technology Internal Service Fund	191,461,085	221,652,551	218,846,284	(1.3)	196,805,744
<b>Total</b>	<b>\$ 203,922,455</b>	<b>\$ 232,849,060</b>	<b>\$ 230,445,546</b>	<b>(1.0)</b>	<b>\$ 206,313,970</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 3,652,497	\$ 3,618,291	\$ 3,615,325	(0.1)	\$ 3,564,289
Services & Supplies	200,269,958	229,230,769	226,830,221	(1.0)	202,749,681
<b>Total</b>	<b>\$ 203,922,455</b>	<b>\$ 232,849,060</b>	<b>\$ 230,445,546</b>	<b>(1.0)</b>	<b>\$ 206,313,970</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 185,906,722	\$ 215,831,708	\$ 212,148,203	(1.7)	\$ 188,830,340
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	6,147,099	6,442,143	7,226,173	12.2	8,503,496
Fund Balance Component Decreases	125,974	111,156	99,164	(10.8)	99,164
Use of Fund Balance	2,583,199	1,561,638	2,101,638	34.6	—
General Purpose Revenue Allocation	9,059,461	8,802,415	8,770,368	(0.4)	8,780,970
<b>Total</b>	<b>\$ 203,922,455</b>	<b>\$ 232,849,060</b>	<b>\$ 230,445,546</b>	<b>(1.0)</b>	<b>\$ 206,313,970</b>



# General Services

## Mission Statement

*Semper Salus: Always Safe. Delivering our best, so you can deliver your best.*

## 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 \$225.5 million.



- ◆ Acquired over seven acres for affordable senior housing in Ramona in July 2020. Staff developed the procurement materials and managed the process that will result in selection of a development partner to build the housing.
- Assisted 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.
  - ◆ Initiated the planning and programming phase for the new Central Regional Hub and East County Crisis Stabilization Unit (CSU) projects in close coordination with Behavioral Health Services.
  - ◆ Completed design on the Tri-City Medical Center Psychiatric Health Facility (PHF) and started construction on the North Coastal Live Well Health Center Improvement, CSU.
- Supported HHS in the establishment of solutions for persons experiencing homelessness in the unincorporated areas of the county.
  - ◆ Worked closely with HHS and Planning and Development Services on a revision to the County's Zoning Ordinance. The revision will expand the County's options for siting facilities that support persons experiencing homelessness and streamline the execution of emergency shelter projects.

### 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.

## 2020–21 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 (HHS).
    - ◆ Executed a Disposition and Development Agreement (DDA) with Chelsea Investment Corporation for the development of 403 affordable units at 5255 Mt Etna in Clairemont Mesa.
    - ◆ Provided ongoing management of the real estate agreements on County-owned properties (1501/1555 Sixth Avenue, 5255 Mt Etna, 6950 Levant Street) for the development of affordable housing.



### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours after a disaster
  - Prepared the Rancho San Diego Library in El Cajon as a Local Area Assistance Center to receive residents impacted by the Valley Fire in September 2020.



## 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 2020-21 to Fiscal Year 2019-20.
  - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2020 and remain on track for 2021. 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 County facilities, including the North County Regional Center, East Mesa Reentry Facility, and the Edgemoor Distinct Part Skilled Nursing Facility.
  - Completed a retro commissioning project at the South Bay Regional Center. Implemented measures include reprogramming digital controls, lighting retrofits and adjusting HVAC and chilled water temperature settings.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Supported the Department of Parks and Recreation’s effort to acquire property at nine sites for active and passive park development.
  - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
    - ◆ Completed the exchange of property with Caltrans for construction of a Live Well Center in Ramona. As a result, the planned Ramona Senior Group Housing Development will be constructed adjacent to the Live Well Center and the existing Ramona County Library.



## 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.
    - ◆ Continued design, relocation, and construction for the County Administration Center (CAC) Renovations. Completed Community 1600, County Counsel, South Chambers, Office of Financial Planning, Office of Equity and Racial Justice, Board Chambers overflow and adjacent Hearing Room, County Technology Office, Board of Supervisors Offices, and staff annexes.
    - ◆ Rescoped the Southeastern Live Well Center to a more efficient footprint and start construction in fall 2021.

- ◆ Began construction of the new Lakeside Branch Library in spring 2021 with completion expected in summer of 2022.
- ◆ Began construction of the new Ohio Street Probation Office in the fall of 2020 with completion expected in late 2021.
- ◆ Continued construction of the San Diego Juvenile Justice Campus Phase 1 Project with completion expected in late 2021.
- ◆ Continued construction of Sheriff Emergency Vehicle Operations Course (EVOC) with completion expected in summer 2021.
- ◆ Began construction of the Palomar Mountain Fire Station Living Quarters with completion expected in late 2021.
- ◆ Began construction of the new Mount Laguna Fire Station with completion expected in early 2022.
- ◆ Continued 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.
- ◆ Assessor Recorder County Clerk Office and Archive in Santee won the 2020 Orchid Award for outstanding architecture from the San Diego Architectural Foundation.
- Completed capital projects with less than 5% budget growth.
- Continued to expand electric vehicle (EV) infrastructure and the use of EV.
  - ◆ Completed the design of 119 charging stations for County vehicles at the County Operations Center and installed 16 public charging stations at County sites. Another 39 public charging stations were funded as part of existing capital projects and four DC Fast Chargers are planned for public use at the Julian Library.
  - ◆ Exceeded the strategic goal of 50 PH/BEV vehicles by 2020 with 65 in service. Delivered 17 plug-in hybrid electric vehicles (PHEV) to client departments. Another 13 vehicles have been purchased and are expected to be delivered in Fiscal Year 2021-22.
- Completed fleet preventive maintenance actions in less than an hour on average.
- The goal to deliver 85% of standard vehicle orders within the same fiscal year as ordered was not met due to the operational impacts of the COVID-19 pandemic. The manufacturing plants were shut down in response to COVID-19 and pending vehicles are expected in Fiscal Year 2021-22. As a result of noted impacts, 17% of standard vehicle orders within the same fiscal year were delivered. Additionally, this goal will be amended in Fiscal Year 2021-22 to benchmark vehicle delivery against the acquisition cycles established in the fleet manual.





- Purchased 225 vehicles and salvaged 265 vehicles.
- Supported client departments on the response to the COVID-19 pandemic.
  - ◆ Continued increased cleaning and sanitation efforts in public spaces and common areas at County facilities.
  - ◆ Installed an additional seven body temperature scanning portals (total of 60) and 15 desktop temperature scanners for use in screening employees for elevated body temperatures, a common symptom associated with COVID-19.
  - ◆ Installed 1,294 plexiglass barriers and 799 hand sanitizer stations.
  - ◆ Distributed 1,684 social distancing floor markers and posted related signage across regional facilities.
  - ◆ Distributed portable HEPA filters to testing and vaccination sites and increased interior filtration to MERV 12 for high-intensity public health facilities and the Medical Operations Center (MOC).
  - ◆ Developed generator support packages for COVID-19 vaccination sites.
  - ◆ Received the CAO Customer Service Heart Award for a safe working environment.
- 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.
- Continue to expand electric vehicle (EV) infrastructure and the use of EV.
- Pursue options for the County's participation in a Community Choice Energy (CCE) partnership.
- 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.
    - ◆ Begin construction of the Southeastern Live Well Center with completion estimated in 2023.
    - ◆ Continue construction of the new Lakeside Branch Library with completion in summer 2022.
    - ◆ Complete construction of the new Ohio Street Probation Office, the San Diego Juvenile Justice Campus Phase 1 Project, the Palomar Mountain Fire Station Living Quarters, San Marcos Road Maintenance Station & Fleet Garage, and North Coastal Live Well Health Center Improvements, CSU in late 2021.
    - ◆ Complete construction of the Sheriff Emergency Vehicle Operations Course (EVOC) in summer 2021.
    - ◆ Complete construction of the new Mount Laguna Fire Station with completion in early 2022.
    - ◆ Begin construction of the Ramona Family Resource Live Well Center, Tri-City Medical Center Psychiatric Health Facility (PHF), Edgemoor Psychiatric Unit, Julian Library Community Room, Rancho San Diego Library Expansion, and East Otay Mesa Fire Station.
    - ◆ Begin design of the San Diego County Animal Shelter, Third Avenue Mental Health Inpatient Facility Hub in Hillcrest, and Youth Transition Campus (Phase II).
    - ◆ 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.
  - Benchmark vehicle delivery against the acquisition cycles established in the fleet manual.

## 2021–23 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 HHS in the establishment of solutions for persons experiencing homelessness.



### 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 2021-22 to Fiscal Year 2020-21.
  - Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2021 and 2022. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.

- Establish baseline metrics to better reflect maintenance actions tracked in the Facilities Operations Center.
- Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls Initiative.

**Related Links**

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

◆ [www.sandiegocounty.gov/general\\_services](http://www.sandiegocounty.gov/general_services)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Energy Use Intensity (EUI) decrease <sup>1</sup>	11.8% of 54.09 kBTU/SF	1.5% of 47.71 kBTU/SF	1.5% of 47.71 kBTU/SF	1.5% of 46.99 kBTU/SF	1.5% of 46.29 kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction <sup>2</sup>	12.3% of 94,661 Metric Tons CO2e	1% of 83,018 Metric Tons CO2e	1% of 83,018 Metric Tons CO2e	1% of 82,188 Metric Tons CO2e	1% of 81,366 Metric Tons CO2e
	Vehicle delivery for standard orders within same fiscal year <sup>3</sup>	3%	85%	17%	N/A	N/A
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification <sup>4</sup>	96% of 1,787	100% of 1,700	98% of 1,700	N/A	N/A
	Major Maintenance Improvement Plan and capital projects completed within estimated budget	96% of 68	93% of 50	95% of 58	95% of 50	95% of 50
	Annual facilities' preventive maintenance actions completed <sup>4</sup>	95% of 30,574	96% of 27,600	96% of 27,600	N/A	N/A

*Table Notes*

- <sup>1</sup> EUI is calculated by taking the total energy consumed (natural gas and electricity) in one fiscal year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The goal was exceeded in Fiscal Year 2019-20 due to completed projects from the Zero Net Energy Portfolio Plan and facility impacts from the COVID-19 pandemic. The decrease for future fiscal years will remain as previously calculated.
- <sup>2</sup> Data on GHG emissions is tracked annually by calendar year and verified by a third party every three years. The goal was exceeded in calendar year 2019 (a verification year), reported under Fiscal Year 2019-20, due to completed projects from the Zero Net Energy Portfolio Plan, reduced fleet emissions and lower than expected landfill emissions. The reduction for future fiscal years will remain as previously calculated.
- <sup>3</sup> 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. Additionally, this measure is being discontinued in Fiscal Year 2021–22 as it is not tied to a future goal or objective.
- <sup>4</sup> This measure is being discontinued in Fiscal Year 2021–22 as it is not tied to a future goal or objective.



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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.6 million

- ◆ Salaries & Benefits—increase of \$0.4 million as a result of negotiated labor agreements and required retirement contributions, partially offset by an adjustment to support anticipated vacancy savings.
- ◆ Services & Supplies—net increase of \$12.8 million.
  - ◆ Increase of \$8.4 million due to an increase in projects categorized as non-capital major maintenance projects.
  - ◆ Increase of \$4.4 million to align costs with projected spending for maintenance and contracted services at County-owned facilities.
- ◆ Other Charges—decrease of \$0.6 million due to lower note redemption costs for previously recorded On-Bill Financing projects.
- ◆ Capital Assets Equipment—decrease of \$7.4 million to align with projected spending for the replacement of vehicles and equipment.
- ◆ Operating Transfers Out—decrease of \$4.6 million due to the completion of one-time projects.

### Revenues

Net increase of \$0.6 million

- ◆ Intergovernmental Revenues—increase of \$0.1 million to align with projected revenue from the Courts for utilities.
- ◆ Charges for Current Services—increase of \$14.9 million associated with the cost of services provided to client departments.
- ◆ Miscellaneous Revenues—increase of \$0.2 million in third party recovery related to insurance proceeds for damaged vehicles.
- ◆ Other Financing Sources—decrease of \$4.4 million primarily due to the completion of one-time projects.
- ◆ Residual Equity Transfers In—decrease of \$2.0 million due to lower replacement cost of vehicles and equipment.
- ◆ Use of Fund Balance—decrease of \$8.0 million for a total budget of \$10.1 million.
  - ◆ \$7.7 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
  - ◆ \$2.0 million for energy efficiency projects.
  - ◆ \$0.4 million attributed to note redemption costs for previously recorded On-Bill Financing projects.
- ◆ General Purpose Revenue – decrease of \$0.2 million due to reduction in strategic planning support to departments tied to capital projects.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.

Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 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
<b>Total</b>	<b>395.00</b>	<b>395.00</b>	<b>395.00</b>	<b>0.0</b>	<b>395.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Facilities Management Internal Service Fund	\$ 163,680,217	\$ 153,348,552	\$ 163,414,371	6.6	\$ 163,414,371
Fleet Management Internal Service Fund	68,046,027	66,443,166	59,038,237	(11.1)	58,977,096
General Fund Contribution to GS ISF's	3,475,000	5,170,000	3,065,000	(40.7)	3,000,000
<b>Total</b>	<b>\$ 235,201,244</b>	<b>\$ 224,961,718</b>	<b>\$ 225,517,608</b>	<b>0.2</b>	<b>\$ 225,391,467</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 49,845,780	\$ 52,675,442	\$ 53,045,289	0.7	\$ 52,902,936
Services & Supplies	141,883,314	129,262,794	142,030,937	9.9	142,112,149
Other Charges	16,795,228	16,061,548	15,424,334	(4.0)	15,424,334
Capital Assets Equipment	17,313,490	17,408,923	10,000,000	(42.6)	10,000,000
Operating Transfers Out	9,213,432	9,553,011	5,017,048	(47.5)	4,952,048
Management Reserves	150,000	—	—	0.0	—
<b>Total</b>	<b>\$ 235,201,244</b>	<b>\$ 224,961,718</b>	<b>\$ 225,517,608</b>	<b>0.2</b>	<b>\$ 225,391,467</b>







## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 1,582,262	\$ 1,352,262	\$ 1,357,262	0.4	\$ 1,357,262
Intergovernmental Revenues	3,871,518	3,647,908	3,761,728	3.1	3,761,728
Charges For Current Services	194,051,598	183,678,212	198,540,570	8.1	198,544,429
Miscellaneous Revenues	1,628,445	1,677,413	1,821,000	8.6	1,821,000
Other Financing Sources	12,173,432	11,016,934	6,658,562	(39.6)	5,852,048
Residual Equity Transfers In	1,700,000	2,300,000	258,486	(88.8)	1,000,000
Use of Fund Balance	16,898,989	18,093,989	10,120,000	(44.1)	10,055,000
General Purpose Revenue Allocation	3,295,000	3,195,000	3,000,000	(6.1)	3,000,000
<b>Total</b>	<b>\$ 235,201,244</b>	<b>\$ 224,961,718</b>	<b>\$ 225,517,608</b>	<b>0.2</b>	<b>\$ 225,391,467</b>



# Grand Jury

## Mission Statement

Represent the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

## Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems used by government to determine whether they can be made more efficient and effective. It may examine any aspect of county and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney.

To ensure these critical services are provided, the Grand Jury has a budget of \$0.8 million.



## 2020–21 Anticipated Accomplishments

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - The goal to review, prioritize and investigate 100% of citizens’ complaints, issues and other County matters of civil concern brought before the Grand Jury was not met due to the operational impacts of the COVID-19 pandemic.
  - The goal to support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6 was not met due to the operational impacts of the COVID-19 pandemic.

## 2021–23 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.

### 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.

## Related Links

For additional information about the Grand Jury, refer to the website at:

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

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

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

Recommended Budget Changes and  
Operational Impact: 2021–22 to 2022–23

No significant changes



Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Grand Jury	1.00	—	—	0.0	—
<b>Total</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.00</b>

Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Grand Jury	\$ 799,215	\$ 760,186	\$ 763,194	0.4	\$ 763,194
<b>Total</b>	<b>\$ 799,215</b>	<b>\$ 760,186</b>	<b>\$ 763,194</b>	<b>0.4</b>	<b>\$ 763,194</b>

Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 799,215	\$ 760,186	\$ 763,194	0.4	\$ 763,194
<b>Total</b>	<b>\$ 799,215</b>	<b>\$ 760,186</b>	<b>\$ 763,194</b>	<b>0.4</b>	<b>\$ 763,194</b>

Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Use of Fund Balance	\$ 1,089	\$ 2,178	\$ —	(100.0)	\$ —
General Purpose Revenue Allocation	798,126	758,008	763,194	0.7	763,194
<b>Total</b>	<b>\$ 799,215</b>	<b>\$ 760,186</b>	<b>\$ 763,194</b>	<b>0.4</b>	<b>\$ 763,194</b>



# Human Resources

## Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

## Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include implementing equity, diversity and inclusion initiatives established by the Diversity & Inclusion (D&I) Executive Council, 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 \$31.4 million.



gies to enhance current and future leaders' skillsets was suspended due to the operational impacts of the COVID-19 pandemic.

- Developed and implemented Inclusive Conversations for Leaders Toolkit to foster inclusive conversations and communications with our workforce.
- The goal of developing, coordinating, and facilitating Dynamic Management Seminars - a training academy for managers that focuses on preparing future leaders for their roles in the organization was suspended due to the operational impacts of the COVID-19 pandemic.
- Completed procurement of equity study contract that will provide salary comparisons of SEIU classifications with similarly sized California counties.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continued to 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
  - Provided excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
  - The goal of improving services and providing the best customer service to departments, and attaining a 98% satisfaction rate on recruitment surveys was suspended due to the operational impacts of the COVID-19 pandemic.
  - Provided excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
  - Maintained a 95% overall satisfaction on training provided by Talent Development.
  - Completed procurement and successfully implemented Flexible Spending Account and Employee Assistance Program contracts for the 2021 plan year.

### 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.

## 2020–21 Anticipated Accomplishments

### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Resolved 100% of arbitrable issues arising from contract interpretation disputes at the lowest level possible.
  - The goal of developing content and coordinating Leadership Academy for unclassified and executive management that focuses on practical leadership concepts and strate-

- Partnered with two benefit vendors to host Lunch and Learn sessions to give employees the opportunity to learn about benefit programs and make informed choices during Open Enrollment.
- The goal of conducting an annual Employee Engagement Survey and providing results and resources to departments was suspended due to the operational impacts of the COVID-19 pandemic.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Conducted 10 of 12 DHR Demystified Trainings for County leaders in an effort to teach and provide information on HR Services’ processes and procedures by June 30, 2022.
  - Advertised 100% of executive recruitments on social media platforms to enhance and attract a diverse workforce.
  - Advertised 100% of external recruitments in diversity publications to attract a diverse applicant pool.
  - To strengthen Talent Development’s consultant role with County departments, consulted, collaborated, and assisted with 25 specialized departmental training requests.
  - Increased the number of professional development training opportunities available in the Learning Management System by adding 25 new trainings to further develop employees’ careers.
  - Developed and released 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. Quarterly D&I Digests were also provided to Countywide staff.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
  - Achieved an overall employee participation rate of 10.5% through February 2021. The COVID-19 pandemic impacted the ability to host large in-person employee wellness gatherings, which impacted the overall participation rate goal of 16%. The Wellness Program successfully transitioned to a virtual platform to encourage employees to participate and realized a 150% increase in participation.
- Collaborate with internal and external partners to develop opportunities to identify equity issues in the recruitment process.
- Collaborate with Office of Equity and Racial Justice to develop a process that reviews and enhances human resources processes, with intentional reengineering to identify structural racism.
- Designate staff from the Equity, Diversity, and Inclusion Division to coordinate with the Transparency Advisory Subcommittee and Fiscal Realignment Advisory Subcommittee and serve as a resource to departments in the creation and implementation of the Budget Equity Tool.
- Use results of equity study to assess how County classifications compare to other large counties.
- Align services to available resources to maintain fiscal stability
  - Negotiate a fair and economically responsible successor Memoranda of Agreement (MOA) with 19 of 25 bargaining units and 5 of 9 employee organizations by June 30, 2022.
  - Negotiate a fair and economically responsible successor MOA with 6 of 25 bargaining units and 4 of 9 existing employee organizations by June 30, 2023.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Upgrade PeopleSoft, the human resources information system by June 30, 2022.
  - Develop a project plan for the Medical Standards Unit to become paperless.
  - Secure a managed care provider to oversee workers’ compensation utilization and bill review to maintain treatment and cost reasonableness in accordance with the California Labor Code by December 31, 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.
  - Partner with at least two benefit vendors to host Lunch and Learn sessions by June 30, 2022, to give employees the opportunity to learn about benefit programs and make informed choices during Open Enrollment.
  - Collaborate with the Department of Purchasing and Contracting to prepare and post the medical insurance Request for Proposals, to post 2022.

## 2021–23 Objectives



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - By June 30, 2023, 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.






- 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 departments in an effort to teach and provide information on HR Services’ processes and procedures by June 30, 2023.
  - 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 departmental training requests in Fiscal Year 2021-22.
  - Increase the number of professional development training opportunities available in the Learning Management System by adding 30 new trainings in Fiscal Year 2021-22 to further develop employees’ careers.
- Administer rollout of Sexual Harassment Prevention training to ensure that 100% of identified employees are provided the training.
- Strengthen enterprise culture through the continued development and release of quarterly Diversity and Inclusion (D&I) Digests to facilitate knowledge and promote inclusive practices.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
  - Provide wellness activities on virtual platform to ensure a 1% increase in overall employee participation.

### Related Links

For additional information about the Department of Human Resources, refer to the website at:

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

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Rate of overall employee participation in Employee Wellness Program activities <sup>1</sup>	10.3%	16%	10.5%	N/A	N/A
	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	46	20	25	30	30
	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	0	6	10	6	6
	Increase in overall employee participation on virtual wellness activity platforms <sup>2</sup>	N/A	N/A	N/A	1%	1%

**Table Notes**

<sup>1</sup> The wellness events with larger participation rates did not occur in Fiscal Year 2020-21, therefore, not meeting the goal of 16%. The Wellness Program successfully transitioned several activities to a virtual platform to encourage employees to participate and realized significant increases in participation: 85% Meditation & Relaxation, 129% fitness classes, 103% Lunch & Learns, 73% Cooking Demonstrations and 176% Thrive Five Health and Weight program. This objective will be replaced with a new wellness performance measure in FY 2021–22.

<sup>2</sup> This measure replaces the previous employee wellness participation. Due to COVID-19 pandemic, activities were transferred to virtual platforms.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$1.5 million

- ◆ Salaries & Benefits—net increase of \$0.6 million
  - ◆ Increase of \$0.6 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net increase of \$0.9 million
  - ◆ Increase of \$0.2 million due to various services and supplies to support operational needs.
  - ◆ Increase of \$0.7 million due to realignment of benefits and insurance expenditures.

### Revenues

Net increase of \$1.5 million

- ◆ Charges for Current Services—decrease of \$0.2 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—increase of \$1.0 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions and realignment of benefits and insurance revenues.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

No significant changes.





Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Department of Human Resources	123.00	122.00	122.00	0.0	122.00
<b>Total</b>	<b>123.00</b>	<b>122.00</b>	<b>122.00</b>	<b>0.0</b>	<b>122.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Department of Human Resources	\$ 28,875,561	\$ 29,961,429	\$ 31,446,353	5.0	\$ 31,579,655
<b>Total</b>	<b>\$ 28,875,561</b>	<b>\$ 29,961,429</b>	<b>\$ 31,446,353</b>	<b>5.0</b>	<b>\$ 31,579,655</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 17,578,829	\$ 18,579,715	\$ 19,204,038	3.4	\$ 19,268,300
Services & Supplies	11,584,419	11,649,547	12,510,148	7.4	12,579,188
Expenditure Transfer & Reimbursements	(287,687)	(267,833)	(267,833)	0.0	(267,833)
<b>Total</b>	<b>\$ 28,875,561</b>	<b>\$ 29,961,429</b>	<b>\$ 31,446,353</b>	<b>5.0</b>	<b>\$ 31,579,655</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Charges For Current Services	\$ 2,227,042	\$ 2,437,843	\$ 2,250,205	(7.7)	\$ 2,250,205
Miscellaneous Revenues	9,476,644	10,028,322	11,054,171	10.2	11,227,710
Fund Balance Component Decreases	406,003	583,784	567,743	(2.7)	567,743
Use of Fund Balance	578,118	276,236	276,236	0.0	—
General Purpose Revenue Allocation	16,187,754	16,635,244	17,297,998	4.0	17,533,997
<b>Total</b>	<b>\$ 28,875,561</b>	<b>\$ 29,961,429</b>	<b>\$ 31,446,353</b>	<b>5.0</b>	<b>\$ 31,579,655</b>



# 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 over 3,000 contracts valued at over \$9.0 billion, with an annual procurement spend of \$1.5 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 \$16.0 million.



- ◆ Participated in 22 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other community agencies).
- ◆ Participated in the virtual Live Well Advance 2020 in partnership with Health and Human Services Agency (HHSA) in December 2020.
- ◆ Coordinated and publicized contracting opportunities with local business chambers, business associations, and other community agencies. Collaborated with several public agencies for small business outreach events, including CalTrans, San Diego County Regional Airport Authority, the US Navy, and the San Diego Small Business Development Center (SBDC). Additionally, the Department cohosted its own virtual event with the US Veterans Business Alliance in November 2020, which featured a panel of executives from County departments who shared information about how to participate in future contracting opportunities.
- Maintained the percentage of competitively awarded contracts, as well as increased the percentage of response depth to open solicitations.
  - ◆ Achieved 90% of competitively awarded contracts (measured by the value of the contracts).
  - ◆ Achieved 60% of open solicitations receiving a minimum of three vendor responses.

### 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.

## 2020–21 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.

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Awarded 75% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package, in accordance with Procurement Action Lead Time (PALT) standards.

- Completed 85% of contract amendments requiring change in funding or scope within 30 days of receiving a complete procurement package, in accordance with PALT standards.
- Provided County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings.
  - ◆ Continued to provide DPC Academy sessions including: 13 Contracting Officer Representatives (COR) trainings; and 93 other DPC Academy classes.
  - ◆ Continued offering contract management online training modules by adding 11 different National Institute of Governmental Purchasing (NIGP) on-demand topics to the County Learning Management System (LMS).
- Initiated discussions with departments about adding electronic records libraries into the Federated Records Management System.
- Ensured all departments were trained and have the tools necessary to stay current on Countywide Records Management policies and best practices
  - ◆ Provided 10 individualized trainings for County departments to maintain Countywide Records Management policies and records retention schedules current.
- Deferred the transfer of County microfilm vault content to Assessor/Recorder/County Clerk's new archival facility to Fiscal Year 2021-22 to allow planning for vault content management.
- Deployed initial functionality of the Contract Lifecycle Management System (CLMS) and continued implementation.
- Support client departments on the response to the COVID-19 pandemic.
  - ◆ Served as the Logistics Section Chief of the COVID-19 Emergency Operation Center.
  - ◆ Secured Personal Protective Equipment (PPE), testing and vaccination supplies and contracts, community public health outreach services, hotel rooms and other support services.
    - ◆ Distributed over 20.0 million individual items to support COVID-19 response.
  - ◆ Established partnerships and contracts with major community health providers to inform, test, and vaccinate San Diego region workers and residents.

- Increase diversity of supplier base and awards to small, disadvantaged and minority owned businesses.
  - ◆ Collaborate with the Office of Equity and Racial Justice (OERJ), HHSA and other departments to increase community engagement and contract awards in underserved communities.
  - ◆ Participate in at least 10 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other community and public agencies). Outreach events will focus on minority and small businesses.
  - ◆ Publicize contracting opportunities with local business chambers, associations, and community organizations.
- Maintain percentages of competitively awarded contracts and depth of response to solicitations.
  - ◆ Competitively award at least 90% of contracts (measured by the value of the contracts).
  - ◆ Achieve 60% of solicitations receiving at least three vendor responses.



### Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise.
  - Support policy recommendations as a result of actions taken from the Board of Supervisors Transparency Advisory and Fiscal Realignment Subcommittees that relate to functions in the Department of Purchasing and Contracting.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue implementation of Contract Lifecycle Management System (CLMS) functionality and a new electronic supplier registration, business opportunity and proposal submittal portal.
  - Initiate the transfer of microfilm vault content to Assessor/Recorder/County Clerk's new archival facility.
  - Coordinate with departments to implement additional electronic records libraries into the Federated Records Management System.
  - Continue to provide procurement and contracting knowledge by offering at least 15 Contracting Officer Representatives (COR) trainings and 40 other procurement and contracting classes.
  - Provide at least 10 individualized trainings for County departments to maintain Countywide Records Management policies and records retention schedules current.
  - Achieve Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for at least 75% of RFPs.
  - Achieve PALT timeline for contract amendments within 30 days for at least 85% of contract amendments.

## 2021–23 Objectives



### Sustainable Environments/Thriving

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







## Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

◆ <https://www.sandiegocounty.gov/purchasing>

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Participate/host vendor outreach events <sup>1</sup>	34	20	22	10	10
	Percentage of total contract value competitively awarded <sup>2</sup>	93%	90%	90%	90%	90%
	Percentage of competitive solicitations receiving at least 3 vendor responses <sup>3</sup>	49%	60%	60%	60%	60%
	Percentage of Requests for Proposal (RFP) completed within 180 days <sup>4</sup>	72%	75%	75%	75%	75%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days <sup>4</sup>	96%	85%	85%	85%	85%
	Ensure all County departments <sup>1</sup> and global records retention schedules are current <sup>5</sup>	100%	100%	100%	100%	100%

### Table Notes

<sup>1</sup> This measure reports the number of outreach events the Department participates in or hosts.

<sup>2</sup> This measure reflects the percentage of the value of contracts competitively awarded. The last reported federal government-wide competition rate was 64.4% for the federal year of 2015 as reported in the Contracting Data Analysis by the U.S. Government Accountability Office.

<sup>3</sup> This performance measure demonstrates the efficiency of the solicitation process.

<sup>4</sup> 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.

<sup>5</sup> Records Services manages a total of 55 records retention schedules.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.2 million due to the required retirement contributions and negotiated labor

agreements.

- ◆ Services & Supplies—decrease of \$0.3 million primarily related to reduction of one-time IT costs for the development of Contract Lifecycle Management System (CLMS).
- ◆ Other Charges—increase of \$0.2 million primarily due to depreciation of CLMS system and a new electronic supplier registration, business opportunity and proposal submittal portal.



## Revenues

Net increase of \$0.1 million

- ◆ Charges for Current Services—decrease of \$2.5 million primarily due to use of departmental Fund Balance to lower Internal Services Fund procurement rates.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million due to decrease of proceeds from usage rebates.
- ◆ Use of Fund Balance—increase of \$2.7 million for a total budget of \$5.4 million. The total amount of \$5.4 million budgeted use of Purchasing ISF fund balance includes:
  - ◆ \$4.0 million to reduce internal service fund procurement rates.
  - ◆ \$0.8 million for the Federated Records Management (FRM), CLMS and new sourcing system depreciation costs.

- ◆ \$0.3 million for increased ongoing IT costs in Records Services.
- ◆ \$0.2 million for consultant services:
  - ◆ For engagement for minority contracting.
  - ◆ IT support for implementation of CLMS functionality enhancements, new sourcing system and the ORACLE procurement module upgrade.
- ◆ \$0.1 million for post-development costs of CLMS project.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$0.4 million primarily due to completion of one-time consultant services and CLMS IT costs budgeted in Fiscal Year 2021–22.







## Staffing by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Content/Records Services	4.00	3.00	3.00	0.0	3.00
Purchasing ISF	62.00	63.00	63.00	0.0	63.00
<b>Total</b>	<b>66.00</b>	<b>66.00</b>	<b>66.00</b>	<b>0.0</b>	<b>66.00</b>

## Budget by Program

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Content/Records Services	\$ 1,800,032	\$ 1,024,231	\$ 1,254,238	22.5	\$ 1,145,087
Purchasing ISF	13,039,757	14,324,824	14,190,440	(0.9)	13,924,055
General Fund Contribution	854,350	594,000	594,000	0.0	594,000
<b>Total</b>	<b>\$ 15,694,139</b>	<b>\$ 15,943,055</b>	<b>\$ 16,038,678</b>	<b>0.6</b>	<b>\$ 15,663,142</b>

## Budget by Categories of Expenditures

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 9,606,993	\$ 10,292,030	\$ 10,513,953	2.2	\$ 10,456,768
Services & Supplies	4,999,146	4,456,375	4,120,173	(7.5)	3,801,822
Other Charges	233,650	600,650	810,552	34.9	810,552
Operating Transfers Out	854,350	594,000	594,000	0.0	594,000
<b>Total</b>	<b>\$ 15,694,139</b>	<b>\$ 15,943,055</b>	<b>\$ 16,038,678</b>	<b>0.6</b>	<b>\$ 15,663,142</b>

## Budget by Categories of Revenues

	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 90,000	\$ 100,000	\$ 60,000	(40.0)	\$ 60,000
Charges For Current Services	6,456,439	10,875,055	8,334,283	(23.4)	12,258,747
Miscellaneous Revenues	937,000	1,150,000	1,100,000	(4.3)	1,100,000
Other Financing Sources	854,350	594,000	594,000	0.0	594,000
Use of Fund Balance	6,502,000	2,630,000	5,356,395	103.7	1,056,395
General Purpose Revenue Allocation	854,350	594,000	594,000	0.0	594,000
<b>Total</b>	<b>\$ 15,694,139</b>	<b>\$ 15,943,055</b>	<b>\$ 16,038,678</b>	<b>0.6</b>	<b>\$ 15,663,142</b>





# Registrar of Voters

## Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

## Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. With a current registered voter population over 1.90 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 \$29.5 million.



- ◆ 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 election workers.
- ◆ Continued outreach strategy to increase opportunities to work at the polls.
- ◆ Continued to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual election 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 scheduled or special elections by meeting the planned recruitment goals for election workers.
- Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements.
  - ◆ The overall percent of accessible polls for the November 2020 Presidential General election was 63% due to a change in the voting model as a result of the Governor’s Executive Order (EO-N-64-20 and EO-N-67-20) and the impacts of the COVID-19 pandemic.
- Increased voter awareness of convenient early Mail Ballot Drop Off Program.
  - ◆ Collected 580,991 ballots from 124 mail ballot drop off sites for the November 2020 Presidential General election.
- Processed 100% of valid registrations received on or before the close of registration, before election day, for the November 2020 Presidential General election to ensure eli-

### 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.

## 2020–21 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 referring 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.

gible 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, conducted 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 over 1.90 million registered voters.
    - ◆ Strategically consolidated voting precincts at public facilities to provide sufficient space for social distancing and continuing to meet voter capacity.
    - ◆ Protected the most vulnerable population, identified and recruited election workers that were trained and worked cohesively through the four-day consolidated polling place voting period.
    - ◆ Procured and implemented election equipment and IT technologies, including electronic poll books, to carry an efficient, effective and safe November 3, 2020 Presidential General Election due to the impacts of the COVID-19 pandemic.
    - ◆ Expanded mail ballot drop off locations to 124 locations using staffed personnel for a 28-day period.
    - ◆ Ensured 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.
    - ◆ Due to the COVID-19 pandemic, ensured proper resources were available at in-person voting sites for voters to cast their votes safely while adhering to the County’s public health orders.
  - Ensured 100% of election worker trainers completed the online training assessments with scores of 100% no later than 26 days prior to the November 2020 Presidential General election, providing knowledgeable instructors who are available and prepared to train election workers.
  - Continued to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Information Pamphlet in lieu of a paper copy.
  - Continued to offer online campaign finance statements service.
    - ◆ Continued 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 January 2020 semi-annual online filing percentage.

- Tallied 31% of precincts for the November 2020 Presidential General election by 11:30 pm on Election night.
- 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 November 2020 Presidential General election.
- Reported 69% of all ballots cast in the first Election Night Results Bulletin for the November 2020 Presidential General election.
- Tallied 99% of all mail ballots received through Election Night by the Monday after Election Day for the November 2020 Presidential General election.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured a high level of customer satisfaction with core services. Attained a 4.6 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the November 2020 Presidential General election. Due to the change in voting model as a result of the Governor’s Executive Order (EO-N-64-20 and EO-N-67-20) and the impacts of COVID-19, poll workers had to learn and adapt quickly to the new model.
- 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 mailed all poll worker stipends in 15 working days or less from Election Day for the November 2020 Presidential General election.
  - Assigned available bilingual election workers to fill poll worker positions for the November 2020 Presidential General election. Due to the COVID-19 pandemic, there were not enough in-person bilingual poll workers available to meet the allocations at every site. The ROV utilized the County’s translation vendor to provide as-needed bilingual services over the phone.

### 2021–23 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 work 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 June 2022 Gubernatorial Primary election by 5%, for a total of 68%, based on the overall percent of accessible polls for the November 2020 Presidential election.
  - ◆ Increase the overall percent of accessible polls for the November 2022 Gubernatorial General election by 1%, for a total of 69%, based on the overall percent of accessible polls for the June 2022 Gubernatorial Primary election.
- Increase voter awareness of convenient early Mail Ballot Drop Off Program.
  - ◆ Collect at least 100,000 ballots from mail ballot drop off sites for the June 2022 Gubernatorial Primary election, and 150,000 ballots for the November 2022 Gubernatorial General Election.
- Process 100% of valid registrations received on or before the close of registration, before election day, for the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.
- Ensure 100% of poll worker trainers complete online training assessments with scores of 100% no later than 26 days prior to the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections, providing knowledgeable instructors who are available and prepared to train poll workers.
- Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy.
- Continue to offer online campaign finance statements service.
  - ◆ Continue to maintain and work to improve the overall percent of online filings for the July 2021 and January 2022 semi-annual filings to 80%, based on the January 2021 semi-annual online filing percentage.
  - ◆ Increase the overall percent of online filings for the July 2022 and January 2023 semi-annual filings by 10% to a total of 90%, based on the anticipated January 2022 semi-annual online filing percentage.
- Tally 30% of precincts for the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General 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 June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections.
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections.
- Tally 80% of all mail ballots received through Election Night by the Monday after Election Day for the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - To encourage overall satisfaction and retention of 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 2021-23.
  - Continue to assign bilingual poll workers to fill poll worker positions as needed for the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General elections.





## Operational Excellence

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

## Related Links

For additional information about the Registrar of Voters, refer to the website at:

◆ [www.sdvote.com](http://www.sdvote.com)

Performance Measures		2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
	Valid voter registrations received at close of registration that are processed by 7 days before the election <sup>1</sup>	100% of 9,218	100% of 75,000	100% of 12,694	100% of 25,000	100% of 30,000
	Overall Customer Satisfaction Rating <sup>2</sup>	4.60	4.70	4.60	4.70	4.70
	Precincts tallied by 11:30 pm on Election Night <sup>3</sup>	27% of 1,548	30% of 1,600	31% of 572	30% of 1,600	30% of 1,600
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited <sup>4</sup>	40 days	40 days	45 days	40 days	40 days
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited <sup>4</sup>	42 days	39 days	N/A	39 days	39 days
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited <sup>4</sup>	35 days	35 days	34 days	35 days	35 days
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned <sup>4</sup>	66% 1 day	18 days	0 days	18 days	18 days
	Mail ballots received through Election Night that are tallied by the Monday after Election Day <sup>5</sup>	97% of 647,669	80% of 900,000	99% of 1,424,763	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 <sup>6</sup>	100% of 340,836	90% of 500,000	100% of 1,088,251	90% of 500,000	90% of 500,000

### Table Notes

<sup>1</sup> 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.

<sup>2</sup> Scale of 1-5, with 5 being “excellent”. ROV did not meet this goal because poll workers were rated low on the categories of understanding their new roles/positions based on the new Super Poll model and tasks.

<sup>3</sup> This measure is based on using a one-card ballot.

<sup>4</sup> These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. Touch Screen Inspector position was eliminated for the November 2020 Election. It was a different election model as a result of COVID-19 and the Governor’s Executive Order (i.e., Super Polls instead of traditional polling locations). The goal regarding assignment of bilingual poll workers was not met. There were not enough in person bilingual poll workers available to meet the allocations for every site; however, the United Language Group call center capability was implemented, and bilingual needs were supplemented through the use of this service.





<sup>5</sup>This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day. Processing both vote-by-mail ballots simultaneously with provisional ballots is a labor intensive process that requires additional review and verification. The ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night.

<sup>6</sup>This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

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

### Staffing

No change in staffing

### Expenditures

Net decrease of \$9.3 million

- ◆ Salaries & Benefits—increase of \$0.3 million due to required retirement contributions and negotiated labor agreements.
- ◆ Service & Supplies—decrease of \$9.3 million due to a reduction in costs related to the November 2020 Presidential General Election (implementation of the Governor’s Executive Orders [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), offset by increases to support the June 2022 Gubernatorial Primary elections.
- ◆ Capital Assets Equipment—decrease of \$0.3 million due to the purchase of several envelope extractors from the previous fiscal year.

### Revenues

Net decrease of \$9.3 million

- ◆ Intergovernmental Revenues—decrease 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.
- ◆ Charges for Current Services—decrease of \$0.5 million due to the lower number of billable jurisdictions that will participate in the June 2022 Gubernatorial Primary Election.
- ◆ Use of Fund Balance—decrease of \$1.4 million for a total budget of \$2.7 million in unassigned General Fund fund balance.
  - ◆ \$2.5 million to support the June 2022 Gubernatorial Primary election.
  - ◆ \$0.2 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million due to realignment of existing FY 2020-21 General Purpose Revenue within the Finance and General Government Group to sustain enterprise functions.

## Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Net decrease of \$2.1 million is due to a decrease in one-time costs in Fiscal Year 2021-22 related to expenditures from the June 2022 Gubernatorial Primary Election.



Staffing by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Registrar of Voters	69.00	69.00	69.00	0.0	69.00
<b>Total</b>	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>	<b>0.0</b>	<b>69.00</b>

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Registrar of Voters	\$ 26,655,234	\$ 38,749,652	\$ 29,485,477	(23.9)	\$ 27,383,103
<b>Total</b>	<b>\$ 26,655,234</b>	<b>\$ 38,749,652</b>	<b>\$ 29,485,477</b>	<b>(23.9)</b>	<b>\$ 27,383,103</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 13,851,811	\$ 13,995,333	\$ 14,272,010	2.0	\$ 14,162,378
Services & Supplies	12,803,423	24,476,019	15,183,467	(38.0)	13,220,725
Capital Assets Equipment	—	278,300	30,000	(89.2)	—
<b>Total</b>	<b>\$ 26,655,234</b>	<b>\$ 38,749,652</b>	<b>\$ 29,485,477</b>	<b>(23.9)</b>	<b>\$ 27,383,103</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues	\$ 377,160	\$ 8,188,300	\$ 455,000	(94.4)	\$ 425,000
Charges For Current Services	5,958,007	5,983,007	5,508,007	(7.9)	5,983,007
Miscellaneous Revenues	65,000	65,000	55,000	(15.4)	65,000
Fund Balance Component Decreases	176,628	253,685	247,219	(2.5)	247,219
Use of Fund Balance	75,522	4,071,044	2,651,044	(34.9)	—
General Purpose Revenue Allocation	20,002,917	20,188,616	20,569,207	1.9	20,662,877
<b>Total</b>	<b>\$ 26,655,234</b>	<b>\$ 38,749,652</b>	<b>\$ 29,485,477</b>	<b>(23.9)</b>	<b>\$ 27,383,103</b>





## Capital Program

Capital Program	493
.....	
2021–22 Recommended Budget at a Glance: Capital Program	495
.....	
Capital Appropriations: Fiscal Year 2021–22	501
.....	
Capital Program: All Funds Summary	515
.....	
Capital Program: All Funds Detail	517
.....	
Capital Improvement Needs Assessment: Fiscal Years 2021–26	523
.....	
CINA Capital Projects	525
.....	
Operating Impact of Capital Program: Fiscal Years 2021–23	537
.....	



# 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 recognition of the financial resources used for the reconstruction of the Edgemoor Skilled Nursing Facility. These transactions are accounted for in the Edgemoor Development Fund described below.

### 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 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 CINA.

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Obligations and Financial Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- ◆ Public or employee health/safety is threatened by existing or imminent conditions.
- ◆ The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- ◆ The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

The 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

The Outstanding Capital Projects by Fund report provides information for the County's current outstanding capital projects. This report is available at:

[https://www.sandiegocounty.gov/content/sdc/general\\_services/Facility\\_Planning\\_Design\\_Construction.html](https://www.sandiegocounty.gov/content/sdc/general_services/Facility_Planning_Design_Construction.html)

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.





## 2021–22 Recommended Budget at a Glance: Capital Program

The Fiscal Years 2021-23 CAO Recommended Operational Plan Capital Program totals **\$279.6 million** which includes \$254.7 million in new appropriations for various capital projects, \$16.1 million for Major Maintenance projects required to be capitalized for financial reporting purposes and \$8.8 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 2021-22.

Capital Appropriations Summary	
Project	Fiscal Year 2021–22 Appropriations
Alpine Local Park	\$ 10,500,000
Boulder Oaks Preserve Trails and Improvements	2,000,000
Calavo Park	9,000,000
Casa de Oro Library	21,007,935
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	14,000,000
Descanso Fire Station 45 Apparatus Bay Replacement	200,000
East County Crisis Stabilization Unit (CSU) Hub/Network Plan	1,000,000
East Otay Mesa Fire Station #38	18,100,000
El Cajon Branch Library	300,000
Felicita County Park Electrical and Sewer	2,500,000
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased	5,000,000
Health Services Complex	500,000
Heritage Park Building	13,000,000
Inmate Transfer Tunnel	800,000
Julian Library Community Room	3,020,000
Lindo Lake Improvements (Phase II)	450,000
Multiple Species Conservation Program (MSCP) Land Acquisition	7,500,000
Otay Valley Regional Park (OVRP) Community Garden	950,000
Otay Valley Regional (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	1,250,000
Sage Hill Staging Area and Trail System Improvements	2,000,000
San Diego Botanic Gardens Master Plan	1,250,000
San Diego County Animal Shelter	10,100,000
San Luis Rey River Park (SLRRP) Acquisition and Improvement	24,950,000
South County Zipline	1,000,000





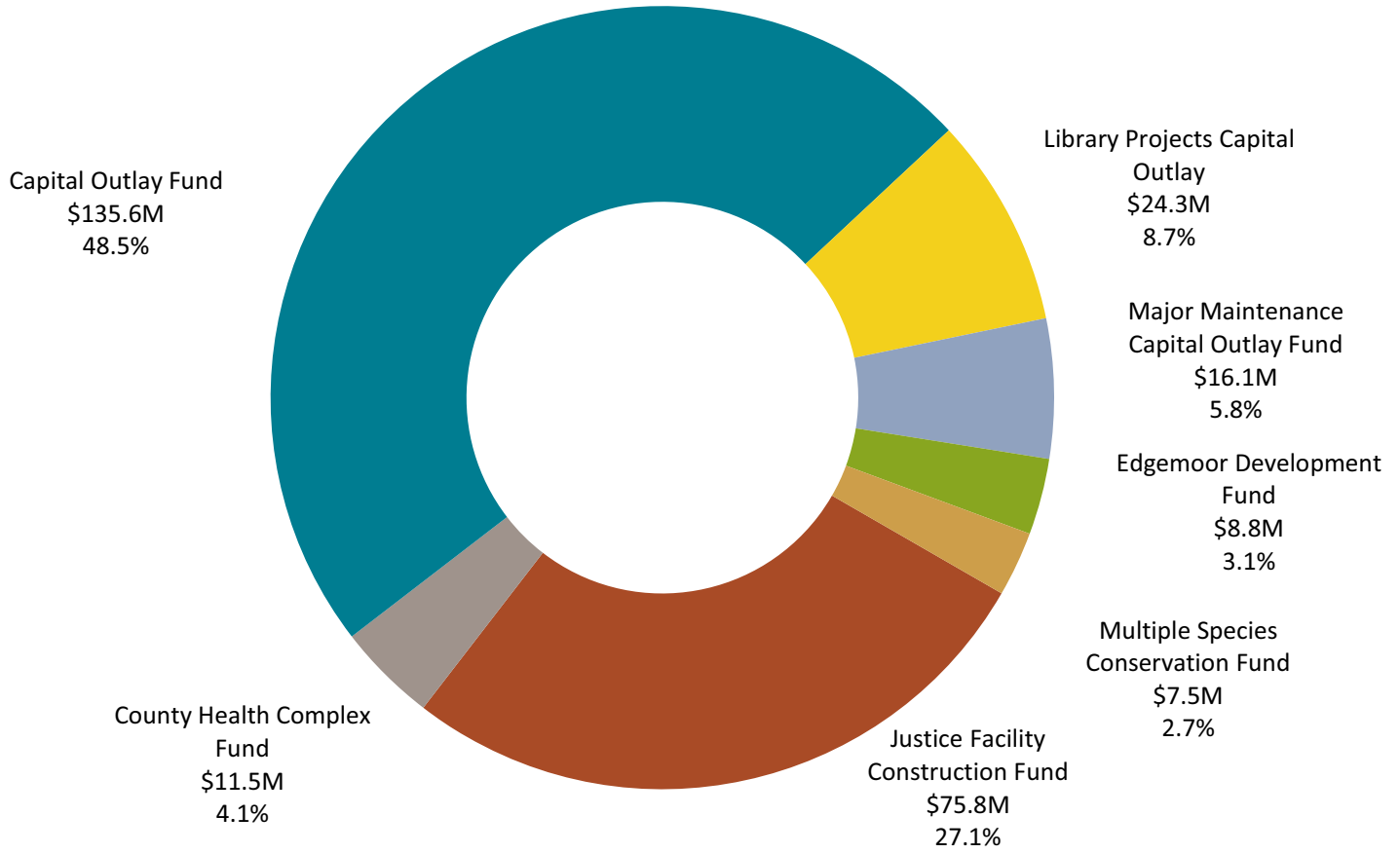
## 2021–22 RECOMMENDED BUDGET AT A GLANCE: CAPITAL PROGRAM

Capital Appropriations Summary	
Sweetwater Loop Trail Acquisition/Construction: Segments 5-7 Segments 8 and 9 Segment 10	4,550,000
Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail	750,000
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	10,000,000
Tijuana River Valley Smuggler’s Gulch Basin	11,000,000
Waterfront Park - Active Recreation	3,000,000
Youth Transition Campus (formerly SD Juvenile Justice Campus)	75,000,000
<b>Capital Program Total</b>	<b>\$ 254,677,935</b>
Edgemoor Development Fund	\$ 8,797,800
<b>Edgemoor Development Fund Total</b>	<b>\$ 8,797,800</b>
Major Maintenance Capital Projects	\$ 16,084,000
<b>Major Maintenance Capital Outlay Fund Total</b>	<b>\$ 16,084,000</b>





### Capital Program by Fund Fiscal Year 2021–22: \$279.6 million

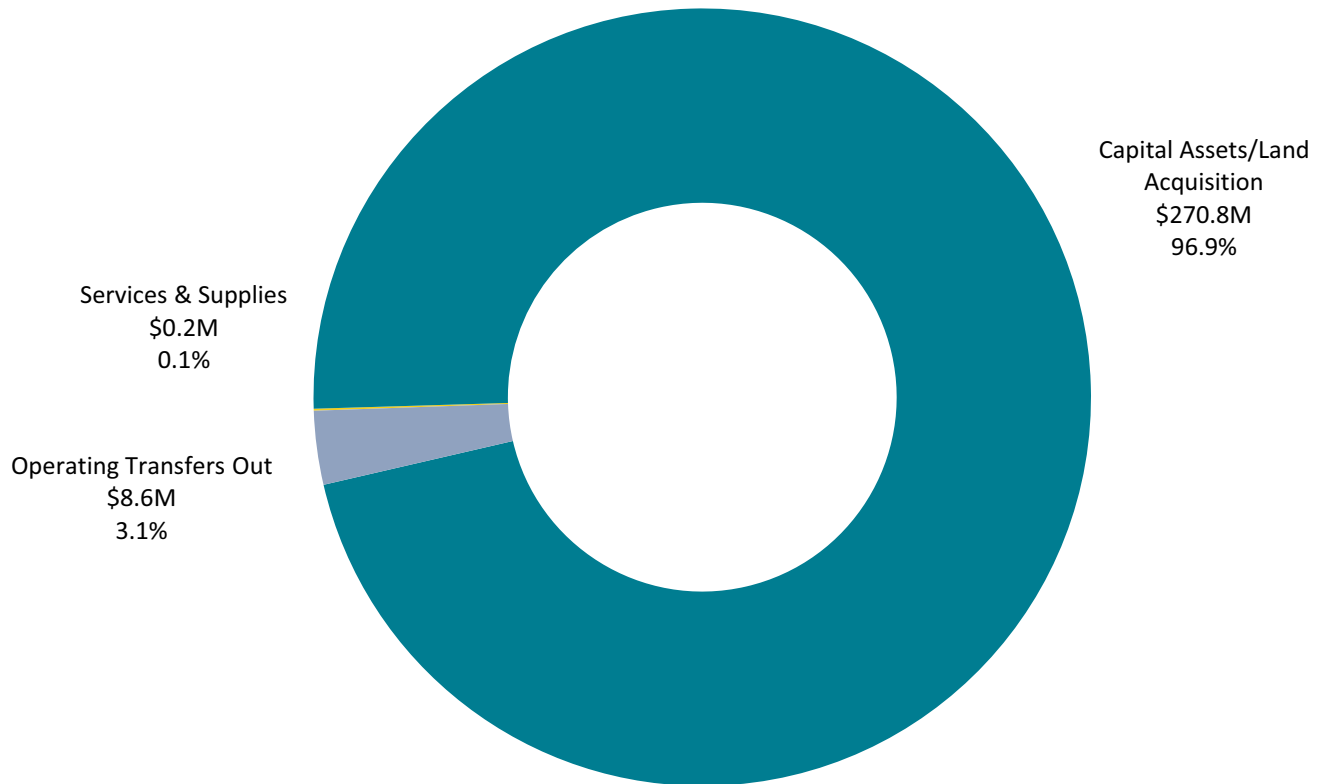


Recommended Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	\$ 75.8	27.1
County Health Complex Fund	11.5	4.1
Capital Outlay Fund	135.6	48.5
Library Projects Capital Outlay Fund	24.3	8.7
Major Maintenance Capital Outlay Fund	16.1	5.8
Edgemoor Development Fund	8.8	3.1
Multiple Species Conservation Fund	7.5	2.7
<b>Total</b>	<b>\$ 279.6</b>	<b>100.0</b>

*\*The sum of individual figures within a column may not equal the total for that column due to rounding.*



### Capital Program by Categories of Expenditures Fiscal Year 2021–22: \$279.6 million



Recommend Budget by Categories of Expenditures: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.2	0.1
Capital Assets/Land Acquisition	270.8	96.9
Operating Transfers Out	8.6	3.1
<b>Total</b>	<b>\$ 279.6</b>	<b>100.0</b>

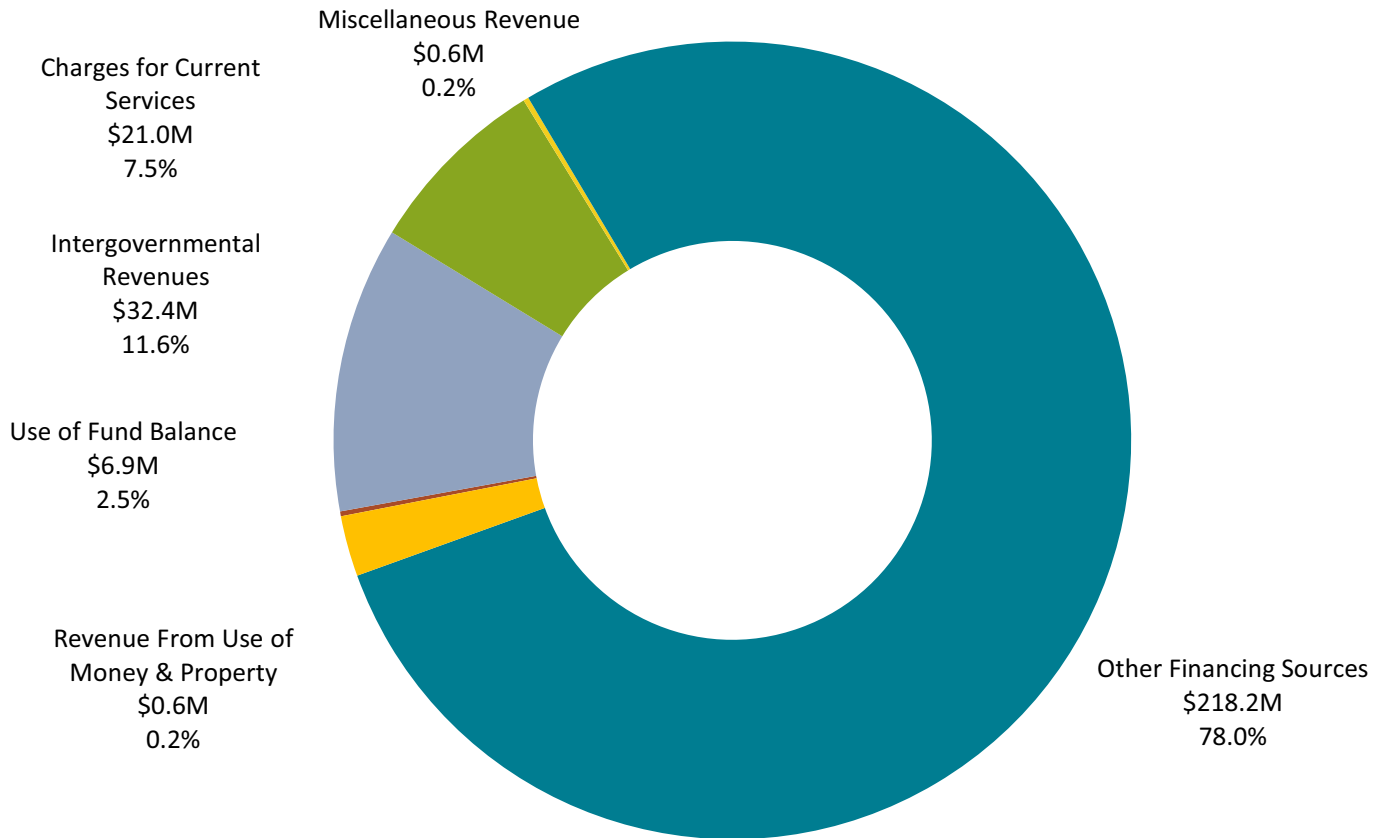
*\*The sum of individual figures within a column may not equal the total for that column due to rounding.*







### Capital Program by Categories of Revenues Fiscal Year 2021–22: \$279.6 million



Recommended Budget by Categories of Revenues: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.6	0.2
Intergovernmental Revenues	32.4	11.6
Charges for Current Services	21.0	7.5
Miscellaneous Revenue	0.6	0.2
Other Financing Sources	218.2	78.0
Use of Fund Balance	6.9	2.5
<b>Total</b>	<b>\$ 279.6</b>	<b>100.0</b>

*\*The sum of individual figures within a column may not equal the total for that column due to rounding.*





# Capital Appropriations: Fiscal Year 2021–22

The Fiscal Years 2021-23 CAO Recommended Operational Plan includes **\$254.7 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2021-22. This amount excludes \$16.1 million appropriated in Fiscal Year 2021-22 Major Maintenance Capital Outlay Fund to support costs associated with the remaining Major Maintenance projects funded by departmental operating budgets and required to be capitalized for financial reporting purposes. This amount also excludes \$8.8 million appropriated 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 section briefly describes the anticipated cost and purpose of each capital project.



### Alpine Local Park

**Fiscal Year 2021–22 Appropriations:** \$10,500,000

**Project Number:** 1021897

**Estimated Total Project Cost:** \$28,000,000

**Funding Source(s):** General Purpose Revenue \$10,500,000

**Scope:** Design, environmental analysis and construction of Alpine Park in Alpine. Park amenities could include sports fields, picnic areas, playgrounds, all-wheel park, dog park, trails and other recreation amenities. Project will be constructed in phases.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Phase I - Winter 2023. Total project completion - Fall 2026.

### Boulder Oaks Preserve Trails and Improvements

**Fiscal Year 2021–22 Appropriations:** \$2,000,000

**Project Number:** 1023727

**Estimated Total Project Cost:** \$3,350,000

**Funding Source(s):** General Purpose Revenue \$2,000,000

**Scope:** Design, environmental analysis and construction of preserve infrastructure to allow public access. Improvements include approximately 8 miles of new and existing multi-use trails and one ADA accessible trail, restrooms, driveway and road improvements, staging areas, and shaded picnic areas. Project is phased.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Phase I - Summer 2022\*. Total project completion - Summer 2024.



\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.



**Calavo Park**

**Fiscal Year 2021–22 Appropriations:** \$9,000,000

**Project Number:** 1022858

**Estimated Total Project Cost:** \$16,454,000

**Funding Source(s):** General Purpose Revenue \$9,000,000

**Scope:** Acquisition, design, environmental analysis and construction of Calavo Park in Spring Valley. Park amenities could include ball fields, sports courts, playground, picnic areas, all-wheel park, dog park, trails and other recreation amenities.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Winter 2022-23

**Casa De Oro Library**

**Fiscal Year 2021–22 Appropriations:** \$21,007,935

**Project Number:** 1020105

**Estimated Total Project Cost:** \$21,750,000

**Funding Source(s):** General Purpose Revenue \$21,007,935

**Scope:** Land acquisition, design 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.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Summer 2024\*



\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.





**County Administration Center (CAC) Major Systems Renovations Project (phased)**

**Fiscal Year 2021–22 Appropriations:** \$14,000,000

**Project Number:** 1021162

**Estimated Total Project Cost:** \$121,554,000

**Funding Source(s):** General Purpose Revenue \$14,000,000

**Scope:** Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber, replacement of historic windows & discretionary work.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Spring 2024

**Descanso Fire Station 45 Apparatus Bay Replacement**

**Fiscal Year 2021–22 Appropriations:** \$200,000

**Project Number:** 1024601

**Estimated Total Project Cost:** \$900,000

**Funding Source(s):** General Purpose Revenue \$200,000

**Scope:** Demo existing apparatus bay and replace with pre-engineered steel apparatus bay.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Fall 2023\*



**East County Crisis Stabilization Unit (CSU) Hub/Network Plan**

**Fiscal Year 2021–22 Appropriations:** \$1,000,000

**Project Number:** 1024603

**Estimated Total Project Cost:** \$1,000,000

**Funding Source(s):** Revenue Acct 46678 Institutional Care Hospital \$1,000,000

**Scope:** Design and construction of Crisis Stabilization Unit (CSU) located in East County.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Fall 2025\*

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.

### East Otay Mesa Fire Station #38

**Fiscal Year 2021–22 Appropriations:** \$18,100,000

**Project Number:** 1023723

**Estimated Total Project Cost:** \$20,300,000

**Funding Source(s):** General Purpose Revenue \$8,100,000 and Contributions from Property Owners \$10,000,000

**Scope:** Design and construction of new station with up to five (5) double loaded drive-thru apparatus bays and ability to sleep up to sixteen (16) staff.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Summer 2023\*



### El Cajon Branch Library

**Fiscal Year 2021–22 Appropriations:** \$300,000

**Project Number:** 1024605

**Estimated Total Project Cost:** \$30,300,000

**Funding Source(s):** General Purpose Revenue \$300,000

**Scope:** Land acquisition, design and construction of new library to include community room, study rooms (4), and living room.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Spring 2025\*

### Felicita County Park Electrical and Sewer

**Fiscal Year 2021–22 Appropriations:** \$2,500,000

**Project Number:** 1024597

**Estimated Total Project Cost:** \$2,500,000

**Funding Source(s):** General Purpose Revenue \$2,500,000

**Scope:** Design, environmental and construction, analysis to remove outdated electrical and sewer systems in Felicita Park.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Spring 2023



\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.





**Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased**

**Fiscal Year 2021–22 Appropriations:** \$5,000,000

**Project Number:** 1023733

**Estimated Total Project Cost:** \$65,000,000

**Funding Source(s):** General Purpose Revenue \$5,000,000

**Scope:** Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Fall 2024\*

**Health Services Complex**

**Fiscal Year 2021–22 Appropriations:** \$500,000

**Project Number:** 1024604

**Estimated Total Project Cost:** \$138,500,000

**Funding Source(s):** General Purpose Revenue \$500,000

**Scope:** Design and construction of a new health services complex. A full scope will be developed during pre-construction phase.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Spring 2027\*



**Heritage Park Building**

**Fiscal Year 2021–22 Appropriations:** \$13,000,000

**Project Number:** 1023725

**Estimated Total Project Cost:** \$13,000,000

**Funding Source(s):** General Purpose Revenue \$8,000,000 and State Aid - Other State Grants \$5,000,000

**Scope:** Design, environmental and construction of interior retrofit to make the Heritage Park building code compliant and to convert the use to a hotel. The funding would be used to leverage matching grant funds.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Spring 2024\*

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.



**Inmate Transfer Tunnel**

**Fiscal Year 2021–22 Appropriations:** \$800,000

**Project Number:** 1021891

**Estimated Total Project Cost:** \$9,753,345

**Funding Source(s):** General Fund fund balance \$800,000

**Scope:** The project includes the design and construction of an approximately 325' long tunnel for the transfer of inmates between the Central Jail and the Central Courthouse in downtown San Diego. Renovations within the Central Jail B-1 level and the Central Courthouse basement levels, necessary to accommodate the tunnel, are also included. The requested funding is needed as contingency to cover potential unforeseen conditions that may be encountered during construction which is currently underway and expected to be completed in the spring of 2022.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Summer 2022



**Julian Library Community Room**

**Fiscal Year 2021–22 Appropriations:** \$3,020,000

**Project Number:** 1021916

**Estimated Total Project Cost:** \$7,220,000

**Funding Source(s):** General Purpose Revenue \$3,020,000

**Scope:** Design and construction of a 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.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Summer 2022\*



**Lindo Lake Improvements (Phases I & II)**

**Fiscal Year 2021–22 Appropriations:** \$450,000

**Project Number:** 1019565

**Estimated Total Project Cost:** \$26,225,000

**Funding Source(s):** General Purpose Revenue \$450,000

**Scope:** Restore Lindo Lake by deepening the lakebed. Construction will occur in two proposed phases. Phase I is under construction.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Summer 2024



\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.







**Multiple Species Conservation Program (MSCP)  
Land Acquisition**

**Fiscal Year 2021–22 Appropriations:** \$7,500,000

**Project Number:** 1015029

**Estimated Total Project Cost:** \$294,000,000

**Funding Source(s):** General Purpose Revenue \$7,500,000

**Scope:** Acquisition, Design, environmental and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.

**Schedule and Milestones:** Acquisition.

**Anticipated Construction Completion:** Ongoing

**Otay Valley Regional Park (OVRP) Community Garden**

**Fiscal Year 2021–22 Appropriations:** \$950,000

**Project Number:** 1024600

**Estimated Total Project Cost:** \$1,050,000

**Funding Source(s):** General Purpose Revenue \$950,000

**Scope:** Design, environmental analysis 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.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Spring 2023



**Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C**

**Fiscal Year 2021–22 Appropriations:** \$1,250,000

**Project Number:** 1022912

**Estimated Total Project Cost:** \$53,940,000

**Funding Source(s):** General Purpose Revenue \$1,250,000

**Scope:** Design, Environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Area A - Fall 2023\*. Total project completion - Fall 2026.

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.



### Sage Hill Staging Area and Trail System Improvements

**Fiscal Year 2021–22 Appropriations:** \$2,000,000

**Project Number:** 1021910

**Estimated Total Project Cost:** \$2,160,000

**Funding Source(s):** General Purpose Revenue \$2,000,000

**Scope:** Design, environmental analysis and construction of trail and staging area for Sage Hill Park.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Spring 2022



### San Diego Botanic Gardens Master Plan

**Fiscal Year 2021–22 Appropriations:** \$1,250,000

**Project Number:** 1024598

**Estimated Total Project Cost:** \$66,850,000

**Funding Source(s):** Other Miscellaneous Revenue \$600,000 and General Purpose Revenue \$650,000

**Scope:** Design, environmental and construction of new visitor center, parking lots, new gardens, greenhouse and nursery.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Winter 2026-27\*

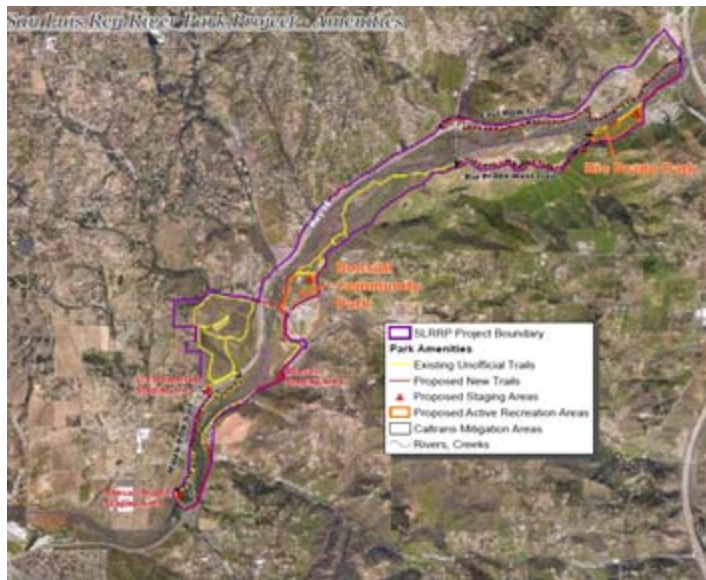
\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.





### San Diego County Animal Shelter

**Fiscal Year 2021–22 Appropriations:** \$10,100,000  
**Project Number:** 1020254  
**Estimated Total Project Cost:** \$26,000,000  
**Funding Source(s):** General Purpose Revenue \$10,100,000  
**Scope:** Design and construction of new animal shelter.  
**Schedule and Milestones:** Pre-Construction.  
**Anticipated Construction Completion:** Spring 2024\*



### San Luis Rey River Park (SLRRP) Acquisition and Improvement

**Fiscal Year 2021–22 Appropriations:** \$24,950,000  
**Project Number:** 1021895 (Moosa Active Recreation node)  
 1023730 (Bonsall Bridge Staging Area)  
**Estimated Total Project Cost:** \$61,668,287  
**Funding Source(s):** General Purpose Revenue \$13,150,000 and General Fund Fund Balance \$11,800,000  
**Scope:** Acquisition, design, environmental analysis of development of planned 1,600-acre San Luis Rey River Park (SLRRP). Projects can that be constructed in any order. Project is phased.  
**Schedule and Milestones:** Construction.  
**Anticipated Construction Completion:** Spring 2023

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.



### South County Zipline

**Fiscal Year 2021–22 Appropriations:** \$1,000,000

**Project Number:** 1024599

**Estimated Total Project Cost:** \$1,000,000

**Funding Source(s):** Committed to Parks Expansion and Improvement \$1,000,000

**Scope:** Design, environmental analysis and construction of a zipline located in South County. Project will be executed with Design Build Enterprise method. The zipline will be available for use by the public and partner organizations (e.g., Boy/Girl Scouts partnership) and DPR to support youth/group activities.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Summer 2023\*



### Sweetwater Loop Trail Acquisition/Construction: Segments 5-7, Segments 8 and 9, Segment 10

**Fiscal Year 2021–22 Appropriations:** \$4,550,000

**Project Number:** 1022919

**Estimated Total Project Cost:** \$6,875,000

**Funding Source(s):** General Purpose Revenue \$4,550,000

**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.

Acquisition of property, environmental permitting and construction of Sweetwater Loop Trail Segment 10.

**Schedule and Milestones:** Construction.

**Anticipated Construction Completion:** Segments 8 & 9- Spring 2023. Total project completion - Spring 2024.

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.





Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail

**Fiscal Year 2021–22 Appropriations:** \$750,000

**Project Number:** 1021903

**Estimated Total Project Cost:** \$11,650,000

**Funding Source(s):** General Purpose Revenue \$750,000

**Scope:** Design, environmental analysis and construction of an estimated 4.9 miles of trail on Sycuan and Kumeyaay Diegueno Land Conservancy (KDLC) property along Dehesa road and Sloane Canyon Road (a DPW maintained road). Proposed trail provides an important regional trail connection between Regional Sweetwater Loop Trail to Regional California Riding and Hiking Trail. Project is phased.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Segments 4 & 5 - Summer 2023\*. Total project completion - Spring 2026.



Third Avenue Mental Health Inpatient Facility Hub, Hillcrest

**Fiscal Year 2021–22 Appropriations:** \$10,000,000

**Project Number:** 1023736

**Estimated Total Project Cost:** \$115,000,000

**Funding Source(s):** Revenue Acct 46678 Institutional Care Hospital \$10,000,000

**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.

**Anticipated Construction Completion:** Summer 2025\*

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.



### Tijuana River Valley (TJRV) Smuggler’s Gulch Basin

**Fiscal Year 2021–22 Appropriations:** \$11,000,000

**Project Number:** 1024602

**Estimated Total Project Cost:** \$11,000,000

**Funding Source(s):** St. Aid – Other State Grants \$11,000,000

**Scope:** Planning, environmental analysis, design, and construction of a sedimentation basin and trash booms within the Smuggler's Gulch drainage channel and improvements to culverts within the Tijuana River Valley Regional Park (TRVRP).

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Winter 2022-23\*



### Waterfront Park - Active Recreation

**Fiscal Year 2021–22 Appropriations:** \$3,000,000

**Project Number:** 1024596

**Estimated Total Project Cost:** \$3,000,000

**Funding Source(s):** General Purpose Revenue \$3,000,000

**Scope:** Design and environmental analysis to add active recreation to Waterfront Park. Potential use of Port of San Diego land.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Summer 2022\*

\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.





## Youth Transition Campus (formerly SD Juvenile Justice Campus)

**Fiscal Year 2021–22 Appropriations:** \$75,000,000

**Project Number:** 1023885

**Estimated Total Project Cost:** \$75,400,000

**Funding Source(s):** Local Revenue Fund, Community Corrections Subaccount \$15,000,000 and Reimbursement from SANCAL (Bond Proceeds) \$60,000,000

**Scope:** Replace the existing 60-year-old Juvenile Hall designed as a correctional facility with a trauma informed and developmentally appropriate facility to house and educate up to 72 youth while they complete their court process. Replace the 50-year-old+ Juvenile Probation Center with a new office building to support Court-related functions and move staff closer to the youth they serve. This is Phase II of the Youth Transition Campus.

**Schedule and Milestones:** Pre-Construction.

**Anticipated Construction Completion:** Winter 2024\*



\* - Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.







## Capital Program: All Funds Summary

Budget by Fund					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Capital Outlay Fund	\$ 82,582,000	\$ 64,077,000	\$ 135,550,000	111.5	\$ —
Major Maintenance Capital Outlay Fund	17,210,206	37,202,074	16,084,000	(56.8)	—
Justice Facility Construction	5,143,061	2,230,000	75,800,000	3,299.1	—
County Health Complex	—	11,790,000	11,500,000	(2.5)	—
Library Projects	—	5,965,000	24,327,935	307.8	—
Edgemoor Development Fund	9,097,650	8,458,310	8,797,800	4.0	8,800,925
MSCP - Land Use and Environmental	7,500,000	—	7,500,000	—	—
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ 533,000	\$ 359,800	\$ 231,800	(35.6)	\$ 231,800
Capital Assets/Land Acquisition	112,435,267	121,264,074	270,761,935	123.3	—
Operating Transfers Out	8,564,650	8,098,510	8,566,000	5.8	8,569,125
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 328,924	\$ 568,924	73.0	\$ 578,792
Intergovernmental Revenues	8,550,430	4,130,110	32,377,219	683.9	1,377,219
Charges For Current Services	—	4,000,000	21,000,000	425.0	—
Miscellaneous Revenues	1,053,061	—	600,000	—	—
Other Financing Sources	104,744,760	114,987,074	218,161,935	89.7	—
Use of Fund Balance	6,855,742	6,276,276	6,851,657	9.2	6,844,914
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>



**CAPITAL PROGRAM: ALL FUNDS SUMMARY**

Revenue Detail					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Interest on Deposits & Investments	\$ —	\$ —	\$ 240,000	—	\$ 240,000
Rents and Concessions	328,924	328,924	328,924	0.0	338,792
State Aid Other State	6,500,000	2,100,000	16,000,000	661.9	—
State Aid Community	—	—	15,000,000	—	—
Federal Aid HUD CDBG 14.218	—	177,000	—	(100.0)	—
Federal Other	1,912,984	—	—	0.0	—
Federal HHS 93.778 Medical Assistance Program	—	1,853,110	1,377,219	(25.7)	1,377,219
Other Intergovernmental Revenue	137,446	—	—	0.0	—
Institutional Care Hospital	—	4,000,000	11,000,000	175.0	—
Contributions from Property Owners	—	—	10,000,000	—	—
Miscellaneous Revenue Other	1,053,061	—	—	0.0	—
Other Miscellaneous	—	—	600,000	—	—
Operating Transfer From General Fund	83,608,818	114,687,074	157,706,935	37.5	—
Operating Transfer From Parkland Dedication	6,147,000	300,000	—	(100.0)	—
Operating Transfer From Other/ Special District	11,000,000	—	—	0.0	—
Operating Transfer From Library Fund	688,942	—	455,000	—	—
Operating Transfer From Prop 172	3,300,000	—	—	0.0	—
Reimbursement from SANCAL - Bond Proceeds	—	—	60,000,000	—	—
Use of Fund Balance	6,855,742	6,276,276	6,851,657	9.2	6,844,914
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>



# Capital Program: All Funds Detail

## Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	82,582,000	64,077,000	135,550,000	111.5	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
<b>Total</b>	<b>\$ 82,582,000</b>	<b>\$ 64,077,000</b>	<b>\$ 135,550,000</b>	<b>111.5</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	—	\$ —
Intergovernmental Revenues	\$ 5,000,000	\$ 2,277,000	\$ 16,000,000	602.7	—
Charges for Current Services	—	—	10,000,000	—	—
Miscellaneous Revenues	710,000	—	600,000	—	—
Other Financing Sources	76,872,000	61,800,000	108,950,000	76.3	—
Use of Fund Balance	—	—	—	—	—
<b>Total</b>	<b>\$ 82,582,000</b>	<b>\$ 64,077,000</b>	<b>\$ 135,550,000</b>	<b>111.5</b>	<b>\$ —</b>

## Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	17,210,206	37,202,074	16,084,000	(56.8)	—
<b>Total</b>	<b>\$ 17,210,206</b>	<b>\$ 37,202,074</b>	<b>\$ 16,084,000</b>	<b>(56.8)</b>	<b>\$ —</b>

**CAPITAL PROGRAM: ALL FUNDS DETAIL**

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Intergovernmental Revenues	\$ 137,446	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	17,072,760	37,202,074	16,084,000	(56.8)	—
<b>Total</b>	<b>\$ 17,210,206</b>	<b>\$ 37,202,074</b>	<b>\$ 16,084,000</b>	<b>(56.8)</b>	<b>\$ —</b>

**County Health Complex Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	—	11,790,000	11,500,000	(2.5)	—
Operating Transfers Out	—	—	—	—	—
<b>Total</b>	<b>\$ —</b>	<b>\$ 11,790,000</b>	<b>\$ 11,500,000</b>	<b>(2.5)</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Charges For Current Services	\$ —	\$ 4,000,000	\$ 11,000,000	175.0	\$ —
Other Financing Sources	—	7,790,000	500,000	(93.6)	—
Use of Fund Balance	—	—	—	—	—
<b>Total</b>	<b>\$ —</b>	<b>\$ 11,790,000</b>	<b>\$ 11,500,000</b>	<b>(2.5)</b>	<b>\$ —</b>





Justice Facility Construction Fund

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Other Charges	—	—	—	—	—
Capital Assets/Land Acquisition	5,143,061	2,230,000	75,800,000	3,299.1	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
<b>Total</b>	<b>\$ 5,143,061</b>	<b>\$ 2,230,000</b>	<b>\$ 75,800,000</b>	<b>3,299.1</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Intergovernmental Revenues	\$ 1,500,000	\$ —	\$ 15,000,000	—	\$ —
Miscellaneous Revenues	343,061	—	—	—	—
Other Financing Sources	3,300,000	2,230,000	60,800,000	2,626.5	—
Use of Fund Balance	—	—	—	—	—
<b>Total</b>	<b>\$ 5,143,061</b>	<b>\$ 2,230,000</b>	<b>\$ 75,800,000</b>	<b>3,299.1</b>	<b>\$ —</b>



**Library Projects Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	—	5,965,000	24,327,935	307.8	—
Operating Transfers Out	—	—	—	—	—
<b>Total</b>	<b>\$ 0</b>	<b>\$ 5,965,000</b>	<b>\$ 24,327,935</b>	<b>307.8</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Other Financing Sources	\$ —	\$ 5,965,000	\$ 24,327,935	307.8	\$ —
Use of Fund Balance	—	—	—	—	—
<b>Total</b>	<b>\$ —</b>	<b>\$ 5,965,000</b>	<b>\$ 24,327,935</b>	<b>307.8</b>	<b>\$ —</b>

**Multiple Species Conservation Program Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Capital Assets/Land Acquisition	\$ 7,500,000	\$ —	\$ 7,500,000	—	\$ —
<b>Total</b>	<b>\$ 7,500,000</b>	<b>\$ —</b>	<b>\$ 7,500,000</b>	<b>—</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	7,500,000	—	7,500,000	—	—
<b>Total</b>	<b>\$ 7,500,000</b>	<b>\$ —</b>	<b>\$ 7,500,000</b>	<b>—</b>	<b>\$ —</b>





Edgemoor Development Fund

Budget by Categories of Expenditures					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Services & Supplies	\$ 533,000	\$ 359,800	\$ 231,800	(35.6)	\$ 231,800
Operating Transfers Out	8,564,650	8,098,510	8,566,000	5.8	8,569,125
<b>Total</b>	<b>\$ 9,097,650</b>	<b>\$ 8,458,310</b>	<b>\$ 8,797,800</b>	<b>4.0</b>	<b>\$ 8,800,925</b>

Budget by Categories of Revenues					
	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Recommended Budget	% Change	Fiscal Year 2022-23 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 328,924	\$ 568,924	73.0	\$ 578,792
Intergovernmental Revenues	1,912,984	1,853,110	1,377,219	(25.7)	1,377,219
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	—	—	—	—
Use of Fund Balance	6,855,742	6,276,276	6,851,657	9.2	6,844,914
<b>Total</b>	<b>\$ 9,097,650</b>	<b>\$ 8,458,310</b>	<b>\$ 8,797,800</b>	<b>4.0</b>	<b>\$ 8,800,925</b>







# Capital Improvement Needs Assessment: Fiscal Years 2021–26

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 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







# 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 \$1.9 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
<b>Youth Transition Campus</b>	Pre-Construction	\$ 75,400,000	Replace existing 60-year-old Juvenile Hall designed as a correctional facility with a trauma-informed and developmentally appropriate facility to house and educate up to 72 youth while completing the court process. Replace the 50-year-old+ Juvenile Probation Center with a new office building to support Court-related functions and move staff closer to the youth they serve. This is Phase II of the Youth Transition Campus (formerly the Juvenile Justice Campus).
Casa De Oro Library	Pre-Construction	21,750,000	Land Acquisition, design and construction of new library, approximately 13,000 square feet with teen and children spaces and community room. Phase I: Land Acquisition, Phase II: Construction.
<b>East Otay Mesa Fire Station #38</b>	Pre-Construction	20,300,000	Design and construction of new station with up to five (5) double loaded drive-thru apparatus bays and ability to sleep up to sixteen (16) staff.
<b>County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased</b>	Construction	121,554,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber, replacement of historic windows and discretionary work.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	61,668,287	Acquisition, design, environmental analysis of development of planned 1600-acre San Luis Rey River Park (SLRRP). Projects can that be constructed in any order. Project is phased.
<b>Heritage Park Building</b>	Pre-Construction	13,000,000	Design, environmental and construction of interior retrofit to make the Heritage Park building code compliant and to convert the use to a hotel. The funding would be used to leverage matching grant funds.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Construction	28,000,000	Design, environmental analysis and construction of Alpine Park in Alpine. Park amenities could include sports fields, picnic areas, playgrounds, all-wheel park, dog park, trails and other recreation amenities. Project will be constructed in phases.
<b>San Diego County Animal Shelter</b>	Pre-Construction	26,000,000	Design and construction of new animal shelter.
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.
Calavo Park	Construction	16,454,000	Acquisition, design, environmental analysis and construction of Calavo Park in Spring Valley. Park amenities could include ball fields, sports courts, playground, picnic areas, all-wheel park, dog park, trails and other recreation amenities.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Acquisition	294,000,000	Acquisition of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased	Construction	65,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Sweetwater Loop Trail Acquisition/ Construction: Segments 5-7 Segments 8 and 9 Segment 10	Construction	6,875,000	Acquisition, design, environmental analysis and permitting, mitigation and construction of the multi-use Sweetwater Loop Trail Segments along the Sweetwater Reservoir. This project will be completed in segments.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Julian Library Community Room	Pre-Construction	7,220,000	Design and construction of a 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.
Waterfront Park - Active Recreation	Pre-Construction	3,000,000	Design and environmental analysis to add active recreation to Waterfront Park. Potential use of Port of San Diego land.
Felicita County Park Electrical and Sewer	Construction	2,500,000	Design, environmental and construction, analysis to remove outdated electrical and sewer systems in Felicita Park.
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	3,350,000	Design, environmental analysis and construction of preserve infrastructure to allow public access. Improvements include approximately 8 miles of new and existing multi-use trails and one ADA accessible trail, restrooms, driveway and road improvements, staging areas, and shaded picnic areas. Project is phased.
Sage Hill Staging Area and Trail System Improvements	Construction	2,160,000	Design, environmental analysis and construction of trail and staging area for Sage Hill Park.
EV Roadmap (CAP)	Pre-Construction	11,040,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicles.
Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	Pre-Construction	53,940,000	Design, Environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.
<b>San Diego Botanic Garden Master Plan</b>	Pre-Construction	3,800,000	Design, environmental and construction of new visitor center, parking lots, new gardens, greenhouse and nursery
East County Crisis Stabilization Unit (CSU) Hub/Network Plan (Alvarado)	Pre-Construction	1,000,000	Design and construction of Crisis Stabilization Unit (CSU) located in East County.
South County Zipline	Pre-Construction	1,000,000	Design, environmental analysis and construction of a zipline located in South County. Project will be executed with Design Build Enterprise method. The zipline will be available for use by the public and partner organizations (e.g., Boy/Girl Scouts partnership) and DPR to support youth/group activities.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Otay Valley Regional Park (OVRP) Community Garden	Construction	1,050,000	Design, environmental analysis 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.
Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail	Pre-Construction	11,650,000	Design, environmental analysis and construction of an estimated 4.9 miles of trail on Sycuan and Kumeyaay Diegueno Land Conservancy (KDLC) property along Dehesa road and Sloane Canyon Road (a DPW maintained road). Proposed trail provides an important regional trail connection between Regional Sweetwater Loop Trail to Regional California Riding and Hiking Trail. Project is phased.
<b>Health Services Complex</b>	Pre-Construction	138,500,000	Design and construction of a new health services complex. A full scope will be developed during pre-construction phase.
Lindo Lake Improvements (Phase II)	Pre-Construction	26,225,000	Design, environmental analysis and construction to restore Lindo Lake by deepening the lakebed. Construction will occur in two phases. Phase I is under construction.
El Cajon Branch Library	Pre-Construction	30,300,000	Land acquisition, design and construction of new library to include community room, study rooms (4), and living room.
Descanso Fire Station 45 Apparatus Bay Replacement	Pre-Construction	900,000	Demo existing apparatus bay and replace with pre-engineered steel apparatus bay.
George Bailey Detention Facility Renovation	Pre-Construction	45,000,000	Large-scale renovation of the existing detention facility.
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.
Edgemoor Psychiatric Unit	Pre-Construction	13,000,000	Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing 12 beds.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Santa Ysabel East-West Trail (Cauzza)	Pre-Construction	4,300,000	Design, environmental analysis and construction of trail alignment to provide an east-west trail connecting between west Santa Ysabel property/trails to east Santa Ysabel property/trails.
<b>Ramona Sheriff Station</b>	Pre-Construction	35,600,000	Design and construction of new 18,000 square foot Sheriff Station on existing site.
Hidden Meadows Park	Pre-Construction	5,200,000	Acquisition, design, environmental and construction of a new approximately two acre County park.
San Dieguito Local Park	Pre-Construction	8,000,000	Acquisition, design, environmental analysis and construction of a new local park in San Dieguito. Project will be partially funded with Parks Expansion and Improvement funds.
Twin Oaks Local Park	Pre-Construction	5,000,000	Acquisition, design, environmental analysis and construction of a new local park in the Twin Oaks community. Project will be partially funded with Parks Expansion and Improvement funds.
SR-94 Safe Passage	Pre-Construction	2,700,000	Acquisition (trail easements), design, environmental analysis and construction of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge, rip rap, and permitting/mitigation costs.
4S Ranch Sports Park Photovoltaic System and LED Lighting	Pre-Construction	1,500,000	Design, environmental and construction of 4S Ranch Sports Park Photovoltaic and LED Lighting retrofit Project will reduce the County's reliance on purchased energy.
Parks Maintenance Buildings for Storage and Security Systems	Pre-Construction	1,500,000	Design, environmental analysis and construction of 3 maintenance buildings / storage buildings for replacement parts for park playgrounds and other assets. Buildings will be geographically dispersed in north, south and east county.
Intermountain Fire Station 85	Pre-Construction	16,200,000	Land acquisition, design and construction of a new fire station to replace Station #85 (Intermountain) and Station #87 (Witchcreek).
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.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
<b>Ramona Road Maintenance Station &amp; Fleet Garage</b>	Pre-Construction	11,000,000	Rehabilitation of Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area. The footprint of the garage will be smaller in size compared to the current building in order to right size the building to the number of vehicles DGS Fleet supports.
North County Regional Center (NCRC) Major Systems Renovation Project (MSRP) phased	Pre-Construction	25,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Keys Creek Preserve	Pre-Construction	1,000,000	Design, environmental and construction of Via Piedra Rd to create a staging area driveway that safely connects with public road W. Lilac Rd. Amenities to include parking space, fencing, benches, signage, kiosks, and trash receptacles.
Ramona Intergenerational Community Campus (RICC) Skatepark	Pre-Construction	1,000,000	Design, environmental analysis and construction of a new skate park at the Ramona Intergenerational Community Campus.
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.
Lakeside Off Leash Area	Pre-Construction	450,000	Design, environmental analysis and construction of an off leash area in an existing County park in Lakeside.
East Otay Mesa Sheriff Station	Pre-Construction	46,300,000	Design and construction of approximately 25,000 square foot sheriff station on northern five acres of new quartermaster parcel.
4S Ranch Liberty Park Restrooms	Pre-Construction	400,000	Design, environmental analysis and construction of a new restroom building.
<b>Santee Library</b>	Pre-Construction	24,300,000	Land acquisition, design and construction of a new and larger facility (approximately 24,000 sq ft.) library in Santee.
Dos Picos County Park - Pond Restoration	Pre-Construction	3,300,000	Design, environmental analysis and construction for dredging and relining existing pond at Dos Picos (120K/sf surface area or 2.75 acres).
San Dieguito Sports Fields	Pre-Construction	9,000,000	Acquisition, design, environmental analysis and construction of new sports fields.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.







CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Tijuana River Valley Regional Park (TRVRP) Active Recreation and Community Park	Construction	39,970,000	Design, environmental analysis and construction of the 1800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include local park, sports complex and equestrian center. Projects are phased.
Bike Skills Course East County	Pre-Construction	2,000,000	Design, environmental analysis and construction of a bicycle skills course in East County. The skills course will likely include such elements as a pump track, progressive jumps and skills elements.
Bike Skills Course North County	Pre-Construction	2,000,000	Design, environmental analysis and construction of a bicycle skills course in North County.
<b>Agua Caliente County Park - Staff Housing</b>	Pre-Construction	1,600,000	Design, environmental analysis and construction to replace residence 4 and add an additional facility for Park Attendants / seasonal staff. Residence 4 is a 1950's trailer, at Agua Caliente Park. The trailer houses the Senior Ranger from Fall to Spring and serves as an air conditioned break room during the summer months.
Lamar County Park Pervious Parking Lot	Pre-Construction	850,000	Design, environmental analysis and construction of a pervious paving parking area in Lamar Park. New park amenities have been added to Lamar Park that are drawing additional park visitors. The parking lot expansion would support these new park users.
Potrero County Park - New Camping Cabins	Pre-Construction	800,000	Design, environmental analysis and construction of 2-4 camping cabins at Potrero County campgrounds.
Vallecito County Park - New Camping Cabins	Pre-Construction	800,000	Design, environmental analysis and construction of 2-4 camping cabins at Vallecitos County campgrounds.
Waterfront Park - New Playground Shade Structure	Pre-Construction	800,000	Design and construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Ramona Grasslands Preserve Phase I, II & III	Pre-Construction	3,135,000	Design, environmental analysis and construction of an additional 5.5-mile multi-use trail system connecting the three portions of the Preserve. The trail system will 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, and a staging area will be constructed in the northeast portion of the Preserve.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Guajome Regional Park Campground Expansion	Pre-Construction	2,600,000	Design, environmental analysis and construction of 25 new campsites.
Lakeside Equestrian Park to Cactus Park Trail Connection	Pre-Construction	1,850,000	Acquisition, design, environmental analysis and construction of one-mile trail connection from Lakeside Equestrian Park to Cactus Park. Trail connection is in CTMP.
South Bay Regional Center (SBRC) Major Systems Renovation Project (MSRP) phased	Pre-Construction	5,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Funding for design phase.
Guajome Regional Park - Off Leash Area	Pre-Construction	350,000	Design, environmental analysis and construction of off leash dog park
San Marcos Library	Pre-Construction	24,300,000	Design and construction of new approximately 20,000 sq ft library with kids/teen spaces, community room, study/meeting room, and parking. Land acquisition TBD.
Jacumba Fire Station #43	Pre-Construction	7,400,000	Land acquisition, design and construction of new fire station, approximately 5,500 square feet with three drive-thru apparatus bays and ability to sleep 8.
San Dieguito Destination Playground Replacement	Pre-Construction	2,500,000	Design, environmental analysis and construction of old, outdated playground equipment and replace with new equipment.
Campo Library Community Room	Pre-Construction	2,389,699	Addition of 1000 square foot community room to Campo Library.
Dictionary Hill Trails	Pre-Construction	200,000	Design and environmental analysis for trails identified in the Public Access Plan, which is currently underway
Fallbrook Library - Zero Net Energy (ZNE)	Pre-Construction	1,700,000	Replace existing green roof with photovoltaic panels and adding photovoltaic panel parking canopy to achieve Zero Net Energy.
I-15 and SR-76 Sheriff Station	Pre-Construction	49,500,000	Land acquisition, design and construction of a new approximately 25,000 sq ft sheriff station.
Lakeside Soccer Fields	Pre-Construction	9,000,000	Acquisition, design, environmental analysis and construction of a new soccer park in Lakeside.
Sweetwater Summit Regional Park Electrical and Sewer Upgrades	Pre-Construction	2,500,000	Design, environmental analysis and construction of upgrades to water and sewer infrastructure in Sweetwater Regional Park to improve visitor experience and increase park revenue.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Nelson Sloan Reclamation	Pre-Construction	2,200,000	Reclamation of the Nelson Sloan property (former quarry) to meet the basic requirements of the reclamation plan under the Surface Mining and Reclamation Act (SMARA). Project includes one-time start-up costs for environmental review/surveys/permits and Storm Water Pollution Prevention Plan preparation, grading plan, sediment transport and placement and other related site preparation/construction.
William Heise County Park - Camping Cabin Replacements	Pre-Construction	1,650,000	Design, environmental, construction and demolition of Cabins 1, 2, 9 and 10 to be replaced with Conestoga model cabins. These four cabins are the oldest in the park and approaching the end of their useful life.
Potts Trail	Pre-Construction	1,201,265	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.
Rancho Lilac Open Space Park	Pre-Construction	2,170,000	Design, environmental analysis and construction of a 900-acre open space park including staging area, trails, and interpretative displays, including improvements to existing structures onsite. Project completed in phases.
Jess Martin County Park Bleachers and Concession	Pre-Construction	750,000	Design, environmental analysis and construction of baseball bleachers and a concession stand to support the existing ball fields at Jess Martin Park.
Los Peñasquitos Canyon Preserve Outdoor Amphitheater	Pre-Construction	715,000	Design, environmental analysis and construction of Los Peñasquitos Canyon Preserve Outdoor Amphitheater. The project will provide opportunities to generate revenue.
Lakeside Equestrian to San Vicente Reservoir Trail	Pre-Construction	3,000,000	Acquisition, design, environmental analysis and construction of three-mile trail connection from Lakeside Equestrian Park to San Vicente Reservoir Trail. Trail connection is requested by Lakeside community. Acquire easement from City and private property owners is needed.
Blossom Valley Rd Easement and Trail	Pre-Construction	2,000,000	Design, environmental analysis and construction of approx. 0.75 miles trail on Blossom Valley Road that leads to Rios Canyon Ballfields that is in CTMP. Project is a priority to community trail users.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
William Heise County Park and Stelzer County Park - New Shade Structure	Pre-Construction	500,000	Design, environmental and construction of shade structures over existing amphitheatres to reduce UV exposure for park visitors.
<b>East County Regional Center (ECRC) Major Systems Renovation Project (MSRP)</b>	Pre-Construction	5,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Funding for design phase.
4S Ranch Patriot Park Restrooms	Pre-Construction	450,000	Design, environmental analysis and construction of a new restroom building.
Sheriff's Quartermaster and Regional Training Facility; Phase II	Pre-Construction	49,000,000	Construction of new Quartermaster and regional training facility.
Trans County Trail Land Acquisitions or Easements	Pre-Construction	6,746,500	Acquisition, design, environmental analysis and construction of Trans County Trail land for easements of the proposed regional trail to cross California State Route 67.
Santee Public Safety Center	Pre-Construction	36,200,000	Design and construction of approximately 25,000 sq ft public safety center in the incorporated city of Santee.
Fallbrook Western Park	Pre-Construction	2,500,000	Acquisition to establish a new local park in Fallbrook.
Pala-Pauma Local Park	Pre-Construction	3,700,000	Acquisition, design, environmental analysis and construction of a new 4 acre County park, sports field and playground.
<b>North Coastal Sheriff Station</b>	Pre-Construction	42,300,000	Land acquisition, design and construction of approximately 37,000 sq ft station.
California Riding and Hiking Trail Acquisition and Improvements	Pre-Construction	4,400,000	Acquisition of easements if transferred from the State to the County. New trail segments and major improvements to existing segments.
Santa Maria Creek Greenway	Pre-Construction	3,000,000	Design, environmental analysis of approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands. Alignment along the river will require bridges, and environmental permitting as well as easements along private property.
<b>Vista Detention Facility Renovation/ Replacement Study</b>	Pre-Construction	1,000,000	A full scope for this project will be determined during the renovation/ replacement study.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Title	Current Status	Estimated Project Cost	Project Description
Sweetwater to California Riding and Hiking Connection and Sycuan Segment 7	Pre-Construction	2,200,000	Design, environmental analysis and construction of the Connector Trail from Sweetwater River and Loop Regional Trail east to CA Riding and Hiking Regional Trail. Also part of the Sycuan/ Sloane Canyon Trail (Segment 7) as well as a Pathway along Willow Glen Dr. This project includes a trail or pathway connection and possible easement acquisition for a small portion connecting Willow Glen Dr. to an existing County easement off Camino de Las Piedras and the trail system in the Refuge.
Palomar Mountain County Park	Pre-Construction	500,000	Design, environmental analysis and construction of new picnic areas with ADA access at Palomar Mountain County Park
La Mesa Library	Pre-Construction	30,300,000	Design and construction of new library in La Mesa.

\* Projects listed above in **BOLD** are County-owned structures identified as aged facilities.

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.





## Operating Impact of Capital Program: Fiscal Years 2021–23

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 2021-23.

### 2021–23 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
Emergency Vehicle Operations Course	The operating impact for this facility will include \$0.03 million in staffing, operations, maintenance, contracted services and utility costs to operate the 2,185 square foot facility.	\$ 32,440,000	September 2021	\$ —	\$ 33,299	—	\$ 33,299
Sunshine Summit Fire Station (Apparatus Bay)	The operating impact for this facility will include \$0.01 million in operations, maintenance, contracted services and utility costs to operate the 910 square foot facility.	\$ 2,241,629	September 2021	\$ —	\$ 8,303	—	\$ 8,303
North Coastal Live Well Improvements	The operating impact for this facility will include \$0.05 million in FF&E costs and \$0.1 million in operations, maintenance, contracted services and utility costs to operate the 8,712 square foot facility.	\$ 8,000,000	September 2021	\$ 50,000	\$ 125,764	—	\$ 125,764
Ohio Street Probation Renovation and Replacement	The operating impact for this facility will include \$1.1 million in FF&E costs and \$0.3 million in operations, maintenance, contracted services and utility costs to operate the 21,190 square foot facility.	\$ 19,325,833	November 2021	\$ 1,100,000	\$ 317,756	—	\$ 317,756
San Marcos Road Maintenance Station and Fleet Garage	The operating impact for this renovated facility will include \$0.06 million in FF&E costs and \$0.1 million in operations, maintenance, contracted services and utility costs to operate the 17,423 square foot facility.	\$ 7,500,000	November 2021	\$ 60,000	\$ 117,496	—	\$ 117,496
Palomar Mountain Fire Station	The operating impact for this facility will include \$0.07 million in FF&E costs and \$0.02 million in operations, maintenance, contracted services and utility costs to operate the 2,107 square foot facility.	\$ 3,950,000	December 2021	\$ 67,000	\$ 17,648	—	\$ 17,648

**OPERATING IMPACT OF CAPITAL PROGRAM: FISCAL YEARS 2021–23**

2021–23 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
Youth Transition Campus (Phase I)	The operating impact for this facility will include \$2.0 million in FF&E costs and \$2.3 million in operations, maintenance, contracted services and utility costs to operate the 132,575 square foot facility.	\$ 130,180,000	January 2022	\$ 2,000,000	\$ 2,290,069	—	\$ 2,290,069
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.	\$ 6,250,000	March 2022	\$ 107,815	\$ 23,241	—	\$ 23,241
Rancho San Diego Library	The operating impact for this facility will include \$0.07 million in FF&E costs and \$0.01 million in operations, maintenance, contracted services and utility costs to operate the 700 square foot facility.	\$ 1,400,000	May 2022	\$ 70,000	\$ 6,624	—	\$ 6,624
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.	\$ 9,753,345	June 2022	\$ —	\$ 15,000	—	\$ 15,000
<b>2021–22 Total Operating Impact</b>		<b>\$ 221,040,807</b>	<b>—</b>	<b>\$ 3,454,815</b>	<b>\$ 2,955,200</b>	<b>0.00</b>	<b>\$ 2,955,200</b>







2021–23 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 \$1.2 million in FF&E costs and \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate the 16,940 square foot facility.	\$ 17,945,000	July 2022	\$ 1,200,000	\$ 674,067	2.00	\$ 674,067
Julian Library Community Room	The operating impact for this facility will include \$0.2 million in FF&E costs and \$0.02 million in operations, maintenance, contracted services and utility costs to operate the 2,900 square foot facility.	\$ 7,220,000	July 2022	\$ 200,000	\$ 24,798	—	\$ 24,798
Edgemoor Psychiatric Hospital	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 9,700 square foot facility.	\$ 13,000,000	February 2023	\$ 150,000	\$ 174,573	—	\$ 174,573
Tri-City Healthcare District Psychiatric Health Facility	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 13,560 square foot facility.	\$ 17,400,000	March 2023	\$ 125,000	\$ 240,089	—	\$ 240,089
Ramona Intergenerational Community Campus-HHSA Family Resource Live Well Center	The operating impact for this facility will include \$0.7 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 7,200 square foot facility.	\$ 12,000,000	March 2023	\$ 750,000	\$ 183,958	—	\$ 183,958
Southeastern Live Well Center	The operating impact for this facility will include \$2.6 million in FF&E costs and \$0.6 million in operations, maintenance, contracted services and utility costs to operate the 65,000 square foot facility.	\$ 75,995,000	June 2023	\$ 2,640,000	\$ 603,036	—	\$ 603,036
<b>2022–23 Total Operating Impact</b>		<b>\$ 143,560,000</b>	<b>—</b>	<b>\$ 5,065,000</b>	<b>\$ 1,900,521</b>	<b>2.00</b>	<b>\$ 1,900,521</b>





*County of San Diego*

**Finance Other**

Finance Other	543
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Lease Payments	547
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## Finance Other

### Description

*Finance Other* includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The funding levels for these programs are explained below and shown in the table that follows.

### Cash Borrowing

No appropriations are budgeted for Fiscal Years 2021–22 and 2022–23.

### 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. 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 2021-22 is budgeted at \$4.84 million, \$4.79 million of which reflects anticipated TOT revenues compared to \$2.6 million in Fiscal Year 2020-21 which was based on the effects of the COVID-19 pandemic to the hotel industry and tourism as a whole. The additional \$0.05 million is rebudgeted based on Fiscal Year 2020-21 returned funds.

### Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program is governed by Board of Supervisors Policy B-72, Neighborhood Reinvestment Program, and provides grant funds to County departments, public agencies, and nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year



by individual Board members subject to approval by the Board of Supervisors as a whole. The funding level for Fiscal Year 2021-22 is budgeted at \$10.0 million, evenly divided among the five Districts.

### Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. Capital projects are funded with a combination of funding sources including program revenues and general fund support. This section describes the General Fund share of costs only. For Fiscal Year 2021-22, \$143.9 million is budgeted in the Contributions to Capital Program as follows:

- ◆ \$21.0 million for the Casa De Oro Library,
- ◆ \$14.0 million for the County Administration Center (CAC) Renovations,
- ◆ \$25.0 million for the San Luis Rey River Park Acquisition and Improvement project,
- ◆ \$10.5 million for the Alpine Local Park,
- ◆ \$10.1 million for the San Diego County Animal Shelter,
- ◆ \$9.0 million for the Calavo Park,
- ◆ \$8.1 million for the East Otay Mesa Fire Station #38,
- ◆ \$8.0 million for the Heritage Park Building,
- ◆ \$7.5 million for the Multiple Species Conservation Program Land Acquisition,
- ◆ \$5.0 million for the Hall of Justice Major Systems Renovation Project,
- ◆ \$4.6 million for the acquisition/construction of the Sweetwater Loop Trail,
- ◆ \$3.0 million for the Julian Library Community Room,
- ◆ \$3.0 million for the Waterfront Park Active Recreation project,
- ◆ \$2.5 million for the Felicita County Park Electrical and Sewer project,

- ◆ \$2.0 million for the construction of the trail and improvements at Boulder Oaks Preserve,
- ◆ \$2.0 million for the construction of the staging area and trail system improvements at Sage Hill,
- ◆ \$1.8 million for the Electric Vehicle Roadmap project to be located at various County locations,
- ◆ \$1.3 million for the construction of staging areas and other active recreation sites at Otay Valley Regional Park,
- ◆ \$1.0 million for the South County Zipline,
- ◆ \$1.0 million for the construction of the Otay Valley Regional Park Community Garden,
- ◆ \$0.8 million for construction of the Inmate Transfer Tunnel,
- ◆ \$0.8 million for the construction of the Sycuan Kumeyaay Village Dehesa Road/Sloan Canyon Road Trail,
- ◆ \$0.7 million for the San Diego Botanic Gardens Master Plan,
- ◆ \$0.5 million for the Health Services Complex,
- ◆ \$0.5 million for the Lindo Lake Improvements (Phase II),
- ◆ \$0.3 million for the El Cajon Branch Library,
- ◆ \$0.2 million for the Descanso Fire Station 45 Apparatus Bay Replacement.

Appropriations for the Capital Program budgeted with funding sources outside of the General Fund total \$135.7 million and are not reflected in this section.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2022-23.

### 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 \$24.5 million in Fiscal Year 2021-22 is a net decrease of \$0.1 million from the Fiscal Year 2020-21 Adopted Operational Plan as a result of decreases in the annual lease payment for the 2020 CAC Waterfront Park and Cedar Kettner Refunding. The decrease was offset by the increase in debt service payments specifically for the 2014 Edgemoor & RCS Refunding. Last fiscal year, a portion of the reserve fund for the 2014 Edgemoor & RCS Refunding was released and applied toward the debt service payments for Fiscal Year 2020-21. This reserve fund is reviewed periodically and funds are released only when the reserve fund balance falls below the required thresholds established by the Trust Agreement.

The Fiscal Year 2022-23 payments are estimated at \$24.2 million which is a net decrease of \$0.3 million from the Fiscal Year 2021-22 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 \$80.2 million, the major components of the Countywide General Expenses program in Fiscal Year 2021-22 include:

- ◆ \$8.3 million for the 2nd installment of the Chula Vista Bayfront Project.
- ◆ \$11.0 million for contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- ◆ \$56.7 million to support one-time department operational requirements including one-time Salaries and Benefits payments, various housing programs, and Total Maximum Daily Load (TMDL) 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.
- ◆ \$0.2 million for 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.
- ◆ \$3.2 million for 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).
- ◆ \$0.8 million for appropriations for various contracts like actuaries to support the County in preparing retirement projections and for Sales and Use Tax auditing, recovery, and consulting services.

The Fiscal Year 2022-23 appropriations are estimated at \$203.7 million which includes unavoidable cost increases required to sustain service levels, potential capital expenditures, anticipated increases in the County's retirement contributions resulting from any changes in valuation assumptions adopted by the Retirement Board, as well as future increases from labor packages.

### Countywide Shared Major Maintenance

In Fiscal Year 2021-22, appropriations totaling \$2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2022-23 is also budgeted to be \$2.0 million.





lion. 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, 2020, the total reported liability for the fund was \$200.6 million with current assets of \$199.0 million resulting in a negative net position of \$1.5 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 \$6.5 million as of June 30, 2021. To address the unfunded actuarial liability which is driving the negative net position, \$2.0 million will be budgeted in both Fiscal Year 2021-22 and 2022-23. Appropriations for Fiscal Year 2021-22 total \$52.8 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 2021-22 are \$5.1 million, which reflects an increase of \$1.8 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 2021-22 and \$0.5 million are budgeted for Fiscal Year 2022-23.

## 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, 2020 was \$96.4 million with current assets of \$90.4 million resulting in a negative net position of \$6.0 million. The actuarial claims liability is expected to decrease by \$2.0 million as of June 30, 2021. To address the unfunded actuarial liability which is driving the negative net position, \$5.2 million was budgeted in Fiscal Year 2020-21, and \$3.8 million will be budgeted in both Fiscal Year 2021-22 and 2022-23. Collections of the unfunded liability are amortized over a ten year period subject to annual review.

Appropriations for Fiscal Year 2021-22 total \$33.8 million for the Public Liability Internal Service Fund, which reflects a \$2.9 million decrease from the Fiscal Year 2020-21 Adopted Operational Plan primarily due to a decrease in Settlements relating to liability payments.

## 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 \$81.4 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 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Community Enhancement	\$ 5,698,747	\$ 5,943,432	\$ 4,837,299	(81.6)	\$ 5,073,163
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Contributions to Capital Program	78,225,000	81,900,554	143,917,935	75.7	—
Lease Payments: Capital Projects	28,531,551	24,571,641	24,505,206	(0.3)	24,186,798
Countywide General Expenses	132,902,270	124,433,782	80,218,366	(35.5)	203,737,889
Countywide Shared Major Maintenance	8,960,000	—	2,000,000	—	2,000,000
Employee Benefits Internal Service Funds (ISF)					
<i>Workers Compensation Employee Benefits ISF</i>	48,381,137	47,073,208	47,712,012	1.4	47,712,012
<i>Unemployment Insurance Employee Benefits ISF</i>	1,941,871	3,249,906	5,054,605	55.5	5,054,605
Local Agency Formation Commission Administration	487,062	483,914	498,431	3.0	513,385
Public Liability ISF	33,200,524	36,664,543	33,813,531	(7.8)	33,813,531
Pension Obligation Bonds	81,495,804	81,499,123	81,488,073	0.0	81,411,260
<b>Total</b>	<b>\$ 429,823,912</b>	<b>\$ 415,820,103</b>	<b>\$ 434,045,458</b>	<b>4.4</b>	<b>\$ 413,502,643</b>







## Lease Payments-Bonds

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Lease Payments-Bonds	\$ 28,531,551	\$ 24,571,641	\$ 24,505,206	(0.3)	\$ 24,186,798
<b>Total</b>	<b>\$ 28,531,551</b>	<b>\$ 24,571,641</b>	<b>\$ 24,505,206</b>	<b>(0.3)</b>	<b>\$ 24,186,798</b>

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 2,001	\$ 2,001	\$ 2,001	—	\$ 2,001
Other Charges	28,529,550	24,569,640	24,503,205	(0.3)	24,184,797
<b>Total</b>	<b>\$ 28,531,551</b>	<b>\$ 24,571,641</b>	<b>\$ 24,505,206</b>	<b>(0.3)</b>	<b>\$ 24,186,798</b>

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 735,527	\$ 716,886	\$ 759,503	5.9	\$ 770,241
Other Financing Sources	10,764,650	9,453,680	10,766,000	13.9	10,769,125
Fund Balance Component Decreases	800,000	800,000	800,000	0.0	800,000
Use of Fund Balance	—	844,830	—	(100.0)	—
General Purpose Revenue Allocation	16,231,374	12,756,245	12,179,703	4.5	11,847,432
<b>Total</b>	<b>\$ 28,531,551</b>	<b>\$ 24,571,641</b>	<b>\$ 24,505,206</b>	<b>(0.3)</b>	<b>\$ 24,186,798</b>





*County of San Diego*

Appendices

Appendix A: All Funds Budget Summary	551
.....	
Appendix B: Budget Summary and Changes in Fund Balance	565
.....	
Appendix C: General Fund Budget Summary	574
.....	
Appendix D: Health & Human Services Agency: General Fund	581
.....	
Appendix E: Operational Plan Acronyms and Abbreviations	585
.....	
Appendix F: Glossary of Operational Plan Terms	591
.....	
Appendix G: Operational Plan Format	601
.....	



# Appendix A: All Funds Budget Summary

## Countywide Totals

Staffing					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	<b>18,024.50</b>	<b>17,953.50</b>	<b>18,450.25</b>	<b>2.8</b>	<b>18,504.25</b>

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$2,379,088,553	\$2,510,173,982	\$2,657,283,912	5.9	\$2,693,507,605
Services & Supplies	2,434,534,641	2,666,196,022	2,792,354,580	4.7	2,367,830,078
Other Charges	709,239,588	759,071,740	720,951,075	(5.0)	713,577,812
Capital Assets Software	—	—	50,000	—	50,000
Capital Assets/Land Acquisition	150,164,665	142,985,406	307,909,833	115.3	156,533,982
Capital Assets Equipment	39,917,454	39,440,414	25,111,622	(36.3)	18,264,300
Expenditure Transfer & Reimbursements	(37,953,457)	(110,345,299)	(92,886,233)	(15.8)	(36,377,351)
Contingency Reserves	10,747,220	—	—	—	—
Fund Balance Component Increases	350,000	—	—	—	—
Operating Transfers Out	544,413,317	529,890,996	621,299,126	17.3	432,701,897
Management Reserves	22,150,000	14,460,098	—	(100.0)	—
<b>Total</b>	<b>\$6,252,651,981</b>	<b>\$6,551,873,359</b>	<b>\$7,032,073,915</b>	<b>7.3</b>	<b>\$6,340,088,323</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$790,750,588	\$797,971,613	\$865,326,997	8.4	\$886,927,437
Taxes Other Than Current Secured	541,253,163	550,929,170	581,329,530	5.5	595,147,267
Licenses Permits & Franchises	59,865,709	54,320,403	53,096,019	(2.3)	53,986,493
Fines, Forfeitures & Penalties	46,322,296	31,580,464	45,571,430	44.3	38,860,362
Revenue From Use of Money & Property	71,629,660	50,167,691	47,086,009	(6.1)	47,682,207
Intergovernmental Revenues	2,792,201,550	2,968,639,560	3,246,863,842	9.4	2,993,182,081
Charges For Current Services	1,025,285,390	1,091,268,824	1,134,590,577	4.0	1,115,823,715
Miscellaneous Revenues	66,369,779	85,911,687	83,728,960	(2.5)	46,894,337
Other Financing Sources	515,143,636	497,799,631	646,362,208	29.8	394,622,461
Residual Equity Transfers In	1,700,000	2,300,000	258,486	(88.8)	1,000,000
Fund Balance Component Decreases	63,188,482	91,564,210	58,109,719	(36.5)	55,240,764
Use of Fund Balance	278,941,728	329,420,106	269,750,138	(18.1)	111,721,199
<b>Total</b>	<b>\$6,252,651,981</b>	<b>\$6,551,873,359</b>	<b>\$7,032,073,915</b>	<b>7.3</b>	<b>\$6,346,088,323</b>



Public Safety Group

Staffing					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	<b>7,551.00</b>	<b>7,470.00</b>	<b>7,743.00</b>	<b>3.7</b>	<b>7,797.00</b>

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 1,180,048,995	\$ 1,230,058,508	\$1,309,698,878	6.5	\$ 1,343,780,903
Services & Supplies	412,725,523	406,703,713	422,558,166	3.9	393,878,683
Other Charges	116,323,723	119,261,350	121,218,382	1.6	123,028,118
Capital Assets Software	—	—	50,000	—	50,000
Capital Assets/Land Acquisition	—	7,288,867	—	(100.0)	—
Capital Assets Equipment	13,219,115	7,592,438	6,301,322	(17.0)	1,596,500
Expenditure Transfer & Reimbursements	(23,457,767)	(50,377,450)	(27,449,098)	(45.5)	(20,431,972)
Operating Transfers Out	355,801,519	326,485,327	361,765,998	10.8	345,749,410
Management Reserves	2,000,000	—	—	—	—
<b>Total</b>	<b>\$ 2,056,661,108</b>	<b>\$ 2,047,012,753</b>	<b>\$2,194,143,648</b>	<b>7.2</b>	<b>\$ 2,187,651,642</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 1,183,009	\$ 1,333,055	\$2,599,921	95.0	\$2,599,921
Taxes Other Than Current Secured	—	—	16,000	—	16,000
Licenses Permits & Franchises	1,053,890	784,473	1,100,269	40.3	1,100,269
Fines, Forfeitures & Penalties	19,649,931	12,600,695	19,475,356	54.6	12,876,458
Revenue From Use of Money & Property	4,446,756	4,594,202	1,440,816	(68.6)	1,390,816
Intergovernmental Revenues	567,436,756	534,347,904	585,266,911	9.5	580,112,467
Charges For Current Services	188,227,101	180,986,398	197,174,145	8.9	204,052,410
Miscellaneous Revenues	30,183,768	25,581,520	24,908,995	(2.6)	20,361,924
Other Financing Sources	336,868,529	301,275,180	349,802,498	16.1	343,527,424
Fund Balance Component Decreases	30,747,074	34,605,940	33,605,940	(2.9)	33,605,940
Use of Fund Balance	87,679,252	114,177,941	74,477,302	(34.8)	44,290,848
General Purpose Revenue Allocation	789,185,322	837,725,445	904,275,495	8.1	943,717,165
<b>Total</b>	<b>\$ 2,056,661,108</b>	<b>\$ 2,047,012,753</b>	<b>\$2,194,143,648</b>	<b>7.2</b>	<b>\$ 2,187,651,642</b>





Health and Human Services Agency

Staffing					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	<b>6,771.50</b>	<b>6,772.50</b>	<b>7,083.50</b>	<b>4.6</b>	<b>7,083.50</b>

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 709,039,841	\$ 763,397,332	\$ 832,415,024	9.0	\$ 834,191,156
Services & Supplies	1,147,038,640	1,329,568,567	1,500,209,018	12.8	1,198,631,063
Other Charges	358,458,915	397,312,532	393,351,544	(1.0)	384,848,308
Capital Assets Equipment	274,500	274,500	295,500	7.7	295,500
Expenditure Transfer & Reimbursements	(10,291,929)	(30,902,487)	(42,269,844)	36.8	(11,042,602)
Operating Transfers Out	42,065,700	58,745,059	60,234,831	2.5	59,460,309
Management Reserves	16,000,000	14,460,098	—	(100.0)	—
<b>Total</b>	<b>\$ 2,262,585,667</b>	<b>\$ 2,532,855,601</b>	<b>\$ 2,744,236,073</b>	<b>8.3</b>	<b>\$ 2,466,383,734</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 1,891,472	\$ 2,348,672	\$ 2,491,386	6.1	\$ 2,643,043
Taxes Other Than Current Secured	2,260,545	2,383,133	2,371,203	(0.5)	2,373,325
Licenses Permits & Franchises	1,002,171	1,002,171	1,014,887	1.3	1,003,556
Fines, Forfeitures & Penalties	7,443,720	7,444,058	7,443,952	(0.0)	7,444,058
Revenue From Use of Money & Property	3,228,605	3,270,525	3,274,625	0.1	3,288,290
Intergovernmental Revenues	1,945,443,853	2,137,184,174	2,331,422,773	9.1	2,112,902,301
Charges For Current Services	85,449,252	117,205,275	118,640,171	1.2	133,347,490
Miscellaneous Revenues	17,987,330	43,577,763	41,368,306	(5.1)	9,657,560
Other Financing Sources	11,189,292	20,540,694	20,528,913	(0.1)	20,528,913
Fund Balance Component Decreases	15,936,155	14,198,815	2,370,714	(83.3)	2,370,714
Use of Fund Balance	36,043,953	48,991,002	57,324,824	17.0	13,580,375
General Purpose Revenue Allocation	134,709,319	134,709,319	155,984,319	15.8	157,244,109
<b>Total</b>	<b>\$ 2,262,585,667</b>	<b>\$ 2,532,855,601</b>	<b>\$ 2,744,236,073</b>	<b>8.3</b>	<b>\$ 2,466,383,734</b>



Land Use and Environment Group

Staffing					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	<b>1,946.50</b>	<b>1,956.50</b>	<b>1,848.25</b>	<b>(5.5)</b>	<b>1,848.25</b>

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 247,473,675	\$ 260,791,756	\$ 250,082,499	(4.1)	\$ 250,587,514
Services & Supplies	295,668,104	283,167,463	292,149,816	3.2	250,415,009
Other Charges	46,418,681	46,081,257	13,639,941	(70.4)	13,104,618
Capital Assets/Land Acquisition	13,838,000	14,432,465	33,433,000	131.7	10,400,000
Capital Assets Equipment	8,155,349	12,873,253	7,860,800	(38.9)	6,181,300
Expenditure Transfer & Reimbursements	(1,197,547)	(4,017,901)	(19,722,784)	390.9	(1,458,270)
Fund Balance Component Increases	350,000	—	—	0.0	—
Operating Transfers Out	40,316,978	36,752,392	33,777,141	(8.1)	4,673,509
Management Reserves	1,000,000	—	—	—	—
<b>Total</b>	<b>\$ 652,023,240</b>	<b>\$ 650,080,685</b>	<b>\$ 611,220,413</b>	<b>(6.0)</b>	<b>\$ 533,903,680</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 46,665,977	\$ 48,964,544	\$ 52,863,435	8.0	\$ 54,194,210
Taxes Other Than Current Secured	14,201,444	10,693,852	13,065,525	22.2	13,084,188
Licenses Permits & Franchises	50,973,793	46,199,744	44,876,566	(2.9)	46,219,483
Fines, Forfeitures & Penalties	1,750,201	1,541,336	808,459	(47.6)	758,459
Revenue From Use of Money & Property	25,260,632	27,359,585	27,833,567	1.7	28,380,485
Intergovernmental Revenues	180,025,537	170,345,279	149,007,084	(12.5)	151,010,974
Charges For Current Services	112,878,911	115,261,351	115,598,047	0.3	116,839,801
Miscellaneous Revenues	3,703,731	2,502,869	1,911,888	(23.6)	1,751,543
Other Financing Sources	32,125,286	33,270,022	32,402,141	(2.6)	4,625,469
Fund Balance Component Decreases	1,904,573	20,110,830	6,734,440	(66.5)	4,865,485
Use of Fund Balance	103,619,377	92,134,238	81,383,023	(11.7)	25,893,667
General Purpose Revenue Allocation	78,913,778	81,697,035	84,736,238	3.7	86,279,916
<b>Total</b>	<b>\$ 652,023,240</b>	<b>\$ 650,080,685</b>	<b>\$ 611,220,413</b>	<b>(6.0)</b>	<b>\$ 533,903,680</b>



Finance and General Government Group

Staffing					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	<b>1,755.50</b>	<b>1,754.50</b>	<b>1,775.50</b>	<b>1.2</b>	<b>1,775.50</b>

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits	\$ 242,526,042	\$ 255,926,386	\$ 265,087,511	3.6	\$ 264,948,032
Services & Supplies	441,915,641	498,823,476	474,675,650	(4.8)	442,320,240
Other Charges	17,078,878	16,712,198	16,284,886	(2.6)	16,284,886
Capital Assets Equipment	18,268,490	18,700,223	10,654,000	(43.0)	10,191,000
Expenditure Transfer & Reimbursements	(3,006,214)	(25,047,461)	(3,444,507)	(86.3)	(3,444,507)
Operating Transfers Out	10,092,300	11,267,011	5,611,048	(50.2)	5,546,048
Management Reserves	3,150,000	—	—	—	—
<b>Total</b>	<b>\$ 730,025,137</b>	<b>\$ 776,381,833</b>	<b>\$ 768,868,588</b>	<b>(1.0)</b>	<b>\$ 735,845,699</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Licenses Permits & Franchises	\$ 1,846,500	\$ 1,419,500	\$ 1,263,500	(11.0)	\$ 895,000
Fines, Forfeitures & Penalties	620,150	620,150	644,150	3.9	644,150
Revenue From Use of Money & Property	1,922,262	1,702,262	1,667,262	(2.1)	1,667,262
Intergovernmental Revenues	4,283,264	11,836,208	4,211,728	(64.4)	4,186,728
Charges For Current Services	476,727,082	507,638,924	515,664,978	1.6	494,547,591
Miscellaneous Revenues	12,941,889	13,749,535	14,939,771	8.7	15,123,310
Other Financing Sources	19,174,881	18,053,077	14,478,735	(19.8)	14,949,544
Residual Equity Transfers In	1,700,000	2,300,000	258,486	(88.8)	1,000,000
Fund Balance Component Decreases	4,858,481	5,265,292	5,265,292	0.0	5,265,292
Use of Fund Balance	31,467,820	34,842,495	26,465,296	(24.0)	11,111,395
General Purpose Revenue Allocation	174,482,808	178,954,390	184,004,390	2.8	186,455,427
<b>Total</b>	<b>\$ 730,025,137</b>	<b>\$ 776,381,833</b>	<b>\$ 768,868,588</b>	<b>(1.0)</b>	<b>\$ 735,845,699</b>



Capital Program

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 533,000	\$ 359,800	\$ 231,800	(35.6)	\$ 231,800
Capital Assets/Land Acquisition	112,435,267	121,264,074	270,761,935	123.3	—
Operating Transfers Out	8,564,650	8,098,510	8,566,000	5.8	8,569,125
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 328,924	\$ 568,924	73.0	\$ 578,792
Intergovernmental Revenues	8,550,430	4,130,110	32,377,219	683.9	1,377,219
Charges For Current Services	—	4,000,000	21,000,000	425.0	—
Miscellaneous Revenues	1,053,061	—	600,000	—	—
Other Financing Sources	104,744,760	114,987,074	218,161,935	89.7	—
Use of Fund Balance	6,855,742	6,276,276	6,851,657	9.2	6,844,914
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>

Finance Other

Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Services & Supplies	\$ 136,653,733	\$ 147,573,003	\$ 102,530,130	(30.5)	\$ 82,353,283
Other Charges	170,959,391	179,704,403	176,456,322	(1.8)	176,311,882
Capital Assets/Land Acquisition	23,891,398	—	3,714,898	—	146,133,982
Contingency Reserves	10,747,220	—	—	0.0	—
Operating Transfers Out	87,572,170	88,542,697	151,344,108	70.9	8,703,496
<b>Total</b>	<b>\$ 429,823,912</b>	<b>\$ 415,820,103</b>	<b>\$ 434,045,458</b>	<b>4.4</b>	<b>\$ 413,502,643</b>

Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Revenue From Use of Money & Property	\$ 4,275,527	\$ 3,806,886	\$ 3,592,502	(5.6)	\$ 3,603,240
Charges For Current Services	160,403,044	164,576,876	164,413,236	(0.1)	164,936,423
Other Financing Sources	11,040,888	9,673,584	10,987,986	13.6	10,991,111
Fund Balance Component Decreases	9,742,199	17,383,333	10,133,333	(41.7)	9,133,333
Use of Fund Balance	13,275,584	32,998,154	23,248,036	(29.6)	10,000,000
General Purpose Revenue Allocation	231,086,670	187,381,270	221,670,365	18.3	214,838,536
<b>Total</b>	<b>\$ 429,823,912</b>	<b>\$ 415,820,103</b>	<b>434,045,458</b>	<b>4.4</b>	<b>\$ 413,502,643</b>







Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 741,010,130	\$ 745,325,342	\$ 807,372,255	8.3	\$ 827,490,263
Taxes Other Than Current Secured	524,791,174	537,852,185	565,876,802	5.2	579,673,754
Licenses Permits & Franchises	4,989,355	4,914,515	4,840,797	(1.5)	4,768,185
Fines, Forfeitures & Penalties	16,858,294	9,374,225	17,199,513	83.5	17,137,237
Revenue From Use of Money & Property	32,166,954	9,105,307	8,708,313	(4.4)	8,773,322
Intergovernmental Revenues	86,461,990	110,795,885	144,573,127	30.5	148,592,392
Charges For Current Services	1,600,000	1,600,000	2,100,000	31.3	2,100,000
Miscellaneous Revenues	500,000	500,000	—	(100.0)	—
<b>Total</b>	<b>\$ 1,408,377,897</b>	<b>\$ 1,419,467,459</b>	<b>\$ 1,550,670,807</b>	<b>9.2</b>	<b>\$ 1,588,535,153</b>



## Appendix B: Budget Summary and Changes in Fund Balance

### Appropriations by Fund Type

County Funds by Type					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Air Pollution Control District	\$ 73,381,377	\$ 80,103,984	—	(100.0)	—
Capital Project Funds	121,532,917	129,722,384	279,559,735	115.5	8,800,925
Community Facilities Districts	2,463,544	4,394,323	3,144,030	(28.5)	3,134,613
County Service Areas	21,791,350	23,159,262	22,269,683	(3.8)	22,612,212
Debt Service County Family	81,495,804	81,499,123	81,488,073	(0.0)	81,411,260
General Fund	4,728,665,244	5,013,841,934	5,342,831,154	6.6	5,005,827,681
Miscellaneous Local Agencies	7,473,804	7,807,156	7,781,448	(0.3)	7,781,448
Miscellaneous Special Districts	9,292,335	12,487,348	12,872,907	3.1	9,209,363
Permanent Road Divisions	7,008,536	4,742,045	7,036,147	48.4	1,594,514
County Proprietary Enterprise Funds	39,120,475	41,699,026	47,690,962	14.4	47,454,277
County Proprietary Internal Service Funds	535,943,096	562,679,981	558,748,418	(0.7)	535,069,501
Sanitation Districts	42,586,171	42,268,155	58,776,906	39.1	34,409,006
Special Revenue Funds	581,897,328	547,468,638	609,874,452	11.4	588,783,523
<b>Total</b>	<b>\$ 6,252,651,981</b>	<b>\$ 6,551,873,359</b>	<b>\$ 7,032,073,915</b>	<b>7.3</b>	<b>\$ 6,346,088,323</b>

Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Fund	\$ 1,693,682,060	\$ 1,723,395,461	\$ 1,823,017,608	5.8	\$ 1,825,109,349
Sheriff's Asset Forfeiture Program	999,496	2,900,000	1,300,000	(55.2)	—
Sheriff's Asset Forfeiture - State	80,000	900,000	1,100,000	22.2	—
District Attorney Asset Forfeiture Program Fed	500,000	1,000,000	1,000,000	0.0	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	100,000	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	10,776,517	8,206,372	4,467,410	(45.6)	4,567,486
Probation Inmate Welfare	95,000	95,000	2,000	(97.9)	2,000
Public Safety Prop 172 Special Revenue	314,020,434	286,542,427	343,729,267	20.0	337,621,509
CSA 135 Mt Laguna Fire/Medical SRV ZN	17,000	17,100	17,300	1.2	17,300
CSA 135 Palomar Mt Fire/Medical SRV ZN	60,000	60,600	61,800	2.0	61,800
CSA 135 San Pasqual Fire/Medical SRV ZN	43,184	43,184	43,184	0.0	43,184
CSA 135 Descanso Fire/Medical SRV ZN	53,000	57,500	58,500	1.7	58,500
CSA 135 Dulzura Fire/Medical SRV ZN	12,300	12,400	12,600	1.6	12,600
CSA 135 Tecate Fire/Medical SRV ZN	12,100	12,500	12,900	3.2	12,900
CSA 135 Potrero Fire/Medical SRV ZN	15,600	15,600	16,000	2.6	16,000
CSA 135 Jacumba Fire/Medical SRV ZN	17,000	17,100	17,300	1.2	17,300
CSA 135 Rural West Fire/Medical SRV ZN	370,000	477,700	493,700	3.3	493,700
CSA 135 Yuima Fire Med SRV ZN	—	50,000	50,000	0.0	50,000
CSA 135 Julian Fire Med SRV ZN	—	100,000	104,000	4.0	104,000
CSA 135 Fire Authority Fire Protection / EMS	2,730,821	2,030,655	1,561,655	(23.1)	1,561,655
CSA 135 Del Mar 800 MHZ Zone B	49,500	46,500	46,500	0.0	44,241
CSA 135 Poway 800 MHZ Zone F	165,000	165,500	165,500	0.0	137,385



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Public Safety Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
CSA 135 Solana Beach 800 MHZ Zone H	60,000	59,500	59,500	0.0	39,751
CSA 135 Borrego Springs FPD 800 MHZ Zn K	8,300	8,550	8,550	0.0	—
CSA 135 CFD 04-01 Special Tax A	7,100	5,000	5,000	0.0	5,000
CSA 135 EOM CFD 09-01 Special Tax A	130,000	130,000	130,000	0.0	130,000
CSA 135 EOM CFD 09-01 Special Tax B	760,000	518,000	618,000	19.3	618,000
SHF Jail Stores Commissary Enterprise	10,360,321	9,583,492	9,678,292	1.0	9,697,335
Penalty Assessment	4,662,751	5,457,442	3,917,082	(28.2)	3,780,647
Criminal Justice Facility	15,708,507	4,295,998	1,494,066	(65.2)	1,425,849
Courthouse Construction	1,015,117	559,172	705,934	26.3	774,151
<b>Total</b>	<b>\$ 2,056,661,108</b>	<b>\$ 2,047,012,753</b>	<b>\$ 2,194,143,648</b>	<b>7.2</b>	<b>\$ 2,187,651,642</b>

Health and Human Services Agency					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Fund	\$ 2,235,225,913	\$ 2,495,539,538	\$ 2,706,668,140	8.5	\$ 2,428,370,379
Co Successor Housing Agy Gillespie Housing	10,000	25,000	25,000	0.0	25,000
Co Successor Housing Agy USDRIP Housing	3,500	3,500	3,500	0.0	3,500
Tobacco Securitization Special Revenue	6,200,000	15,312,638	15,312,638	0.0	15,312,638
CSA 17 San Dieguito Ambulance	5,806,672	5,693,878	5,663,670	(0.5)	5,771,900



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Health and Human Services Agency					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
CSA 69 Heartland Paramedic	7,879,278	8,502,391	8,810,177	3.6	9,147,369
Co Successor Agy Redev Obligation Ret Fund	2,271,012	2,350,600	2,336,673	(0.6)	2,336,673
Co Successor Agy Gillespie Fld Debt Srv	1,474,140	1,553,728	1,549,801	(0.3)	1,549,801
Co Successor Agy Gillespie Fld Interest Acct	549,140	498,728	424,801	(14.8)	424,801
Co Successor Agy Gillespie Fld Principal Acct	555,000	580,000	610,000	5.2	610,000
Co Successor Agy Gillespie Fld Turbo Redemption	370,000	475,000	515,000	8.4	515,000
Co Successor Agy USDRIP	550,000	550,000	550,000	0.0	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,474,140	1,553,728	1,549,801	(0.3)	1,549,801
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	0.0	216,872
<b>Total</b>	<b>\$ 2,262,585,667</b>	<b>\$ 2,532,855,601</b>	<b>\$ 2,744,236,073</b>	<b>8.3</b>	<b>\$ 2,466,383,734</b>

Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Fund	\$ 242,954,622	\$ 227,985,103	\$ 235,043,151	3.1	\$ 205,257,372
Road Fund	159,886,840	156,780,964	167,006,459	6.5	157,699,123
Air Pollution Control District Operations	29,588,820	32,811,094	—	(100.0)	—
APCD Air Quality Improvement Trust	16,424,549	14,458,700	—	(100.0)	—
Air Quality State Moyer Program	4,737,018	6,623,540	—	(100.0)	—
Air Quality Proposition 1B GMERP	248,790	113,000	—	(100.0)	—
Air Quality Farmer Program	1,269,700	604,290	—	(100.0)	—
Air Quality Community AB 617	21,112,500	21,110,000	—	(100.0)	—
Air Quality Clean Cars 4 All	—	4,383,360	—	(100.0)	—
San Diego County Lighting Maintenance District 1	2,789,906	2,715,403	2,838,156	4.5	2,377,709
County Library	50,014,204	52,646,411	57,619,413	9.5	54,193,173
Inactive Waste Site Management	6,850,846	7,122,528	6,509,559	(8.6)	7,223,215
Waste Planning and Recycling	3,515,600	3,850,660	3,963,492	2.9	3,775,400
Hillsborough Landfill Maintenance	2,947	—	—	0.0	—



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Duck Pond Landfill Cleanup	14,669	14,669	14,669	0.0	14,669
Parkland Ded Area 4 Lincoln Acres	1,000	1,000	300	(70.0)	300
Parkland Ded Area 15 Sweetwater	2,000	1,000	2,000	100.0	2,000
Parkland Ded Area 19 Jamul	51,000	51,000	300	(99.4)	300
Parkland Ded Area 20 Spring Valley	4,000	2,000	1,000	(50.0)	1,000
Parkland Ded Area 25 Lakeside	5,000	5,000	5,000	0.0	5,000
Parkland Ded Area 26 Crest	1,000	301,000	1,000	(99.7)	1,000
Parkland Ded Area 27 Alpine	4,000	4,000	4,000	0.0	4,000
Parkland Ded Area 28 Ramona	8,000	8,000	8,000	0.0	8,000
Parkland Ded Area 29 Escondido	1,000	1,000	1,000	0.0	1,000
Parkland Ded Area 30 San Marcos	500	500	2,000	300.0	2,000
Parkland Ded Area 31 San Dieguito	4,705,000	5,000	2,000	(60.0)	2,000
Parkland Ded Area 32 Carlsbad	200	200	2,000	900.0	2,000
Parkland Ded Area 35 Fallbrook	734,500	1,500	10,800	620.0	2,000
Parkland Ded Area 36 Bonsall	254,000	254,000	4,000	(98.4)	4,000
Parkland Ded Area 37 Vista	716,000	1,000	1,000	0.0	1,000
Parkland Ded Area 38 Valley Center	5,000	5,000	5,000	0.0	5,000
Parkland Ded Area 39 Pauma Valley	1,000	1,000	1,000	0.0	1,000
Parkland Ded Area 40 Palomar Julian	252,000	332,000	332,000	0.0	2,000
Parkland Ded Area 41 Mountain Empire	111,500	111,500	500	(99.6)	500
Parkland Ded Area 42 Anza Borrego	5,000	2,500	1,000	(60.0)	1,000
Parkland Ded Area 43 Central Mountain	1,500	1,500	300	(80.0)	300
Parkland Ded Area 45 Valle de Oro	4,000	4,000	500	(87.5)	500
PLD Administrative Fee	10,500	12,000	751,000	6,158.3	751,000
PRD 6 Pauma Valley	110,100	170,548	290,868	70.6	45,673
PRD 8 Magee Road Pala	112,200	67,370	116,141	72.4	30,478
PRD 9 Santa Fe Zone B	101,400	121,663	158,406	30.2	24,523
PRD 10 Davis Drive	11,145	22,253	36,272	63.0	10,826
PRD 11 Bernardo Road Zone A	64,907	22,632	50,480	123.1	19,061
PRD 11 Bernardo Road Zone C	4,025	4,550	5,789	27.2	2,967



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
PRD 11 Bernardo Road Zone D	12,665	14,258	25,791	80.9	7,409
PRD 12 Lomair	107,115	116,774	156,605	34.1	20,852
PRD 13 Pala Mesa Zone A	160,400	95,470	151,410	58.6	77,880
PRD 13 Stewart Canyon Zone B	22,085	37,006	28,055	(24.2)	12,264
PRD 16 Wynola	120,507	135,268	174,543	29.0	27,095
PRD 18 Harrison Park	255,300	38,223	80,113	109.6	42,068
PRD 20 Daily Road	110,585	276,500	392,973	42.1	119,788
PRD 21 Pauma Heights	574,335	314,301	708,695	125.5	88,400
PRD 22 West Dougherty St	5,500	3,557	5,109	43.6	2,194
PRD 23 Rock Terrace Road	23,300	17,983	33,990	89.0	7,602
PRD 24 Mt Whitney Road	53,580	58,264	75,783	30.1	9,746
CSA 26 Rancho San Diego	270,100	260,100	278,131	6.9	282,960
CSA 26 Cottonwood Village Zone A	173,420	148,850	233,845	57.1	135,720
CSA 26 Monte Vista Zone B	265,780	170,650	151,250	(11.4)	145,250
SD Landscape Maintenance Zone 1	179,994	177,044	179,483	1.4	180,690
Landscape Maintenance Dist Zone 2 - Julian	131,633	186,319	138,545	(25.6)	138,995
PRD 30 Royal Oaks Carroll	38,350	13,235	12,752	(3.6)	4,786
PRD 38 Gay Rio Terrace	33,200	43,112	50,125	16.3	10,180
PRD 45 Rincon Springs Rd	21,200	18,383	33,615	82.9	10,991
PRD 46 Rocosco Road	17,635	16,384	28,408	73.4	7,987
PRD 49 Sunset Knolls Road	48,175	48,297	58,317	20.8	7,175
PRD 50 Knoll Park Lane	34,850	7,946	29,752	274.4	8,112
PRD 53 Knoll Park Lane Extension	101,170	26,087	131,107	402.6	18,039
PRD 54 Mount Helix	143,000	17,929	82,475	360.0	17,961
PRD 55 Rainbow Crest Rd	311,900	191,719	388,337	102.6	56,675
PRD 60 River Drive	88,500	15,914	29,938	88.1	18,573
PRD 61 Green Meadow Way	155,800	155,693	186,897	20.0	13,325
PRD 63 Hillview Road	293,350	228,235	563,752	147.0	38,636
PRD 70 El Camino Corto	17,850	22,950	37,456	63.2	8,727
PRD 75 Gay Rio Dr Zone A	202,650	17,551	42,061	139.7	19,223
PRD 75 Gay Rio Dr Zone B	293,400	98,327	38,349	(61.0)	25,594
PRD 76 Kingsford Court	37,790	15,864	17,074	7.6	10,099
PRD 77 Montiel Truck Trail	133,600	20,979	162,047	672.4	23,988
PRD 78 Gardena Way	62,520	72,416	81,921	13.1	10,213





**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



**Land Use and Environment Group**

	<b>Fiscal Year 2019–20 Adopted Budget</b>	<b>Fiscal Year 2020–21 Adopted Budget</b>	<b>Fiscal Year 2021–22 Recommended Budget</b>	<b>% Change</b>	<b>Fiscal Year 2022–23 Recommended Budget</b>
PRD 80 Harris Truck Trail	168,900	193,611	209,644	8.3	21,717
CSA 81 Fallbrook Local Park	532,984	539,890	552,702	2.4	565,579
CSA 83 San Dieguito Local Park	769,789	1,579,490	824,490	(47.8)	824,490
CSA 83A Zone A4S Ranch Park 95155	947,000	1,414,365	1,086,743	(23.2)	1,110,812
PRD 88 East Fifth St	20,540	17,945	26,451	47.4	5,434
PRD 90 South Cordoba	35,250	17,205	26,409	53.5	8,915
PRD 94 Roble Grande Road	429,300	31,206	133,222	326.9	30,558
PRD 95 Valle Del Sol	108,530	188,829	284,871	50.9	32,436
PRD 99 Via Allondra Via Del Corvo	26,830	16,589	46,621	181.0	11,310
PRD 100 Viejas Lane View	30,220	—	—	0.0	—
PRD 101 Johnson Lake Rd	46,600	36,503	83,950	130.0	27,710
PRD 101 Hi Ridge Rd Zone A	10,650	8,554	37,085	333.5	17,800
PRD 102 Mountain Meadow	188,450	82,278	108,856	32.3	62,637
PRD 103 Alto Drive	203,725	68,627	161,661	135.6	17,700
PRD 104 Artesian Rd	104,150	92,045	16,452	(82.1)	16,452
PRD 105 Alta Loma Dr	58,600	66,501	71,530	7.6	19,100
PRD 105 Alta Loma Dr Zone A	80,570	88,435	75,961	(14.1)	17,800
PRD 106 Garrison Way Et Al	18,400	33,820	48,361	43.0	11,330
PRD 117 Legend Rock	410,320	165,222	341,780	106.9	158,097
CSA 122 Otay Mesa East	6,745	6,980	7,152	2.5	—
PRD 123 Mizpah Lane	58,560	11,963	39,490	230.1	10,440
PRD 125 Wrightwood Road	13,415	11,009	23,539	113.8	10,300
PRD 126 Sandhurst Way	9,470	7,353	7,375	0.3	4,380
PRD 127 Singing Trails Drive	32,970	107,861	27,239	(74.8)	17,550
CSA 128 San Miguel Park Dist	1,192,650	1,280,916	1,222,806	(4.5)	1,240,902
PRD 130 Wilkes Road	192,400	42,348	44,119	4.2	27,405
PRD 133 Ranch Creek Road	42,510	43,467	97,995	125.5	42,591
PRD 134 Kenora Lane	72,180	77,061	89,573	16.2	12,000
CSA 136 Sundance Detention Basin	21,500	24,000	22,500	(6.3)	22,500
CSA 138 Valley Center Park	—	—	369,200	—	374,729
San Diego County Flood Control District	5,719,651	8,850,467	7,068,773	(20.1)	5,868,976
Blackwolf Stormwater Maint ZN 349781	11,000	11,500	11,500	0.0	11,500
Lake Rancho Viejo Stormwater Maint ZN 442493	91,500	102,700	158,700	54.5	102,700



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Ponderosa Estates Maint ZN 351421	12,000	12,000	12,000	0.0	12,000
Harmony Grove Cap Proj	—	1,570,609	—	(100.0)	—
Other Services - Harmony Grove Fund	430,502	436,200	316,789	(27.4)	321,789
Flood Control - Harmony Grove Fund	100,677	125,000	125,000	0.0	75,000
Fire Protection - Harmony Grove Fund	307,720	381,045	445,775	17.0	460,934
Improvement - Harmony Grove Fund	36,707	36,707	36,707	0.0	36,707
Horse Crk Rdg CFD 13-01 Interim Maint	304,544	361,115	426,770	18.2	426,770
Horse Crk Rdg CFD 13-01 A-Special Tax	224,372	384,414	473,315	23.1	482,659
Horse Crk Rdg CFD 13-01 B-Special Tax	91,577	157,313	193,562	23.0	197,375
Horse Crk Rdg CFD 13-01 C-Special Tax	70,345	116,942	144,223	23.3	147,094
Meadowood Prk CFD 19-01 A-Special Tax	—	—	51,649	—	52,641
Meadowood FCD CFD 19-01 B-Special Tax	—	—	30,611	—	31,183
Meadowood Fire CFD 19-01 C-Special Tax	—	—	24,109	—	24,551
Sweetwtr Pl Maint CFD 19-02 Special Tax	—	171,978	101,000	(41.3)	103,000
Park Cir Maint CFD 10-03 Special Tax	—	—	21,520	—	21,910
PRD 1003 Alamo Way	17,330	7,187	20,002	178.3	4,400
PRD 1005 Eden Valley Lane	81,240	86,107	89,329	3.7	8,112
PRD 1008 Canter	28,210	28,095	5,700	(79.7)	5,700
PRD 1009 Golf Drive	781	—	32	—	—
PRD 1010 Alpine High	318,100	363,023	46,870	(87.1)	45,870
PRD 1011 La Cuesta	78,225	77,119	76,045	(1.4)	10,600
PRD 1012 Millar Road	57,556	62,446	74,598	19.5	10,120
PRD 1013 Singing Trails	25,490	37,374	55,897	49.6	13,650
PRD 1014 Lavender Point Lane	43,135	4,010	16,019	299.5	6,650
PRD 1015 Landavo Drive	47,840	49,734	49,772	0.1	7,992
PRD 1016 El Sereno Way	64,000	70,877	77,588	9.5	9,000
PRD 1017 Kalbaugh-Haley-Toub St	—	—	56,705	—	29,648



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Survey Monument Preservation Fund	350,000	350,000	270,000	(22.9)	270,000
Grazing Lands	8,700	8,700	8,700	0.0	8,700
Special Aviation	50,000	51,957	50,063	(3.7)	50,063
County Fish and Game Propagation	18,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	19,125,359	19,402,982	25,447,781	31.2	25,413,680
Liquid Waste Enterprise Fund	9,634,795	12,712,552	12,564,889	(1.2)	12,343,262
CWSMD-Zone B (Campo Hills Water)	298,000	413,000	329,500	(20.2)	329,500
Campo WSMD-Zone A (Rancho Del Campo Water)	370,278	382,278	394,278	3.1	344,278
LIVE OAK SPRINGS WTR SYS CSA 137	—	—	2,060,000	—	162,700
San Diego County Sanitation District	42,586,171	42,268,155	58,776,906	39.1	34,409,006
DPW Equipment Internal Service Fund	6,130,000	6,025,000	6,724,700	11.6	6,025,000
DPW ISF Equipment Acquisition Road Fund	6,792,500	9,829,000	6,970,000	(29.1)	6,658,000
DPW ISF Equipment Acquisition Inactive Waste	110,000	330,000	110,000	(66.7)	110,000
DPW ISF Equipment Acquisition Airport Enterprise	210,000	460,000	625,000	35.9	255,000
DPW ISF Equipment Acquisition General Fund	50,000	50,000	50,000	0.0	50,000
DPW ISF Equipment Acquisition Liquid Waste	1,100,000	2,205,000	945,000	(57.1)	1,125,000
<b>Total</b>	<b>\$ 652,023,240</b>	<b>\$ 650,080,685</b>	<b>\$ 611,220,413</b>	<b>(6.0)</b>	<b>\$ 533,903,680</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Finance and General Government Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Fund	\$ 291,998,019	\$ 319,588,509	\$ 312,125,018	(2.3)	\$ 301,579,346
Information Technology Internal Service Fund	191,461,085	221,652,551	218,846,284	(1.3)	196,805,744
Purchasing Internal Service Fund	14,839,789	15,349,055	15,444,678	0.6	15,069,142
Fleet Services Internal Service Fund	11,438,476	10,550,054	10,784,502	2.2	10,719,502
Fleet ISF Equipment Acquisition General	34,128,287	34,056,382	26,567,336	(22.0)	26,567,336
Fleet ISF Materials Supply Inventory	21,092,134	20,485,662	20,168,322	(1.6)	20,172,181
Fleet ISF Accident Repair	1,387,130	1,351,068	1,518,077	12.4	1,518,077
Facilities Management Internal Service Fund	130,556,116	139,385,265	140,945,109	1.1	140,945,109
Major Maintenance Internal Service Fund	33,124,101	13,963,287	22,469,262	60.9	22,469,262
<b>Total</b>	<b>\$ 730,025,137</b>	<b>\$ 776,381,833</b>	<b>\$ 768,868,588</b>	<b>(1.0)</b>	<b>\$ 735,845,699</b>

Capital Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Capital Outlay Fund	\$ 82,582,000	\$ 64,077,000	\$ 135,550,000	111.5	—
Major Maint Capital Outlay Fund	17,210,206	37,202,074	16,084,000	(56.8)	—
Capital MSCP Acquisition Fund	7,500,000	—	7,500,000	—	—
County Health Complex Capital Outlay Fund	—	11,790,000	11,500,000	(2.5)	—
Justice Facility Construction Capital Outlay Fnd	5,143,061	2,230,000	75,800,000	3,299.1	—
Library Projects Capital Outlay Fund	—	5,965,000	24,327,935	307.8	—
Edgemoor Development Fund	9,097,650	8,458,310	8,797,800	4.0	8,800,925
<b>Total</b>	<b>\$ 121,532,917</b>	<b>\$ 129,722,384</b>	<b>\$ 279,559,735</b>	<b>115.5</b>	<b>\$ 8,800,925</b>



## APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Finance Other					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
General Fund	\$ 264,804,630	\$ 247,333,323	\$ 265,977,237	7.5	\$ 245,511,235
Pension Obligation Bonds	81,495,804	81,499,123	81,488,073	(0.0)	81,411,260
Employee Benefits Internal Service Fund	50,322,954	50,323,114	52,766,617	4.9	52,766,617
Public Liability Internal Service Fund	33,200,524	36,664,543	33,813,531	(7.8)	33,813,531
<b>Total</b>	<b>\$ 429,823,912</b>	<b>\$ 415,820,103</b>	<b>\$ 434,045,458</b>	<b>4.4</b>	<b>\$ 413,502,643</b>



## Appendix C: General Fund Budget Summary

### Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Animal Services	\$ 9,120,023	\$ 9,172,105	\$ 9,564,853	4.3	\$ 9,062,944
Child Support Services	51,229,266	47,422,231	47,354,733	(0.1)	47,354,733
District Attorney	208,786,130	231,099,809	232,627,064	0.7	236,249,888
Medical Examiner	11,668,771	12,144,343	13,253,485	9.1	12,467,035
Office of Emergency Services	7,741,836	7,973,335	7,947,354	(0.3)	7,744,359
Probation	233,560,671	233,275,278	236,706,223	1.5	240,537,005
Public Defender	92,976,849	97,462,788	105,538,085	8.3	105,131,085
Public Safety Executive Office	87,314,101	78,408,597	79,783,252	1.8	79,242,155
San Diego County Fire Authority	46,676,767	50,003,438	49,085,044	(1.8)	45,877,511
Sheriff	944,607,646	956,433,537	1,041,157,515	8.9	1,041,442,634
<b>Total</b>	<b>\$ 1,693,682,060</b>	<b>\$ 1,723,395,461</b>	<b>\$ 1,823,017,608</b>	<b>5.8</b>	<b>\$ 1,825,109,349</b>

Health and Human Services Agency					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Administrative Support	\$ 209,630,339	\$ 297,006,489	\$ 224,663,200	(24.4)	\$ 183,139,247
Aging & Independence Services	183,094,858	192,318,978	248,178,272	29.1	209,723,472
Behavioral Health Services	712,886,993	778,464,308	812,712,863	4.4	778,395,136
Child Welfare Services	387,095,386	400,362,189	415,755,520	3.8	420,381,968
Housing & Community Development Services	66,978,000	108,712,029	88,734,406	(18.4)	62,806,318
Public Health Services	148,282,093	167,870,201	303,461,993	80.8	163,985,408
Self-Sufficiency Services	527,258,244	550,805,344	613,161,886	11.3	609,938,830
<b>Total</b>	<b>\$ 2,235,225,913</b>	<b>\$ 2,495,539,538</b>	<b>\$ 2,706,668,140</b>	<b>8.5</b>	<b>\$ 2,428,370,379</b>

**APPENDIX C: GENERAL FUND BUDGET SUMMARY**

Land Use and Environment Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Agriculture, Weights and Measures	\$ 25,689,211	\$ 26,032,998	\$ 26,827,705	3.1	\$ 26,358,729
Environmental Health	53,228,971	55,717,387	55,065,579	(1.2)	54,971,543
Land Use and Environment Executive Office	6,670,899	6,015,662	6,289,531	4.6	5,625,386
Parks and Recreation	48,651,430	48,835,859	53,298,981	9.1	49,751,074
Planning and Development Services	57,537,410	47,703,184	49,563,411	3.9	45,029,308
Public Works	49,795,331	42,650,042	42,805,952	0.4	22,651,361
University of California Cooperative Extension	1,381,370	1,029,971	1,191,992	15.7	869,971
<b>Total</b>	<b>\$ 242,954,622</b>	<b>\$227,985,103</b>	<b>\$ 235,043,151</b>	<b>3.1</b>	<b>\$ 205,257,372</b>

Finance and General Government Group					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Assessor / Recorder / County Clerk	\$ 71,674,938	\$ 80,941,722	\$ 78,805,699	(2.6)	\$ 76,159,864
Auditor and Controller	37,925,850	39,035,848	40,277,308	3.2	39,545,565
Board of Supervisors	10,134,043	10,983,982	12,934,126	17.8	12,941,196
Chief Administrative Office	5,921,870	10,817,050	7,422,629	(31.4)	6,887,084
Citizens' Law Enforcement Review Board	986,564	1,501,491	1,559,269	3.8	1,553,213
Civil Service Commission	574,328	579,058	580,732	0.3	589,314
Clerk of the Board of Supervisors	4,281,744	4,174,085	4,283,346	2.6	4,265,803
County Communications Office	4,380,851	3,951,184	3,941,283	(0.3)	3,573,185
County Counsel	31,459,375	32,794,259	33,848,785	3.2	34,093,203
County Technology Office	12,461,370	11,196,509	11,599,262	3.6	9,508,226
Finance & General Government Executive Office	28,197,805	24,992,141	27,797,530	11.2	25,523,607
General Services	3,475,000	5,170,000	3,065,000	(40.7)	3,000,000
Grand Jury	799,215	760,186	763,194	0.4	763,194
Human Resources	28,875,561	29,961,429	31,446,353	5.0	31,579,655
Purchasing and Contracting	854,350	594,000	594,000	0.0	594,000
Registrar of Voters	26,655,234	38,749,652	29,485,477	(23.9)	27,383,103
Treasurer - Tax Collector	23,339,921	23,385,913	23,721,025	1.4	23,619,134
<b>Total</b>	<b>\$ 291,998,019</b>	<b>\$ 319,588,509</b>	<b>\$ 312,125,018</b>	<b>(2.3)</b>	<b>\$ 301,579,346</b>







Finance Other					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Community Enhancement	\$ 5,698,747	\$ 5,943,432	\$ 4,837,336	(18.6)	\$ 5,073,163
Contributions to Capital Program	78,225,000	81,900,554	143,917,935	75.7	—
Countywide General Expense	141,862,270	124,433,782	82,218,329	(33.9)	205,737,889
Lease Payments-Bonds	28,531,551	24,571,641	24,505,206	(0.3)	24,186,798
Local Agency Formation Commission Administration	487,062	483,914	498,431	3.0	513,385
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
<b>Total</b>	<b>\$ 264,804,630</b>	<b>\$ 247,333,323</b>	<b>\$ 265,977,237</b>	<b>7.5</b>	<b>\$ 245,511,235</b>

## APPENDIX C: GENERAL FUND BUDGET SUMMARY

Total All Groups/Agency					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Total</b>	\$ 4,728,665,244	\$ 5,013,841,934	\$ 5,342,831,154	6.6	\$ 5,005,827,681

### Financing Sources

Financing Sources by Category					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Taxes Current Property	\$ 741,010,130	\$ 745,325,342	\$ 807,372,255	8.3	\$ 827,490,263
Taxes Other Than Current Secured	524,791,174	537,852,185	565,876,802	5.2	579,673,754
Licenses Permits & Franchises	45,718,067	39,622,719	46,346,019	17.0	47,236,493
Fines, Forfeitures & Penalties	39,398,356	27,926,751	40,754,440	45.9	34,006,199
Revenue From Use of Money & Property	36,269,015	13,161,605	12,764,648	(3.0)	12,840,395
Intergovernmental Revenues	2,323,055,969	2,548,168,773	2,770,479,064	8.7	2,529,927,384
Charges For Current Services	406,647,723	436,834,449	456,854,950	4.6	477,330,654
Miscellaneous Revenues	48,561,269	71,059,609	68,588,198	(3.5)	32,334,532
Other Financing Sources	350,548,448	323,367,312	374,483,241	15.8	368,413,710
<b>Total Revenues</b>	\$ 4,516,000,151	\$ 4,743,318,745	\$ 5,143,519,617	8.4	\$ 4,914,253,384
Fund Balance Component Decreases	\$ 63,188,482	\$ 76,891,087	\$ 53,845,021	(30.0)	\$ 51,935,347
Use of Fund Balance	149,476,611	193,632,102	145,466,516	(24.9)	39,638,950
<b>Total Financing Sources</b>	\$ 4,728,665,244	\$ 5,013,841,934	\$ 5,342,831,154	6.6	\$ 5,005,827,681



# Appendix D: Health and Human Services Agency: General Fund

## Health and Human Services—General Fund

This appendix summarizes the Health and Human Services Agency’s (HHS) staffing and General Fund budget by operations and assistance payments.



Group Staffing by Program				
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Self-Sufficiency Services	2,529.00	2,629.00	4.0	2,629.00
Aging Programs	138.00	139.00	0.7	139.00
Adult Protective Services	101.00	124.00	22.8	124.00
In-Home Supportive Services	210.00	229.00	9.0	229.00
Behavioral Health Services	1,006.50	1,092.50	8.5	1,092.50
Child Welfare Services	1,492.00	1,530.00	2.5	1,530.00
Public Health Services	709.00	729.00	2.8	729.00
Administrative Support	437.00	461.00	5.5	461.00
Office of Military & Veteran Affairs	20.00	20.00	0.0	20.00
Housing & Community Development Services	130.00	130.00	0.0	130.00
<b>HHS Total</b>	<b>6,772.50</b>	<b>7,083.50</b>	<b>4.6</b>	<b>7,083.50</b>

General Fund Budget by Program				
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Self-Sufficiency Services</b>	<b>\$ 550,805,344</b>	<b>\$ 613,161,886</b>	<b>11.3</b>	<b>\$ 609,938,830</b>
Operational Budget	341,900,196	401,003,349	17.3	397,780,293
Assistance Payments Budget	208,905,148	212,158,537	1.6	212,158,537
<i>CalWORKs Assistance Payments</i>	161,415,640	161,415,640	—	161,415,640
<i>Employment and Child Care Payments</i>	16,295,854	15,427,656	(5.3)	15,427,656
<i>General Relief Payments</i>	17,625,824	20,925,824	18.7	20,925,824
<i>Cash Assistance Program for Immigrants (CAPI)</i>	3,931,175	4,137,358	5.2	4,137,358
<i>Expanded Subsidized Employment (ESE)</i>	4,081,464	4,081,464	—	4,081,464
<i>Work Incentive Nutritional Supplement (WINS)</i>	2,741,178	3,215,959	17.3	3,215,959
<i>Approved Relative Caregiver (ARC)</i>	—	—	—	—
<i>Family Stabilization (FS)</i>	960,474	986,911	2.8	986,911
<i>Trafficking and Crime Victims Assistance Program (TCVAP)</i>	1,084,276	1,198,462	10.5	1,198,462
<i>Refugee Aid Payments</i>	49,211	49,211	—	49,211
<i>Diaper Assistance Payments</i>	720,052	720,052	0.0	720,052
<b>Aging Programs</b>	<b>\$ 38,119,439</b>	<b>\$ 83,299,863</b>	<b>118.5</b>	<b>\$ 38,371,002</b>
Operational Budget	38,119,439	83,299,863	118.5	38,371,002
Assistance Payments Budget	—	—	—	—
<b>Adult Protective Services</b>	<b>\$ 17,628,966</b>	<b>\$ 20,278,335</b>	<b>15.0</b>	<b>\$ 20,448,718</b>
Operational Budget	17,628,966	20,278,335	15.0	20,448,718
Assistance Payments Budget	—	—	—	—
<b>In-Home Supportive Services</b>	<b>\$ 136,570,573</b>	<b>\$ 144,600,074</b>	<b>5.9</b>	<b>\$ 150,903,752</b>
Operational Budget	136,570,573	144,600,074	5.9	150,903,752
Assistance Payments Budget	—	—	—	—

Note: The sum of individual amounts may not total due to rounding.



General Fund Budget by Program				
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
<b>Behavioral Health Services</b>	<b>\$ 778,464,308</b>	<b>\$ 812,712,863</b>	<b>4.4</b>	<b>\$ 778,395,136</b>
Operational Budget	778,464,308	812,712,863	4.4	778,395,136
Assistance Payments Budget	—	—	—	—
<b>Child Welfare Services</b>	<b>\$ 400,362,189</b>	<b>\$ 415,755,520</b>	<b>3.8</b>	<b>\$ 420,381,968</b>
Operational Budget	248,502,697	255,919,039	3.0	260,545,487
Assistance Payments Budget	151,859,492	159,836,481	5.3	159,836,481
<i>Foster Care Aid Payments</i>	55,071,813	64,979,143	18.0	64,979,143
<i>Kinship Guardianship     Assistance Payments (Kin-GAP)</i>	6,084,233	6,006,984	(1.3)	6,006,984
<i>Adoption Assistance Payments</i>	86,735,236	84,929,249	(2.1)	84,929,249
<i>Approved Relative Caregiver     (ARC)</i>	2,868,210	2,821,105	(1.6)	2,821,105
<i>Child Care Bridge</i>	1,100,000	1,100,000	—	1,100,000
<b>Public Health Services</b>	<b>\$ 167,870,201</b>	<b>\$ 303,461,993</b>	<b>80.8</b>	<b>\$ 163,985,408</b>
Operational Budget	167,870,201	303,461,993	80.8	163,985,408
Assistance Payments Budget	—	—	—	—
<b>Administrative Support</b>	<b>\$ 292,993,206</b>	<b>\$ 220,448,818</b>	<b>(24.8)</b>	<b>\$ 178,883,174</b>
Operational Budget	292,993,206	220,448,818	(24.8)	178,883,174
Assistance Payments Budget	—	—	—	—
<b>Office of Military &amp; Veteran Affairs</b>	<b>\$ 4,013,283</b>	<b>\$ 4,214,382</b>	<b>5.0</b>	<b>\$ 4,256,073</b>
Operational Budget	4,013,283	4,214,382	5.0	4,256,073
Assistance Payments Budget	—	—	—	—
<b>Housing &amp; Community Development Services</b>	<b>\$ 108,712,029</b>	<b>\$ 88,734,406</b>	<b>(18.4)</b>	<b>\$ 62,806,318</b>
Operational Budget	108,712,029	88,734,406	(18.4)	62,806,318
Assistance Payments Budget	—	—	—	—
<b>HHS General Fund Total</b>	<b>\$ 2,495,539,538</b>	<b>\$ 2,706,668,140</b>	<b>8.5</b>	<b>\$ 2,428,370,379</b>
<b>Operational Budget Total</b>	<b>\$ 2,134,774,898</b>	<b>\$ 2,334,673,122</b>	<b>9.4</b>	<b>\$ 2,056,375,361</b>
<b>Assistance Payments Total</b>	<b>\$ 360,764,640</b>	<b>\$ 371,995,018</b>	<b>3.1</b>	<b>\$ 371,995,018</b>

Note: The sum of individual amounts may not total due to rounding.





## Appendix E: Operational Plan Acronyms and Abbreviations

**AB:** Assembly Bill  
**A&C:** Auditor and Controller  
**ACA:** *Patient Protection and Affordable Care Act of 2010*  
**ACAO:** Assistant Chief Administrative Officer  
**ACP:** Alternative Compliance Project  
**ACT:** Assertive Community Treatment  
**ADA:** Americans with Disabilities Act  
**ADS:** Alcohol & Drug Services  
**AIS:** Aging & Independence Services  
**ALMS:** Airport Lease Management System  
**ALS:** Advanced Life Support  
**AOT:** Assisted Outpatient Treatment  
**APCD:** Air Pollution Control District  
**APS:** Adult Protective Services  
**ARC:** Approved Relative Caregiver program  
**ARCC:** Assessor/Recorder/County Clerk  
**ARI:** Advanced Recovery Initiative  
**ARRA:** *American Recovery and Reinvestment Act of 2009*  
**AS:** Administrative Support  
**ASAP NET:** Advanced Situational Awareness for Public Safety Network  
**ASIST:** Applied Suicide Intervention Skills Training  
**AVA:** Acutely Vulnerable Adult  
**AWM:** Agriculture, Weights and Measures  
**BEA:** Bureau of Economic Analysis  
**BHS:** Behavioral Health Services  
**BIM:** Building Information Modeling  
**BOS:** Board of Supervisors  
**BPR:** Business Process Reengineering  
**BSCC:** Bureau of State and Community Corrections  
**BBH:** Building Better Health  
**CA:** California  
**CAC:** County Administration Center  
**CAL FIRE:** California Department of Forestry and Fire Protection  
**CaIMHSA:** California Mental Health Services Authority  
**CAHP:** Coordinated Assessment and Housing Placement  
**CAMS:** Contracts Award & Management System  
**CAO:** Chief Administrative Officer



**CAP:** Climate Action Plan, Community Action Partnership  
**CAPI:** Cash Assistance Program for Immigrants  
**CATCH:** Computer and Technology Crime High-Tech Response Team  
**CCFSA:** California Counties Facilities Services Association  
**CCI:** Coordinated Care Initiative  
**CCO:** County Communications Office  
**CCRM:** County Constituent Relationship Management  
**CCTP:** Community-Based Care Transitions Program  
**CDBG:** Community Development Block Grant  
**CDC:** Centers for Disease Control and Prevention  
**CEC:** California Energy Commission  
**CEQA:** California Environmental Quality Act  
**CERS:** California Electronic Reporting System  
**CERT:** Community Emergency Response Team  
**CFO:** Chief Financial Officer  
**CFM:** Certified Farmers' Market  
**CFT:** Child and Family Teams  
**CHIP:** Community Health Improvement Plans  
**CINA:** Capital Improvement Needs Assessment  
**CIP:** Capital Improvement Plan, Capital Improvement Program, Construction In Progress  
**CIR:** Compliance Inspection Report  
**CIVICS:** Community Involved Vocational Inmate Crew Service  
**CLERB:** Citizens' Law Enforcement Review Board  
**CLPP:** Childhood Lead Poisoning Prevention  
**CNAP:** County Nutrition Action Partnership  
**CNC TV:** County News Center Television  
**CoC:** Continuum of Care

## APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

<b>COC:</b> County Operations Center	<b>EMS:</b> Emergency Medical Services
<b>COF:</b> Capital Outlay Fund	<b>EMT:</b> Emergency Medical Technician
<b>COOP:</b> Continuity of Operations Plan	<b>EOC:</b> Emergency Operations Center
<b>COPs:</b> Certificates of Participation	<b>ERAF:</b> Educational Revenue Augmentation Fund
<b>COVID:</b> Corona Virus Disease	<b>ERG:</b> Employee Resource Groups
<b>CPI:</b> Consumer Price Index	<b>ERP:</b> Enterprise Resource Planning
<b>CPI-U:</b> Consumer Price Index for All Urban Consumers	<b>ESG:</b> Emergency Solutions Grant
<b>CQI:</b> Continuous Quality Improvement	<b>ESU:</b> Emergency Screening Unit
<b>CREP:</b> Comprehensive Renewable Energy Plan	<b>EUI:</b> Energy Use Intensity
<b>CSA:</b> County Service Area	<b>EVOC:</b> Emergency Vehicle Operations Course
<b>CSAC:</b> California State Association of Counties	<b>EWG:</b> Enterprise-Wide Goal
<b>CSG:</b> Community Services Group	<b>eWIN:</b> Extension Wildfire Information Network
<b>CSU:</b> Crisis Stabilization Unit	<b>EV:</b> Electric Vehicle
<b>CTC:</b> Community Transition Center	<b>FASB:</b> Financial Accounting Standards Board
<b>CTO:</b> County Technology Office	<b>FEMA:</b> Federal Emergency Management Agency
<b>CUPA:</b> Certified Unified Program Agency	<b>FF&amp;E:</b> Furniture, fixtures and equipment
<b>CVPD:</b> Chula Vista Police Department	<b>FGG:</b> Finance and General Government Group
<b>CWS:</b> Child Welfare Services	<b>FHA:</b> Farm and Home Advisor, Federal Housing Authority
<b>CYF:</b> Children Youth and Families	<b>FIs:</b> Field Interviews
<b>D&amp;I:</b> Diversity and Inclusion	<b>FPB:</b> Facilities Planning Board
<b>DA:</b> District Attorney	<b>FSP:</b> Full Service Partnerships
<b>DAS:</b> Department of Animal Services	<b>FSWG:</b> Food Systems Working Group
<b>DCAI:</b> Discipline Case Advocacy Institute	<b>FTE:</b> Full-time equivalent
<b>DCAO:</b> Deputy Chief Administrative Officer	<b>FY:</b> Fiscal Year
<b>DCCA:</b> Downpayment and Closing Cost Assistance	<b>GAAP:</b> Generally Accepted Accounting Principles
<b>DCSS:</b> Department of Child Support Services	<b>GASB:</b> Governmental Accounting Standards Board
<b>DEHQ:</b> Department of Environmental Health and Quality	<b>GC:</b> Government Code
<b>DGS:</b> Department of General Services	<b>GDP:</b> Gross Domestic Product
<b>DHR:</b> Department of Human Resources	<b>GEMS:</b> Global Election Management System
<b>DLP:</b> Data Loss Prevention	<b>GFOA:</b> Government Finance Officers Association
<b>DMS:</b> Division of Measurement Standards	<b>GHG:</b> Greenhouse gas
<b>DMV:</b> Department of Motor Vehicles	<b>GIS:</b> Geographic Information System
<b>DO:</b> Department Objective	<b>GM:</b> General Manager
<b>DPC:</b> Department of Purchasing and Contracting	<b>GMS:</b> General Management System
<b>DPR:</b> Department of Parks and Recreation	<b>GO:</b> General Obligation (bonds)
<b>DPSNF:</b> Distinct Part Skilled Nursing Facility	<b>GPR:</b> General Purpose Revenue
<b>DPW:</b> Department of Public Works	<b>GPS:</b> Geographic Positioning System
<b>ECAP:</b> Environmental Corrective Action Program	<b>GR:</b> General Relief
<b>EDPP:</b> Enterprise Document Processing Platform	<b>GSR:</b> Global Scale Rating
<b>EFC:</b> Extended Foster Care	<b>GWOW:</b> Government Without Walls
<b>EIR:</b> Environmental Impact Report	<b>HACSD:</b> Housing Authority of the County of San Diego







**HAVA:** Help America Vote Act  
**HCDS:** Housing and Community Development Services  
**HCV:** Housing Choice Voucher  
**HEART:** Helpfulness, Expertise, Attentiveness, Respect, and Timeliness  
**HHSA:** Health and Human Services Agency  
**HiAP:** Health in All Policies  
**HIDTA:** High Intensity Drug Trafficking Areas  
**HMD:** Hazardous Materials Division  
**HOME:** Home Investment and Partnership Grant  
**HOPTR:** Homeowner's Property Tax Relief  
**HOPWA:** Housing Opportunities for Persons with Aids  
**HUD:** U.S. Department of Housing and Urban Development  
**IHOT:** In-Home Outreach Team  
**IHSS:** In-Home Supportive Services  
**ILP:** Information-Led Policing  
**IM:** Independence Mapping  
**IP:** Individual Provider  
**IPTS:** Integrated Property Tax System  
**IRS:** Internal Revenue Service  
**ISF:** Internal Service Fund  
**IT:** Information Technology  
**IT ISF:** Information Technology Internal Service Fund  
**JELS:** Justice Electronic Library System  
**JJC:** Juvenile Justice Commission  
**JPA:** Joint Powers Agreement  
**JUDGE:** Jurisdictions United for Drug/Gang Enforcement  
**KIP:** Knowledge Integration Program  
**LECC:** Law Enforcement Coordination Center  
**LEED:** Leadership in Energy and Environmental Design  
**LEP:** Limited English Proficiency  
**LMS:** Learning Management System  
**LRBs:** Lease Revenue Bonds  
**LS:** Living Safely  
**LTC:** Long Term Care  
**LUEG:** Land Use and Environment Group  
**LWSD:** *Live Well San Diego*  
**M:** million  
**MAA:** Medi-Cal Administrative Activities  
**MASLs:** Minimum Acceptable Service Levels  
**MCH:** Maternal Child Health

**MCS:** Medical Care Service  
**MECAP:** Medical Examiners and Coroners Alert Project  
**MG:** Master Gardener  
**MMCOF:** Major Maintenance Capital Outlay Fund  
**MHSA:** Mental Health Services Act  
**MSCP:** Multiple Species Conservation Program  
**MSSP:** Multipurpose Senior Service Program  
**MTS:** San Diego Metropolitan Transit System  
**NACo:** National Association of Counties  
**NAICS:** North American Industry Classification System  
**NCOA:** National Change of Address  
**NEOP:** Nutrition Education and Obesity Prevention  
**NICHD:** National Institute of Child Health and Human Development  
**NFP:** Nurse Family Partnership  
**NOPA:** Notices of Proposed Action  
**NPP:** Nuclear Power Plant  
**NUSIPR:** National University System Institute for Policy Research  
**OAAS:** Office of Audits and Advisory Services  
**OE:** Operational Excellence  
**OEC:** Office of Ethics and Compliance  
**OES:** Office of Emergency Services  
**OFFP:** Office of Financial Planning  
**OMVA:** Office of Military and Veteran Affairs  
**O&M:** Operations and Maintenance  
**ORR:** Office of Revenue and Recovery  
**OS:** Optical Scan  
**PA:** Public Administrator  
**PACE:** Purchase of Agricultural Conservation Easement  
**PB:** Performance Budgeting System  
**PC:** Public Conservatorship  
**PCC:** Polinsky Children's Center  
**PDATF:** Prescription Drug Abuse Task Force  
**PDP:** Priority Development Project  
**PDS:** Planning & Development Services  
**PEI:** Prevention and Early Intervention  
**PERT:** Psychiatric Emergency Response Team  
**PG:** Public Guardian  
**PHAB:** Public Health Accreditation Board  
**PHC:** Public Health Center  
**PHS:** Public Health Services



## APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

<b>PII:</b> Personal Identifiable Information	<b>SDCPH:</b> San Diego County Psychiatric Hospital
<b>PILT:</b> Payments in Lieu of Taxes	<b>SDG&amp;E:</b> San Diego Gas and Electric
<b>PLDO:</b> Parkland Dedication Ordinance	<b>SDRBA:</b> San Diego Regional Building Authority
<b>PM:</b> Performance Measure(s)	<b>SE/T:</b> Sustainable Environments/Thriving
<b>POB:</b> Pension Obligation Bond	<b>SF:</b> Square foot/feet
<b>POFA:</b> Project One for All	<b>SHSGP:</b> State Homeland Security Grant Program
<b>PRD:</b> Permanent Road Division	<b>SIDS:</b> Sudden Infant Death Syndrome
<b>PROP:</b> Proposition	<b>SME:</b> Subject Matter Expert
<b>PSAs:</b> Public Service Announcements	<b>SNAP-ED:</b> Supplemental Nutrition Assistance Program- Education
<b>PSG:</b> Public Safety Group	<b>SNF:</b> Skilled Nursing Facilities
<b>PV:</b> Photovoltaic	<b>SOC:</b> Standards of Cover
<b>QA:</b> Quality Assurance	<b>SR:</b> State Route
<b>QR:</b> Quick Response	<b>SSS:</b> Self-Sufficiency Services
<b>RCCC:</b> Regional Continuum of Care Council	<b>STAR:</b> Sheriff's Transfer, Assessment and Release
<b>RCFE:</b> Residential Care Facilities for the Elderly	<b>SUAS:</b> State Utility Assistance Subsidy
<b>RCS:</b> Regional Communications System	<b>TABs:</b> Tax Allocation Bonds
<b>RFP:</b> Request for Proposal	<b>TB:</b> Tuberculosis
<b>RG3:</b> Regional Realignment Response Group	<b>TEVAP:</b> Trafficking and Crime Victims Assistance Program
<b>RIFA:</b> Red Imported Fire Ants	<b>TICP:</b> Tactical Interoperable Communications Plan
<b>RLA:</b> Resident Leadership Academies	<b>TIF:</b> Transportation Impact Fee
<b>ROV:</b> Registrar of Voters	<b>Title IV-E Waiver:</b> California Well-Being Demonstration Project
<b>RPTT:</b> Real Property Transfer Tax	<b>TJRV:</b> Tijuana River Valley
<b>RPTTF:</b> Redevelopment Property Tax Transfer Fund	<b>TMDL:</b> Total Maximum Daily Load
<b>RRC:</b> Regional Recovery Centers	<b>TN:</b> Technological Needs
<b>RSVP:</b> Retired & Senior Volunteer Program	<b>TOT:</b> Transient Occupancy Tax
<b>RWQCB:</b> Regional Water Quality Control Board	<b>TRANS:</b> Tax and Revenue Anticipation Notes
<b>S&amp;B:</b> Salaries & Benefits	<b>TRC:</b> Teen Recovery Centers
<b>S&amp;S:</b> Services & Supplies	<b>UAAL:</b> Unfunded Actuarial Accrued Liability
<b>SANCAL:</b> San Diego County Capital Asset Leasing Corporation	<b>UASI:</b> Urban Areas Security Initiative Grant
<b>SANDAG:</b> San Diego Association of Governments	<b>UCLA:</b> University of California, Los Angeles
<b>SanGIS:</b> San Diego Geographic Information Source	<b>UCCE:</b> University of California Cooperative Extension
<b>SAPT:</b> Substance Abuse Prevention and Treatment	<b>UDC:</b> Unified Disaster Council
<b>SARMS:</b> Substance Abuse and Recovery Management System	<b>US:</b> United States
<b>SB:</b> Senate Bill	<b>USDA:</b> United States Department of Agriculture
<b>SD:</b> San Diego	<b>USD RIP:</b> Upper San Diego River Improvement Project
<b>SDCERA:</b> San Diego County Employees' Retirement Association	<b>UST:</b> Underground Storage Tanks
<b>SDCFA:</b> San Diego County Fire Authority	<b>VAP:</b> Voluntary Assistance Program
<b>SDCJ:</b> San Diego Central Jail	<b>VASDHS:</b> Veterans Administration San Diego Healthcare System
<b>SDCL:</b> San Diego County Library	<b>VASH:</b> Veterans Affairs Supportive Housing program





**VBM:** Vote-by-Mail

**VLf:** Vehicle License Fees

**WIC:** Welfare and Institutions Code

**WQE:** Water Quality Equivalency





## Appendix F: Glossary of Operational Plan Terms

**Accomplishment:** The successful achievement of a goal.

**Account:** A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue- or expenditure-related, are recorded in accounts. Also called “Object” in the County’s Performance Budgeting (PB) system.

**Accrual Basis:** The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

**Activity:** A departmental effort that contributes to the accomplishment of specific identified program objectives.

**Actuarial Accrued Liability:** The actuarial accrued liability, commonly used in pension fund discussions, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods but is always assessed by an actuary.

**Actuals:** The County’s year-end actual dollars for expenditures and revenues for a fiscal year. Also, it represents the year-end actual measures or results for operational performance data for a fiscal year.

**Actuary:** A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

**Adopted Budget:** The County’s annual budget as formally adopted by the Board of Supervisors for a specific fiscal year.

**Adopted Operational Plan:** The Board of Supervisors’ two-year financial plan that allocates resources to specific programs and services that support the County’s long-term goals; it includes the adopted budget for the first fiscal year and a tentative budget that is approved in principle for the second fiscal year.

**Amended Budget:** A budget that reflects the adopted budget plus the carry forward budget from the previous fiscal year and any mid-year changes authorized during the fiscal year.

**Americans with Disabilities Act (ADA):** A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

**Appropriation:** A legal authorization to make expenditures and to incur obligations for specific purposes.



**Appropriation for Contingency:** A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

**Arbitrage:** As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

**Assessed Valuation:** A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Asset:** An item owned or a resource held that has monetary value.

**Assigned Fund Balance:** The portion of fund balance that reflects an intended use of resources. For non-general funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

**Assistant Chief Administrative Officer (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.

**Belonging:** Is having the right and opportunity to contribute a meaningful voice and participate in the design of social and cultural structures. It is the communal and dynamic process of constantly revisiting and identifying the elements of our common good to produce social cohesion.

**Best Practices:** Methods or techniques that have consistently shown results superior to those achieved with other means, and that are used as benchmarks.

**Board of Supervisors:** The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisory District) of the county.

**Bond:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

**Budget:** A financial plan for a single fiscal year that includes expenditures and the means of financing them. The County’s annual budget is contained within the Operational Plan and is voted upon by the Board of Supervisors.

**Building Better Health:** The Strategic Plan Initiative that focuses on ensuring every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.

**Business Process Reengineering (BPR):** The fundamental rethinking and redesign of business processes to achieve improvements in critical measures of performance, such as cost, quality, service and/or speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

**California State Association of Counties (CSAC):** An organization that represents California’s 58 county governments before the California Legislature, administrative agencies and the federal government.

**CalWIN:** CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

**CalWORKs:** California Work Opportunity and Responsibility to Kids program. A welfare program that provides cash aid and services to eligible needy California families.

**Capital Assets:** Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

**Capital Assets Equipment:** Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

**Capital Assets/Land Acquisition:** Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

**Capital Expenditures:** Costs incurred to construct facilities, purchase fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond one year.

**Capital Improvement Needs Assessment (CINA):** An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

**Capital Outlay Fund (COF):** One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from the lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

**Capital Program Budget:** A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.



**Carry Forward Budget:** The budget that captures encumbrances and appropriations related to the encumbrances, at the end of one fiscal year, that is carried over into the next fiscal year.

**Cash Flow:** The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

**Certificates of Participation (COPs):** Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California State law, the federal tax law treats the lease obligation as if it were a debt.

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

**Charges for Current Services:** Revenues received as a result of fees charged for certain services provided to residents and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall; and other services.

**Chief Administrative Officer (CAO):** The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of more than 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the

Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO), to the Deputy CAO of each Group.

**Collective Impact:** The commitment of organizations and individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration, alignment of efforts and common measures of success.

**Committed Fund Balance:** Self-imposed limitations set on funds prior to the end of an accounting period. These limitations are imposed by the highest level of decision-making (i.e. the Board of Supervisors), and require formal action at that same level to remove.

**Commitment:** ‘Excellence in All We Do’; One of the core values of the County’s General Management System (GMS).

**Community Development Block Grant (CDBG):** A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

**Community Stakeholder:** Members of the public, community groups, businesses, industries, organizations or other agencies who are involved in or affected by a course of action.

**Comprehensive Annual Financial Report:** 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.

**Equity:** Is fair treatment, access, opportunity, and advancement for all, while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are underserved and under-represented populations, and equity means increasing diversity by





improving conditions of disadvantaged groups. Equity acknowledges and considers differences, disparities, and disproportionality to ensure a fair process and outcome.

**Estimated Revenue:** The amount of revenue expected to accrue or to be collected during a fiscal year.

**Expenditure:** A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**Expenditure Transfers & Reimbursements:** This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

**Fiduciary Fund:** A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County investment pool or specific investments.

**Finance Other:** Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

**Financial Planning Calendar:** A timetable outlining the process and tasks to be completed during the annual financial planning and budget cycle.

**Fines, Forfeitures & Penalties:** A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

**Firestorm 2003 and Firestorm 2007:** Devastating wildfire events that occurred in San Diego County in October 2003 and October 2007 that financially affected the County and resulted in programs and services to recover from the damage and improve fire-related disaster preparedness.

**Fiscal Year (FY):** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

**Fixed Assets:** Assets with a useful life extending beyond one year, that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.

**Functional Threading:** The process of collaboration throughout the organization to pursue goals, solve problems, share information and leverage resources. Functional Threading ensures all areas of the County work together to meet goals set in both the Strategic and Operational Plans. Functional Threading is a component of the County's General Management System (GMS).

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming fiscal year as a funding source for one-time projects/services.

**Fund Balance Components:** The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

**Fund Balance Component Increases/Decreases:** An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are used only for adjustments to Restricted, Committed or Assigned Fund Balance.

**GASB 54:** Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

**General Fund:** The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

**General Management System (GMS):** The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

**General Manager (GM):** An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO/COO. Responsible for managing all financial, personnel, and operational functions for each of the County's business Groups (Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

**General Obligation Bonds:** Bonds backed by the full faith and credit of a governmental entity.



**General Plan Update:** (formerly General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

**General Purpose Revenue:** Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

**General Purpose Revenue Allocation:** The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as "net county cost."

**Generally Accepted Accounting Principles (GAAP):** The uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP is a combination of authoritative standards set by policy boards such as the Governmental Accounting Standards Board (GASB), and the commonly accepted ways of recording and reporting accounting information.

**Geographic Information System (GIS):** A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

**Goal:** A short, mid or long-term organizational target or direction stating what the department wants to accomplish or become over a specific period of time.

**Governmental Accounting Standards Board (GASB):** The independent authoritative accounting and financial reporting standard-setting body for U.S. State and local government entities.

**Government Finance Officers Association (GFOA):** An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by State and local governments.

**Governmental Fund:** The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

**Grant:** Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

**Group/Agency:** Headed by a General Manager (GM), the highest organizational unit to which a County department/program reports. There are three Groups and one Agency that include:

Public Safety Group (PSG), Land Use and Environment Group (LUEG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHS).

**Information Technology:** A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

**Integrity:** 'Character First'; One of the core values of the County's General Management System (GMS).

**Interfund Transfers:** The transfer of resources between funds of the same government reporting entity.

**Intergovernmental Revenue:** Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

**Internal Service Fund (ISF):** A proprietary-type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

**Joint Powers Agreement (JPA):** A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to another entity.

**Lease:** A contract granting use or occupation of property during a specified time for a specified payment.

**Liability:** As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation of an entity to transfer assets or provide services to another entity in the future as a result of past transactions or events.

**Licenses, Permits & Franchises:** Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

**Live Well San Diego (LWSD):** Started as an enterprise initiative in 2010 with the Building Better Health strategy, adding Living Safely in 2012 and Thriving in 2014. In 2015, LWSD evolved into the County's vision statement—a region that is Building Better Health, Living Safely and Thriving.

**Living Safely:** The Strategic Plan Initiative focused on making San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is 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.

**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.

**Targeted Universalism:** Means setting universal goals pursued by targeted processes to achieve those goals. Within a Targeted Universalism framework, an organization or system sets universal goals for all groups concerned. It is a platform for bridging programs that move all groups toward the universal goal of equity and belonging.



**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, 2021 through June 30, 2023. The introductory portion of the document highlights the following:

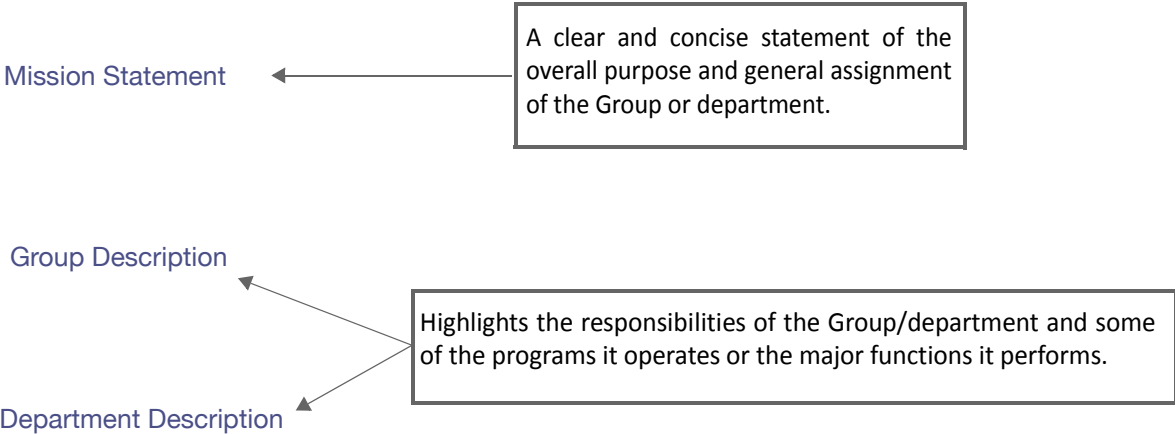
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Executive Summary
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ Budget Process, Budget 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:



2020–21 Accomplishments

Brief descriptions of the Group’s/department’s accomplishments for Fiscal Year 2020–21. The discussions address the progress made on the 2020–22 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.

2021–23 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 <sup>1</sup>	2019–20 Actuals	2020–21 Adopted	2020–21 Estimated Actuals	2021–22 Recommended	2022–23 Recommended
<i>Defined Measure...</i>	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx







Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

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

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: 2021–22 to 2022–23

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 2019–20 and 2020-21; the Recommended Budget for Fiscal Year 2021-22; the percent change from the Fiscal Year 2020-21 Adopted Budget to the Fiscal Year 2021-22 Recommended Budget; and the Fiscal Year 2022-23 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 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Name of Program					
Name of Program					
<b>Total</b>					

Budget by Program					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Name of Program					
Name of Program					
<b>Total</b>					

Budget by Categories of Expenditures					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
<b>Total</b>					

Budget by Categories of Revenues					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
Intergovernmental Revenues					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
<b>Total</b>					





## Capital Program

This section discusses the County's Capital Program, its structure, funds, policies and procedures. Details are provided for the following:

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as all major and minor capital projects listed on the CINA for Fiscal Years 2021–26.
- ◆ 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 2021–23.
- ◆ Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2021–22, 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 2019–20 and 2020–21; the Recommended Budget for Fiscal Year 2021–22; the percent change from the Fiscal Year 2020-21 Adopted Budget to the Fiscal Year 2021-22 Recommended Budget; and the Fiscal Year 2022-2023 Recommended Budget.
  - ◆ Appendix A: All Funds Budget Summary: Tables outline staff years; and expenditures and revenues by category for the total County and by each business group, the Capital Program, Finance Other, and General Purpose Revenue.
  - ◆ Appendix B: Budget Summary and Changes in Fund Balance appropriations by fund type; and appropriations by fund type within each business group, the Capital Program and Finance Other.
  - ◆ Appendix C: General Fund Budget Summary: Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the General Fund.
- ◆ Appendix D: Health and Human Services Agency (HHS): General Fund—Tables present staff years and summarize HHS's General Fund budget by operations and assistance payments.
- ◆ Appendix E: Operational Plan Acronyms and Abbreviations: Common abbreviations and acronyms referenced.
- ◆ Appendix F: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- ◆ Appendix G: Operational Plan Format: An instructional guide detailing each section of the Operational Plan and its intended purpose.
- ◆ Index: An alphabetical listing of key topics and the page reference for each.







# Index

## A

- Administrative Support 271
- Aging & Independence Services 233
- Agriculture, Weights and Measures 301
- Air Pollution Control District 313
- AIS 233
- All Funds
  - Total Appropriations 57
  - Total Funding Sources 81
- All Funds Total Staffing 75
- Allocation of GPR 113
- Animal Services 165
- Appendix A: All Funds Budget Summary 551
- Appendix B: Budget Summary and Changes in Fund Balance 565
- Appendix C: General Fund Budget Summary 574
- Appendix D: Health and Human Services Agency: General Fund 581
- Appendix E: Operational Plan Acronyms and Abbreviations 585
- Appendix F: Glossary of Operational Plan Terms 591
- Appendix G: Operational Plan Format 601
- Assessor/Recorder/County Clerk 399
- Auditor and Controller 419

## B

- Behavioral Health Services 243
- Board of Supervisors 3, 393
- Budget
  - Fund Type 68
  - General Purpose Revenue 105

- Revenue Category/Source 9
- Building Better Health 47

## C

- Capital Appropriations: Fiscal Year 2021–22 501
- Capital Improvement Needs Assessment: Fiscal Years 2021–26 523
- Capital Program 493
- Capital Outlay Fund 517
- Capital Program Introduction 493
- Capital Program Detail 517
- Capital Program Summary 515
- All Capital Program Funds 517
- Capital Projects 121
- Category of Expenditure — All Funds 8
- Category of Revenue — All Funds 9
- Charges for Services, Fees and Fines 85
- Chief Administrative Office 413
- Child Support Services 169
- Child Welfare Services 253
- CINA Capital Projects 521
- Citizens’ Law Enforcement Review Board 427
- Civil Service Commission 433
- Clerk of the Board of Supervisors 437
- County Budgetary Fund Structure 71
- County Communications Office 441
- County Counsel 447
- County Library 319



County of San Diego 1  
County Successor Agency 287  
County Technology Office 455  
COVID 8

## D

Debt Management Policies and Obligations 127  
Demographic 26  
District Attorney 147

## E

Economic Indicators 28  
Enterprise 48  
Environmental Health and Quality 329  
Executive Summary 7

## F

Facts and Figures 21  
Federal Revenue 97  
Finance and General Government Group at a Glance 383  
Finance and General Government Group Summary & Executive Office 385  
Finance Other 543  
Financial Forecast and Budget Process 51  
Financial Planning Calendar: 2021 Dates 55  
Fund Balance Component Decreases 81  
Fund Type 72  
Funding Source 81, 95  
*See also Revenue*

## G

General Fund 91  
General Fund Financing Sources by Category 93  
General Fund Program Revenue 95  
General Management System 43  
General Purpose Revenue 105

General Purpose Revenue Allocations 113  
General Purpose Revenue by Source 105  
General Services 461  
Governmental Structure 41  
GPR 105  
Grand Jury 469

## H

Health and Human Services Agency at a Glance 217  
Health and Human Services Agency Summary 219  
Housing & Community Development Services 281  
Human Resources 473

## I

Investing in Equity, Diversity and Inclusion 17

## L

Lease Payments-Bonds 547  
Live Well San Diego 43  
Long-Term Obligations 130  
Land Use and Environment Group at a Glance 293  
Land Use and Environment Group Summary & Executive Office 295

## M

Medical Examiner 183  
Message from the Chief Administrative Officer 5  
Miscellaneous Revenues 84

## O

Office of Emergency Services 177  
Operating Impact of Capital Program: Fiscal Years 2021–23 537  
Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues 84  
Operational Excellence 47  
Organizational Chart 4  
Other Intergovernmental Revenue 84



Overview of General Fund 91

P

- Parks and Recreation 339
- Planning & Development Services 349
- Probation 189
- Profile and Economic Indicators 25
- Property and Other Taxes 85
- Property Tax Revenue 108
- Public Defender 199
- Public Health Services 261
- Public Safety Group at a Glance 137
- Public Safety Group Summary & Executive Office 139
- Public Works 361
- Purchasing and Contracting 479

R

- Recommended Budget by Categories of Revenues: All Funds 11
- Recommended Budget by Category of Expenditures: All Funds 9
- Recommended Budget by Group/Agency: All Funds 7
- Recommended Staffing by Group/Agency: All Funds 13
- Registrar of Voters 485
- Reserves and Resources 123

Revenue 93

Category/Source 93

Fund Type 72

S

- San Diego County Fire 205
- Self-Sufficiency Services 227
- Sheriff 155
- Short-Term 134
- Staffing 13
- State Revenue 96
- Summary of Capital Program Funds 515
- Summary of Financial Policies 115
- Sustainable Environments/Thriving 47

T

- Total Appropriations by Categories of Expenditures 64
- Total Funding by Source 81
- Treasurer-Tax Collector 407

U

- University of California Cooperative Extension 375
- Use of Fund Balance 86



