



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Diego County
California**

For the Fiscal Year Beginning

July 2021

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 2021**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Published May 2022
Office of Financial Planning
Damien Quinn, Director



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Board of Supervisors



Nora Vargas
Supervisor
District One



Joel Anderson
Supervisor
District Two



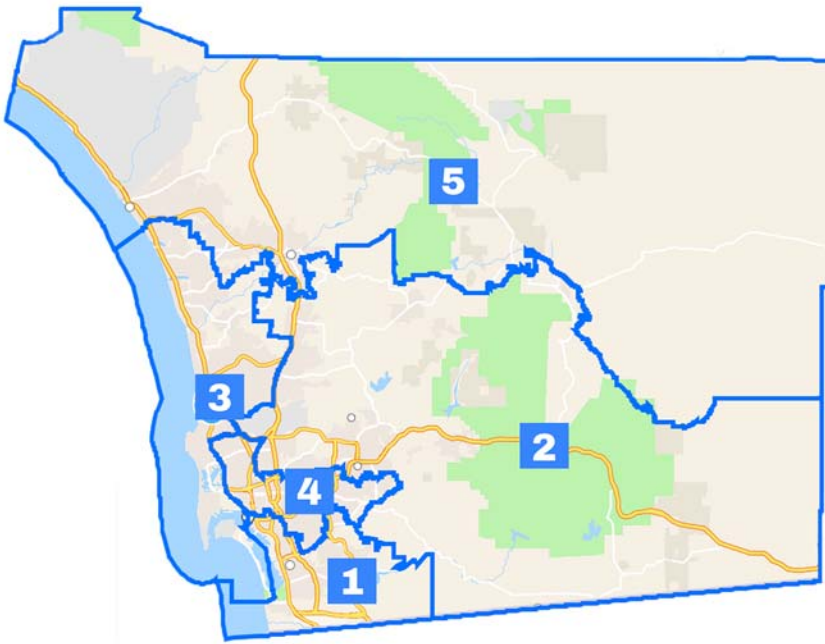
Terra Lawson-Remer
Supervisor
District Three



Nathan Fletcher
Supervisor
District Four



Jim Desmond
Supervisor
District Five



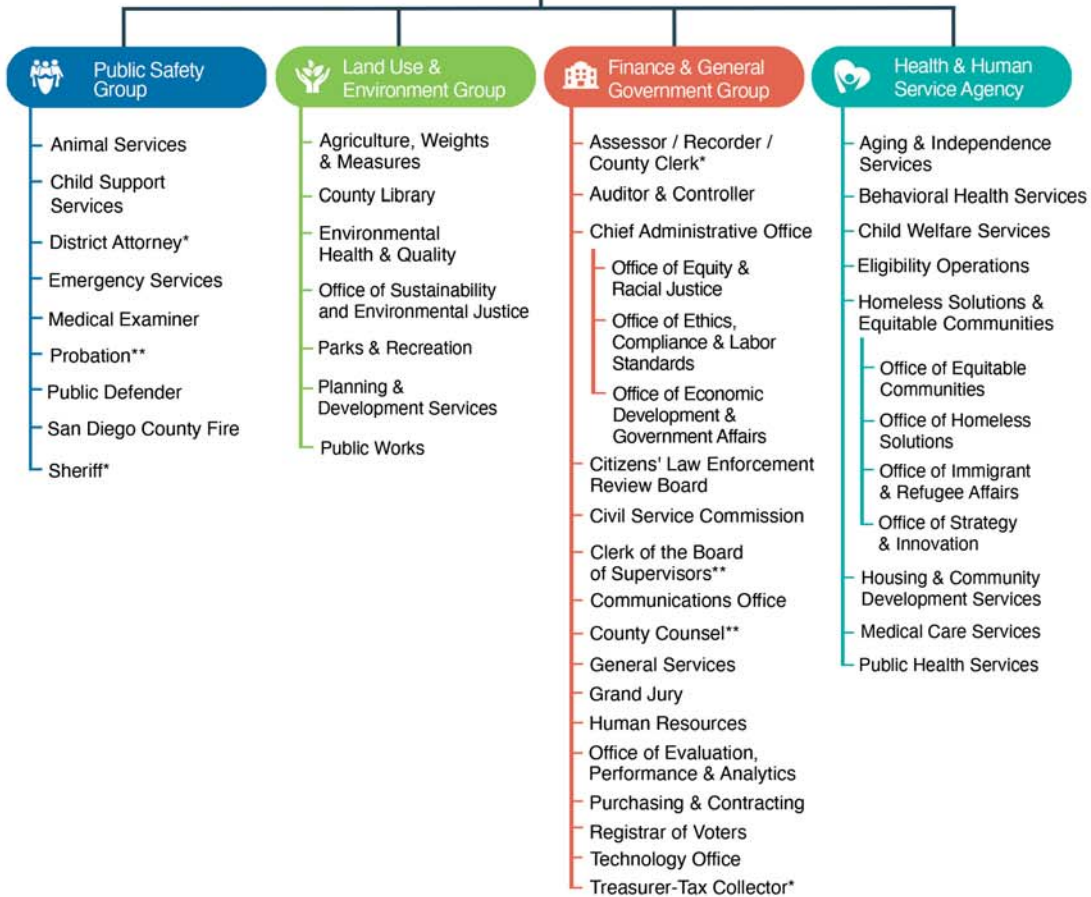
Note: This map reflects the Supervisorial District boundaries as adopted by the County of San Diego Independent Redistricting Commission on December 14, 2021 including technical adjustments approved on January 12, 2022.



Organizational Chart



County of San Diego Organizational Chart



*Elected Officials
 **Reports to the Board of Supervisors



Message from the Chief Administrative Officer

Building Our Future

With your help, we are building the future of the County of San Diego!

A future that is just, sustainable and resilient. One committed to equity for all. Strong enough to withstand adversity and bounce back. And farsighted enough to promote progress and still preserve our environment and natural resources for future generations.

Our new \$7.15 billion budget for fiscal year 2022–23 meets that vision, building out the framework our Board of Supervisors has established.

It includes support to transform our behavioral health system and to treat substance use. Funding to create places to stay for those experiencing homelessness. Money and added staff to support families at home and on the job. Actions and new offices to provide racial justice and equity throughout our services. Investment in our communities, from new facilities to community gardens. Staff and resources to assist immigrants get established in their new home. It includes actions to address climate change and environmental justice. And it increases use of data to drive decisions and measure results.

While committing to new goals, we continue to deliver our traditional essential services, using funds responsibly for health and social services, public safety and land use.

The new budget is 1.1% smaller than last year's, primarily because of a decrease in the need for COVID-19 response. Despite that, the new budget enhances services and adds employees to serve you.

For example, 100 new positions to help get food, health care and other essential services to those in need. Ninety-nine new positions for Child Welfare Services and 40 for Child Support Services to strengthen families. Ninety-four positions to continue redirecting our behavioral health system from crisis response to continuous care. Ninety positions for Public Defender to provide legal defense and improve transitions back to the community. And 73 new public health positions to heighten our public health capacity.

Our new budget is one for all, shaped by diverse community input and an evaluation of equity across our operations to eliminate longstanding disparities in our communities.

It is rooted in the here and now - and in building the future of San Diego County.



Helen N. Robbins-Meyer
Chief Administrative Officer

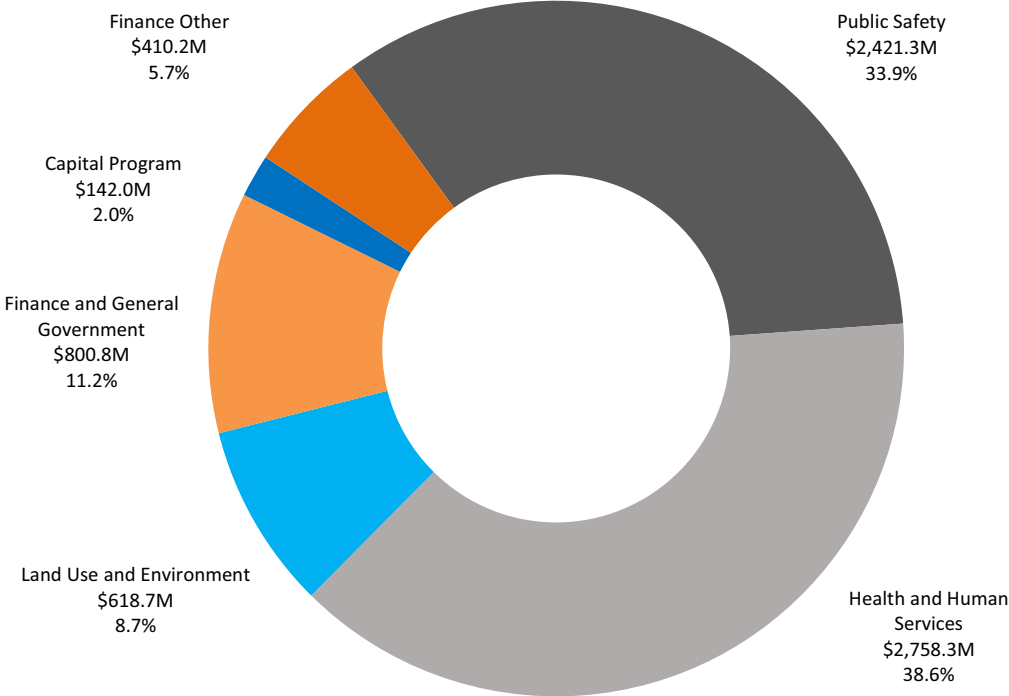




Budget at a Glance

Recommended Budget by Group/Agency: All Funds

Total Recommended Budget: \$7.15 billion



Recommended Budget by Group/Agency: All Funds					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	
Public Safety	\$ 2,247.6	\$ 2,421.3	\$ 173.7	7.7	
Health and Human Services*	2,842.4	2,758.3	(84.0)	(3.0)	
Land Use and Environment	615.4	618.7	3.3	0.5	
Finance and General Government	778.5	800.8	22.4	2.9	
Capital Program	282.7	142.0	(140.7)	(49.8)	
Finance Other	466.5	410.2	(56.3)	(12.1)	
Total	\$ 7,233.0	\$ 7,151.3	\$ (81.7)	(1.1)	

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

* Reflects the reduction of \$242.2 million related to one-time spending for the COVID-19 pandemic. Adjusted to exclude this decrease the Health and Human Services budget increases by 6.1% or \$158.2 million when compared to the Fiscal Year 2021–22 Adopted Budget



Appropriations total \$7.15 billion in the CAO Recommended Budget for Fiscal Year 2022–23. This is a decrease of \$81.7 million or 1.1% for Fiscal Year 2022–23 from the Fiscal Year 2021–22 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in the Public Safety Group, Land Use and Environment Group and Finance and General Government Group, while there are decreases in the Health and Human Services Agency, Capital Program and Finance Other.

The Public Safety Group is increasing by \$173.7 million. Key investments made this year include \$17.7 million to support indigent legal defense and immigrant rights legal defense and for Defense Pilot Program for post-conviction relief activities to provide clients opportunities to mitigate their criminal records for their successful reintegration to the community. Additional increases are predominantly due to strong projected receipts in Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993* as sales tax revenues rebound from the economic impact of the pandemic. This increase primarily includes one-time investments of \$63.0 million for services provided at the South County Trauma Center, best practices training to Probation staff on de-escalation and youth development, improvements to the George Bailey Detention Facility renovation and the purchase of property on I-15 and SR-76 for a future public safety facility. The renovation of the George Bailey Detention Facility continues to improve Sheriff facilities for the health and safety of incarcerated persons and safety of staff and complies with the Board of State and Community Corrections requirements. Increases also include ongoing support to the enhancement of medical and mental healthcare of incarcerated persons and assist with National Commission on Correctional Healthcare accreditation and the deployment of body-worn cameras in jails.

The overall decrease of \$84.0 million in Health and Human Services Agency is due to a reduction of over \$242.2 million in one-time pandemic response costs. These decreases are offset by increases of over \$50.0 million in workforce investments and continued increases to address an expansion of essential services and priority areas. In addition, there are increases of over \$70.0 million in new investments to the Behavioral Health Continuum

of Care and \$10.0 million in new funds for a program to build service capacity with city partners to serve the homeless population.

Land Use and Environment Group is increasing overall by \$3.3 million. This includes increases of \$58.5 million in increases in salaries and benefits tied to the addition of staff years across all LUEG departments and anticipated increases in salaries and benefits and services and supplies increases related to the road maintenance and resurfacing projects, traffic signal improvements, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), implementation of the Regional Decarbonization Framework, establishing the Office of Sustainability and Environmental Justice 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. This increase also includes an expenditure transfer for continued investments to improve water quality, support affordable housing opportunities, and promote sustainable management of resources for \$30.9 million. This is funded by one-time General Purpose Revenue which has a net effect of a decrease of expenditures. These increases are offset by decreases related to completion of various one-time projects.

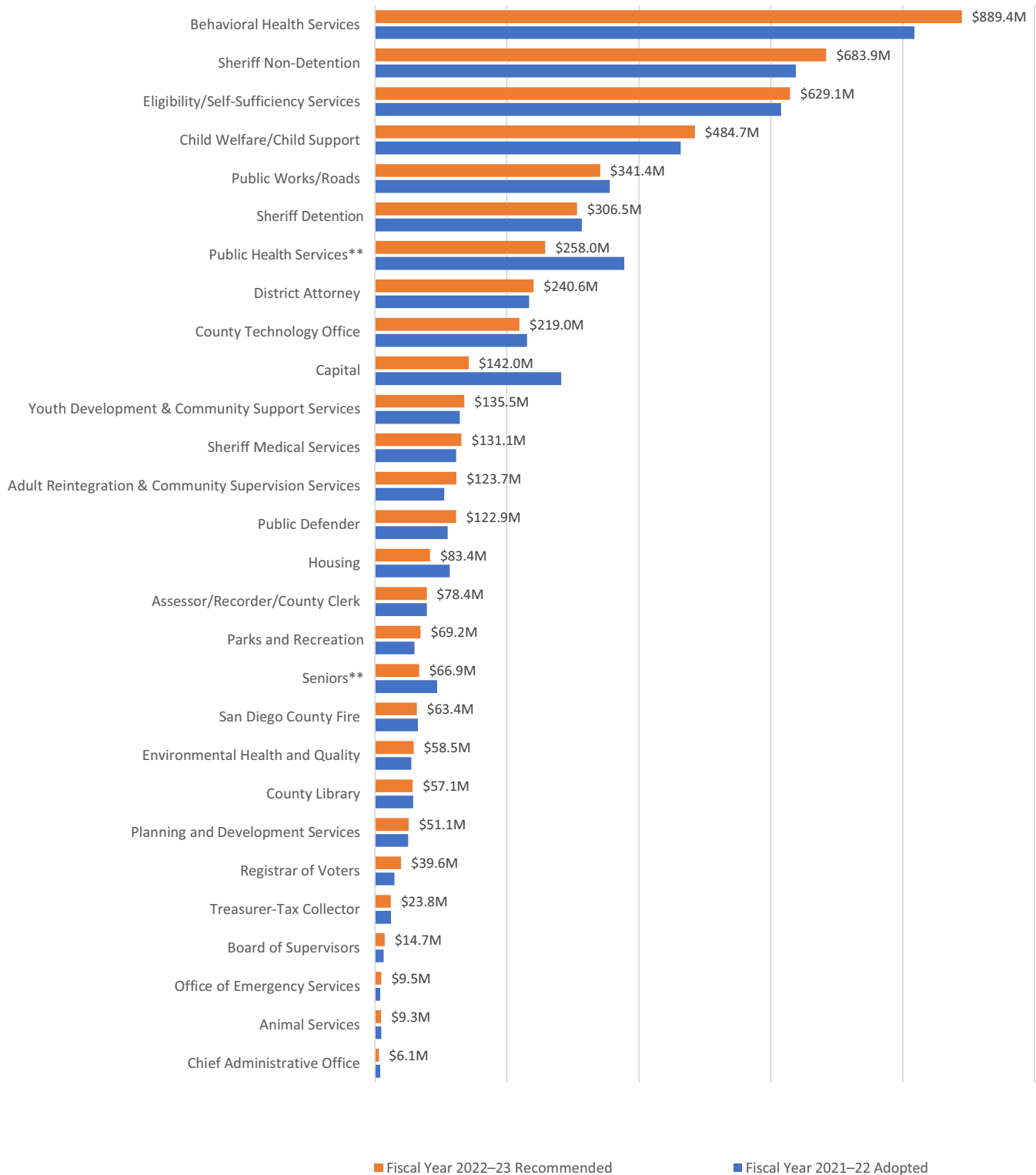
The overall increase of \$22.4 million in Finance and General Government Group is primarily due to increases in salaries and benefits tied to the addition of staff years across all departments, anticipated increases in salaries and benefits for existing positions, increases in temporary labor costs for implementation of the new Vote Center model, establishing the new Economic Development and Government Affairs department enhanced focus on community engagement, translation services and service delivery through technology. Finance and General Government Group also provides support services to a number of County departments, including information technology, facility and fleet services, and human resources.

In addition, decreases are reflected in the Capital Program due to a reduction in one-time capital projects and in Finance Other due to completion of one-time projects.



Recommended Budget by Select Program

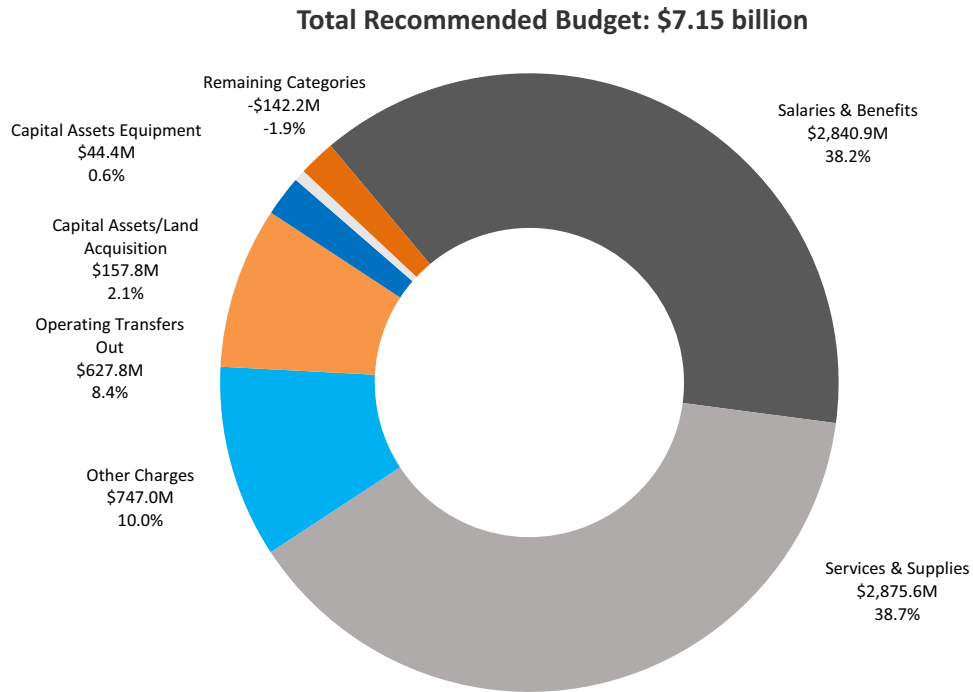
Fiscal Year 2022–23*



*See Recommended Budget by Categories of Expenditures: All Funds section for high level explanation of budgetary changes and one-time reductions year-over-year.
 **These declines are being driven by decreases in one-time spending related to the COVID-19 pandemic.



Recommended Budget by Categories of Expenditures: All Funds



Recommended Budget by Categories of Expenditures: All Funds					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	
Salaries & Benefits	\$ 2,703.5	\$ 2,840.9	\$ 137.4	5.1	
Services & Supplies	2,921.5	2,875.6	(46.0)	(1.6)	
Other Charges	727.0	747.0	20.1	2.8	
Operating Transfers Out	620.8	627.8	7.0	1.1	
Capital Assets/Land Acquisition	311.0	157.8	(153.3)	(49.3)	
Capital Assets Equipment	47.5	44.4	(3.1)	(6.5)	
Remaining Categories*	(98.3)	(142.2)	(43.9)	44.6	
Total	\$ 7,233.0	\$ 7,151.3	\$ (81.7)	(1.1)	

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

*Remaining Categories includes amounts for Expenditure Transfer & Reimbursements and Capital Assets Software.

The CAO Recommended Budget overall decrease is primarily due to decreases in one-time Capital Assets/Land Acquisition of \$153.3 million; decreases in Services & Supplies of \$46.0 million primarily driven by the reduction for prior year one-time COVID-19 response costs; decreases of \$43.9 million in Expenditure Transfer & Reimbursements due to changes in one-time spend-

ing levels. Since this is a transfer of expenditure, it has a net effect of a decrease to appropriations.

These decreases are offset by increases in Salaries & Benefits of \$137.4 million tied to increased staffing levels across the organization and for planning purposes associated with anticipated salary and benefit increases.



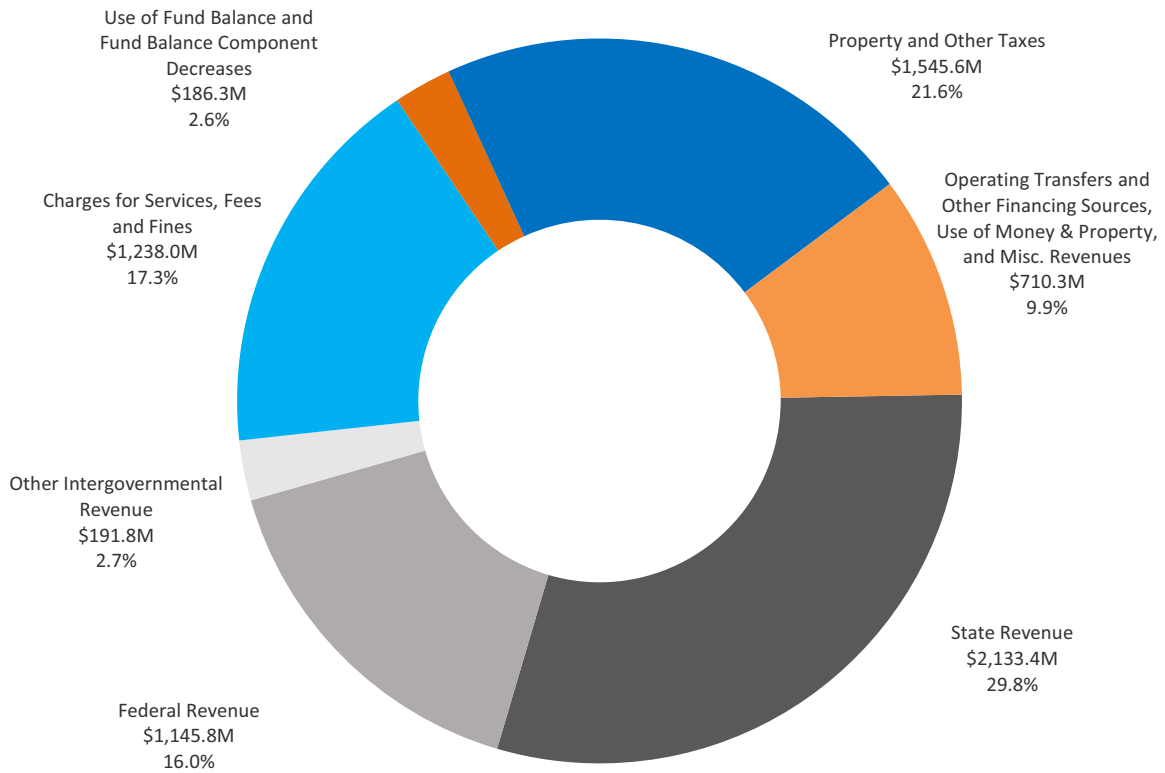


Other Charges and Operating Transfers Out increases of \$27.1 million reflect changes in the Sheriff related to the medical and mental health services contract and to account for transfers into the General Fund for activities supported by the Proposition 172 Special Revenue Fund.



Recommended Budget by Categories of Revenues: All Funds

Total Recommended Budget: \$7.15 billion



	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change
State Revenue	\$ 1,850.0	\$ 2,133.4	283.4	15.3
Property and Other Taxes	1,446.7	1,545.6	98.9	6.8
Charges for Services, Fees and Fines	1,223.4	1,238.0	14.6	1.2
Federal Revenue	1,348.1	1,145.8	(202.3)	(15.0)
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	799.5	710.3	(89.2)	(11.2)
Use of Fund Balance/Fund Balance Component Decrease	394.0	186.3	(207.7)	(52.7)
Other Intergovernmental Revenue	171.2	191.8	20.7	12.1
Total	\$ 7,233.0	\$ 7,151.3	\$ (81.7)	(1.1)

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

For Fiscal Year 2022–23, the combination of intergovernmental revenues such as, State Revenue (\$2.1 billion), Federal Revenue (\$1.1 billion) and Other Intergovernmental Revenue (\$191.8 million) supplies 49.0% of the funding sources for the County’s bud-

get. These Intergovernmental Revenues represent the most significant changes. Together, they increased by \$101.8 million. State revenues increased overall by \$283.4 million primarily due to an increase in PSG for the Proposition 172 Fund, which sup-



ports regional law enforcement services, Pretrial Services Program, and the Juvenile Justice Realignment Block Grant for the Youth Development Academy. These increases were offset by an overall decrease of federal revenues by \$202.3 million primarily driven by the reduction in HHSA for federal emergency response funding for prior year one-time COVID-19 response costs.

Use of Fund Balance and Fund Balance Component Decreases decreased overall by \$207.7 million, for planned use of \$186.3 on a one-time basis. The majority of Use of Fund Balance is utilizing funding sources outside of the General Fund. Most significant uses are for major maintenance projects such as the George Bailey Detention Facility renovation project and public works improvement projects.

Property and Other Taxes increased by \$98.9 million primarily due to the anticipated 6.0% Assessed Value (AV) growth in Fiscal Year 2022–23 partially associated with the change in actual assessed value in Fiscal Year 2021–22 which increased by 4.02% compared to a budgeted increase of 3.00%.

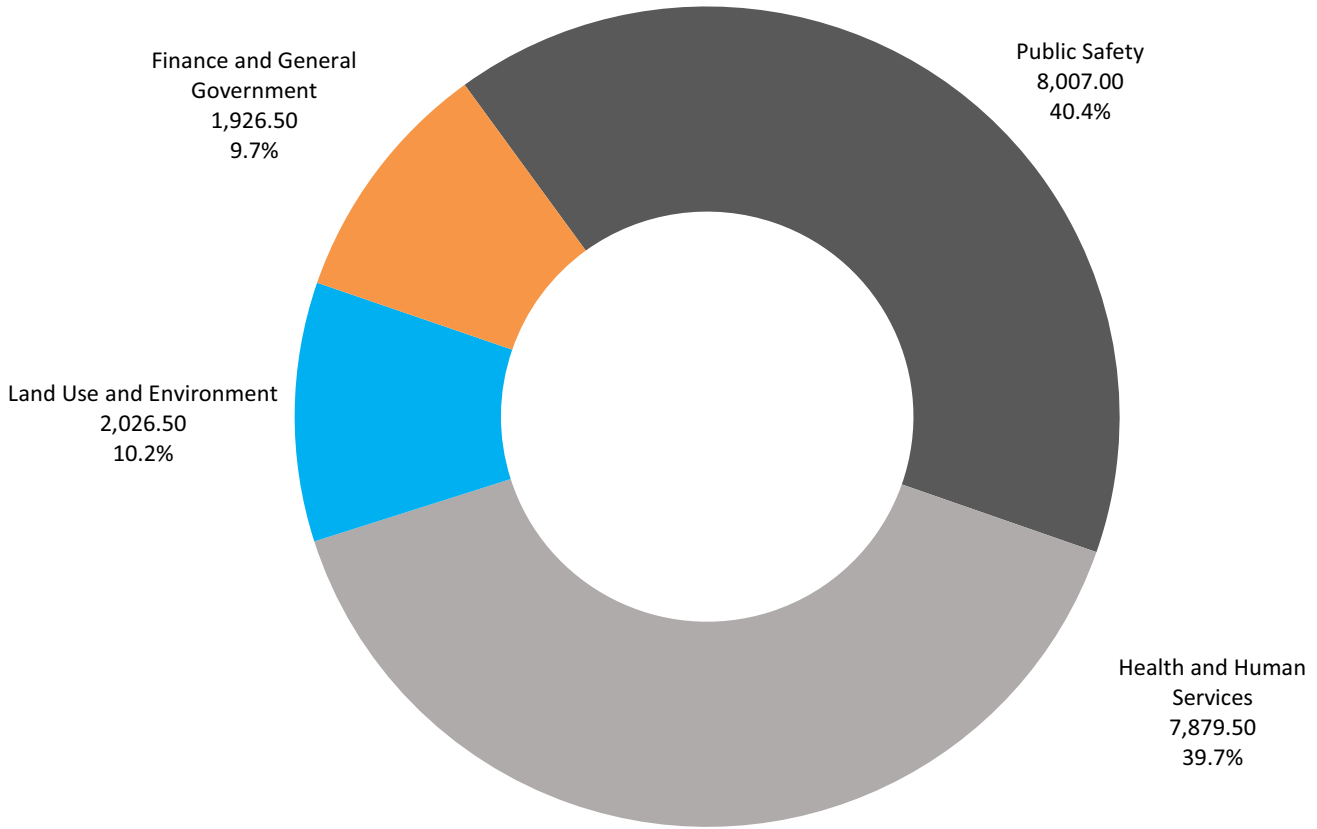
Another 17.3% or \$1.2 billion of the County budget comes from Charges for Current Services and Fees and Fines. Charges for current services are increasing by \$14.6 million primarily in LUEG due to increases in fee revenue.

Operating Transfers and Other Financing Sources, Use of Money & Property, and Miscellaneous Revenues are decreasing by \$89.2 million overall primarily due to a decrease in funding for one-time capital projects (\$115.1 million) and in net changes in one-time funding in capital projects and operational needs.



Recommended Staffing by Group/Agency: All Funds

Total Recommended Staffing: 19,839.50



	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change
Public Safety	7,834.00	8,007.00	173.00	2.2
Health and Human Services	7,284.50	7,879.50	595.00	8.2
Land Use and Environment	1,855.50	2,026.50	171.00	9.2
Finance and General Government	1,808.50	1,926.50	118.00	6.5
Total	18,782.50	19,839.50	1,057.00	5.6

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

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

Total staff years for Fiscal Year 2022–23 increased by 1,057.00 from the Adopted Budget for Fiscal Year 2021–22, an increase of 5.6% to a total of 19,839.50 staff years. This net increase is attributable to increased staffing in all of the Groups.

Public Safety Group’s staffing increase of 173.00 is predominantly to support programs and activities to help restore lives of

justice involved individuals such as retroactive case review, post-conviction relief activities and Fresh Start program in Public Defender; pretrial services and Youth Development Academy in Probation; and transitional age youth diversion program in the District Attorney.



Health and Human Services Agency staffing increase of 595.00 is to address increasing caseloads, such as CalFresh, Medi-Cal, and In-Home Support Services, and to bolster several County priority areas including but not limited to Behavioral Health Services, Child Welfare Services, and Public Health Services.

Land Use and Environment Group staffing increase of 171.00 is due to increased workload, new programs and mandated services, new Park facilities, and increased efforts in community engagement, policy development and implementation, and data analysis.

Finance and General Government Group staffing increase of 118.00 is due to increased workload in facility and fleet maintenance for County departments, property assessment and related public requests, legal advocacy and analysis of County programs, enterprise transparency activities, language services, community outreach, and economic development coordination.



BUDGET AT A GLANCE

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 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety	7,470.00	7,834.00	8,007.00	173.00	2.2	8,055.00
Public Safety Executive Office	14.00	14.00	15.00	1.0	7.1	15.00
District Attorney	991.00	1,006.00	1,026.00	20.00	2.0	1,026.00
Sheriff	4,381.00	4,695.00	4,719.00	24.00	0.5	4,719.00
Child Support Services	497.00	461.00	461.00	—	0.0	461.00
Office of Emergency Services	21.00	21.00	33.00	12.00	57.1	33.00
Animal Services	61.00	61.00	62.00	1.00	1.6	62.00
Medical Examiner	57.00	60.00	66.00	6.00	10.0	66.00
Probation	1,007.00	1,009.00	1,034.00	25.00	2.5	1,082.00
Public Defender	414.00	442.00	532.00	90.00	20.4	532.00
San Diego County Fire	27.00	65.00	59.00	(6.00)	(9.2)	59.00
Health and Human Services	6,772.50	7,284.50	7,879.50	595.00	8.2	7,879.50
Self Sufficiency Services	2,529.00	2,613.00	2,732.00	119.00	4.6	2,732.00
Aging & Independence Services	449.00	492.00	613.00	121.00	24.6	613.00
Behavioral Health Services	1,006.50	1,113.50	1,207.50	94.00	8.4	1,207.50
Child Welfare Services	1,492.00	1,531.00	1,630.00	99.00	6.5	1,603.00
Public Health Services	709.00	837.00	730.00	(107.00)	(12.8)	730.00
Administrative Support	457.00	383.00	433.00	50.00	13.1	433.00
Housing & Community Development Services	130.00	130.00	156.00	26.00	20.0	156.00
Homeless Solutions and Equitable Communities	—	185.00	222.00	222.00	0.0	222.00
Land Use and Environment	1,956.50	1,855.50	2,026.50	171.00	9.2	2,026.50
Land Use and Environment Executive Office*	13.00	21.00	33.00	12.00	57.1	33.00
Agriculture, Weights and Measures	179.00	179.00	199.00	20.00	11.2	199.00
Air Pollution Control District	164.00	—	—	—	0.0	—
County Library	284.50	286.50	285.00	36.00	14.5	285.00
Environmental Health and Quality	309.00	313.00	272.00	35.00	14.8	272.0

* Includes the new Office of Sustainability and Environmental Justice staffing increases.





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2023–24 Recommended Budget
Parks and Recreation	235.00	249.00	285.00	36.00	14.5	285.00
Planning & Development Services	232.00	237.00	272.00	35.00	14.8	272.00
Public Works	540.00	570.00	610.00	40.00	7.0	610.00
Finance and General Government	1,754.50	1,808.50	1,926.50	118.00	6.5	1,926.50
Finance and General Government Group Executive Office**	25.00	32.00	42.50	10.50	32.8	42.50
Board of Supervisors	60.00	72.00	82.00	10.00	13.9	82.00
Assessor/Recorder/County Clerk	419.50	419.50	446.50	27.00	6.4	446.50
Treasurer-Tax Collector	123.00	123.00	123.00	—	0.0	123.00
Chief Administrative Office	16.50	26.50	25.00	(1.50)	(5.7)	25.00
Auditor and Controller	236.50	235.50	233.50	(2.00)	(0.8)	233.50
County Technology Office	14.00	14.00	17.00	3.00	21.4	17.00
Citizens' Law Enforcement Review Board	8.00	8.00	9.00	1.00	12.5	9.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	28.00	30.00	2.00	7.1	30.00
County Counsel	148.00	150.00	165.00	15.00	10.0	165.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	122.00	124.00	131.00	7.00	5.6	131.00
County Communications Office	21.00	21.00	23.00	2.00	9.5	23.00
General Services	395.00	395.00	427.00	32.00	8.1	427.00
Purchasing and Contracting	66.00	68.00	74.00	6.00	8.8	74.00
Registrar of Voters	69.00	69.00	75.00	6.00	8.7	75.00
Office of Evaluation, Performance and Analytics	—	20.00	20.00	—	0.0	20.00
Total	17,953.50	18,782.50	19,839.50	1,057.00	5.6	19,887.50

**This includes the new Economic Development & Government Affairs (EDGA) staffing increases.





Message from the Chief Financial Officer

As the County's Chief Financial Officer, I want to share a message in this year's recommended operational plan to call attention to an important priority—budget equity.

Our County has always strived through our budget to serve and protect all San Diegans, especially our most vulnerable. But we know we can always do more. To that end we made budget equity a major priority. We are striving to create a present and future that is just, sustainable, resilient, and committed to equity for all.

We have added Equity, Belonging and Community Engagement to the two plans we use to guide our day-to-day operations, our Strategic Plan, and our County General Management System. We've reinforced those additions with racial equity assessments and data analysis.

Perhaps most importantly, we've put a new tool into action to ensure our budget is equitable—our Budget Equity Assessment Tool. It was created by our offices of Equity and Racial Justice and Financial Planning, with input from community groups.

This tool requires all County departments each year to ask themselves six general budget-equity questions. They are designed to ensure that we deeply study the effects of our spending plans on all County residents. To fuse equity into all departments' budgets. To ensure that our programs serve the needs of all people—Black, Indigenous, people of Color, LGBTQIA+, people with disabilities, people of low-income, the young, the older, immigrants, refugees and communities that have historically faced inequality and inequity.

The questions ask, "how much, and what percentage of your budget are you spending to advance equity?" "How will your budget benefit communities that have suffered inequity?" "Could your budget potentially cause those communities unintended harm?" "Did you, or do you plan to, engage the public in your search?" "How will your department ensure the public can see our public documents and policies, and has easy access to meetings and hearings?" And finally, "what data and lived-experiences did you use to make your equity budgeting decisions?"

These questions will guide us. And they will be supported by several new equity-based departments and offices, including the Department of Homeless Solutions and Equitable Communities; the Office of Sustainability and Environmental Justice; the Office of Labor Standards and Enforcement; and the Office of Economic Development & Government Affairs.

We will not do this alone; your participation, community engagement will be key. Together we can create a future with equity for all.

Ebony N. Shelton
Deputy Chief Administrative Officer/Chief Financial Officer







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.

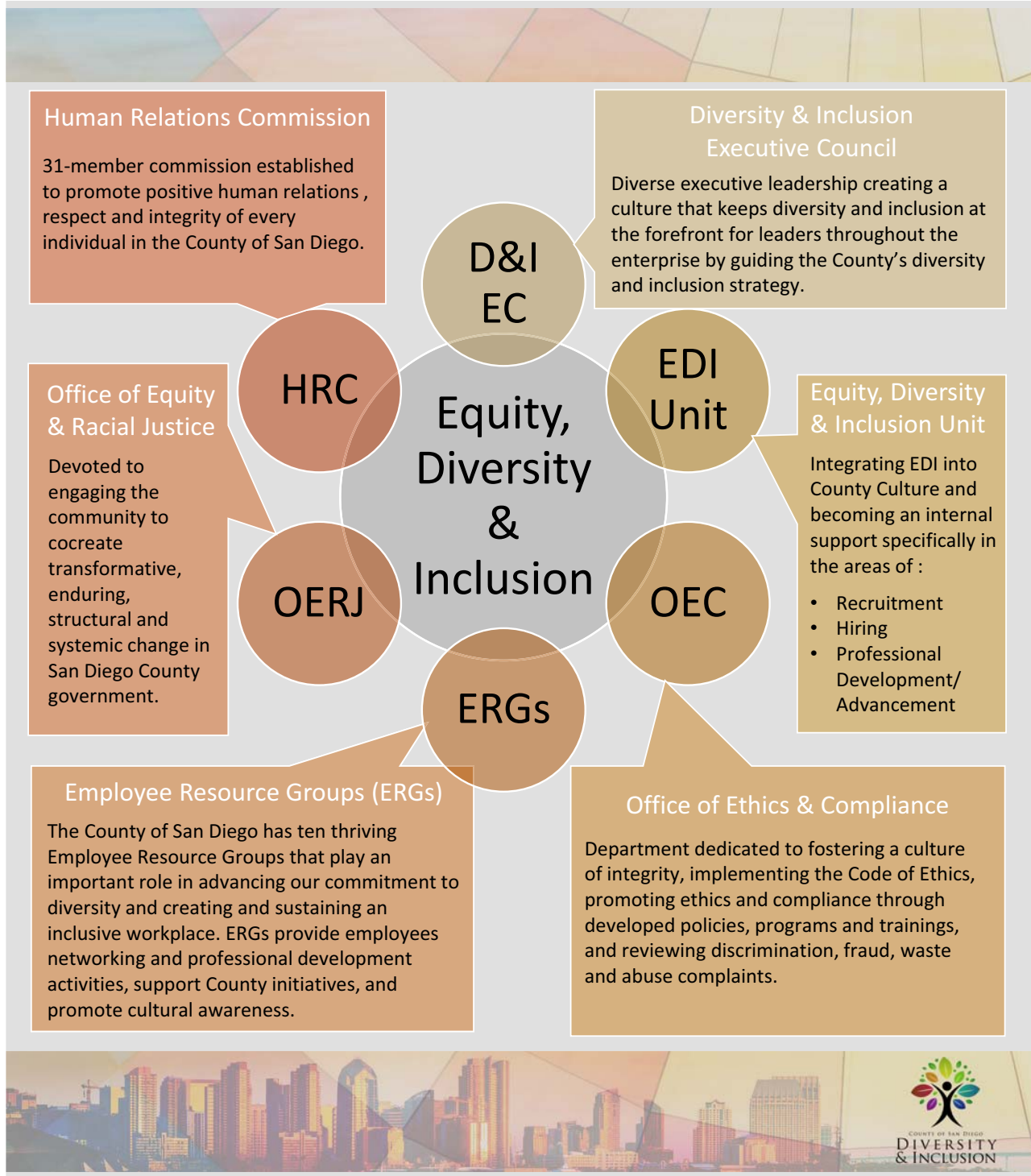
Incorporating a section titled Equity Impact Statement in the Board Letter template for all County departments to identify and determine a systematic approach with standardized guidelines to express the equity impact of recommended actions. Enhancing data collection capabilities to identify racial disparities 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

POPULATION¹:

Year:	2019	2020	2021
Total:	3,340,312	3,331,279	3,315,404

¹San 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 2020 was restated.

INCORPORATED CITIES:

18

CIVILIAN LABOR FORCE:

Year:	2020	2021
Total:	1,538,400	1,543,700

Source: California Employment Development Department.

UNEMPLOYMENT RATE:

Year:	2020	2021
Percentage:	9.2%	6.5%

Source: California Employment Development Department.

EMPLOYMENT MIX: (Industry)¹

	2020 Employees	2021 Employees
Professional and Business Services	253,400	279,000
Government ²	235,900	244,600
Trade, Transportation and Utilities	220,500	227,300
Educational and Health Services	211,800	217,200
Leisure and Hospitality	130,400	182,600
Manufacturing	112,900	115,100
Construction	87,800	83,300
Financial Activities	74,000	74,500
Other Services	40,600	51,300
Information Technology	21,900	22,500
Farming	8,400	8,000
Mining and Logging	300	300
Total	1,397,900	1,505,700

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

²Excludes the U.S. Department of Defense.

Source: California Employment Development Department

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.

Notes: The Naval Base San Diego was excluded. 2021 San Diego County's Largest Employers List was discontinued by the San Diego Business Journal.



CONSUMER PRICE INDEX:			
Year:	2019	2020	2021
Amount:	299.43 (2.4% increase)	303.93 (1.5% increase)	319.76 (5.2% 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 ¹ :			
Year:	2018 ¹	2019 ¹	2020 ¹
Amount:	\$ 74,855	\$ 78,980	\$ 82,426

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

MEDIAN HOME PRICE ¹ :				
Year:	January 2020	January 2021	January 2022	March 2022
Single Family Homes	\$ 670,000	\$ 744,000	\$ 882,500	\$ 975,000
Attached Homes	\$ 435,000	\$ 485,000	\$ 587,500	\$ 646,065

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

TOP TEN PROPERTY TAXPAYERS (as of July 2021):	
	2021
San Diego Gas & Electric Company	\$ 186,218,788
Qualcomm Inc.	\$ 26,904,410
Irvine Co.	\$ 14,564,317
Kilroy Realty, LP	\$ 12,947,124
UTC Venture, LLC	\$ 10,655,100
Host Hotels and Resorts, LP	\$ 10,164,091
Scripps Health	\$ 8,497,072
AAT La Jolla Commons LLC	\$ 8,469,702
Pacific Bell Telephone Co.	\$ 8,353,910
BSK Del Partners, LLC	\$ 8,308,473

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





FISCAL YEAR 2021–22
ASSESSSED VALUATION: \$589.2 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 Housing Units, July 1, 2019, (V2019).

LAND USE: (in descending order) ¹	
	2021 Acres
Parkland	1,414,373
Vacant or Undeveloped Land	556,879
Residential	381,143
Public/Government	119,503
Agriculture	111,583
Other Transportation	108,207
Commercial/Industrial	33,959
Total	2,725,648

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

AGRICULTURAL PRODUCTION:		
	2020 Value	2020 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,274,784,274	11,731
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 344,250,521	27,455
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 122,665,855	2,918
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 40,676,017	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 18,132,855	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 4,515,221	182,444
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 4,433,270	N/A
Timber Products (e.g., firewood and timber)	\$ 868,398	N/A
Grand Totals	\$ 1,810,326,411	224,548

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 ¹ , Borrego Springs	Palomar Observatory, Palomar Mountain
Balboa Park and Museums, San Diego	Petco Park, San Diego
Belmont Park, San Diego	Point Loma and Cabrillo National Monument, San Diego
Birch Aquarium at Scripps, La Jolla	San Diego Convention Center, San Diego
Del Mar Racetrack, Del Mar	San Diego Zoo Safari Park, Escondido
Gaslamp Quarter National Historic District, San Diego	San Diego Zoo, San Diego
Hotel Del Coronado, Coronado	SeaWorld San Diego, San Diego
Legoland California, Carlsbad	Sesame Place San Diego, Chula Vista
Maritime Museum, San Diego	Torrey Pines Golf Course, La Jolla
Mission Bay Aquatic Park, San Diego	Torrey Pines State Beach & Reserve, San Diego
Mount Soledad Veterans Memorial, La Jolla	U.S. Olympic Training Center, Chula Vista
Old Town San Diego State Historic Park, San Diego	USS Midway Museum, San Diego

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

TOTAL VISITORS 2021:	23,798,000
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Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2021).





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 2021, the County's population estimate for January 1, 2021 was 3.32 million, which declined 0.5 percent or roughly 16,000 from the January 1, 2020 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 2020 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 15.7 percent compared to 2020.

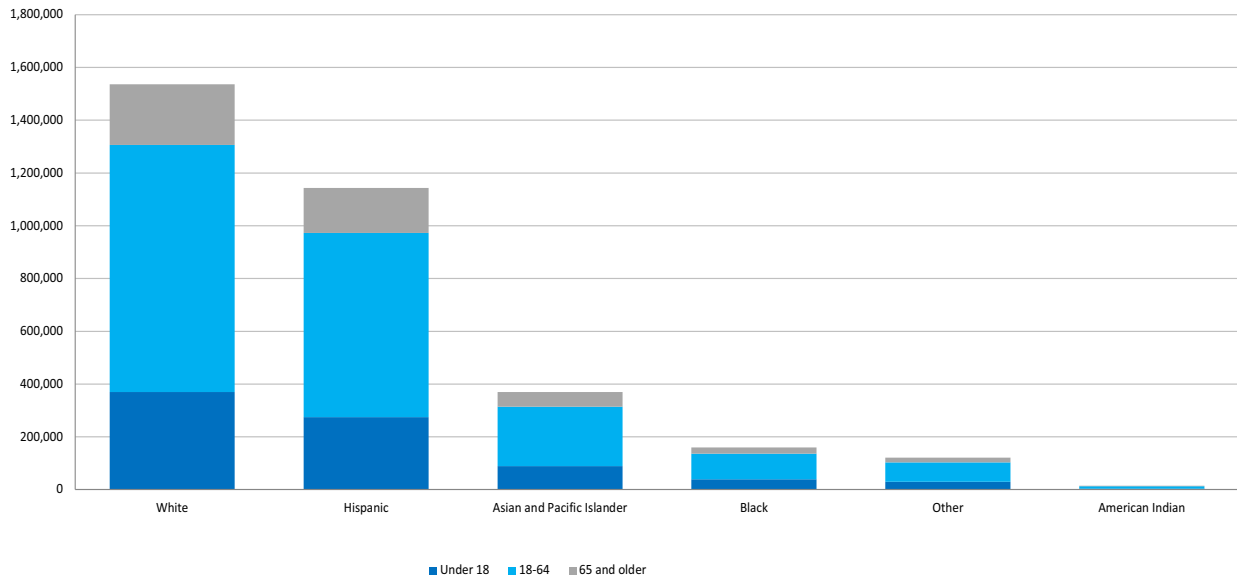
SAN DIEGO COUNTY POPULATION:				
	2000	2020	2021	Year Incorporated
Carlsbad	78,247	114,664	115,501	1952
Chula Vista	173,556	273,384	274,449	1911
Coronado	24,100	21,422	22,357	1890
Del Mar	4,389	4,271	4,258	1959
El Cajon	94,869	103,576	103,243	1912
Encinitas	58,014	62,243	62,289	1986
Escondido	133,559	151,803	151,688	1888
Imperial Beach	26,992	27,978	27,774	1956
La Mesa	54,749	59,621	59,578	1912
Lemon Grove	24,918	26,432	26,345	1977
National City	54,260	62,496	62,749	1887
Oceanside	161,029	176,969	176,754	1888
Poway	48,044	49,096	48,936	1980
San Diego	1,223,400	1,421,462	1,411,034	1850
San Marcos	54,977	97,281	96,302	1963
Santee	52,975	57,430	56,800	1980
Solana Beach	12,979	13,872	13,827	1986
Vista	89,857	102,570	103,268	1963
Unincorporated	442,919	504,709	498,252	1850
Total	2,813,833	3,331,279	3,315,404	

Source: U.S. Census - 2010 data and California Department of Finance 2020 and 2021 estimates.

The accompanying charts show the most recent race, ethnicity and age composition for the regional population as well as the change in the region's historical racial and ethnic composition projected to 2035. SANDAG projects that in 2035, San Diego's population will continue to grow in its diversity with: 41.4 percent Hispanic; 36.3 percent White; 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.

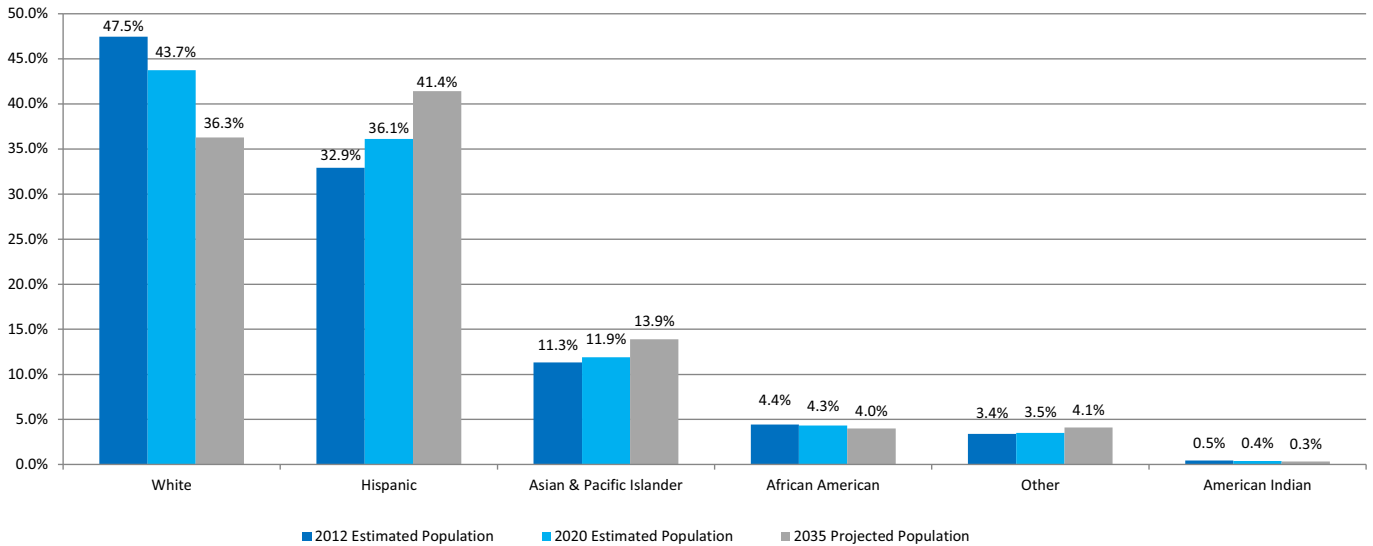


San Diego County Population Distribution by Race, Ethnicity and Age
 2020 Total Population: 3,343,349



Source: San Diego Association of Governments 2020 Demographic & Socio Economic Estimates, as of July 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 2022 reflects latest data available.

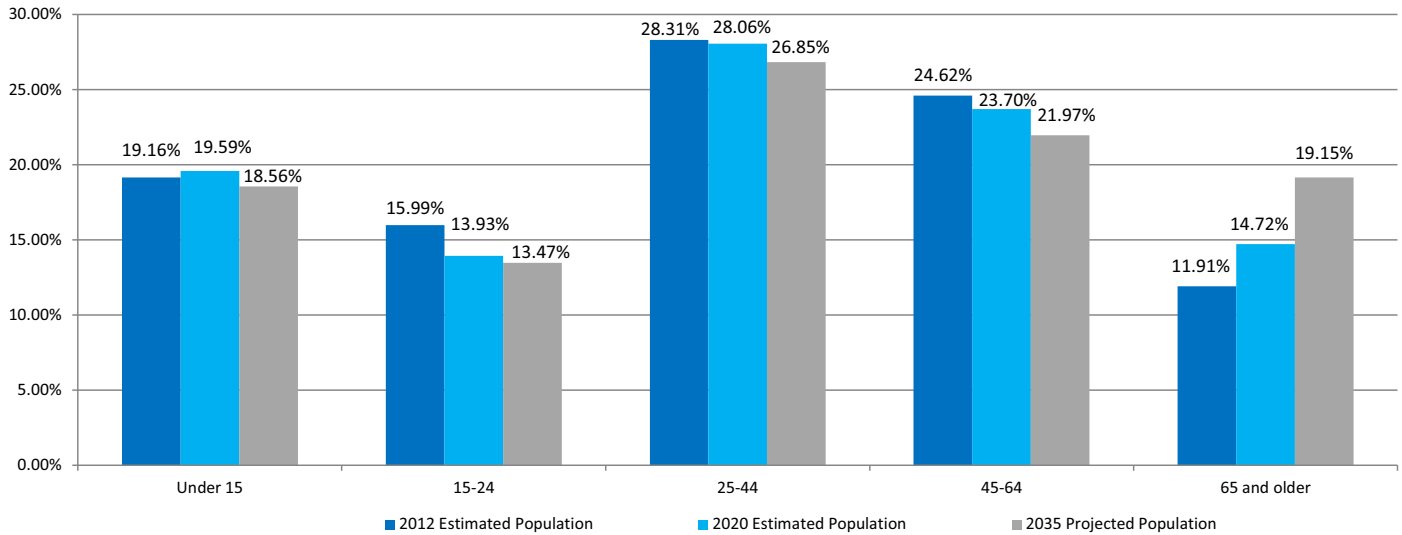




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 65 years of age projected to decline gradually from

2020 estimates, and the number of individuals aged 65 and older estimated to increase by 2035.

San Diego County Population Distribution by Age
2012, 2020 and 2035 Projection



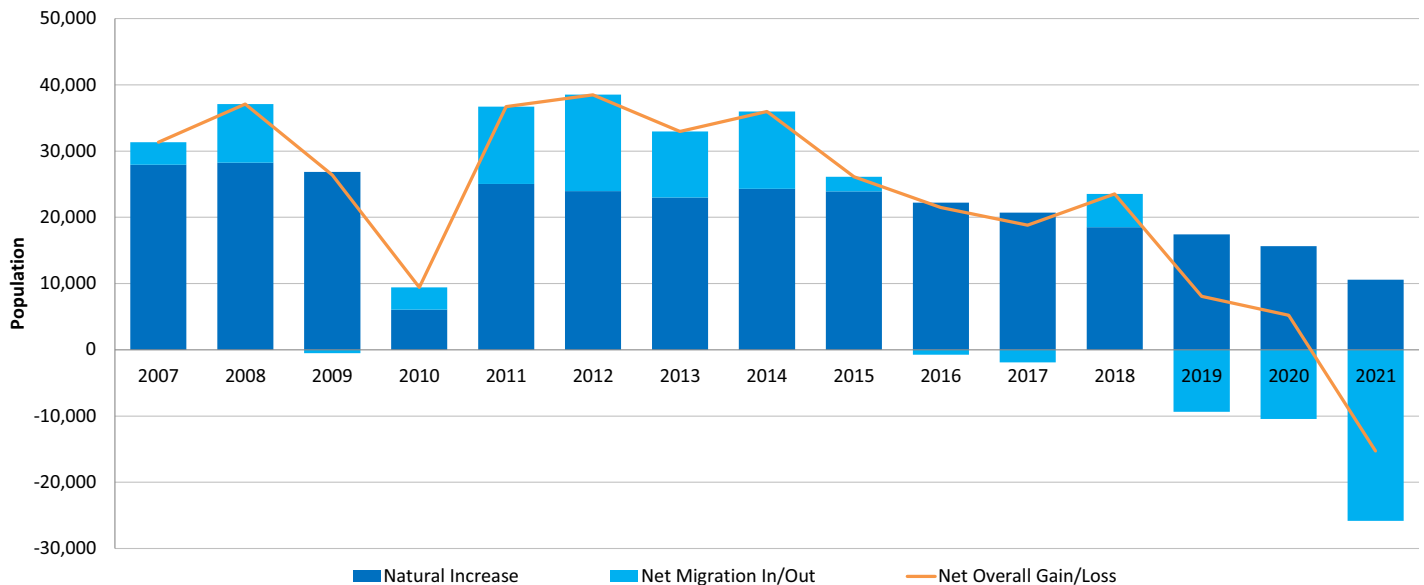
Sources: U.S. Census 2000; San Diego Association of Governments Series 13 Regional Growth Forecast, as March 2022 reflects the latest data.

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

San Diego County's population has grown approximately 0.7 percent annually on average since 2007, as presented in the accompanying chart. Net domestic migration is the primary source of

the decrease in population change, offset by natural increase (local births minus deaths).

San Diego County Population Change: 2006 through 2021



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, 2010-2021.



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), real GDP increased 5.7 percent (from the 2020 annual level to the 2021 annual level) in contrast to a decrease of 3.4 percent seen in 2020 (Bureau of Economic Analysis [BEA]. Gross Domestic Product, Fourth Quarter and Year 2021 (Second Estimate). February 2022). According to the BEA, "The increase reflected increases in all major components: consumer spending, business investment, exports, housing investment, and inventory investment. Imports increased" (ibid).

The national economy was significantly impacted by the response to the global COVID-19 pandemic and the significant increase in GDP reflected the continued economic recovery from the sharp decline in 2020. According to the BEA, "Real GDP increased 7.0 percent at an annual rate (1.7 percent at a quarterly rate) in the fourth quarter of 2021, following an increase of 2.3 percent at an annual rate (0.6 percent at a quarterly rate) in the third quarter. In the fourth quarter, COVID-19 cases resulted in continued restrictions and disruptions in the operations of establishments in some parts of the country. Government assistance payments in the form of forgivable loans to businesses, grants to state and local governments, and social benefits to households all decreased as provisions of several federal programs expired or tapered off." (ibid).

Commenting on the economic recovery of the COVID-19 pandemic, the UCLA Anderson March Economic Outlook stated that the 5.7 percent increase in 2021 is the fastest economic growth since the 1980s and predicts a slowdown in the following years (UCLA Anderson Forecast. March 2022 Economic Outlook). UCLA predicts national GDP to return to pre-pandemic peak growth rates beginning of 2023 and real GDP to return to pre-pandemic trend by the third quarter of 2022. UCLA Anderson notes that inflation and geopolitical conflicts pose an enormous risk to the forecast causing a possibility of lower GDP growth (ibid). On March 16, the Federal Reserve Board raised the federal funds rate and now sees the economy expanding by 2.8 percent in 2022, down from the 4 percent it had predicted in December (Federal Open Market Committee (FOMC) Summary of Economic Projec-

tions, March 16, 2022 and December 15, 2021). FOMC also predicts a growth of 2.2 percent in 2023 and 2.0 percent in 2024 (ibid).

According to the Federal Open Market Committee (FOMC), indicators of economic activity and employment have continued to strengthen. Job gains have been strong in recent months, and the unemployment rate has declined substantially. Inflation remains elevated, reflecting supply and demand imbalances related to the pandemic, higher energy prices, and broader price pressures. The current geopolitical conflict is causing tremendous human and economic hardship. The implications for the U.S. economy are highly uncertain, but in the near term the related events are likely to create additional upward pressure on inflation and weigh on economic activity (Federal Reserve System FOMC Press Conference, March 16, 2022). In light of these developments, the FOMC decided to raise the target range for the federal funds rate at 1/4 to 1/2 percent and anticipates that ongoing increases in the target range will be appropriate (ibid).

Economists see a growing risk of recession as the relentlessly strong U.S. economy whips up inflation bringing the heavy-handed response from the Federal Reserve. The looming risk of a downturn alongside alarmingly high inflation, which hit 7.9 percent in February, captures the Fed's balancing act: It is attempting to cool the economy enough to bring down inflation, but not so much that it spurs a pullback in spending and rising unemployment (The Wall Street Journal, Recession Risk is Rising, Economists Say, April 10, 2022). The median economist surveyed by the Wall Street Journal projected that the Fed will take the federal funds rate's midpoint range to 2.125 percent by the end of 2022, and then to 2.875 percent by December 2023—close to the Fed's own projections. They also expect inflation to remain stubbornly high—predicting, on average, a 7.5 percent rate in June 2022, edging down to a still-uncomfortable 5.5 percent by December. Respondents estimate it will fall back to 2.9 percent by late 2023, within striking distance of the Fed's 2 percent target (ibid).

According to the Bureau of Labor Statistics, the Consumer Price Index rose 8.5 percent for the year ended in March, not adjusted for seasonal swings, which outpaced the February's elevated reading of 7.9 percent. Most of the March increase was driven by a jump in gasoline and food prices. Last month alone, U.S. gas prices rose by more than 18 percent and a year-over-year of 48 percent (CNN Business, Consumer price inflation hit a new 40-year high in March, April 12, 2022). As of mid-March, the U.S. regular-grade gasoline peaked at \$4.32 and decreased to \$4.17 on April 4, 2022. Current U.S. gasoline prices reflect high crude oil prices brought on by geopolitical risks. U.S. gasoline inventories ended March 2.6 percent below the previous five-year (2017–





2021) average. The U.S. Energy Information Administration (EIA) expect refinery utilization to continue increasing and remain elevated through the summer as long as crack spreads remain high, which will contribute to gasoline inventories rising above the five-year average by June and to gradually falling prices (U.S Energy Information Administration, Summer Fuels Outlook April 2022). EIA forecast that the retail price of regular-grade gasoline will average \$3.84 per gallon (gal) in the United States this summer (the second and third quarters of 2022), and that retail diesel prices will average \$4.57/gal. In real (inflation-adjusted) terms, gasoline and diesel prices this summer would be the highest since Summer 2014 (ibid).

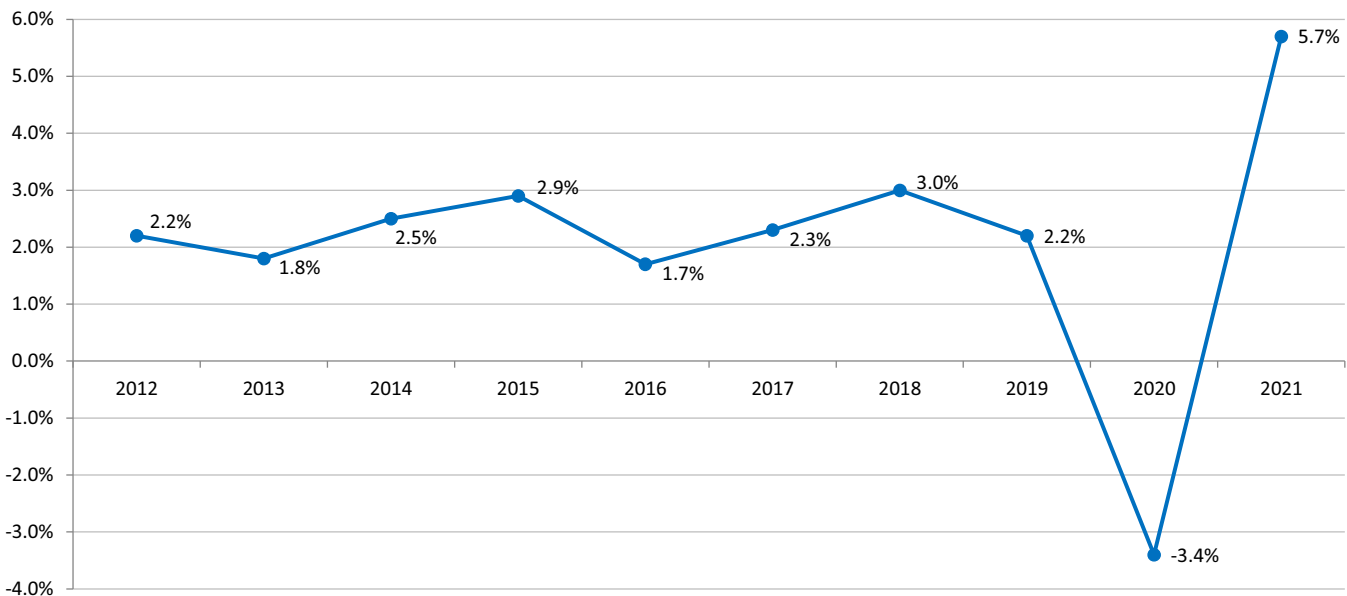
As for unemployment, the national rate had dropped to 5.3 percent, a decrease of 2.8 percent from the increase in 2020 due to the COVID-19 pandemic. According to the Bureau of Labor Statistics (BLS), from January 2021 to January 2022, unemployment rates decreased in 49 states and the District of Columbia, and were essentially unchanged in 1 state. (Bureau of Labor Statistics, U.S. Department of Labor, The Economics Daily, Unemployment rates lower in 49 states and D.C. from January 2021 to January 2022 at <https://www.bls.gov/opub/ted/2022/unemployment-rates-lower-in-49-states-and-d-c-from-january-2021-to-january-2022.htm> (visited March 24, 2022)). To kickoff 2022, the January unemployment rate was 4.4 percent, a year over year decrease of 2.4 percent (ibid). In February, the unemployment rate dropped another 0.3 percent to 4.1 percent.

In the February 2022 monthly update of Housing Market Indicators, the U.S. Department of Housing and Urban development (HUD) stated that the housing markets was mixed overall. From a

year over year basis, price increases remain high with annual gains ranging from 18 to 19 percent, purchases of new homes declined 19.3 percent from a year ago, and January sales of existing homes rose 6.7 percent, the highest since last January, but 2.3 percent below a year earlier (U.S. Department of Housing and Urban Development. Housing Market Indicators Monthly Update. February 2022). UCLA Anderson forecast that housing prices are likely to continue increasing due to a huge wave of millennials that are purchasing homes and housing construction producing few homes causing a supply shortage (UCLA Anderson Forecast. March 2022 Economic Outlook). According to the Mortgage Bankers Association (MBA), rates on 30-year conforming mortgages jumped 23 points for the week ending March 18, the largest weekly increase since March 2020. Mortgage rates are currently at 4.5 percent compared to recent rates at or below 3.5 percent, and the MBA's March 2022 forecast expects mortgage rates to continue to trend higher through the course of 2022 (Mortgage Applications Decrease in Latest MBA Weekly Survey, March 23, 2022). Something to be cautious of during this buying and selling frenzy is the number of homes in forbearance (pause or reduction in payments). The Housing Market Indicators reflect that only 0.25 percent of borrowers were in forbearance programs before the pandemic, but as of January 2022 1.3% or approximately 0.6 million homeowners were in forbearance programs, down from 5.35 percent one year ago (ibid).

Looking forward, the Federal Reserve Board has forecasted the following: the projected Unemployment rate at 3.5% in 2022, 3.5% in 2023, and 3.6% in 2024, and the personal consumption

U.S. Gross Domestic Product Annual Percent Change
2012 through 2021



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



expenditures (PCE) inflation rate at 4.3% in 2022, 2.7% in 2023 and 2.3% in 2024 (Federal Reserve System. Summary of Economic Projections, accessed on March 16, 2022).

While production and employment has essentially recovered from the pandemic, the inflation coupled with the current geopolitical conflict poses substantial risks to the recovery (UCLA Anderson Forecast. March 2022 Economic Outlook).

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, 3rd Quarter 2021, December 23, 2021, accessed on March 27, 2022). California has been severely negatively impacted by the COVID-19 pandemic. The pandemic-induced downturn negatively impacted California's economic performance significantly in 2020. By the end of 2021, the golden state recorded well over 5 million total Coronavirus cases, the state with the second highest number of cases (Los Angeles Economic Development Corporation. LAEDC 2022 Economic Forecast. February 2022). Amidst this turmoil, California's economy has, in many areas, fully recovered from the sudden and dramatic fallout of the pandemic, and some parts of the economy have even exceeded their pre-pandemic trend (The Beacon Outlook California, Spring 2022).

In 2020, 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 moved through the recovery process and is expected to have grown by 6.7 percent, and is projected to continue growing, albeit at progressively lower rates of 4.2 percent in 2022 and 2.7 percent in 2023 (Los Angeles Economic Development Corporation. LAEDC 2022 Economic Forecast. February 2022). California state revenues are currently at an all-time high due in large part to significant growth in tax receipts during the pandemic (ibid).

Several sectors are showing growth in 2021 with technology as its primary driver. Technology, logistics and construction are expected to continue California's economy with faster growth than the U.S. with defense buildup and infrastructure strengthening California's growth in the out years (UCLA Anderson Forecast. March 2022 Economic Outlook). While California has significantly recovered from the pandemic-induced downturn, significant challenges remain. The pandemic is still negatively affecting the state's economy, particularly in industries that rely on high degrees on in-person interaction (Los Angeles Economic

Development Corporation. LAEDC 2022 Economic Forecast. February 2022). According to UCLA Anderson, major coastal cities will delay recovery in hospitality and retail due to two reasons. First, international arrivals are at 60 to 70 percent below pre-pandemic level and therefore tourism recovery depends highly on domestic travel, most especially cities close to international airports. Second, the work-from-home environment for many industries. If those workers are not in the office, then restaurants and other businesses dependent on employees' gathering in central locations will recover more slowly (UCLA Anderson Forecast. March 2022 Economic Outlook).

As for unemployment, the labor market made an impressive recovery in 2021 with the year being characterized by expansionary fiscal and monetary policy, increasing vaccination numbers, and the lifting of pandemic-related restrictions. However, the unemployment rate of 7.3 percent in 2021 is still higher than the pre-pandemic level of about 4.0 percent in 2019. The leisure and hospitality industry particularly experienced the greatest job losses between 2019 and 2020. In 2021, leisure and hospitality gained more jobs than any other industry, but the total employment figures remain below pre-pandemic levels (Los Angeles Economic Development Corporation. LAEDC 2022 Economic Forecast. February 2022). LAEDC forecast the unemployment rate to drop to 5.7 percent in 2022 and 4.6 percent in 2023 (ibid).

As recovery continues, all industries in the state are projected to expand over the next two years with the professional and business services industry expected to add the most jobs out of any in California as it adds back workers lost to the pandemic; leisure and hospitality falling behind second as people return to pre-pandemic activity in term of tourism and entertainment; and trade, transportation, and utilities rounding out the third top contributor to future employment growth as investment in infrastructure starts to come online (ibid).

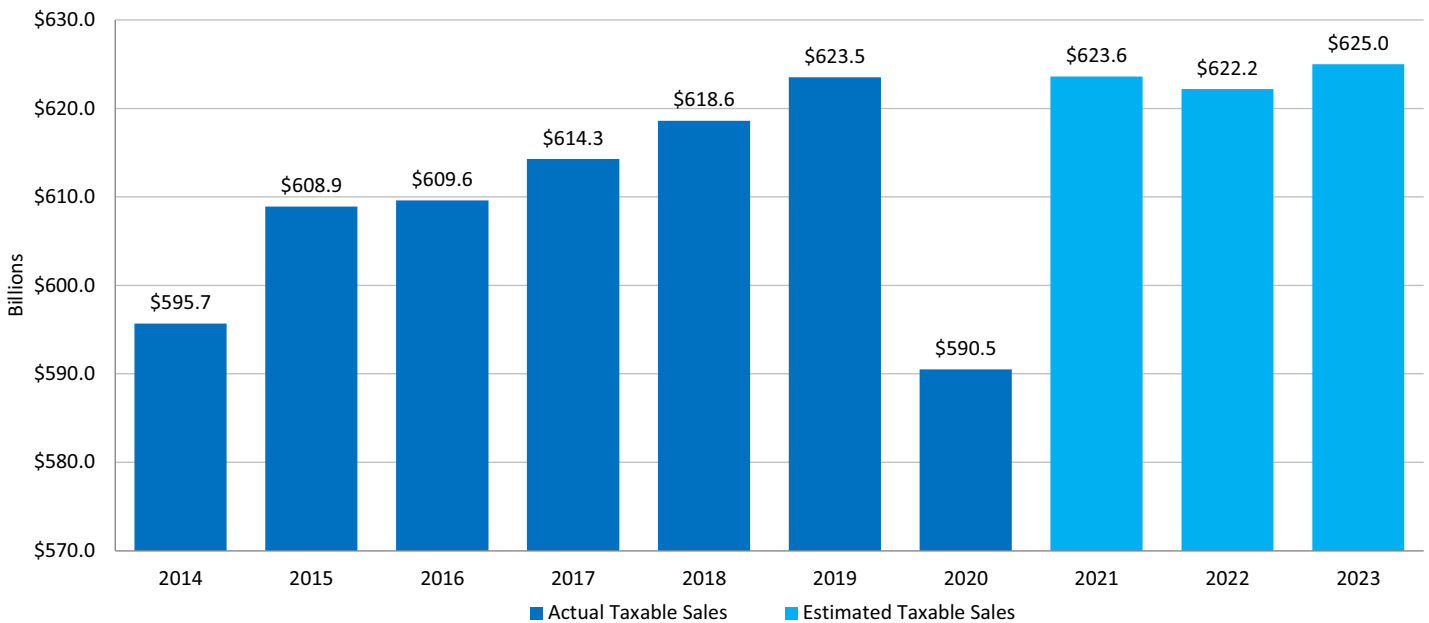
Today, the challenges facing California's economy are very much the same as they were prior to the pandemic. In fact, the pandemic has acted as an accelerant to these long-standing issues. Housing scarcity has pushed median home prices in the state above \$650,000, double the national figure, and the contraction of California's labor force during the pandemic has exacerbated ongoing labor shortages (The Beacon Outlook California, Spring 2022).

Labor availability issues remain with little relief through December 2021. In California, many employment sectors have fully recovered or are close to complete recovery. But the labor force has not. California is still 400,000 potential workers short of the labor force peak that prevailed just before the pandemic hit (California Economic Forecast. Are We Getting Back to Normal Yet? February 1, 2022).





California Annual Taxable Sales Trend 2014 through 2023



Note: Taxable sales are stated in calendar year 2012 dollars.
Source: UCLA Anderson Forecast, December 2021

Consumer spending remained strong in 2021, encouraged by multiple rounds of Federal and California stimulus checks, the American Rescue Plan Act Child Tax monthly credits, and other supplemental aids due to the pandemic, causing a significant recovery in taxable sales (SANDAG Regional Economic Update; April 14, 2022). Although consumer spending has returned to pre-pandemic level, data shows a shift in where consumers are spending their money. From the Fourth Quarter of 2019 through the Third Quarter of 2021, consumers spent about 30 percent more in durable goods and over 15 percent more on nondurable goods, while spending less in transportation and recreation services (ibid). As for sales tax, HDL Companies estimates a statewide sales tax of \$2.30 billion in the Fourth Quarter of 2021 and a year over year increase of 14.9 percent (HDL Companies Local Tax Revenues: Recent Effects, Future Trends. February 2022). HDL expects a slower growth of sales tax in Fiscal Year 2022–23, but above the Fiscal Year 2018–19 pre-pandemic levels, forecasting a year over year increase of 3.8 percent and 4.2 percent in the Third and Fourth Quarters of 2022, and a 3.4 percent and 2.9 percent year over year increase in the First and Second quarter of 2023 (ibid). The accompanying chart presents the historical and estimated trend in taxable sales in California.

California’s housing market continued to see considerable strength in 2021, with median home prices growing 20% over the year, fueled by healthy consumers, low inventory, and low mortgage rates (ibid). The average median California home listing

increased 11 percent from \$650,748 in 2020 to \$721,996 in 2021. California’s median home listing hit an all-time high of around \$750,000 from March to June 2021 before falling to about \$685,000 in December 2021 (Los Angeles Economic Development Corporation. LAEDC 2022 Economic Forecast. February 2022 pg. 41). Consequently, the high prices for homes moves construction along with increased building of residential properties. This is aided by three senate bills which makes it easier to build homes in California (UCLA Anderson Forecast. March 2022 Economic Outlook). UCLA estimates an additional 123,000 new units in 2022 and housing growth up to 151,000 units in 2024, but the UCLA forecast adds, “will it make a difference in housing affordability? No, not really. But it is still a contributor to more housing stock in California and to more construction employment” (ibid). California faces distinct challenges regarding housing affordability and accessibility that have only been aggravated by the pandemic. This combination encouraged a record-setting number of California residents to seek alternative, more affordable places to live during the pandemic (Los Angeles Economic Development Corporation. LAEDC 2022 Economic Forecast. February 2022). In rental markets, coastal California has increased by approximately 3 percent since the first quarter of 2021. Over the same period, apartment rents in inland communities have surged by 16 percent. This is likely driven by the ability of workers to work remotely during the pandemic and therefore move to more affordable markets (The Beacon Outlook California, Spring 2022).



Overall, 2022 should represent a continued return to normalcy along many social and economic dimension in California, from housing to labor markets to business and consumer behavior (ibid).

San Diego Economy

As of 2021, 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: 2010-2021, accessed on March 20, 2022). In 2020, San Diego County accounted for more than \$207.7 billion, or 7.8 percent of California's GDP, based on data from the BEA (Bureau of Economic Analysis. Real Gross Domestic Product by County, accessed on March 30, 2022) 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 2022, the San Diego Business Journal hosted its annual economic forecast and several of the panelists are optimistic for the local outlook. Keynote speaker Michael Pugliese, VP and economist at Wells Fargo, said the Omicron surge disrupted the normalization process that had begun after the vaccine became widely available in 2021. Yet his overall outlook for 2022 was cautiously optimistic, colored in part by the fact that the Omicron surge appeared to be waning in late January (San Diego Business Journal. Outlook Cautiously Upbeat at SDBJ's 2022 Economic Trends Summit. January 2022). The current challenge for the labor market is that employment growth could be even faster if it were not for limits on labor supply. Mark Cafferty, President & CEO of the San Diego Regional Economic Development Corporation said, "In this region, middle-income jobs, high income jobs rebounded quickly, but our low-income jobs, as you can imagine, when you think of the sectors that are usually the lower wage sectors of the economy, the bottom fell out of them quite quickly, especially when we were fully shut down. Anything that was sort of foot traffic retail, foot traffic engagement was just decimated, and the jobs took a lot longer to come back because of the starts and stops that we continued to go through as people were trying to, quote unquote, open the economy" (ibid).

UCLA Anderson Forecast estimates San Diego's GDP at \$256 billion in 2021 and for Southern California's real GDP growth to be 4.2% in 2022 and 2.2% in 2023 (UCLA Anderson Forecast, Pandemic continues to influence consumer behavior, affect econ-

omy on national, state and local levels, December 2021). Based on the total spending in the U.S. economy, spending particularly in durable goods in perspective is about seven or eight years' worth of growth in under two years, compared to public transportation, entertainment, healthcare and tourism that remains down. (San Diego Business Journal. Outlook Cautiously Upbeat at SDBJ's 2022 Economic Trends Summit. January 2022) According to the San Diego Tourism Authority (SDTA), San Diego concluded 2021 with 23.8 million visitors, an increase from 14.3 million in 2020 but still shy 32 percent of the 35.1 million pre-pandemic visitors in 2019. Total visitation to San Diego is expected to reach 87 percent of 2019 visitation in 2022 with 30.7 million visitors. This is due in part to the resilient jobs recovery and increasing compensation growth bolstering households' excess savings and the residing pent-up demand for travel. (San Diego Tourism Authority, Tourism Economics San Diego Travel Forecast, March 2022).

The COVID-19 pandemic led to changes in consumer behavior. Tracking the consumer activity, Google Mobility, a source of aggregated, anonymous big data that analyzes the movement of a community based on map location, shows retail & recreation, grocery & pharmacy, parks, transit stations and workplaces visits in San Diego below the baseline, while residential continues to be above the baseline (Google COVID-19 Mobility Report. California Mobility Data. March 28, 2022). Even if government restrictions are not as tight as they were 12 months ago, mobility data across San Diego shows people being a little more cautious, spending more time at home either for leisure or from working at home (San Diego Business Journal. Outlook Cautiously Upbeat at SDBJ's 2022 Economic Trends Summit. January 2022).

Despite the decline in consumer activity, the sales tax collection in San Diego has shown a strong growth in 2021, especially in general retail. According to Bobby Young, Director of Client Services at HDL, "Even with inflation, higher interest rates on the rise, and higher gas prices, we are still likely to see somewhat of growth out of sales tax and it has a lot to do with the fact that most of our spending is demand spending, the day-to-day items that we need to live" (HDL Companies. Sales Tax Trends & Economic Drives California Forecast March 2022). HDL's short-term forecast calls for continued expansion but a deceleration in growth in Fiscal Years 2022–23 and 2023–24 (ibid). With an increase in consumer purchases, more sales tax is collected by the County of San Diego. As of the Second Quarter to the Board of Supervisors in mid-March, the County was projected to anticipate additional Sales & Use Tax revenue of \$4.6 million in Fiscal Year 2021–22.

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 includ-





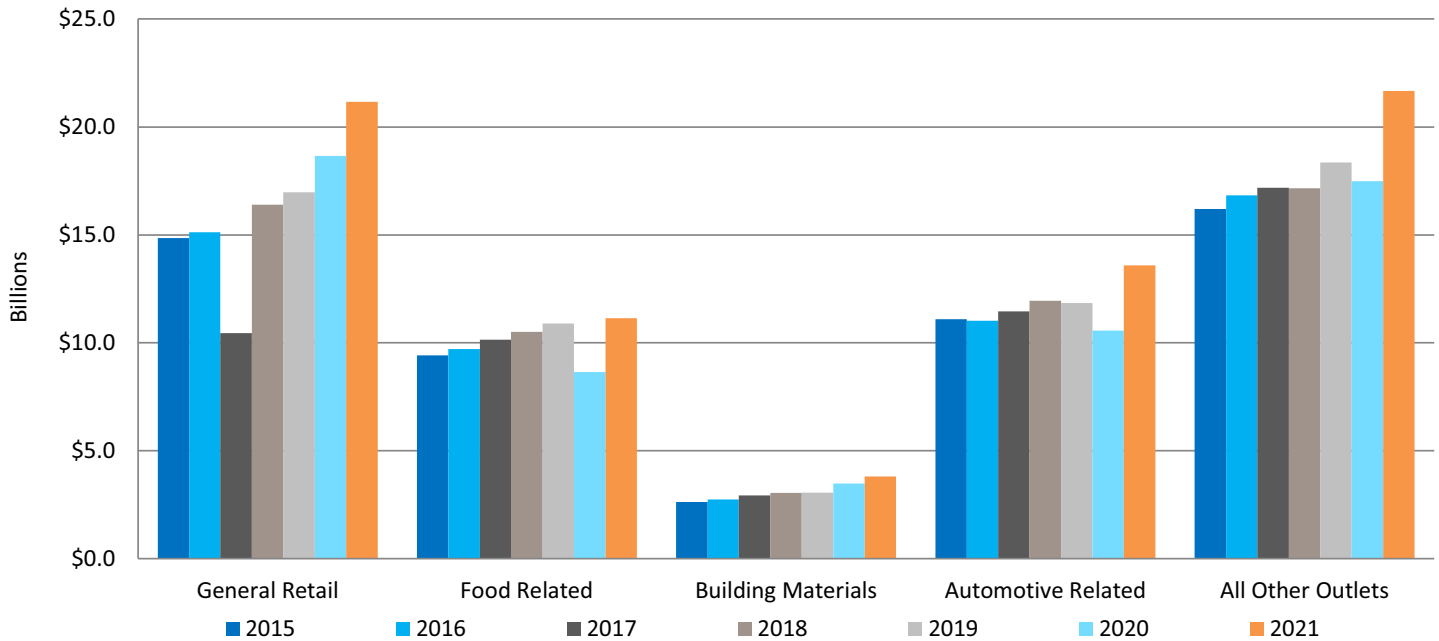
ing Proposition 172 and Health and Public Safety Realignment. As of the Second Quarter, the County Proposition 172, Health and Public Safety Realignment, and Sales & Use Taxes revenues are expected to be higher than the Fiscal Year 2021–22 budgeted levels by \$51.4 million. Consumer activity also supports the County’s program revenue for Behavioral Health through the Mental Health Services Act and road repair activities through the State Gas Tax. As of the Second Quarter, the County Mental Health Services Act and State Gas Tax program revenues are expected to be higher than the Fiscal Year 2021–22 budgeted levels by \$12.1 million.

The San Diego County Taxable Sales by Category chart nearby records annual, actual data and does not reflect the discussion above; it shows increasing trends in all categories for 2021.

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 2021 Visitor Industry General Facts, accessed on March 31, 2022).



**San Diego County Taxable Sales by Category
2015 through 2021**



Source: California Department of Tax and Fee Administration.

Although the same industry is still missing jobs that were lost due to the pandemic, employment under the Leisure and Hospitality industry shows an increase to an annual average of 161,600 in 2021 (U.S. Bureau of Labor Statistics State and Area Employment, San Diego, Leisure and Hospitality Industry. Accessed on March 31, 2022). 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 2020–21, this revenue source was projected to realize a shortfall of \$0.6 million, in Fiscal Year 2021–22 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 2021–22 TOT revenue was expected to be \$0.7 million higher than budget but still slightly lower than the Fiscal Year 2018–19 baseline by about \$0.2 million. The hotel industry has rebounded since the lock down from COVID-19 has been lifted.

As for employment, the San Diego labor market has gained jobs with the largest job gain continuing to occur in sectors hit hardest by the pandemic. Within Southern California, the recovery of San Diego's labor market has lagged the Inland Empire but outperformed the Los Angeles metro. (Beacon Economics Regional Outlook California, San Diego Fall 2021). With more than 40 percent of pre-pandemic jobs yet to be regained, the trajectory of

recovery among different industries has varied significantly. While industries such as Leisure and Hospitality and Other Services have seen strong growth in recent months, they still have a long way to go to recover all the jobs lost following April 2020's historic decline (ibid). Given the full reopening, San Diego will continue to add to its payroll as labor markets settle. According to the U.S. Bureau of Labor Statistics, San Diego's preliminary employment is at 1.5 million jobs in January 2022, showing a job recovery of approximately 86 percent of the job loss from the pandemic (U.S. Bureau of Labor Statistics Local Area Unemployment Statistics, accessed March 31, 2022).

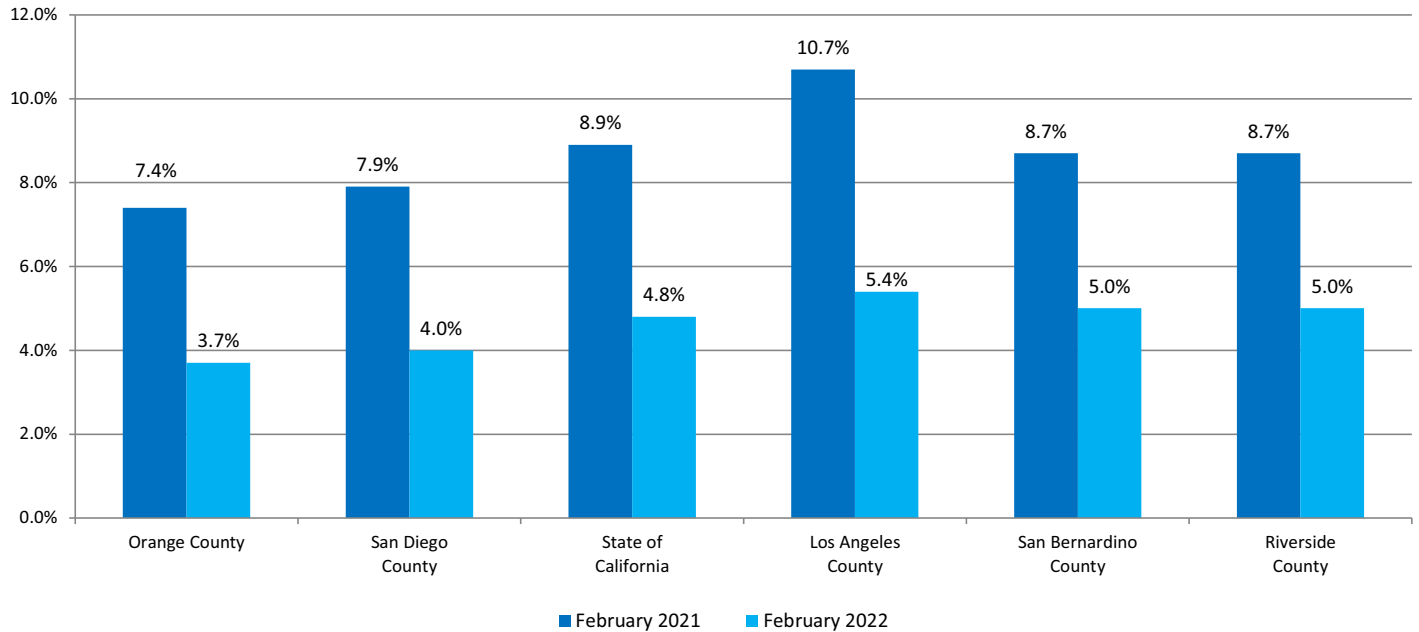
Unemployment rose sharply during the start of the pandemic from 3.2 percent in March 2020 to 15.7 percent in April 2020, and significantly declined to 4.1 percent in December 2021 (California Employment Development Department. San Diego - Carlsbad MSA Labor Force Data, accessed on March 31, 2022). By February 2022, the local San Diego unemployment rate was 4.0 percent, slightly lower than the U.S. average of 4.1 percent and lower than the State's rate of 4.8% percent (ibid). 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 2021 and February 2022

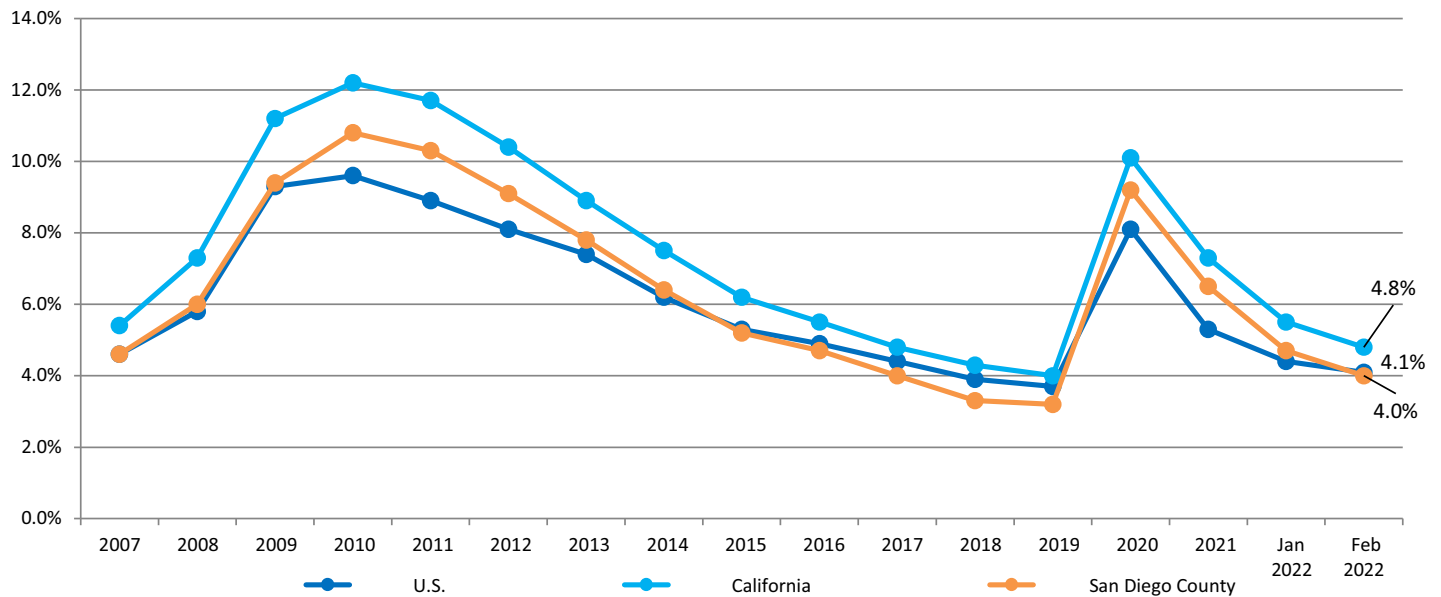


Source: California Employment Development Department
 Note: Data not seasonally adjusted and February 2022 are preliminary numbers

Annual Average Unemployment Rate Comparison

U.S., California and San Diego County

2007 through January 2022



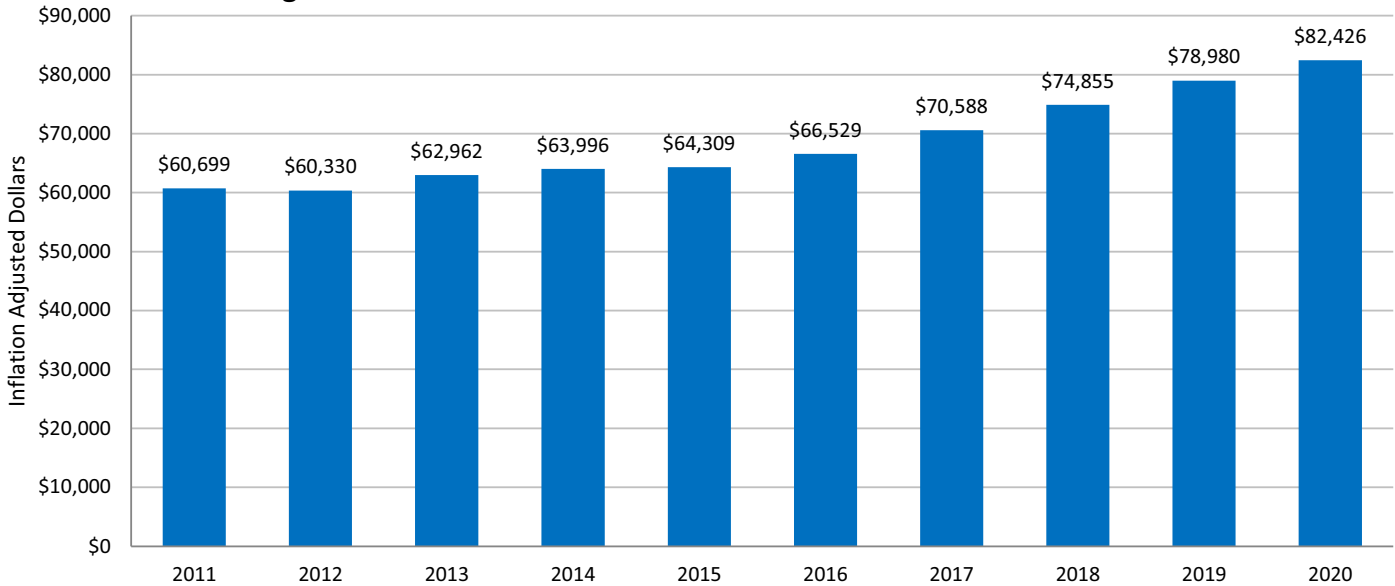
Notes: Unemployment rates are measured by calendar year; for 2022, January & February monthly data is shown. Data not seasonally adjusted.
 Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor.



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 in 2020 (California Employment Development Department. Occupational Employment Statistics, accessed on March 30, 2021).

The chart shows the median household income for San Diego County in 2020 was nearly \$82,426 but diminishing factors including inflation and the real estate market can reduce that overall buying power.

San Diego County Median Household Income
2011 through 2020



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

Having reopened the economy in 2021, the supply chain disruption and greater consumer demand for goods has caused higher inflation. Prices in the San Diego area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), advanced 2.0 percent for the two months ending in January 2022. Regional Commissioner Chris Rosenlund noted that the January increase was influenced by higher prices for shelter and electricity (Bureau of Labor Statistics. Consumer Price Index, San Diego Area. January 2022). Over the last 12 months, CPI-U rose 8.2 percent, the largest over-the-year increase for San Diego since July 1982. Food prices rose 9.6 percent. Energy prices jumped 39.9 percent, largely the result of an increase in the price of gasoline. The index for all items less food and energy rose 6.0 percent over the year (ibid). The Federal Reserve announced the federal funds rate hike in March 2022. This measure is the first in a series of hikes that the Fed has planned to address inflation. The principal problems weighing heavy on consumers this year are not going to disappear quickly. Moreover, higher interest rates are coming,

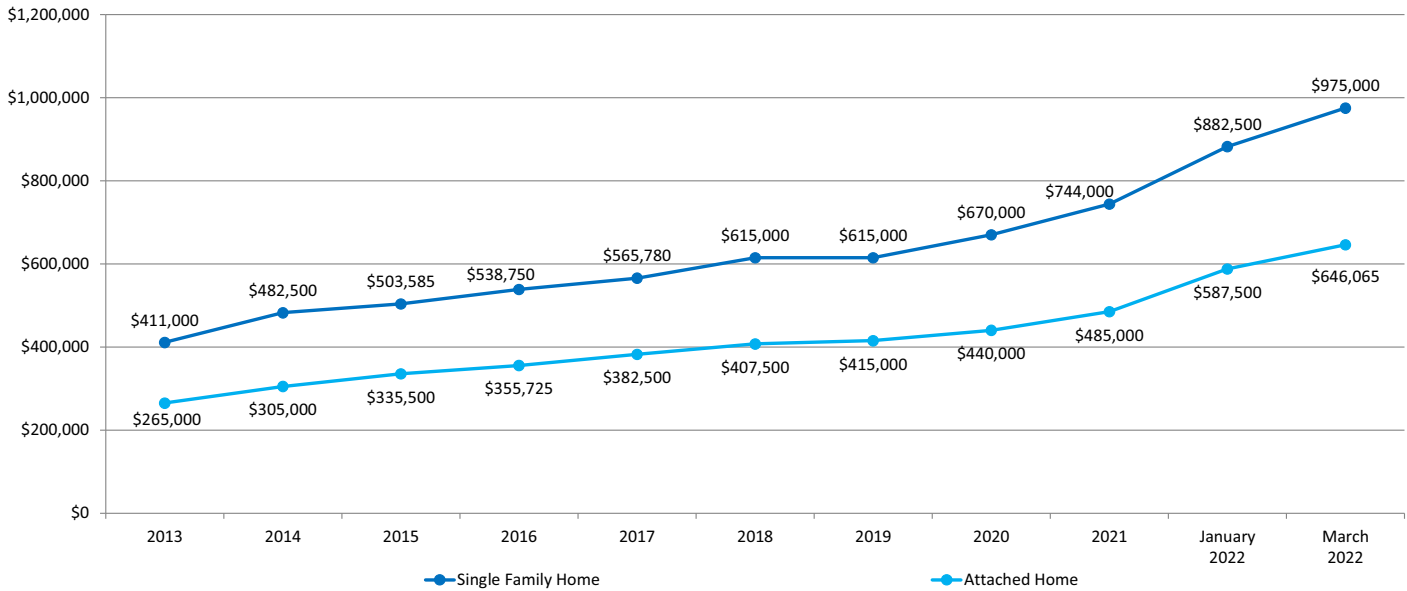
which will directly impact auto loans, consumer loans, and probably home mortgages. Though Inflation is the target as the Fed prepares to push interest rates higher, its prevalence will remain for much of 2022 before any tightening policies have an impact (California Economic Forecast. Our Economic Well-Being...in view of recent annoyances like Inflation, product shortages, a correcting stock market, and now war. March 7, 2022).

San Diego is one of the least affordable areas in the country. According to the San Diego Regional EDC, the median home price in San Diego came in at \$836,700 in December 2021 (San Diego Regional EDC. Economic Snapshot Q4 2021, accessed on March 31, 2022). Home prices in the San Diego metro area rose 27.1 percent year-over-year in January 2022, the fifth-highest price increase in the nation, according to the S&P Case-Shiller Indices (The San Diego Union-Tribune. After slight slowdown, San Diego home prices shoot up near record highs. March 29, 2022). The chart illustrates median home price changes over time.





San Diego County Median Price of Homes Sold 2013 through 2022



Note: Median home price of all single family and attached homes sold in January of each year and March 2022
Source: San Diego Regional Chamber of Commerce

Experts attribute the growth in sales to an uptick in mortgage interest rates, as buyers rushed to lock down their home purchases before rates move higher. (San Diego Association of Realtors. Monthly Indicators. February 2022). Housing inventory was at an all-time low of 860,000 as February 2022 began, down 17 percent from a year ago and equivalent to 1.6 monthly supply (ibid). CoreLogic Deputy Chief Economist Selma Hepp said the increase is unsurprising given low inventory of for-sale homes, in part, driven by potential home sellers who would need to compete for higher-priced homes with larger interest rates if they parted with their property. (The San Diego Union-Tribune. After slight slowdown, San Diego home prices shoot up near record highs. March 29, 2022). Homebuilding in San Diego County in 2021 hit a 15-year high, and the recent surge in building new apartments is expected to continue in 2022. Yet the region still isn't coming close to meeting demand and housing prices keep surging as a result. Ultimately, the best way to stabilize the housing market is new construction (The San Diego Union-Tribune. Fix the California housing crisis with both conventional and unconventional means. March 11, 2022).

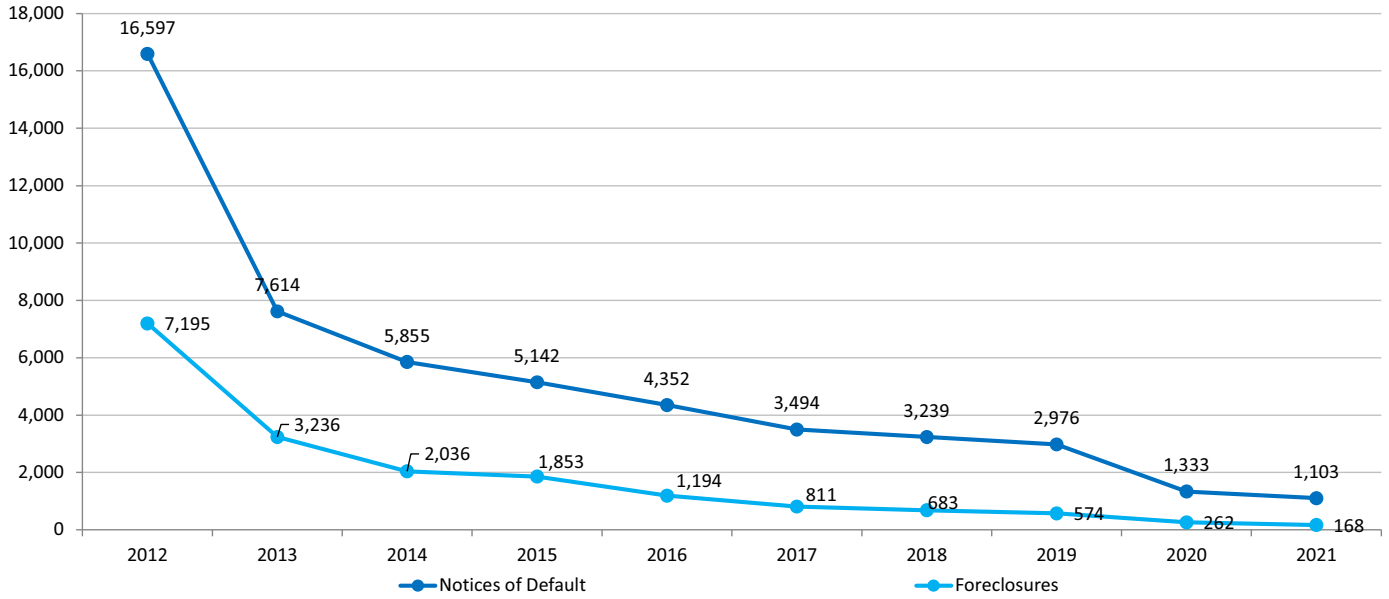
Looking to construction as an indicator of future activity in the residential real estate market, the San Diego Regional EDC reports that in the fourth quarter of 2021 shows that housing permits decreased by 89 in 2021 compared to 2020 but increased 1,276 compared to 2019, driven by multi-family units

(San Diego Regional EDC. Economic Snapshot, accessed on March 31, 2022). At the 2022 State of San Diego County Address in March 2022, Chair Nathan Fletcher said "This year alone we are on pace to issue more than 1,600 building permits for new housing in the unincorporated region of our county. Up almost 50 percent from the year before. We are getting out of the decades of litigation that bogged down progress. We made the tough decision to implement a change in how we approve housing and in doing so green lighted 4,000 units of housing that can be built cheaper. And faster" (The 2022 State of San Diego County Address, March 30, 2022).

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 about the same rate (Zillow Research. Zillow Observed Rent Index, accessed on March 31, 2022). At the end of 2021, rental rate went into double digits at 17.2 percent on a year-over-year basis (ibid). In 2022, rents could rise up to 9.1 percent based on the state Assembly Bill (AB 1482) signed into Law in January 2020 starting August 1st. Rent increases are limited to 5 percent plus the change in inflation (CPI-U), although there are limited exemptions to the law including single-family homes and condominiums (The San Diego Union-Tribune, San Diego rents could rise 9.1 percent. Here's what renters and landlords should know. March 28, 2022).



San Diego County Total Notices of Default and Foreclosures 2012 through 2021



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.
Source: San Diego County Assessor/Recorder/County Clerk

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 0.1 percent in 2021. Total deeds recorded in 2021 were 162,000, an increase of 17.1 percent from the previous year. Notices from lenders to property owners that they were in default on their mortgage loans peaked at 38,308 in 2009, and foreclosures reached a high of 19,577 in 2008. In comparison, San Diego County saw 1,103

Notices of Default in 2021, down 17.3 percent from the 2020 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 15.2 percent in 2021, a decrease of 4.4 percent and overall decrease in terms of the number of foreclosures from 2020. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.



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 REIMAGINED

The County has reimagined its operational approach to planning and decision making by integrating the General Management System (GMS) with the strategic framework adopted by the Board of Supervisors. It takes the GMS in a direction that is reflective of today's communities while preserving the core management principles of strategic planning, operational accountability, enterprise-wide collaboration, and employee connection.

At the core of the reimagined GMS is Community Engagement, based on the principle that all that we do should be for, and created in partnership with, the people we serve. The outer ring is included to reflect the core values of everything we do: integrity, equity, access, belonging and excellence. A just, sustainable, and resilient future for all.

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



Context for Strategic and Operational Planning

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

Vision:

A just, sustainable, and resilient future for all.

Mission:

Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workforce.

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

- ◆ Earn the public's trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest ethical conduct.

Equity

- ◆ Apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. Using data driven metrics, lived experiences and the voices of our community we weave equity through all policies and programs.

Excellence

- ◆ Ensure exceptional service delivery to our customers by practicing fiscal prudence, encouraging innovation and leveraging best practices that promote continuous improvement to build strong, vibrant communities.

Sustainability

- ◆ Secure the future of our region, by placing sustainability at the forefront of our operations deeply embedded into our culture. Dedicate ourselves to meeting our residents' current resource needs without compromising our ability to meet the needs of generations to come.

Access

- ◆ Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs.

Belonging

- ◆ Foster a sense of belonging, not just inclusion, for the people we serve and for the employees of the County who provide those services on a daily basis.

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 five Strategic Initiatives through Audacious Goals, Enterprise-Wide Goals and Department Objectives that make achievement of the initiatives possible. The Strategic Initiatives include:

- ◆ Equity
- ◆ Sustainability
- ◆ Community
- ◆ Empower
- ◆ Justice

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

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

Operational Planning

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

Evaluation and Accountability

Evaluation and Accountability 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.

Continuous Collaboration

Through Continuous Collaboration we ensure that we are all working together across County departments to serve the community with the most effective, efficient, and accessible services. This allows us to pursue goals, solve problems, share information and leverage resources as an enterprise. 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.

Employee Investment and Engagement

This final component of the GMS ensures employees are engaged and committed to excellence across the organization. As an enterprise we are actively working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team. 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, onsite 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.





Strategic Framework and Alignment

Strategic Framework

In Fiscal Year 2021–22 the County of San Diego underwent a large organizational shift with the majority of the members of the Board of Supervisors being newly elected. This marked the first time in two decades there are five sitting Supervisors who have been in office for two years or less. As the County looks toward the future, it was clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the policy initiatives of the Board of Supervisors.

The County began a new strategic planning process in the Summer of 2021, which included convening a Strategic Planning Team. The 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as an extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year.

The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. This process also included a reimagining of the County's governance documents include the Vision Statement, Mission Statement, and Values. There are new Strategic Initiatives, and Audacious Goals that go along with each to guide the departments in outcome-based goal setting that aligns with the County's Vision. In the County's Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. Audacious Goals assist departments in aligning with and supporting the County's Vision and Mission. In addition, department objectives demonstrate how departments contribute to the larger Audacious Goals.

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.
- ◆ **Enterprise Performance Indicators**—are measures of performance.
- ◆ **Audacious Goal**—a set of focused goals for departments to collaborate on for the greatest impact to our community.
- ◆ **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 Initiatives

Strategic Initiatives provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos, and extend across groups for all departments to see their work contributing to the overall success of the region.

STRATEGIC INITIATIVES provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos, and extend across groups for all departments to see their work contributing to the overall success of the region.

SUSTAINABILITY:

Economy

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

Climate

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

Environment

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

Resiliency

- Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.

EQUITY:

Health

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

Housing

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

Economic Opportunity

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Advance opportunities for economic growth and development to all individuals and the community.

EMPOWER:

Workforce

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

Transparency and Accountability

- Maintain program and fiscal integrity through reports, disclosures, and audits.

Innovation

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



COMMUNITY:

Engagement

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

Safety

- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.

Quality of Life

- Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

Communications

- Create proactive communication that is accessible and transparent.
- Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.

Partnership

- Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

JUSTICE:

Safety

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

Restorative

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

Environmental

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

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Sustainability

The County of San Diego is building a sustainable future for all. The County's strategic plan guides County activities to ensure the work that the County does furthers sustainability as it relates to the region's economy, climate, environment, and communities.

Economy

The County has an ongoing commitment to fiscal sustainability to ensure continued and effective provision of services to the community. This is evidenced in the various polices and practices that are outlined in the Summary of Financial Policies section. Specific efforts to promote economic sustainability for all evidenced in two new offices:

Office of Economic Development and Government Affairs

A new Office of Economic Development and Government Affairs (EDGA) is proposed for Fiscal Year 2022–23 to promote economic sustainability and prosperity. The office will be charged with creating and implementing a vibrant economic development strategy to position the County as a regional leader in driving inclusive economic growth and community development. This Office is planned to engage actively with the community fostering collaborative efforts in arts and administering grant programs including Neighborhood Reinvestment, Community Enhancement, and others that focus on non-profit organizations, community-based organizations, and the everyday needs of San Diego communities.

Office of Labor Standards and Enforcement

The Office of Labor Standards and Enforcement (OLSE) was recently established in recognition that sustainable, equitable, and inclusive economic development is essential for a healthy regional economy. OLSE will protect vulnerable workers from employers failing to abide by County labor standard ordinances, such as the Working Families Ordinance, which was established by the County in early 2022. Workers and businesses across San Diego County will have access to resources and a central location for education, questions and connection on important worker related issues.

Climate

The County is actively working for a greener future for the region through innovative and focused approaches to the climate crisis, the expanded protection of natural resources, equitable land use decisions, and sustainability planning for internal operations across the enterprise.

Regional Decarbonization Framework

The County's science-based Regional Decarbonization Framework promotes public and private interests working together to move the region toward zero carbon emissions in transportation, buildings, energy, and land use by mid-century. The Framework will help policymakers across San Diego identify ways their cities and the unincorporated areas of the county can decarbonize while working in harmony with neighboring jurisdictions as well as community, industry, environmental, business, and labor groups.

Office of Sustainability and Environmental Justice

The newly established Office of Sustainability and Environmental Justice (OSEJ) will provide dedicated resources to focus on regional sustainability initiatives such as the Regional Decarbonization Framework, addressing environmental justice issues, and working with communities and agencies at the local, state, and federal levels. It will also be home to the Food System Initiative, as well as the County's Tribal Liaison. OSEJ will advance equity and environmental justice in communities that have been disproportionately impacted by environmental burdens. OSEJ will work hand-in-hand with the community and other regulatory agencies, such as the San Diego County Air Pollution Control District and the Port of San Diego, as well as regional jurisdictional partners to identify and address environmental injustices within the unincorporated area, as well as incorporated cities.

Climate Action Plan Update

Our GHG-reducing Climate Action Plan Update will support healthy lifestyles, conserve open space, reduce waste, improve air quality, enhance community resiliency, conserve agriculture, and reduce water and energy costs in the unincorporated communities and at County facilities.

Teleworking & Reducing Employee Vehicle Miles Traveled

The County's long-term teleworking and alternate work schedule plans have reduced employee vehicle miles traveled. Saving 69 million miles of driving since September 2020. This reduced 20 thousand metric tons of greenhouse gases (GHGs), which is equal to the amount of electricity used by 3,872 homes in one year.



EV Roadmap & Consumer Education

To reduce pollution from gas-powered vehicles, we are increasing the number of electric vehicles in the County fleet and adding more EV charging stations at County facilities. We also introduced the EV Consumer Guide website for residents that encourages their use of EVs: www.sandiegocounty.gov/content/sdc/sustainability/ev-consumerguide.html. The site offers resources such as vehicle search, benefits, costs and charging options.

County Facilities

The investment in our County facilities continues, with 65 of our buildings being LEED certified. We have also built 9 Zero Net Energy buildings and completed construction in Fiscal Year 2021–22 on Ohio Street and the Crisis Stabilization Unit. Twenty percent of our power load is on our Photovoltaic systems. We are also focusing on facility assessments and an enterprise footprint reduction effort for this fiscal year.

County Departmental Sustainability Plans

All County departments developed sustainability plans with the assistance of a consultant by reviewing current practices and identifying opportunities to implement new strategies to reduce our carbon footprint. In addition to current sustainability practices, each department identified three short-term commitments that will be implemented in Fiscal Year 2022–23 with existing planned resources, as well as one mid- and one long-term commitment that can be implemented in the future after further review and evaluation of resource needs.

Environment

Conservation & Protection

We protect species by purchasing property to preserve as open space and provide for stewardship through the Multiple Species Conservation Program. Through County investment, partner organizations and grant funding of approximately \$221 million, we have acquired and preserved 25,460 acres of land since 1998. The Purchase of Agricultural Conservation Easements (PACE) program specifically preserves farmland. Since 2012, we have invested \$8.3 million and preserved 3,040 acres over 42 properties.

Tree Canopy

In our County Parks, we will continue to increase the tree canopy and reduce greenhouse gas emissions reductions targets by planting 3,500 trees per year. The trees will sequester roughly 124 metric tons of CO₂ annually as they mature, which reduces greenhouse gas emissions by the equivalent of over 26 gasoline-powered passenger vehicles driven for one year. In our unincorporated area, we will focus on conducting a tree canopy assess-

ment to determine where trees are lacking in the entire unincorporated area and subsequently focus tree planting activities in these locations to benefit our communities and help facilitate our CAP goals.

Water Quality & Green Infrastructure

The County protects waterways and public health through advanced water quality testing and preventing pollution from entering storm drains. San Diego County is the first testing program in the nation to offer same-day water quality results by employing cutting-edge technology. We also continue to reduce pollution in the Tijuana River Valley and work internationally to prevent sewage flows from entering the U.S. from Mexico.

Through public education, inspection, water quality monitoring and code compliance, the Watershed Protection Program ensures that residents and businesses throughout the unincorporated area using best management practices to prevent polluted runoff from leaving their properties. The County's Green Streets/Clean Water Plan identifies green infrastructure project opportunities that use natural processes like filtration through plants and soil to treat stormwater runoff and improve water quality.

Agriculture

This budget protects the region's \$1.8 billion agricultural industry (5,100 farms) by eradicating invasive pests in plant shipments that would cause agricultural, economic, and environmental harm.

Resiliency

The County strives to strengthen communities in all interactions by actively pursuing legislative policies and collaborating with stakeholders to enhance services that allow residents to transition to self-sufficiency to increase economic sustainability and reduce poverty. In strengthening communities, we also strive to build trust and transparency through responsible governance by aligning available resources through services and initiatives.

Meeting Immediate Needs of Residents

The County empowers residents and communities by cultivating their ability to adapt to changing circumstances caused by economic events, stress, weather, health events, and social or societal demands. In anticipating the community's needs, the County has established programs to link individuals to needed services, such as Mobile Crisis Response Teams (MCRT), designed to engage individuals who require behavioral health services to reduce law enforcement interventions when clinically appropriate and San Diego Advancing and Innovating Medi-Cal (SDAIM) to improve the quality of life and health outcomes for all residents. In listening and understanding the evolving needs of residents, we continue to provide multiple ways to offer essential



services, including electronic, telephonic, in person, and via outreach, and seek collaborations with the community to increase public awareness of efforts to ensure equitable access to essential services.

Housing for All

The County continues its efforts to address the housing needs of the region. Proposed for Fiscal Year 2022–23 are resources to provide upfront funding for housing programs across the region and using existing County-owned excess property to promote equality by increasing housing opportunities for our most vulnerable populations.

San Diego Operational Area Emergency Plan

The County Resiliency Program ensures that our County government remains proactive and well-integrated in its approach to strengthen the fabric of our community in order to survive, adapt and thrive no matter what crisis may occur. A shared approach across County departments, as well as greater collaboration across the county, state and national levels improves our ability to solve problems, share information and leverage

resources to fortify our infrastructure, protect our economy and make our county safer, all of which make our county more resilient. In support of this, the County will update and enhance the San Diego Operational Area Emergency Plan, which provides a comprehensive emergency management system and provides for a coordinated response to natural and human-caused disasters that is inclusive of all stakeholders and communities.

Hazard Mitigation Plans

We will also update and enhance the San Diego County multi-jurisdictional Hazard Mitigation Plan and integrate climate change effects on regional, natural and human-caused disaster, increase public awareness of hazards, create decision tools for emergency management, and assist with the development of local policies. We are also proactively working to protect our community from loss through wildfire protection activities such as roadside vegetation management. In addition, County departments will provide additional staff and skilled volunteers who will train and volunteer to assume disaster response and recovery roles as Emergency Operations Center responders, 211 operators, shelter workers/managers, and in recovery support.





Equity in Operations

The County has placed special emphasis on the need to serve all San Diegans and is working to weave equity into the fabric of all its operations. Creating an Office of Equity and Racial Justice was among the most visible steps, but actions are taking place throughout the organization. This year, we've added Equity, Belonging and Community Engagement to our General Management System and Strategic Plan, which form the County's business model and guide our day-to-day operations. For the first time, this budget was created with an equity assessment tool. Our chief financial officer's message in this document details how the tool was applied when forming the budget.

The following are just a few examples of how we are fusing equity into all aspects of County activity.

Socially Equitable Cannabis Program

As the County creates a path for residents to operate cannabis facilities in the unincorporated area, it is also redressing the disproportionate impact that past criminalization had on communities of color. The permitting program now being developed collaboratively by the Office of Equity and Racial Justice and Planning & Development Services will give greater opportunities to people with cannabis-related arrests or convictions, or those who are low-income or in communities with high arrest rates.

Hiring

In an ongoing effort to reduce bias in County hiring, the Department of Human Resources will implement a blind applicant screening process. Personally identifiable information, such as name, address, schools and dates of graduation, will be redacted from employment applications sent to hiring departments. This is a demonstrated best practice that helps to maintain a workforce that reflects the communities we serve. And to promote inclusivity and belonging in the workforce, a human resources information system upgrade will enable County employees to self-identify as non-binary.

Justice

Reducing inequities and disproportionality are a focus in the County's work to transform its justice system. This includes deepened involvement in the community, building trusted and open partnerships, and an attention to both addressing underlying causes and providing ongoing support to achieve success. In the Alternatives to Incarceration initiative, the County provides services, like mental health and sobering services, for people who don't pose a public safety threat. Collaborative court programs provide intensive mental health treatment. Medical and mental health resources are being added to expand care, treatment, and support when people leave jail. A Pretrial Services

Program allows people to stay in their communities while ensuring attendance at court appointments. The Public Defender will add resources to represent immigrants facing removal hearings in federal court and will continue to provide post-conviction relief through their Fresh Start program. Emergency Medical Services will expand Community Health and Injury Prevention with a Community Paramedicine program to enhance responsiveness to community needs by focusing on underserved areas of the region.

Office of Equitable Communities

The Health and Human Services Agency's new Office of Equitable Communities will advance efforts to achieve equity among all San Diegans. It is using a regional model to deepen engagement and ensure we meet the needs of underserved communities. New regional community coordinators will lead collaborations focused on health and social equity, economic inclusion, and poverty reduction. A dozen new community health workers will facilitate access to services and improve the quality and cultural competence of service delivery. The Agency's Office of Immigrant and Refugee Affairs fosters a community that is welcoming to new residents, working with stakeholders to advance equity and opportunity for immigrant and refugee populations.

Healthy Places Index

We are using the state's Healthy Places Index to guide how we direct our efforts for maximum impact on equity. The index provides neighborhood-level data of social conditions that affect the health of residents, giving us a clearer picture of communities that need our attention. That is informing how we prioritize resources such as COVID-19 vaccine distribution, rental assistance grants, Parks and Recreation funds for youth sports, and Public Works community needs assessments.

Language Access and Community Engagement

The County Communications Office is adding staff positions, and in partnership with the Office of Equity and Racial Justice, is building an internal infrastructure for language services and community engagement. This will centralize coordination of multiple individual departments' additions of staff and resources to engage underserved members of the community and make sure people who don't speak English proficiently can access County services. These resources help implement new County policy to provide translations of vital materials or interpretation at key events in languages spoken by substantial portions of the population.



American Rescue Plan Act (ARPA)

On June 8, 2021 the San Diego County Board of Supervisors (Board) took critical action in advancing support to vulnerable San Diego residents impacted by the COVID-19 pandemic and approved the framework for the use of American Rescue Plan Act (ARPA) funding totaling \$653.5 million. The spending plan adopted strives to address the complex factors that influence health and equity including educational attainment, housing, transportation options and neighborhood safety. To that end, in addition to allocating funds for public health response efforts, funds were also dedicated to boost the availability of programs to reduce food insecurity, increase access to healthy foods, and improve nutrition, health, and behavioral health for our most vulnerable residents. Funds were also allocated for expanded senior and youth services and child care programs to support individuals and families. There was also a significant investment of fund for efforts to address homelessness. The entire ARPA Framework by program area is displayed in the list below.

As we transition into this new phase of the pandemic, the one-time costs for the public health response efforts are subsiding but spending to address many of the social and economic impacts of the pandemic remains. While the entire allocation of ARPA funds was previously appropriated when the Framework was adopted, the funds are available to spend over the next several years. Many of these investments to help individuals and businesses recover are currently underway and will continue into future years using funds previously appropriated in the budget.

Prior and Ongoing COVID-19 Response (\$311.5M)

- ◆ Prior & Ongoing COVID-19 Response Efforts Through September 2021 (\$236.5M)
- ◆ Post September 2021 Efforts (\$75M)

Premium Pay for Government Essential Workers (\$36M)

- ◆ Hazard Pay for County Employees (\$36M)

Mental Health Services (\$32M)

- ◆ Behavior Health Services Support for Children and Youth (\$30M)
- ◆ In-Home Supportive Services: Technology for Social Inclusion and Wellbeing (\$2M)

Homeless Services (\$85M)

- ◆ Housing, Shelter, Including Acquisition of Facilities and Wrap-Around Services (\$70M)
- ◆ Housing Vouchers & Local Rent Subsidy Program & Services (\$10M)
- ◆ LGBTQ Homeless Services/Housing (\$5M)

Food Assistance (\$20M)

- ◆ Food Distribution Programs (\$9M)
- ◆ Expansion of Mas Fresco More Fresh Nutrition Incentive Program (\$2M)
- ◆ Nutrition Incentives Beyond Supplemental Nutrition Assistance Program to Medi-Cal (\$1M)
- ◆ Community Food Production Projects (\$7M)
- ◆ Food System Sustainability and Equity Procurement Guidelines (\$1M)

Senior & Youth Services (\$10M)

- ◆ Youth Services Fund - Career Pathways for Foster Youth (\$5M)
- ◆ No-Cost Transportation to Youth and Seniors (\$3M)
- ◆ Grant Program for Youth Sports and Youth Camps (\$2M)

Child Care Subsidies (\$16M)

- ◆ Child Care Workforce Investment (\$10M)
- ◆ Child Care Voucher Program for Targeted Populations (\$2M)
- ◆ Child Care Grant Program (\$2M)
- ◆ Child Care Facility Development and Improvement (\$2M)

Direct Stimulus Payments (\$40M)

- ◆ Innovation in Foster Care: Cash Transfer for Youth At-Risk Families (\$15M)
- ◆ Direct Cash Assistance for Populations Disproportionately Impacted (\$15M)
- ◆ Stimulus Payments to Low Income Immigrants Excluded from Federal/State Benefits (\$10M)

Legal Services (\$15M)

- ◆ Eviction Counseling and Outreach/Prevention Services for Tenants and Landlords in Financial Need (\$15M)

Small Business & Non-Profit Stimulus Payments (\$56M)

- ◆ Small Business & Non-Profit Stimulus Program (\$33M)
- ◆ Restaurant Fee Waivers (\$7.5M)
- ◆ Special Event Fee Waiver (\$1.5M)
- ◆ Arts & Culture (Augment Community Enhancement Funds) (\$5M)
- ◆ Rental Assistance for Small Landlords With No Other Source of Rental Assistance (\$5M)
- ◆ Security Deposit Assistance Program (\$4M)

Infrastructure (\$32M)

- ◆ Broadband for County Region (\$10M)
- ◆ Investments in Stormwater, Sewer and Drinking Water (\$13M)
- ◆ Investment Electric Vehicle Replacement/Infrastructure (\$5M)
- ◆ Invest in Local, Independent Fire Districts (\$4M)



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.

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.

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 6.00% in Fiscal Year 2022–23 and 4.00% in Fiscal Year 2023–24.

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

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 and assumed a 3.00% increase for labor negotiations planning purposes.

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 2022–23 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: 2022 Dates

Calendar Year 2022

- Feb 1** Office of Financial Planning (OFP) issues Operational Plan instructions
- County's budgeting application, Performance Budgeting (PB), opens for Recommended Operational Plan development
Countywide Operational Plan Kickoff
- Mar 9** 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 15** 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 25** Deadline for Groups and Departments to submit Classification Activity Reports (CARs) for Recommended Operational Plan to Department of Human Resource in a package
- Apr 15** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer and Deputy Chief Administrative Officer/Chief Financial Officer
- Apr 26** PB opens for Change Letter development
- May 5** Recommended Budget document released to the public
- May 18** 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 send request to Groups for Referrals to Budget
- May 19-20** Budget Presentations
- Jun 13** Presentation and Public Hearing on CAO Recommended Op Plan (9:00 AM)
- Jun 13-22** Budget Hearings at the County Administration Center
- Jun 16** Public Hearing on CAO Recommended Op Plan (5:30 PM)
- Jun 22** 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 24** Revised Recommended Budget document available online
- Jun 28** Budget Deliberations & Budget Adoption
- Aug 3** Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP

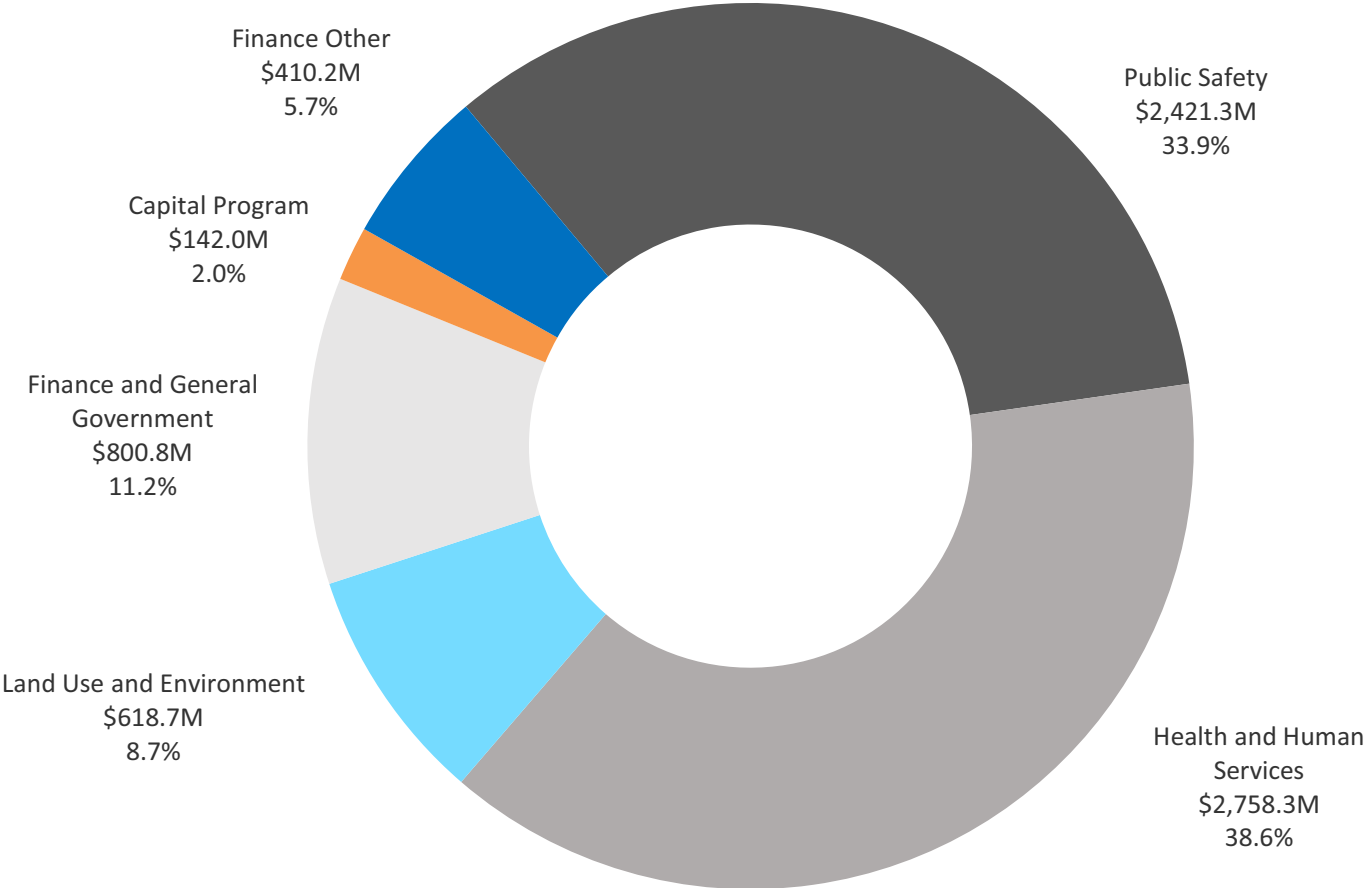


All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total **\$7.15 billion in the Recommended Budget for Fiscal Year 2022–23** and \$6.95 billion for Fiscal Year 2023–24. This is a decrease of \$81.7 million or 1.1% for Fiscal Year 2022–23 from the Fiscal Year 2021–22 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in the Public Safety Group, Land Use and Environment Group and Finance and General Government Group, while there are decreases in the Health and Human Services Agency, Capital Program and Finance Other.

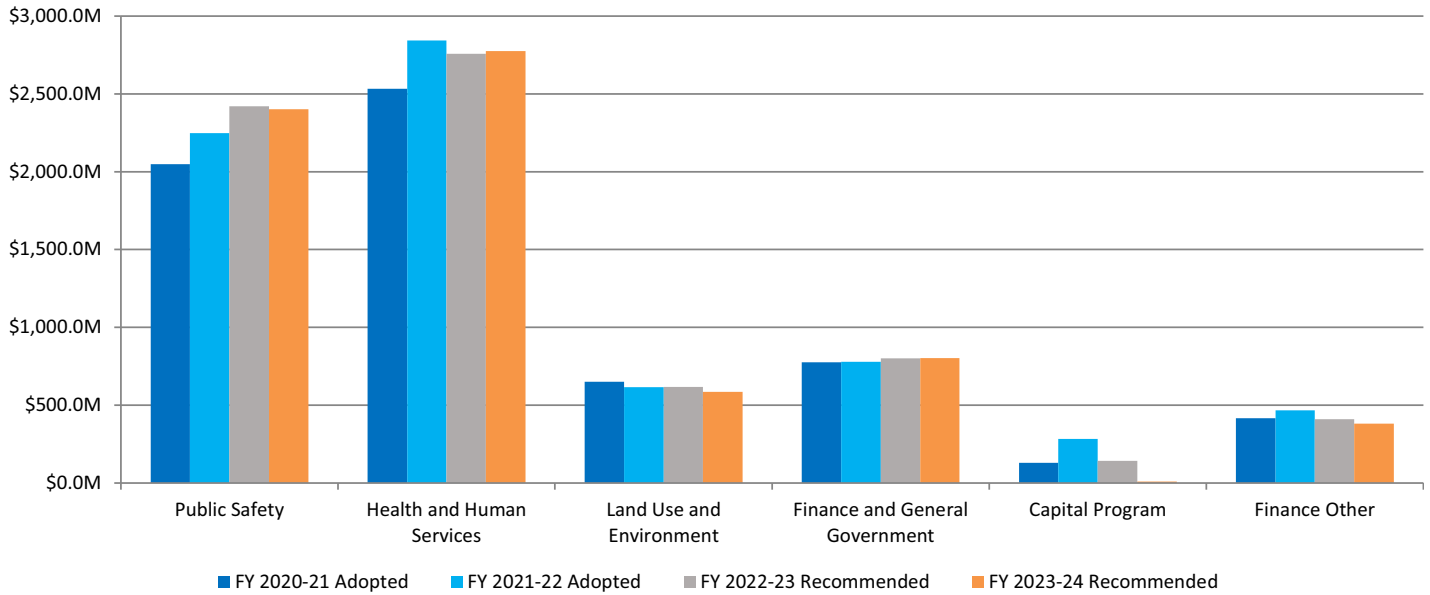
**Total Appropriations by Group/Agency
Fiscal Year 2022-23: \$7.15 billion**



The chart above shows each Group/Agency's share of the Fiscal Year 2022–23 CAO Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2022–23 and 2023–24 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2022–23 CAO Recommended Budget and the Fis-

cal Year 2021–22 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2022–23 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 2020-21 through 2023-24



Total Appropriations by Group/Agency (in millions)					
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Recommended Budget	% Change	Fiscal Year 2023-24 Recommended Budget
Public Safety	\$ 2,047.0	\$ 2,247.6	\$ 2,421.3	7.7	\$ 2,400.7
Health and Human Services	2,532.9	2,842.4	2,758.3	(3.0)	2,774.9
Land Use and Environment	650.1	615.4	618.7	0.5	586.2
Finance and General Government	776.4	778.5	800.8	2.9	802.9
Capital Program	129.7	282.7	142.0	(49.8)	8.8
Finance Other	415.8	466.5	410.2	(12.1)	381.0
Total	\$ 6,551.9	\$ 7,233.0	\$ 7,151.3	(1.1)	\$ 6,954.5

Public Safety Group (PSG)

A net increase of \$173.7 million or 7.7% from the Fiscal Year 2021-22 Adopted Budget. This includes an increase in Salaries & Benefits of \$37.5 million for planning purposes associated with anticipated salary and benefit increases, and the addition of 173.00 staff years for increased case responsibilities and activities to address requirements in state legislation and retroactive case review as well as to support the Fresh Start program, Collaborative Courts, Mental Health Unit, Indigent Defense, and post-

conviction relief activities in the Public Defender’s Office; to support the new Youth Development Academy and Pretrial services in the Probation Department; implementation of body-worn camera program in detention services and to support medical operational management responsibilities legislative mandates, and increased workload to process evidence and seized property in the Sheriff’s Department; to address workload changes to support key initiatives that include the South County Trauma Recov-





ery Center (TRC), services for victims of crime, and transitional age youth diversion program in the District Attorney; and to support goal of justice system integration of programs and initiatives to reduce in custody populations and improve justice system outcomes in Public Safety Group Executive Office, increased caseloads at the Medical Examiner, to support fire and emergency medical services in San Diego County Fire Protection District, to coordinate emergency responses and the Animal Control Officer academy in Animal Services, and to support the County Security Initiative program in the Office of Emergency Services.

The budget also 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.

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:

- ◆ Developing recommendations as part of the Alternatives to Incarceration initiative to permanently and safely reduce jail populations by working with stakeholders and community members with input from the independent consultant to create alternatives to jail and support individuals who do not pose a public safety threat.
- ◆ Expanding medical care and enhancing access to mental health services in County jails, thus improving overall public health and reducing recidivism, helping the Sheriff's Department make significant progress towards achieving compliance with the National Commission on Correctional Health Care (NCCCHC) standards in pursuit of accreditation.
- ◆ Completing the pilot period of the legal representation program in the Public Defender's office for detained immigrants appearing in immigration court and collecting and presenting information on the activities and outcomes of the program.
- ◆ Improving youth outcomes and help youth achieve their full potential. Continue to work with community partners, families, schools and justice partners to provide diversion and community-based service opportunities and support for youth housed in Probation facilities.
- ◆ Strengthening evacuation readiness and the ability for emergency personnel to respond to wildfires by identifying critical roads that would benefit from additional roadside vegetation clearance.
- ◆ The District Attorney's Office will include transition age youth in countywide diversion opportunities. Services are based in restorative justice principles, and other practices focused on addressing the underlying cause of any unsafe behaviors.
- ◆ Providing post-conviction relief to those clients affected by recent legislative amendments to ensure they get the full benefit of the law and to safeguard community trust that the Public Defender's office will advocate for clients after their case is over and when new laws are enacted.
- ◆ Conducting a contractor-led assessment on gun violence community needs. Develop and recommend options for community-based gun violence reduction and disruption programs.
- ◆ Initiating the Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence related trauma, in the District Attorney.
- ◆ Supporting regionalized systems to address trauma and the impact on public safety with resources for acute crisis-care, case management, counseling and supportive services.
- ◆ Updating and enhancing the San Diego Operational Area Emergency Operations Plan consistent with the Whole Community Approach to Emergency Management, which is fully inclusive of all stakeholders and communities. The plan also describes a comprehensive emergency management system which provides for a coordinated response to natural and human caused disasters.
- ◆ Through the Justice Involved Parents & Children team, the Department of Child Support Services is employing restorative justice practices by serving families with current and formerly incarcerated participants, by providing additional resources that will empower them and contribute to their well-being.
- ◆ Assisting in the healing process of those who have lost a loved one by providing timely and compassionate service and enabling the timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
- ◆ Providing Pretrial services, including monitoring and community-based services to support judicial officers in making Pre-trial release decisions that impose the least restrictive conditions to address public safety and that support defendant in returning to court for the proceedings.
- ◆ Using a new case management system's improved reporting capabilities to analyze community data and the Department of Animal Services' 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.
- ◆ Partnering with San Diego Gas & Electric (SDG&E) to jointly conduct power line pole inspections and providing training and education simultaneously to ensure appropriate fire-break clearance around utility poles and to recommend the removal of dead, diseased, defective and dying trees that could fall into the lines.



- ◆ Short, mid and long-term goals related to sustainability, including evaluating and creating a plan for conversion of fleet to hybrid/electric vehicles to reduce fuel use (or greenhouse gas emissions); evaluating current space usage of physical facilities to identify opportunities to repurpose or reduce unused/underused space; and promoting and expanding opportunities for virtual customer service practices to reduce vehicle miles traveled.
- ◆ Facility improvements including significant repairs and system modernization and to address ADA issues and suicide prevention at the George Bailey Detention Facility, renovations at East Mesa Juvenile Detention Facility to a homelike environment and trauma-informed facility, and pre-design and pre-construction of a new and construction of a second Fire Station.

Health and Human Services Agency (HHS)

A net decrease **\$84.0 million or 3.0%** from the Fiscal Year 2021–22 Adopted Budget. While there are continued increases across service delivery areas, including a large investment in workforce to address growth in safety net programs and County priority areas, the budget reflects the removal of one-time costs for COVID-19 response efforts that occurred during Fiscal Year 2021–22, which is driving the net decline in appropriations. The reduction for one-time costs associated with various response efforts tied to the COVID-19 pandemic is \$242.2M. Absent the adjustment for the pandemic response, the budget would be increasing by 158.2 million.

Highlights of these increases include over \$50 million in workforce investments, including the addition of 595.00 staff years across all departments in the Agency, and for planning purposes associated with anticipated salary and benefit increases. The demand for safety net programs, such as CalFresh and Medi-Cal, has continued to increase as a result of the economic impacts of the pandemic. Additionally, caseloads continue to rise in areas such as the In-Home Support Services (IHSS) program as the population in the region ages. Direct services staff are requested to ensure continued timely, effective and efficient services to those in need of these programs. As in the last several years, positions are also requested to address several key priority areas across departments by continuing to expand availability of services and promote equitable delivery of services and improved outcomes. As one example, Community Health Workers are being added to the Homeless Solutions and Equitable Communities Department to provide support for public health education and health promotion programs, facilitate access to services, and improve the quality and cultural competence of service delivery within the

community. These positions will also provide critical services to communities disproportionately impacted by public health threats, including COVID-19.

In addition to staffing, there are numerous significant increases to services promoting priority areas and expanding essential services. Investments to the Behavioral Health Continuum of Care continue with an increase of over \$70 million and include areas such as increased school-based outpatient treatment services for children and a continued expansion of crisis diversion services and long-term care beds. In the area of homelessness, \$10 million in additional funds for a new program to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population are included, as is over \$11 million in stimulus funding to provide much needed funding for the development of affordable housing for those experiencing or at risk of homelessness. Increased services to continue help to address the economic and social impacts of the pandemic such as in food, nutrition, and tenant and legal services also continue into Fiscal Year 2022–23.

Major changes include:

- ◆ The addition of 595.00 staff years as noted above, with the largest increases in Aging & Independence Services (AIS) (121.00 staff years) primarily to augment staff to support continued growth in caseload for In-Home Support Services and Adult Protective Services (APS) programs to ensure the overall safety of vulnerable elders and dependent adults, Behavioral Health Services (BHS) (115.00 staff years) for support requirements associated with service increases Self-Sufficiency Services (SSS) (100.00 staff years) to meet increased demand for essential safety net services, including the Medi-Cal and CalFresh programs, and Child Welfare Services (CWS) (100.00) to support Emergency Response (ER) services, support implementation of Family First Prevention Services Act (FFPSA) and expansion of Family Strengthening & Prevention Initiative services. The remaining 159.00 staff years span several departments and include increases to enhance public health capacity and bolster Public Health Services infrastructure, enhance present and future nursing & pharmacy operations, support affordable housing programs, programs to end homelessness, and Community Health Workers to provide support for public health education and health promotion programs.
- ◆ Decreases tied to prior year one-time emergency response costs for the Testing, Tracing and Treatment Strategy (T3), Great Plates Delivered program, COVID-19 Positive Recovery Stipend Program, and vaccination costs that occurred during Fiscal Year 2021–22.
- ◆ Increases supporting the Behavioral Health Continuum of Care including but not limited to services for school-based outpatient treatment services for children, increased mental





health services for youth with high acuity needs in foster home settings, and continued expansion of crisis stabilization services.

- ◆ Increases to provide meals, supportive services to assist older individuals as well as younger adults with disabilities to live as independently as possible funded with Older Americans Act (OAA) American Rescue Plan Act (ARPA).
- ◆ Increases for implementation of the Family First Transition Act (FFTA) transition grant which is designed to provide one-time flexible funding to assist with the implementation of FFPSA programs including additional support for evidence based-child abuse prevention, mental health services and in-home parenting skill programs.
- ◆ Increases for software technology to support teleworking and allowing for increased efficiency, productivity, and improved customer response times.
- ◆ Increases to align benefit payments with projected caseload trends in Child Care Program.
- ◆ Increases in employment services and ancillary support for CalWORKs recipients.
- ◆ Increases to address the needs of persons experiencing homelessness or are at risk of homelessness by providing much needed funding for the development of affordable housing through one-time HOME Investment Partnership - American Rescue Plan (HOME-ARP) funding.
- ◆ Increases to advance the implementation of addressing homelessness including a new program to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population, a coordinated eviction prevention program that will provide legal services, housing counseling and outreach and prevention services to people at-risk of or experiencing homelessness, and increases for the APS Home Safe program to provide housing navigation and stabilization services.
- ◆ Increases in the In-Home Supportive Services 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 IHSS Public Authority staffing to support continued caseload growth and increased recruitment of IHSS caregivers.

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 culturally competent response efforts through a health equity lens.

- ◆ 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 to support individuals with substance use disorders and building of behavioral health service capacity through the expansion of crisis services stabilization units and Mobile Crisis Response Teams (MCRT) to support individuals and families who are experiencing a behavioral health crisis.
- ◆ Providing for the increasing aging population by ensuring the optimal mix of services and staffing are in place, continuing to promote food security and senior nutrition, support services, family caregiving and other aging services 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, ensure timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults through the APS program, ensure dependent and older adults, children and the deceased will continue to receive timely, person-centered services to meet their needs in a dignified respectful manner through the Public Administrator/Public Guardian/Public Conservator program, and assisting in the effort to implement a Home Safe program to reduce adult homelessness or experience of being unhoused by older adults.
- ◆ Focusing on affordable housing and homelessness through participation in the State's No Place Like Home program, overseeing the completion of affordable housing projects awarded 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 through a partnership with the Child and Family Strengthening Advisory Board and continued investments improving service delivery by identifying and implementing culturally competent, family centered, child-focused and trauma-informed best practices.
- ◆ 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 increase of \$3.3 million or 0.5% from the Fiscal Year 2021–22 Adopted Operational Plan. This increase primarily relates to the addition of 171.00 staff years across all LUEG departments. Other increases relate to the road maintenance and resurfacing projects, traffic signal improvements, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), implementation of the Regional Decarbonization Framework, establishing the Office of Sustainability and Environmental Justice 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 171.00 staff years in the following departments: Land Use and Environment Group Executive Office to support the implementation of the Regional Decarbonization Framework and policy development; Agriculture, Weights and Measures to support the Pest Detection and Integrated Pest Management divisions due to increased workload; County Library to support library operations; Environmental Health and Quality to support new regulations in the Hazard Materials program and to reduce land development plan review times; Parks and Recreation to support park operations at new and expanded park facilities, capital project and California Environmental Quality Act support, and increased conservation and monitoring activities; Planning & Development Services to support increased workload, implementation of the Climate Action Plan and departmental efforts related to the California Environmental Quality Act; and Department of Public Works to support the Capital Improvement Program, Permanent Road Division management and to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements. In addition, new positions are added to support increased efforts in community engagement, policy development and data analysis for all departments. This results in a total increase of \$23.0 million.
 - ◆ Support ongoing road maintenance and resurfacing projects as well as other road safety improvements for a total increase of \$13.7 million.
 - ◆ Continued investments to improve water quality, support affordable housing opportunities, and promote sustainable management of resources for \$30.9 million. This is funded by one-time General Purpose Revenue which has a net effect of a decrease of expenditures. The central funding is supported by resources in Countywide Finance Other.
 - ◆ Implementation of the Regional Decarbonization Framework for an increase of \$3.0 million.
 - ◆ Sustainability efforts related to the Climate Action Plan Update, General Plan Update, transportation and housing for a total increase of \$9.7 million.
- ◆ The expansion of the San Diego/Safe Destination Lights program, increase trails inventory and conserved lands, and increase park sustainability and reduce carbon footprint for a total increase of \$9.1 million.
 - ◆ Increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making.
 - ◆ The completion of one-time projects and procurements such as design and construction of pedestrian sidewalks and bike lanes, improvements to local water systems, capital projects within the Watershed and Sanitation Districts resulted in a total decrease of \$24.3 million.

Key areas of focus include:

- ◆ Focusing on our commitment to sustainable practices and solutions and ensuring they are reflected through our services across the region.
- ◆ Implementing departmental sustainability plans and the County's Teleworking and Alternative Work Schedule initiative.
- ◆ Committed to helping the County be a leader in sustainability efforts to implement the Regional Decarbonization Framework which will provide a framework for the region to achieve zero carbon.
- ◆ 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.
- ◆ 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.
- ◆ Engaging in a robust outreach process that is based on transparency and includes informing, involving and collaborating with stakeholders so they can confidently participate and have equal access in the decision-making process.





Finance and General Government Group (FGG)

A net **increase of \$22.4 million or 2.9%** from the Fiscal Year 2021–22 Adopted Budget. The increase is primarily due to personnel costs associated with staffing increases in various departments described below, planning for anticipated salary and benefit increases for existing positions, and increases in temporary labor costs for implementation of the new Vote Center model. Finance and General Government also provides support services to a number of County departments, such as information technology, facility and fleet services, and human resources. As a result, overall services and supplies decreases are proposed primarily for contracted services and facility major maintenance projects, with partially offsetting increases in facility security systems, IT software licenses, and applications services. An increase is also proposed for transportation and fleet equipment for County departments.

Major changes include:

- ◆ Increase of 118.00 staff years primarily to improve delivery of services in property assessment and recording functions, enhance facility and fleet management for County departments, improve legal support and analysis services for new and existing County programs, fully implement Vote Centers for elections, provide coordinated countywide economic development activities including opportunities in arts and culture, expand Board Office staffing, and improve community outreach, digital services, and transparency into County services.
 - ◆ Implementation of Vote Center model, including staffing and resources required to respond to increased level of registered voters and increased demand for public records related to election process.
 - ◆ Establishment of the Office of Economic Development and Government Affairs to coordinate regional efforts through the creation of a Comprehensive Economic Development Strategy (CEDS).
 - ◆ Creation of a centralized Public Records Act Unit to act as the main point of contact for public requests, and to coordinate County department responses and to increase transparency into County government.
 - ◆ Implementation of centralized Community Engagement activities, including a language services plan and coordination of enterprise translation services.
 - ◆ Accelerated development of Digital Services program to focus on enhancing the customer experience on the County's internal and external websites, while strengthening the County's data architecture and information management.
 - ◆ Enhanced focus on energy efficiency through facility projects, Electronic Vehicle (EV) purchases, and new energy management software system.
- ◆ Augmentation of staffing and resources for onboarding, training, and administering new County staffing levels across the enterprise.
- Key areas of focus include:
- ◆ Facilitating community engagement and digital services to elevate the public's access to and participation in County government.
 - ◆ Identifying opportunities to improve sustainability efforts in all departments, including reduction of the County's facility footprint through office consolidation, collaboration, and teleworking policies. Continue to reduce the County's total energy consumed (Energy Use Intensity) and greenhouse gas emissions (GHG).
 - ◆ Fostering regionwide economic development efforts through a comprehensive strategy involving key organizations and stakeholders and implementation of the new Office of Economic Development and Government Affairs.
 - ◆ Improving and refining the Budget Equity Assessment Tool and process to ensure that budgetary decisions improve outcomes for Black, Indigenous and People of Color (BIPOC) and low-income and other traditionally underrepresented communities by eliminating inequalities in how resources are allocated.
 - ◆ Maintaining a well-managed Treasurer's Investment Pool.
 - ◆ Initiating central coordination of translation services at the County to ensure culturally sensitive and accurately translated communications that meet the needs of San Diego's multilingual and diverse communities.
 - ◆ Establishing a new Public Records Act Unit that will function as a central point of contact for all Public Records Act requests and make it easier for the public to obtain government records and increase transparency into County processes.
 - ◆ Ramping up the Office of Evaluation, Performance and Analytics to institute enterprise-wide data standards and governance, cross-departmental data sharing, and performance analytics to inform evidence-based policy decisions.
 - ◆ Replacing aging infrastructure and facilities with modern, energy-efficient, well-designed facilities for customers and employees.
 - ◆ 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 **decrease of \$140.7 million or 49.8%** from the Fiscal Year 2021–22 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 2022–23 Capital Program includes \$133.3 million for capital projects and \$8.7 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 2022–23 total \$142.0 million. The projects included in the Capital Program funds are as follows:

- ◆ \$20.0 million for the construction of the Third Avenue Mental Health Inpatient Facility;
- ◆ \$11.0 million for the Edgemoor Psychiatric Unit;
- ◆ \$1.0 million for the completion of the food access initiative located at various facilities across San Diego County; and
- ◆ \$43.6 million for various other major maintenance projects to be capitalized.
- ◆ \$25.0 million for the County Administration Center (CAC) phased renovations;
- ◆ \$20.0 million for the major systems renovation at the Hall of Justice;

- ◆ \$7.5 million to acquire land for the Multiple Species Conservation Program;
- ◆ \$2.9 million for the construction of a Sheriff Station located near Interstate 15 and State Route 76;
- ◆ \$1.0 million for the major systems renovation at the North County Regional Center;
- ◆ \$1.0 million for improvements of the Smuggler's Gulch located in the Tijuana River Valley Regional Park; and
- ◆ \$0.2 million for the acquisition and construction of the Jacumba Fire Station #43.

In Fiscal Year 2023–24, appropriations decrease by \$133.2 million from Fiscal Year 2022–23 and the program includes funding of \$8.8 million for the Edgemoor Development Fund.

Finance Other

A **net decrease of \$56.3 million or 12.1%** from the Fiscal Year 2021–22 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 decrease is primarily due to decreases in one-time capital projects, offset by increases in Public Liability ISF.

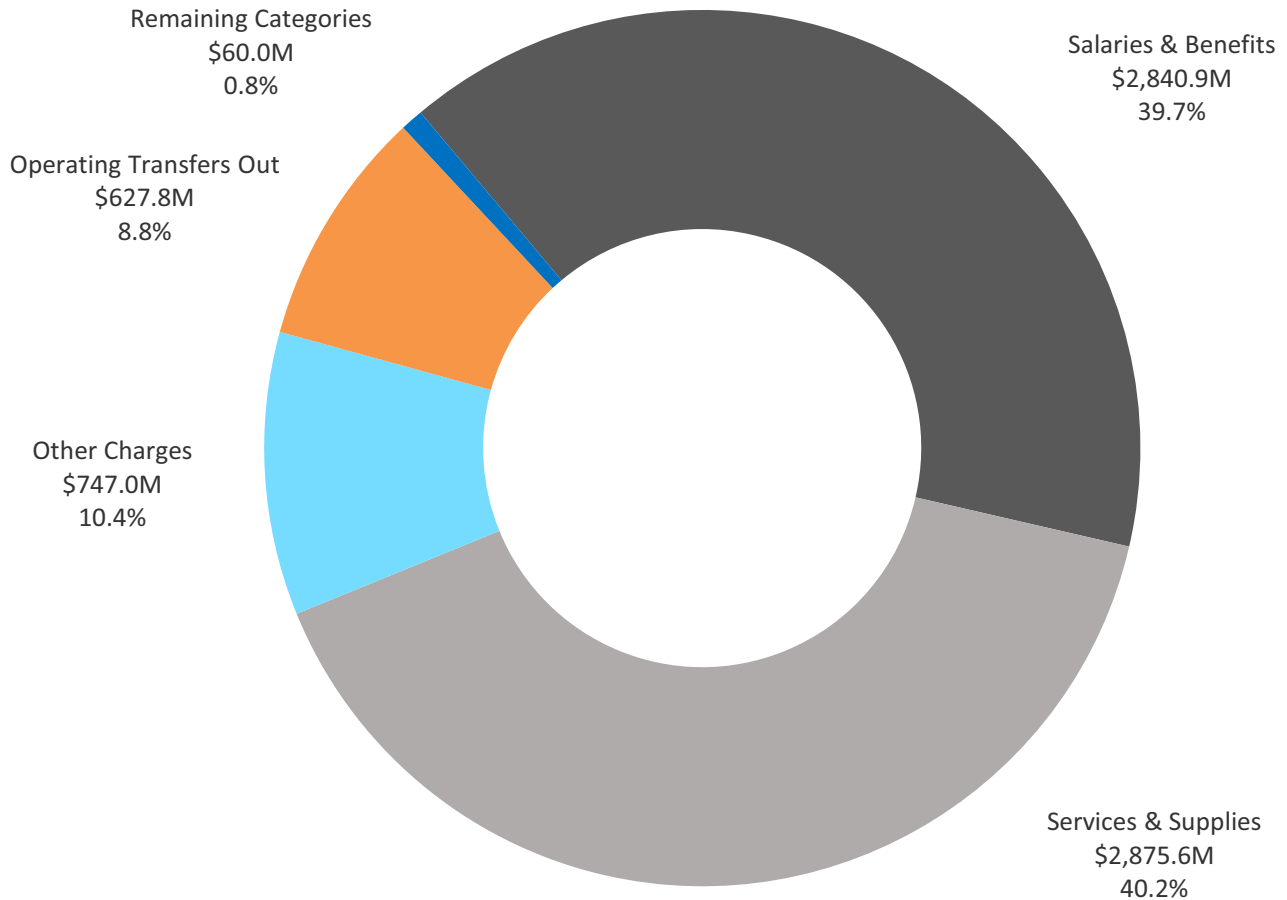




Total Appropriations by Categories of Expenditures

The chart below shows the CAO Recommended Budget detailed by categories of expenditures. As noted previously, the Fiscal Year 2022–23 CAO Recommended Budget is **decreasing overall by \$81.7 million or 1.1%** to \$7.15 billion from the Fiscal Year 2021–22 Adopted Budget and decreasing by \$196.9 million or 2.8% to \$6.95 billion in Fiscal Year 2022–23.

Total Appropriations by Categories of Expenditures Fiscal Year 2022-23: \$7.15 billion



Salaries & Benefits

Salaries & Benefits are **increasing by a net of \$137.4 million or 5.1%** in Fiscal Year 2022–23. This change is due to planning purposes associated with anticipated salary and benefit increases and a net staffing increase of 1,057.00 staff years. This net increase is attributable to additional staffing in all groups with over half of the increase in the Health and Human Services Agency to address the demand for safety net programs, such as CalFresh and Medi-Cal, that has continued to increase as a result of the economic impacts of the pandemic. Additionally, caseloads that were on an upward trajectory prior to the pandemic, such as the In-Home Support Services (IHSS) program where need increases as the population in the region ages, continue to rise.

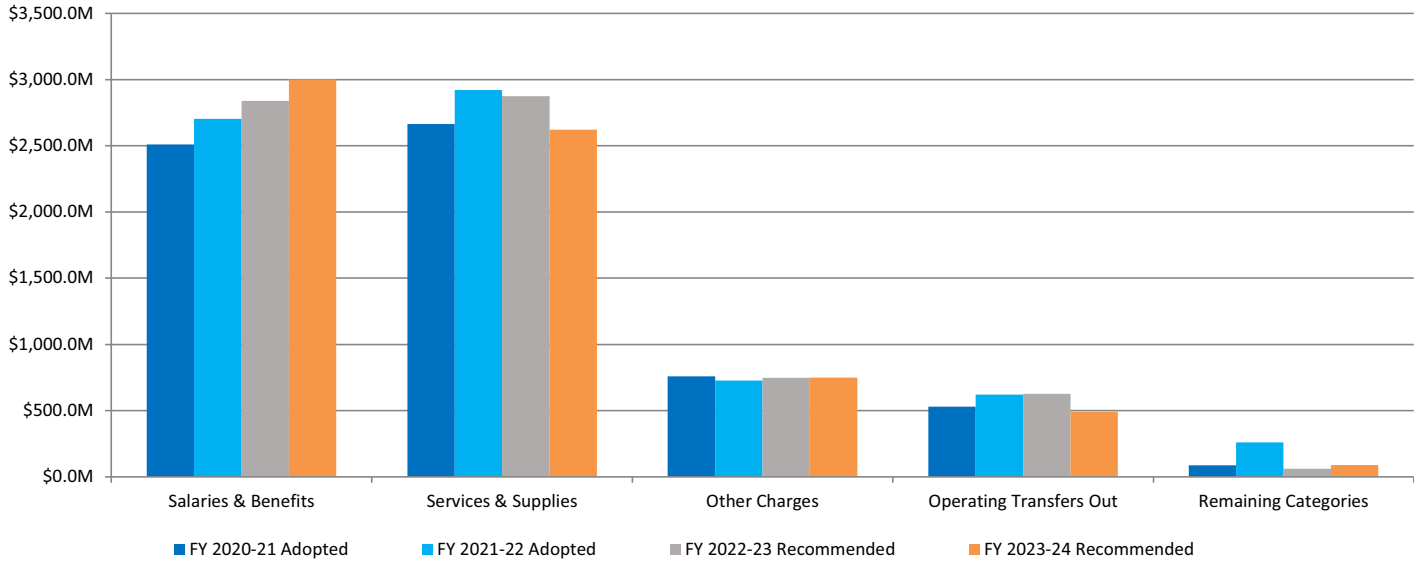
In Fiscal Year 2023–24, Salaries & Benefits are increasing by a net of \$159.4 million or 5.6%, due to planning purposes associated with, a Retirement Contribution Rate increase, increases tied to anticipated salary and benefit increases, retirement contribution increases, amounts for labor negotiations planning purposes, 48.00 staff years due to addition in the Probation Department for the Youth Development Academy, and the reduction of a negative salary adjustment in Fiscal Year 2022–23 to support anticipated full staffing levels in the Sheriff’s Department.

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



Total Appropriations by Categories of Expenditures

Fiscal Years 2020-21 through 2023-24



Total Appropriations by Categories of Expenditures (in millions)					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 2,510.2	\$ 2,703.5	\$ 2,840.9	5.1	\$ 3,000.0
Services & Supplies	2,666.2	2,921.5	2,875.6	(1.6)	2,623.3
Other Charges	759.1	727.0	747.0	2.8	750.0
Operating Transfers Out	529.9	620.8	627.8	1.1	491.3
Remaining Categories:					
<i>Capital Assets/Land Acquisition</i>	143.0	311.0	157.8	(49.3)	100.6
<i>Capital Assets Equipment</i>	39.4	47.5	44.4	(6.5)	33.5
<i>Capital Assets Software</i>	—	0.1	0.1	—	0.1
<i>Expenditure Transfer & Reimbursements</i>	(110.4)	(98.3)	(142.2)	44.6	(44.4)
<i>Contingency Reserves</i>	—	—	—	—	—
<i>Fund Balance Component Increases</i>	—	—	—	—	—
<i>Management Reserves</i>	14.5	—	—	—	—
Total	\$ 6,551.9	\$ 7,233.0	\$ 7,151.3	(1.1)	\$ 6,954.5





Services & Supplies

Services & Supplies are **decreasing by a net of \$45.9 million or 1.6%** in Fiscal Year 2022–23. 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 decrease is \$133.4 million in the Health and Human Services Agency largely driven by the reduction for prior year one-time COVID-19 response costs. An additional decrease of \$3.9 million in Finance & General Government Group are proposed primarily based on a decreases of one-time and ongoing information technology expenditures projected by departments using the IT Outsourcing contract and in projects categorized as non-capital major maintenance projects, with partially offsetting increases in facility security systems, IT software licenses, and applications services. This is offset by increases of \$35.5 million in the Land Use and Environment Group related to the ongoing road maintenance and resurfacing projects, traffic signal improvements, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), implementation of the Regional Decarbonization Framework, 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; \$30.6 million in Finance Other due to increases in Public Liability ISF, offset by decreases in one-time capital projects; and \$25.3 million in the Public Safety Group mostly due to support the new Youth Development Academy and Pretrial services in the Probation Department, and for fire and emergency medical services in San Diego County Fire Protection District.

A decrease of \$252.3 million or 8.8% in Fiscal Year 2023–24 is primarily due to the anticipated completion of one-time projects and COVID response efforts.

Other Charges

Other Charges are **increasing by a net of \$20.1 million or 2.8%** in Fiscal Year 2022–23. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts. The overall increase is largely driven in the Public Safety Group primarily in the Sheriff's Department to support the comprehensive medical and mental health services contract.

An increase of \$2.9 million or 0.4% is projected in Fiscal Year 2023–24.

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 \$7.0 million or 1.1%** in Fiscal Year 2022–23. The most significant increases are in the Public Safety Group Executive Office associated with the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement services and public safety focused services, information technology, facility costs, fleet and other operational costs, George Bailey Detention Facility renovation. This is offset by \$85.6 million in Finance Other for Contributions to Capital Program.

A decrease of \$136.5 million or 21.7% is projected for Fiscal Year 2023–24 primarily due to the nonrecurrence of one-time items from the prior year.

Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **decreasing by \$153.3 million or 49.3%** in Fiscal Year 2022–23.

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 \$57.2 million or 36.2% is projected for Fiscal Year 2023–24 due to a decrease in planned appropriations to support one-time projects.

Capital Assets Equipment

Capital Assets Equipment is **decreasing by \$3.1 million or 6.5%** in Fiscal Year 2022–23. This account primarily includes routine Internal Service Fund (ISF) purchases of replacement vehicles and heavy equipment. It also includes appropriations for information technology hardware and communications equipment. Amounts may vary from year to year.

A decrease of \$10.9 million or 24.5% is anticipated in Fiscal Year 2023–24.

Expenditure Transfer & Reimbursements

Expenditure Transfer & Reimbursements are **decreasing by \$43.9 million or 44.6%** in Fiscal Year 2022–23. 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. This amount includes investments to improve water quality, support affordable housing opportunities, and promote sustainable management of resources for



ALL FUNDS: TOTAL APPROPRIATIONS

\$30.9 million. This is funded by one-time General Purpose Revenue which has a net effect of a decrease of expenditures. The central funding is supported by resources in Finance Other.

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

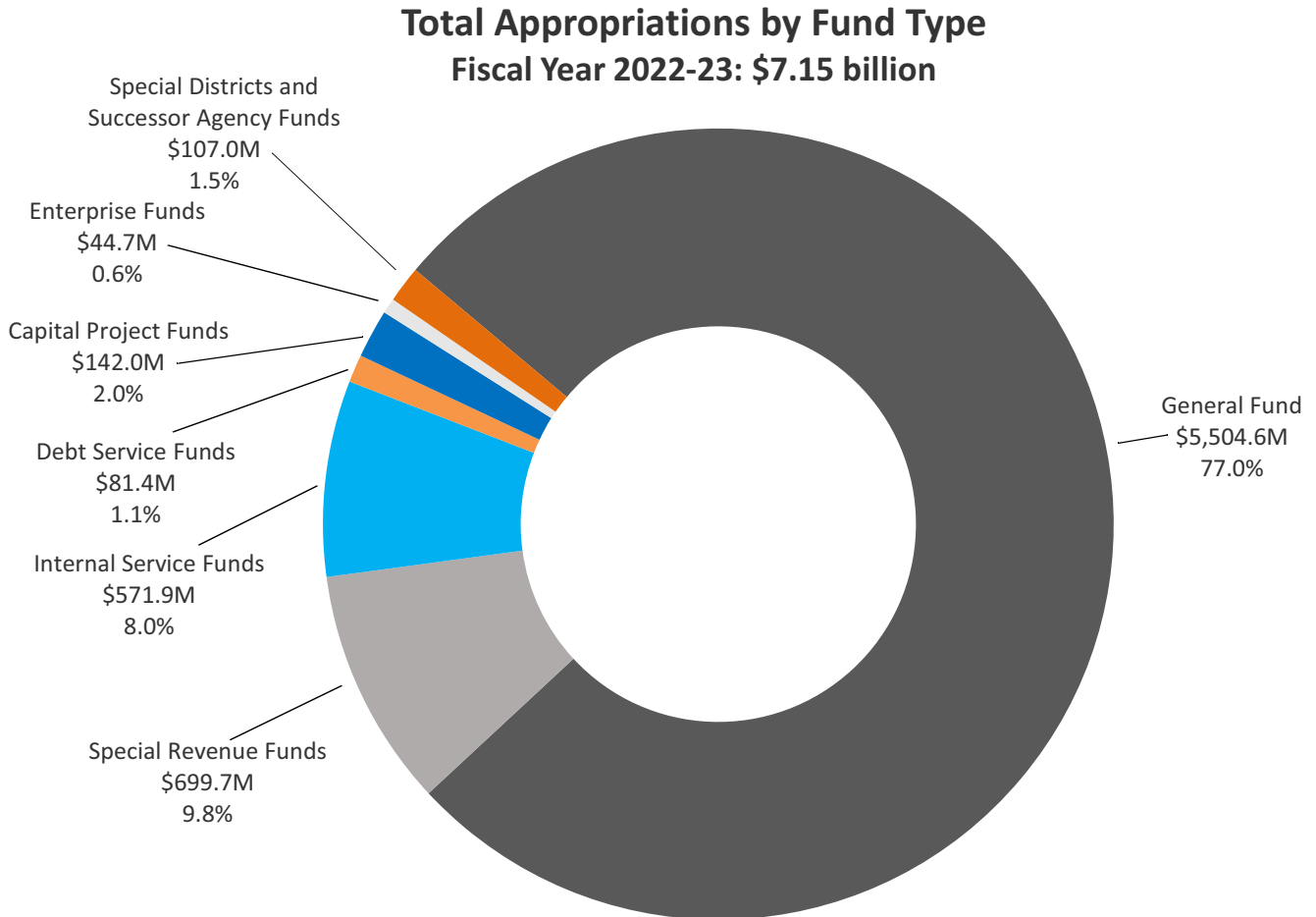
assistance cases for the HHSA. The DCSS offsets the budgeted expenses with a negative amount in the Expenditure Transfer & Reimbursements account. HHSA budgets the expense for that activity in a Services & Supplies account offset by the appropriate State or federal revenue account.

An increase of \$97.8 million or 68.8% is anticipated in Fiscal Year 2023–24 due to completion of centrally funded one-time projects.



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.

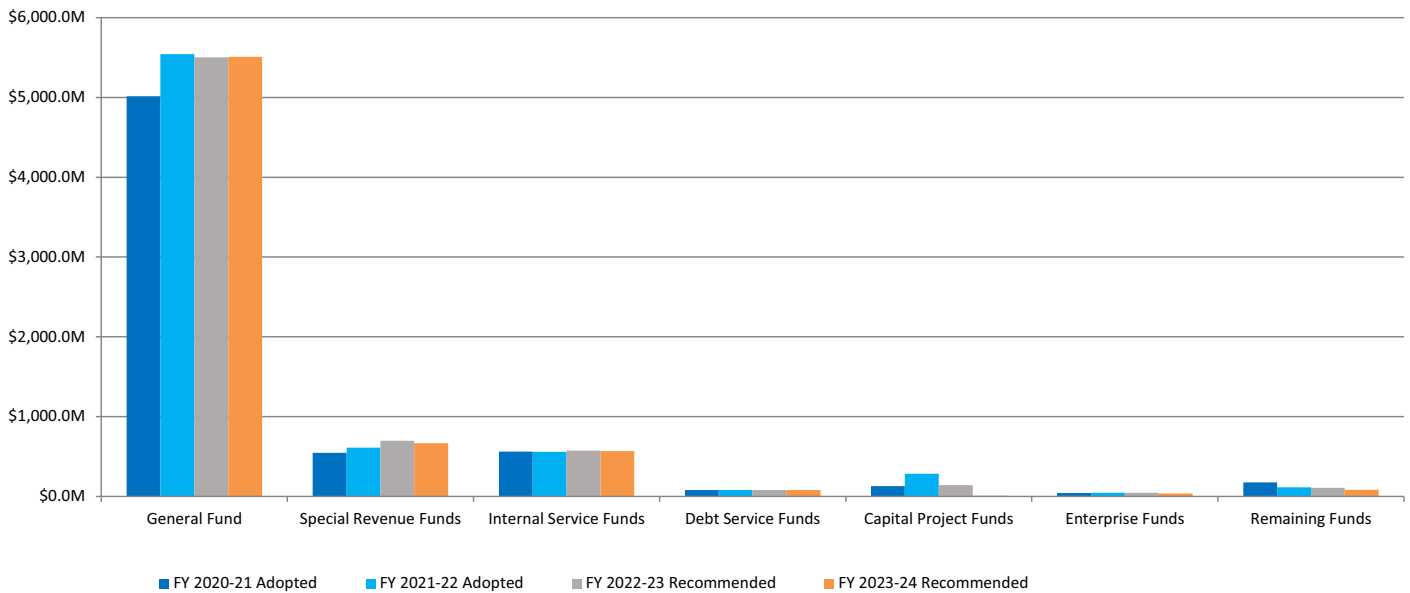
Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Asset Forfeiture and Proposition 172 funds.

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 2020-21 through 2023-24



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Recommended Budget	% Change	Fiscal Year 2023-24 Recommended Budget	
General Fund	\$ 5,013.8	\$ 5,540.9	\$ 5,504.6	(0.7)	\$ 5,510.2	
Special Revenue Funds	547.5	611.9	699.7	14.4	666.1	
Internal Service Funds	562.7	559.0	571.9	2.3	566.1	
Debt Service Funds	81.5	81.5	81.4	(0.1)	81.5	
Capital Project Funds	129.7	282.7	142.0	(49.8)	8.8	
Enterprise Funds	41.7	45.1	44.7	(1.1)	37.7	
Special Districts and Successor Agency	175.0	111.9	107.0	(4.4)	84.1	
Total	\$ 6,551.9	\$ 7,233.0	\$ 7,151.3	(1.1)	\$ 6,954.5	





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.

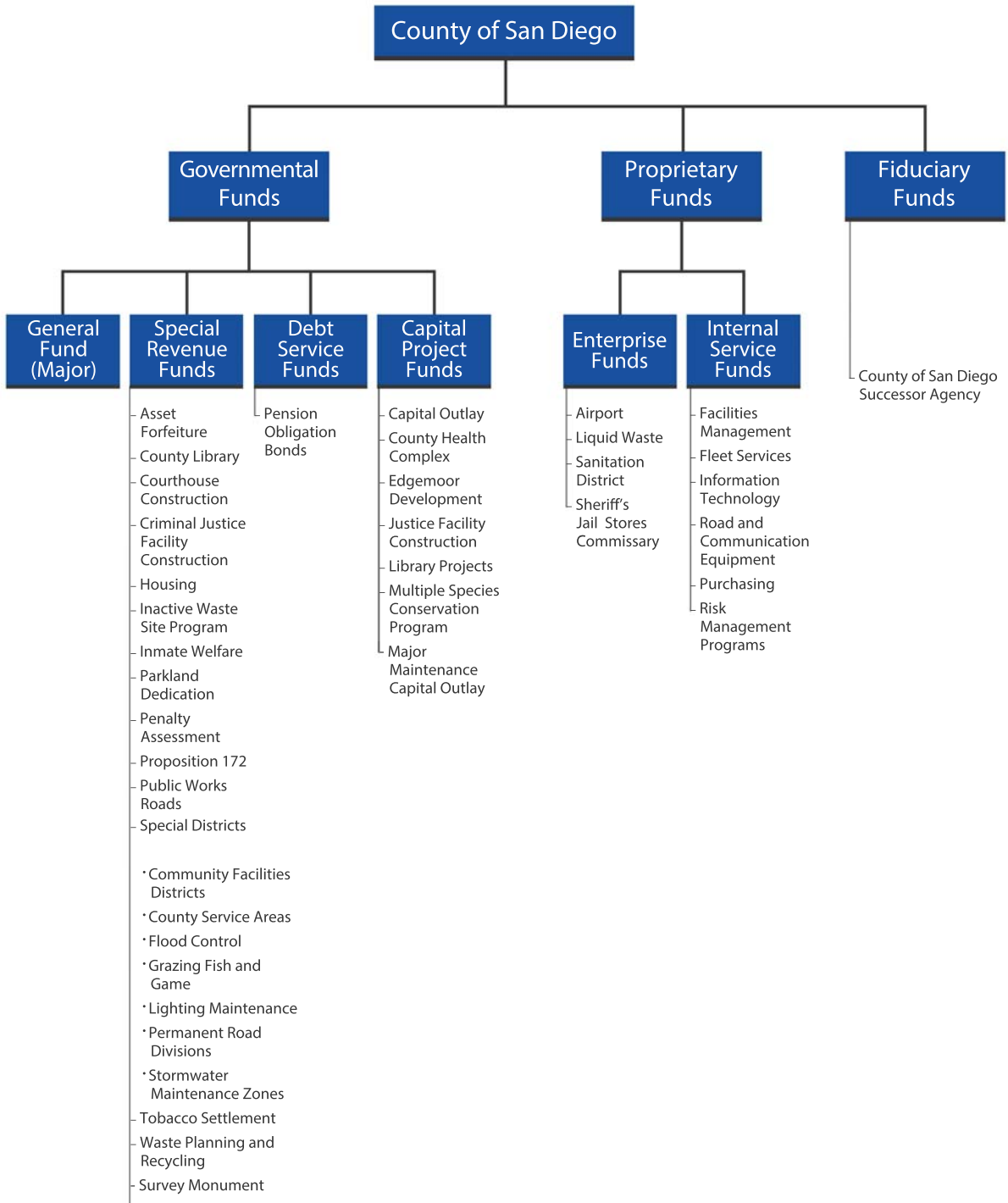
Fiduciary Funds

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





Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County’s business groups as of July 1, 2022. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

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



ALL FUNDS: TOTAL APPROPRIATIONS

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY	FIDUCIARY	
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Environmental Health and Quality	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
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	✓					✓	
Office of Evaluation, Performance and Analytics	✓						
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Treasurer-Tax Collector	✓						
Capital Program	✓			✓			
Finance Other	✓		✓			✓	





Appropriations Limits

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

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

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

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

San Diego County Appropriations Limit (in millions)					
	Fiscal Year 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22
Gann Limit	\$ 5,264	\$ 5,509	\$ 5,752	\$ 5,982	\$ 6,301
Appropriations subject to the limit	\$ 1,967	\$ 2,121	\$ 2,264	\$ 2,201	\$ 2,369





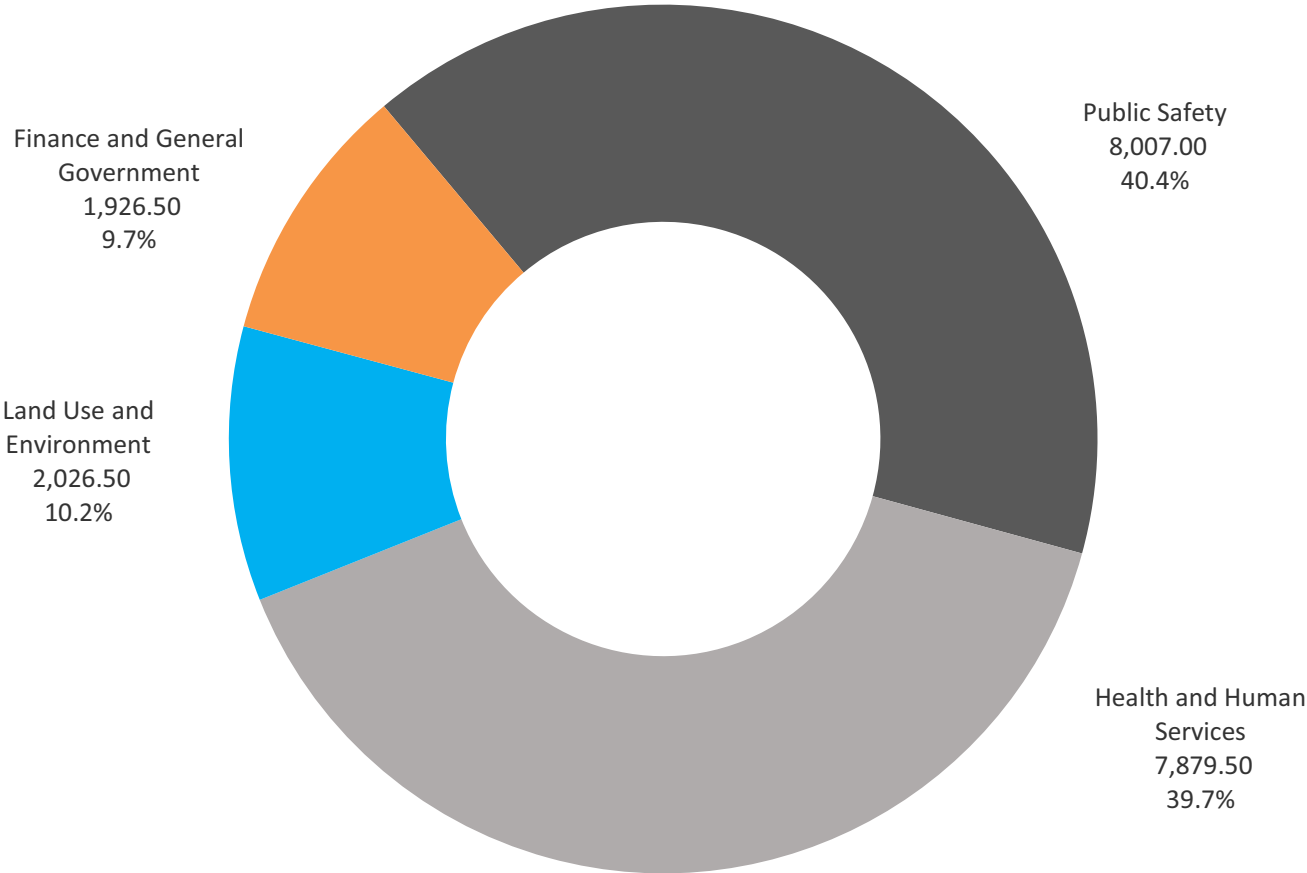
All Funds Total Staffing

Total Staffing by Group/Agency

Total staff years¹ for Fiscal Year 2022–23 increased by **1,057.00** from the Adopted Budget for Fiscal Year 2021–22, an increase of 5.6% to a total of 19,839.50 staff years.

This net increase is attributable to increased staffing in all groups. The staffing changes are summarized by business group in the chart below.

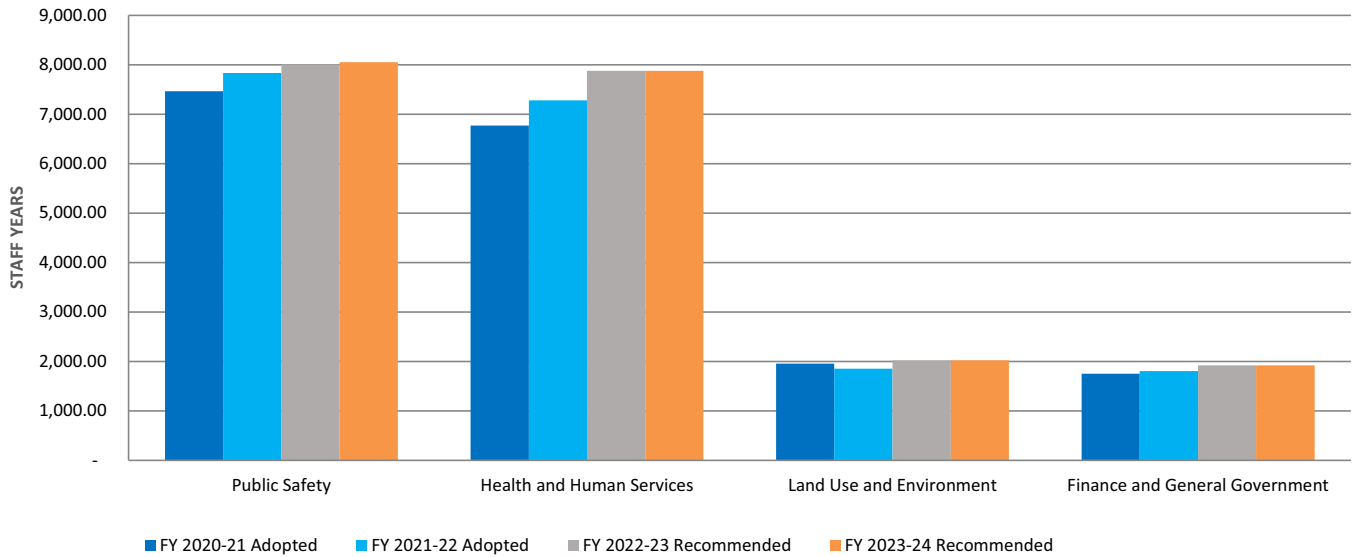
Total Staffing by Group/Agency Fiscal Year 2022-23: 19,839.50 Staff Years



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

ALL FUNDS TOTAL STAFFING

Total Staffing by Group/Agency
Fiscal Years 2020-21 through 2023-24



Total Staffing by Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety	7,470.00	7,834.00	8,007.00	173.00	2.2	8,055.00
Health and Human Services	6,772.50	7,284.50	7,879.50	595.00	8.2	7,879.50
Land Use and Environment	1,956.50	1,855.50	2,026.50	171.00	9.2	2,026.50
Finance and General Government	1,754.50	1,808.50	1,926.50	118.00	6.5	1,926.50
Total	17,953.50	18,782.50	19,839.50	1,057.00	5.6	19,887.50

Public Safety Group (PSG)

PSG has a **net increase of 173.00 staff years, or 2.2%**, to address key initiatives and operational requirements.

- ◆ Public Safety Group Executive Office increases by 1.00 staff year for the integration of justice system programs and initiatives to reduce in custody populations and improve justice system outcomes.
- ◆ District Attorney increases by 20.00 staff years to address workload changes and to support key initiatives that include the South County Trauma Recovery Center (TRC), State Senate Bill (SB) 775, Felony murder: resentencing, services for victims of crime, and transitional age youth diversion program.
- ◆ Sheriff’s Department increases by a net of 24.00 staff years for the implementation of the Body- Worn Camera program in detention facilities; to fulfill the requirement to release records under the legislative mandate of the Senate Bill (SB)

1421, Peace officers: release of records and under the California Public Records Act; to support medical operational management responsibilities; increased workload to process evidence and seized property; to support the administration of Homeland Security Program Grant and provide analysis for the Regional Auto Theft Task Force; to oversee the County Security Initiative program; to support the County’s Very High Frequency (VHF) radio system and the management of information technology equipment; for increase in law enforcement security services requested by the Health and Human Services Agency at the San Diego County Psychiatric Hospital; for law enforcement services requested by a contract city and North County Transit District; offset by a decrease due to the termination of the agreement with Grossmont Cuyamaca Community College District.



- ◆ Office of Emergency Services increases by 12.00 staff years due to the transfer of staff from County Fire as a result of reorganization efforts to centralize fiscal and finance functions and for staff to support the County Security Initiative program.
 - ◆ Department of Animal Services increases by 1.00 staff year to coordinate emergency responses and the Animal Control Officer academy.
 - ◆ Medical Examiner increases by 6.00 staff years to address increased caseload in investigations, toxicology, pathology and administration, and to further enhance the department's data analytics.
 - ◆ Probation Department increases by 25.00 staff years for the operations of the Pretrial Services Program, to support the Youth Development Academy, and to assist Child Welfare Services with background checks.
 - ◆ Public Defender increases by 90.00 staff years for increased case responsibilities and activities to address requirements in state legislation and retroactive case review; for trial, investigative and clerical support; to support the Fresh Start program, Collaborative Courts, Mental Health Unit, Indigent Defense, and post-conviction relief activities: IT support; and increased finance activities.
 - ◆ County Fire decreases by 6.00 staff years due to the transfer of staff to the Office of Emergency Services (11.00 staff years) to centralize fiscal and finance functions, offset by an increase of (5.00 staff years) to support the Roadside Vegetation Management and the Community Paramedicine programs.
- In Fiscal Year 2023–24, there is an increase of 48.00 staff years in Probation Department for the Youth Development Academy.

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety	7,470.00	7,834.00	8,007.00	173.00	2.2	8,055.00
Public Safety Executive Office	14.00	14.00	15.00	1.0	7.1	15.00
District Attorney	991.00	1,006.00	1,026.00	20.00	2.0	1,026.00
Sheriff	4,381.00	4,695.00	4,719.00	24.00	0.5	4,719.00
Child Support Services	497.00	461.00	461.00	—	0.0	461.00
Office of Emergency Services	21.00	21.00	33.00	12.00	57.1	33.00
Animal Services	61.00	61.00	62.00	1.00	1.6	62.00
Medical Examiner	57.00	60.00	66.00	6.00	10.0	66.00
Probation	1,007.00	1,009.00	1,034.00	25.00	2.5	1,082.00
Public Defender	414.00	442.00	532.00	90.00	20.4	532.00
San Diego County Fire	27.00	65.00	59.00	(6.00)	(9.2)	59.00



Health and Human Services Agency (HHS)

HHS has a **net increase of 595.00 staff years or 8.2%** from the Fiscal Year 2021–22 Adopted Budget. The increases are spread among the programs to address increasing caseloads and bolster several County priority areas. There were also transfers within the Agency that occurred mid-year among divisions.

- ◆ Self-Sufficiency Services (SSS): increase of 119.00 staff years; 100.00 staff years to continue to deliver essential safety net services to residents timely, effectively and efficiently. Over the last 2 years, SSS has added over 316,000 new participants to its programs and continues to receive a record high of new applications each month. This includes a 40.5% participation increase to CalFresh and a 38% increase to Medi-Cal. Both of these programs 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. In addition, the increased staff years will also address workload impact associated with existing caseload due to the expiration of COVID-19 federal and State waivers; 20.00 staff years due to the transfer of the Office of Military & Veterans Affairs (OMVA) to SSS to enhance the alignment of integrated functions within HHS; and 1.00 staff year due to a transfer from Homeless Solutions and Equitable Communities (HSEC) to support operational needs; offset partially by a decrease of 2.00 staff years due to a transfer to Administrative Support for operational needs.
- ◆ Aging & Independence Services (AIS): increase of 121.00 staff years; 60.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads and ensure timely and thorough assessments to support the provision of services to IHSS recipients to maximize their independence in the home of their choice; 34.00 staff years in the Adult Protective Services (APS) program to provide timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults with the continued growth due to the State expansion by lowering the age to 60 in APS; 13.00 staff years in Public Administrator/Public Guardian/Public Conservator (PA/PG/PC) to address continued growth in caseloads and to continue to provide timely person-centered services; 6.00 staff years in APS Home Safe program to reduce adult homelessness or experience of being unhoused by older adults; and 8.00 staff years to support Multipurpose Senior Services Program (MSSP), Aging Roadmap, California Department of Aging (CDA), and Ombudsman programs.
- ◆ Behavioral Health Services (BHS): net increase of 94.00 staff years; 46.00 staff to provide oversight and enhanced direction to the growing mental and substance use disorders (SUD) services across the County; 37.00 staff years to support and enhance service delivery in County operated mental health clinics; 15.00 staff years for inpatient health services primarily to reduce reliance on temporary staffing for increased healthcare custodial needs at the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor Hospital; 12.00 staff years to support services for youth engaged with the justice system; 5.00 staff years to provide administrative and clinical oversight to support the harm reduction strategy as approved by the Board of Supervisors on December 7, 2021 (22); offset by a transfer of 21.00 staff years to Medical Care Services Department (MCSD) to enhance present and future Pharmacy operations.
- ◆ Child Welfare Services (CWS): net increase of 99.00 staff years; 68.00 staff years to support Emergency Response (ER) services; 15.00 staff years to support the multi-faceted needs and ensure the safety of youth entering foster care, compliance with additional State requirements, and expansion of Family Strengthening & Prevention Initiative services; 10.00 staff years to the Placement Integration Unit to support quality placement efforts to locate relatives, maintain children in a familiar environment, and support the child's sense of safety, permanency, and well-being; 7.00 staff years to create the Department of Child & Family Well-Being to align the County's child abuse and neglect prevention efforts and support implementation of the Family First Prevention Services Act (FFPSA); offset by a transfer of 1.00 staff year to Administrative Support Services to support operational needs.
- ◆ Public Health Services (PHS): net decrease of 107.00 staff years; 172.00 staff years due to a transfer to the new Medical Care Services Department (MCSD) to enhance present and future Nursing operations; 8.00 staff years due to a transfer to Administrative Support to support operational needs; offset by an increase of 24.00 staff years to support the transition of the Immunization Program from Contractor to In-House; 11.00 staff years to enhance public health capacity and bolster Public Health Services infrastructure; 8.00 staff years to support investigations and data analysis of infectious diseases and augment capacity in Office of Vital Records and Statistics; 8.00 staff years to augment staffing capacity for TB Elimination and Contact Investigation Team to conduct surveillance and contact tracing for active TB cases; 7.00 staff years in California Children's Services (CCS) unit to enhance case management and support the children's well-being; 5.00 staff years to support water quality testing that will reduce exposure to contaminated water and reduce potential illnesses in the community; 4.00 staff years to support the Clean Syringe Services program to provide direct patient care in the STD clinics; 3.00 staff years to provide oversight and support the Getting to Zero Initiative program; 2.00 staff years due to transfer from Homeless Solutions and Equitable Communities (HSEC) to support operational needs; and 1.00 staff year for implementation of the Office of Violence Prevention (OVP) program.



- ◆ **Administrative Support:** net increase of 50.00 staff years; 42.00 staff years due to a transfer of Office of Strategy and Innovation (OSI) from HSEC to enhance the alignment of the integrated functions within HHSA; 17.00 staff years across various administrative support departments to support operational needs in human resources, fiscal, information technology and other administrative support; 8.00 staff years due to a transfer from PHS to support operational needs; 2.00 staff years transfer from SSS for operational needs; 1.00 staff year transfer from CWS for operational needs; offset by a transfer of 20.00 staff years due to the transfer of OMVA to SSS to enhance the alignment of the integrated functions within HHSA.
- ◆ **Housing & Community Development Services (HCDS):** increase of 26.00 staff years; 14.00 staff years in Housing Choice Voucher (HCV) programs to administer and issue additional vouchers awarded to Housing Authority; 5.00 staff years to administer, coordinate, and monitor the County's increasing affordable housing efforts for local, state, and federal programs; 4.00 staff years to support HOME Investment Partnership - American Rescue Plan (HOME-ARP) and HUD Cares Act programs; and 3.00 staff years to provide IT and Fiscal support for increased workload in HCV, community development programs, and to streamline document imaging process.
- ◆ **Medical Care Services Department (MCSD):** increase of 222.00 staff years; 172.00 staff years due to a transfer from PHS to enhance present and future Nursing operations; 21.00 staff years due to a transfer from BHS to enhance present and future Pharmacy operations; 13.00 staff years tied to the implementation of the California San Diego Advancing and Innovating Medi-Cal (Cal-SDAIM) program; 8.00 staff years for Clinical and Nursing Support to address the operational aspects of nursing programs; and 8.00 staff years to augment Pharmacy staffing for program sustainability and to enhance the pharmaceutical services delivery to County programs in the Clinical Pharmacy.
- ◆ **Homeless Solutions and Equitable Communities (HSEC):** net decrease of 29.00 staff years; 42.00 staff years due to the transfer of OSI to Administrative Support to enhance the alignment of integrated functions within the HHSA; 2.00 staff years due to transfer to PHS to support operational needs; 1.00 staff year due to transfer to SSS to support operational needs; offset by an increase of 12.00 Community Health Workers to provide support for public health education and health promotion programs, facilitate access to services, and improve the quality and cultural competence of service delivery within the community; and increase of 4.00 staff years to support operational needs and programs to end homelessness and devote efforts to upstream prevention.

In Fiscal Year 2023–24, no change in staffing is recommended.

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2023–24 Recommended Budget
Health and Human Services	6,772.50	7,284.50	7,879.50	595.00	8.2	7,879.50
Self Sufficiency Services	2,529.00	2,613.00	2,732.00	119.00	4.6	2,732.00
Aging & Independence Services	449.00	492.00	613.00	121.00	24.6	613.00
Behavioral Health Services	1,006.50	1,113.50	1,207.50	94.00	8.4	1,207.50
Child Welfare Services	1,492.00	1,531.00	1,630.00	99.00	6.5	1,603.00
Public Health Services	709.00	837.00	730.00	(107.00)	(12.8)	730.00
Administrative Support	457.00	383.00	433.00	50.00	13.1	433.00
Housing & Community Development Services	130.00	130.00	156.00	26.00	20.0	156.00
Medical Care Services	—	—	222.00	222.00	0.0	222.00
Homeless Solutions and Equitable Communities	—	185.00	156.00	(29.00)	(15.7)	156.00



Land Use and Environment Group (LUEG)

LUEG has a **net increase of 171.00 staff years or 9.2%**.

- ◆ Land Use and Environment Group Executive Office: increases by 12.00 staff years. Within the Executive Office, 6.00 staff years will support regional decarbonization efforts, increased efforts in community engagement, policy development and implementation, and data analysis. In the newly established Office of Sustainability and Environmental Justice, 6.00 staff years will coordinate the office’s sustainability and environmental justice efforts with each of the County’s four business groups, focus on funding/grant management and assess costs, benefits, and priorities for sustainability activities.
- ◆ Agriculture, Weights and Measures: increases by 20.00 staff years to support the Pest Detection and Integrated Pest Management divisions due to increased workload, support increased efforts in community engagement, policy development and implementation, and data analysis and to meet new Electric Vehicle Charging Station testing mandate.
- ◆ County Library: increases by 8.00 staff years to support library operations and administration and support increased efforts in community engagement, policy development and implementation, and data analysis.
- ◆ Environmental Health and Quality: increases by 20.00 staff years to support the Microenterprise Home Kitchen program, support increased efforts in community engagement, policy development and implementation, and data analysis, increased plan check reviews in the Food and Housing Division, support the Hazardous Materials Division and reduce land development plan review times in the Land and Water Quality Division.
- ◆ Parks and Recreation: increases by 36.00 staff years to support the Multiple Species Conservation Plan, support daily operations and maintenance of the new and expanded parks under construction in Calavo Park, Lindo Lake, Waterfront Park and Park Circle, support increased efforts in community engagement, policy development and implementation, and data analysis, support the Capital Projects program and provide administrative support across all divisions and operations within the department.
- ◆ Planning & Development Services: increases by 35.00 staff years to support public outreach and education and manage the sustained increased workload in Code Compliance, support increased efforts in community engagement, policy development and implementation, and data analysis, support Transportation and Housing priorities, support sustained increased workload within Land Development and Building divisions, provide administrative and information technology support for all divisions, support the implementation of the Climate Action Plan and regional sustainability and support departmental efforts related to the California Environmental Quality Act.
- ◆ Public Works: increases by 40.00 staff years to support the Capital Improvement Program, provide administrative, information technology and fleet management support for all divisions, support environmental review and compliance, support the Permanent Road Division management, support the Litter Abatement & Vegetation Management, support Road Resurfacing Program to implement the Pavement Condition Index (PCI) to 70, to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025, to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements, support increased efforts in community engagement, policy development and implementation, and data analysis, comply with Working Families Ordinance requirements for contractors and leases and support the Airport operations.

In Fiscal Year 2023–24, no change in staffing is recommended.





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
Land Use and Environment	1,956.50	1,855.50	2,026.50	171.00	9.2	2,026.50
Land Use and Environment Executive Office	13.00	21.00	33.00	12.00	57.1	33.00
Agriculture, Weights and Measures	179.00	179.00	199.00	20.00	11.2	199.00
Air Pollution Control District	164.00	—	—	—	0.0	—
County Library	284.50	286.50	294.50	8.00	14.5	294.50
Environmental Health and Quality	309.00	313.00	333.00	20.00	14.8	333.00
Parks and Recreation	235.00	249.00	285.00	36.00	7.0	285.00
Planning & Development Services	232.00	237.00	272.00	35.00	2.8	272.00
Public Works	540.00	570.00	610.00	40.00	6.4	610.00

Finance and General Government Group (FGG)

FGG has a **net increase of 118.00 staff years or 6.5%**.

- ◆ Finance and General Government Group Executive Office: net increase of 10.50 staff years.
 - ◆ Increase of 16.50 staff years for the newly created Office of Economic Development & Government Affairs (EDGA) as follows:
 - ◆ 8.50 staff years for the legislative program, including federal policy representation in Washington DC, local program oversight, and analysis and support for EDGA;
 - ◆ 3.00 staff years for the Economic Development and Prosperity division of EDGA to implement countywide economic coordination and arts and culture initiatives;
 - ◆ 5.00 staff years for a Grants Office to oversee the County's Community Enhancements, Neighborhood Reinvestment Program, and other selected programs.
 - ◆ EDGA staffing level will be achieved through the addition of 7.00 new staff years, transfer of 4.50 staff years from the CAO's Office of Strategy & Intergovernmental Affairs, transfer of 2.00 staff years from Auditor and Controller, and internal transfer of 3.00 staff years from the FGG Executive Office's Office of Financial Planning.
 - ◆ Decrease of 3.00 staff years to reflect internal transfer of positions from the FGG Executive Office's Office of Financial Planning to EDGA as described above.
 - ◆ Decrease of 3.00 staff years to reflect transfer of positions currently under the FGG Executive Office's Data Performance and Analytics Unit to the recently created Office of Evaluation, Performance and Analytics.

- ◆ Decrease of 3.00 staff years to reflect transfer of positions currently under the FG3 Executive Office's Data Performance and Analytics Unit to the recently created Office of Evaluation, Performance and Analytics, replacing 3.00 staff years created for that office in the current fiscal year.
- ◆ Decrease of 3.00 staff years to reflect internal realignment of positions between Office of Financial Planning and Executive Office to achieve new program initiatives described above.
- ◆ Board of Supervisors: increase of 10.00 staff years in the district offices to support outreach and other activities for residents located in each district. This increase reflects a Board action taken on July 13, 2021 (18) to address staffing needs.
 - ◆ District 1: increases by 2.00 staff years.
 - ◆ District 2: increases by 2.00 staff years.
 - ◆ District 3: increases by 2.00 staff years.
 - ◆ District 4: increases by 2.00 staff years.
 - ◆ District 5: increases by 2.00 staff years.
- ◆ Assessor/Recorder/County Clerk: increase of 27.00 staff years to realign operational needs, mitigate risks to the Assessment roll, and assist the public more efficiently by improving customer service wait time and reducing delays in processing mail-in requests.
- ◆ Chief Administrative Office: net decrease of 1.50 staff years. Decrease of 4.50 staff years due to a transfer to the FG3 Executive Office for the newly established Office of Economic Development & Government Affairs, offset by 2.00 staff years



ALL FUNDS TOTAL STAFFING

added to the Office of Equity and Racial Justice for operational support, including social equity programs and 1.00 staff year added to the Office of Ethics and Compliance for human resource and administrative support.

- ◆ Auditor and Controller: decrease of 2.00 staff years due to realignment of operational needs in the Office of Economic Development & Government Affairs to support grant administration activities.
- ◆ County Technology Office: increase of 3.00 staff years for support of Community Engagement and Digital Services initiatives, including the transfer of an existing position from County Communications Office.
- ◆ Citizens Law Enforcement Review Board: increase of 1.00 staff year for analytical support of operations, driven by increases in departmental activities.
- ◆ Clerk of the Board of Supervisors: increase of 2.00 staff years to support the centralized Public Records Act Unit for increased enterprise transparency.
- ◆ Office of County Counsel: increase of 15.00 staff years to provide legal support and advice on implementation, program design, and regulatory compliance across all County groups.
- ◆ County Communications Office: net increase of 2.00 staff years. Increase of 2.00 staff years to support Community Engagement initiative, and 1.00 staff year for coordination of enterprise translation services. Decrease of 1.00 staff year to reflect transfer of existing position to County Technology Office for support of Community Engagement and Digital Services initiatives.
- ◆ Department of Human Resources: increase of 7.00 staff years to provide expanded human resources support to the enterprise due to the overall growth in Countywide staffing,

increased focus on equity initiatives, and increased activities for internal service fund operations related to procurement and workers' compensation.

- ◆ General Services: increase of 32.00 staff years.
 - ◆ Increase of 29.00 staff years in the Facilities Management Internal Service Fund, including 15.00 staff years to support increased facility maintenance obligations and operational needs associated with program growth in mail services, 6.00 staff years to support growth in real estate projects related to development, surplus property and affordable housing, 4.00 staff years to keep pace with overall administrative and analytical demand from enterprise activities, 3.00 staff years to support growth in capital and major maintenance project management, and 1.00 staff year to support energy & sustainability initiatives.
 - ◆ Increase of 3.00 staff years in the Fleet Internal Service Fund to support implementation of the Electric Vehicle (EV) Roadmap, increased operational requirements for management of vehicle inventory, and COC Fleet Garage operations.
- ◆ Department of Purchasing and Contracting: increase of 6.00 staff years to support continued increase in demand for procurement and contracting support, primarily in Health and Human Services Agency.
- ◆ Registrar of Voters: increase of 6.00 staff years to support increased temporary staffing requirements of new Vote Center model, and to keep pace with increases in voter registration, election activities, and public information requests.

In Fiscal Year 2023–24, no change in staffing is recommended.





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Change	% Change	Fiscal Year 2022–23 Recommended Budget
Finance and General Government	1,754.50	1,808.50	1,926.50	118.00	6.5	1,926.50
Finance and General Government Group Executive Office	25.00	32.00	42.50	10.50	32.8	42.50
Board of Supervisors	60.00	72.00	82.00	10.00	13.9	82.00
Assessor/Recorder/County Clerk	419.50	419.50	446.50	27.00	6.4	446.50
Treasurer-Tax Collector	123.00	123.00	123.00	—	0.0	123.00
Chief Administrative Office	16.50	26.50	25.00	(1.50)	(5.7)	25.00
Auditor and Controller	236.50	235.50	233.50	(2.00)	(0.8)	233.50
County Technology Office	14.00	14.00	17.00	3.00	21.4	17.00
Citizens’ Law Enforcement Review Board	8.00	8.00	9.00	1.00	12.5	9.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	28.00	30.00	2.00	7.1	30.00
County Counsel	148.00	150.00	165.00	15.00	10.0	165.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	122.00	124.00	131.00	7.00	5.6	131.00
County Communications Office	21.00	21.00	23.00	2.00	9.5	23.00
General Services	395.00	395.00	427.00	32.00	8.1	427.00
Purchasing and Contracting	66.00	68.00	74.00	6.00	8.8	74.00
Registrar of Voters	69.00	69.00	75.00	6.00	8.7	75.00
Office of Evaluation, Performance and Analytics	—	20.00	20.00	—	0.0	20.00





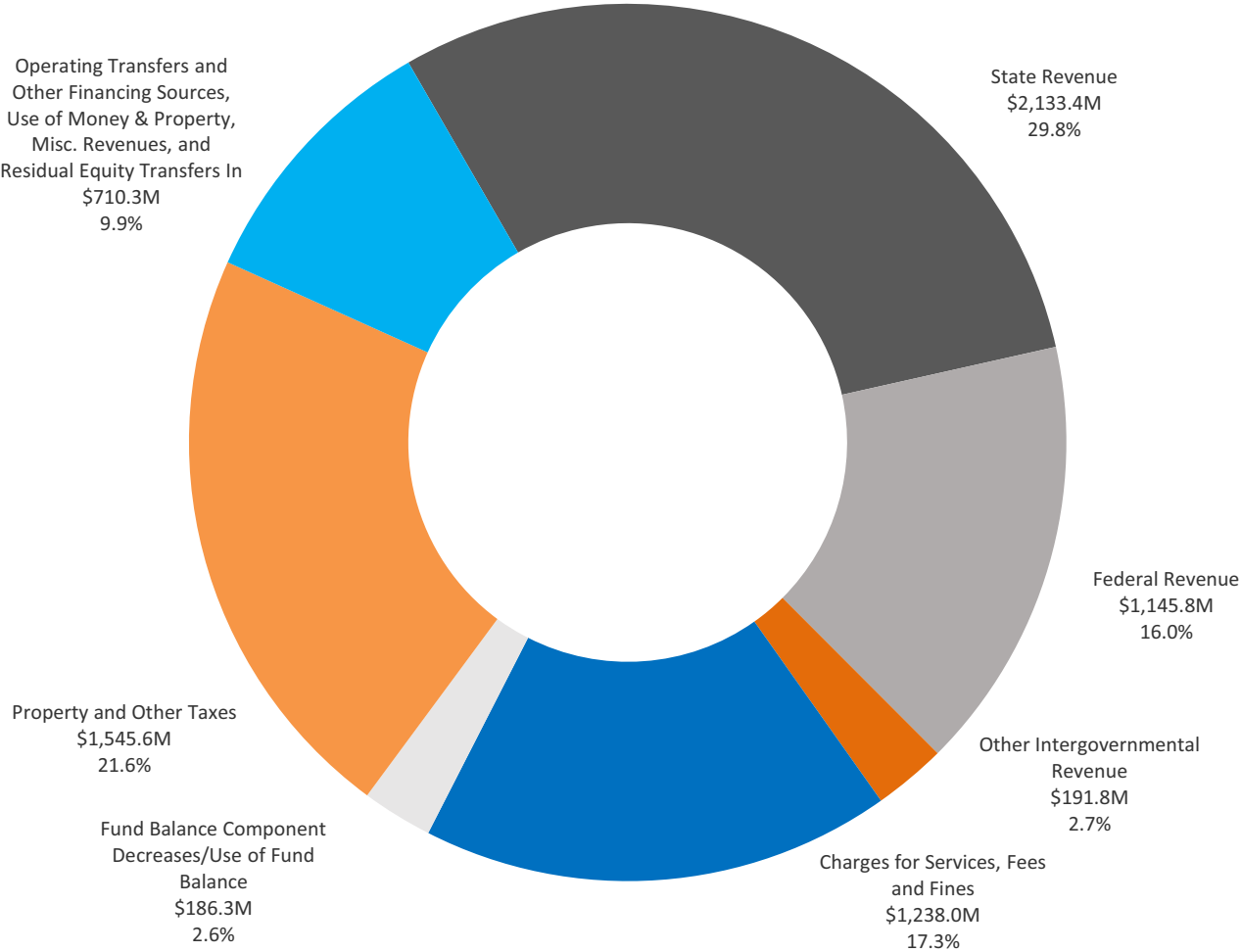


All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for **Fiscal Year 2022–23 are \$7.15 billion, a decrease of \$81.7 million or 1.1%** from the Fiscal Year 2021–22 Adopted Budget. Total resources decrease by \$196.9 million or 2.8% to \$7.00 billion in Fiscal Year 2023–24. For Fiscal Year 2022–23, the combination of State Revenue (\$2.1 billion), Federal Revenue (\$1.1 billion) and Other Intergovernmental Revenue (\$191.8 million) supplies 48.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues, Residual Equity Transfers In and Other Financing Sources make up 9.9% of the funding sources (\$710.3 million). Another 17.3% (\$1.2 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 2.6% (\$186.3 million) of the funding sources.

Total Funding by Source Fiscal Year 2022-23: \$7.15 billion



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

Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other

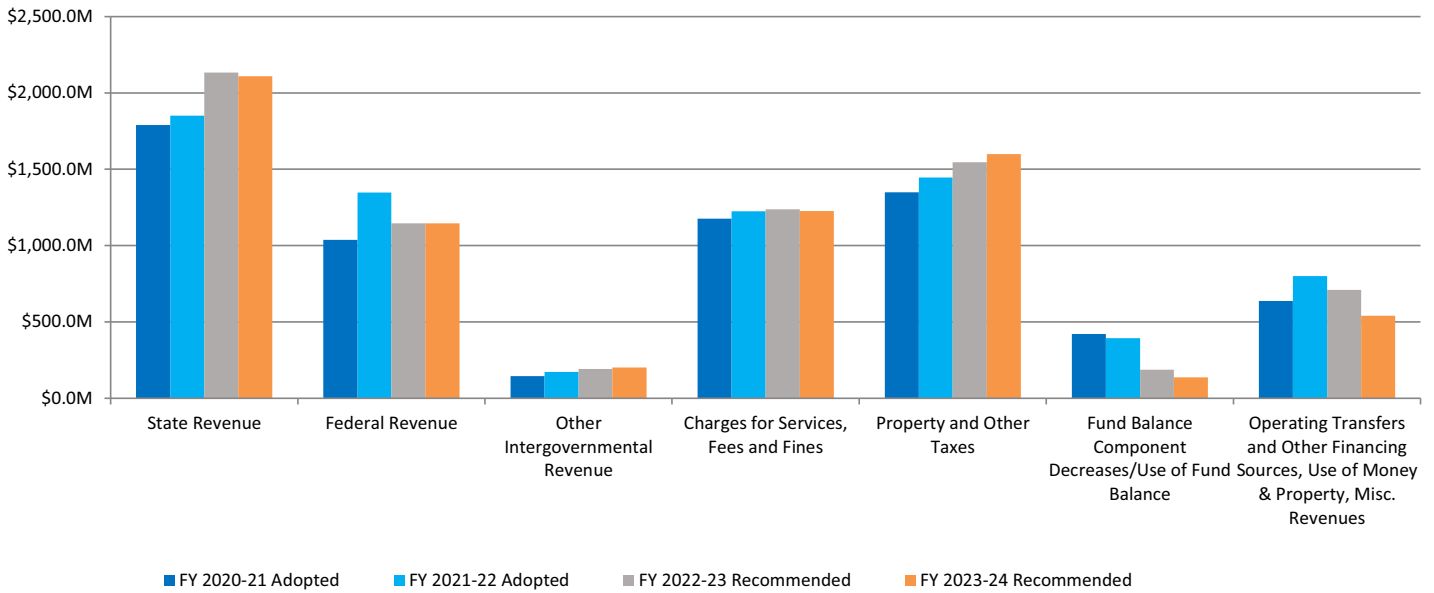
revenues account for 21.6% (\$1.5 billion) of the financing sources for the County's budget. The majority of the revenues in this category (95.0%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



ALL FUNDS: TOTAL FUNDING SOURCES

Total Funding by Source (in millions)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget	
Program Revenue	\$ 4,711.4	\$ 5,288.3	\$ 5,299.8	0.2	\$ 5,093.7	
Use of Fund Balance/Fund Balance Component Decrease	421.0	394.0	186.3	(52.7)	136.0	
General Purpose Revenue	1,419.5	1,550.7	1,665.2	7.4	1,724.8	
Total	\$ 6,551.9	\$ 7,233.0	\$ 7,151.3	(1.1)	\$ 6,954.5	

Total Funding by Source
Fiscal Years 2020-21 through 2023-24





Total Funding by Source (in millions)						
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget	
State Revenue	\$ 1,788.3	\$ 1,850.0	\$ 2,133.4	15.3	\$ 2,108.8	
Federal Revenue	1,036.5	1,348.1	1,145.8	(15.0)	1,146.2	
Other Intergovernmental Revenue	143.8	171.2	191.8	12.1	201.0	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	636.2	799.5	710.3	(11.2)	539.1	
Charges for Services, Fees and Fines	1,177.2	1,233.4	1,238.0	1.2	1,225.2	
Property and Other Taxes	1,348.9	1,446.7	1,545.6	6.8	1,598.2	
Fund Balance Component Decrease	91.6	58.1	46.6	(19.8)	45.2	
Use of Fund Balance	329.4	335.9	139.7	(58.4)	90.8	
Total	\$ 6,551.9	\$ 7,233.0	\$ 7,151.31	(1.1)	\$ 6,954.5	

Overall Change

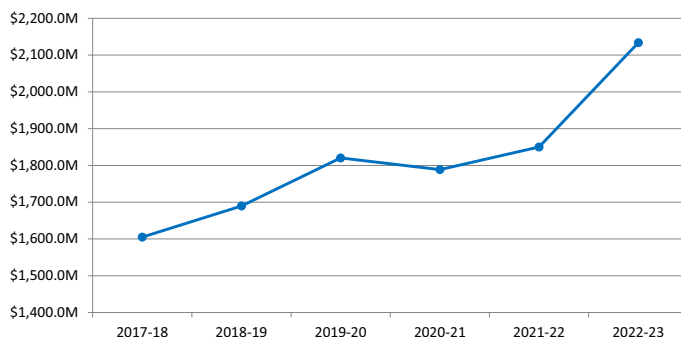
In the Total Funding by Source table, the \$81.7 million decrease in the Fiscal Year 2022–23 Recommended Budget shows decreases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by \$283.4 million or 15.3%** overall in Fiscal Year 2022–23. The increases in State Revenue are in the Health and Human Services Agency (HHS) of \$172.2 million, in the Public Safety Group (PSG) of \$92.6 million, in the Land Use and Environment Group (LUEG) of \$24.9 million and in the Finance and General Government Group (FGG) of \$4.6 million partially offset by decrease in the Capital Program of \$10.9 million. The increase of \$212.4 million in the General Fund is described in the next section.

All Funds:
State Revenue History



State revenues outside of the General Fund increase by \$71.0 million. Increase of \$58.2 million in PSG for the Proposition 172 Fund which supports regional law enforcement services and \$23.7 million in LUEG for Department of Public Works (DPW) primarily for anticipated gas tax receipts from the Highway User's Tax Account and Road Repair and Accountability Act of 2017 and for Ramona Airport median paving funded by Cal Fire. Decrease of \$10.9 million in the Capital Program due to completed one-time projects.

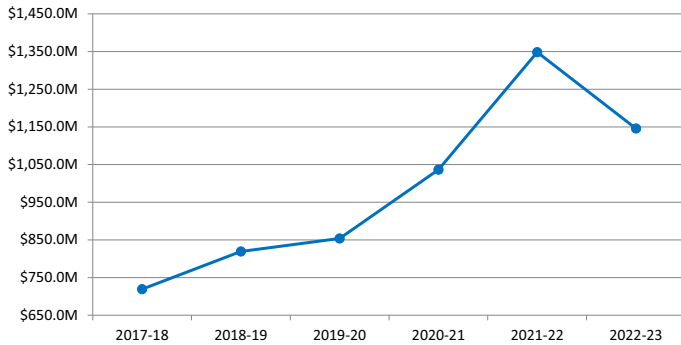
Federal Revenue

Federal Revenue **decreases by a net of \$202.3 million or 15.0%** overall in Fiscal Year 2022–23. Of the decreases in Federal Revenue, \$196.3 million are in the General Fund which is described in the next section.



ALL FUNDS: TOTAL FUNDING SOURCES

All Funds:
Federal Revenue History

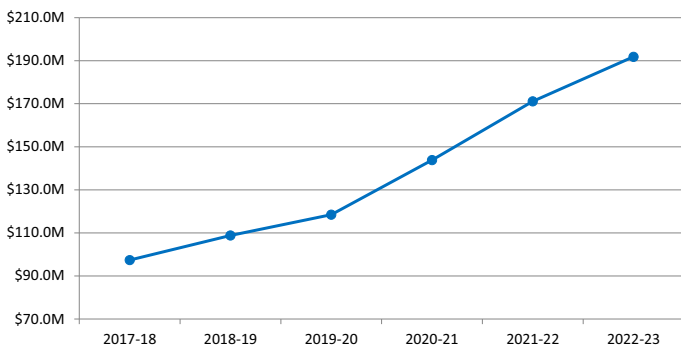


The overall decrease of \$6.0 million outside of the General Fund includes a \$4.2 million decrease in the Capital Program for completed one-time projects and \$1.8 million decrease in LUEG for DPW due to completed capital projects in the Airport Enterprise Fund.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$20.7 million or 12.1%** overall in Fiscal Year 2022–23. Of the increases, \$20.6 million are in the General Fund is described in the next section.

All Funds:
Other Intergovernmental Revenue History



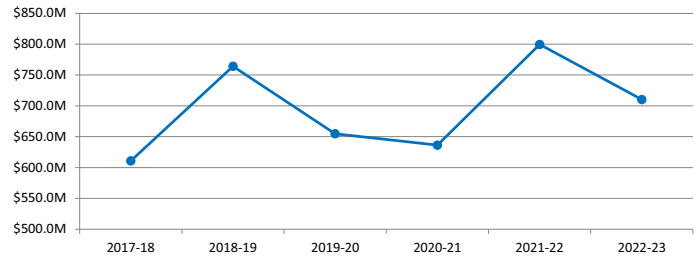
The overall increase of \$0.1 million outside the General Fund is primarily in PSG for San Diego County Fire due to anticipated increase in Resident Transport Fee revenue for ambulance services in County Service Area (CSA) 17, San Dieguito Ambulance, and CSA 69, Heartland Paramedic.

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

Operating Transfers and Other Financing Sources, Use of Money

& Property, Miscellaneous Revenues, and Residual Equity Transfers In **decrease by a net of \$89.2 million or 11.2%** overall in Fiscal Year 2022–23.

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



- ◆ Other Financing Sources (primarily Operating Transfers between funds) decrease by a net of \$56.5 million or 8.7%. The General Fund increases by \$68.6 million. The most significant changes outside of the General Fund include decrease of \$115.1 million in the Capital Program for one-time projects. In LUEG, the \$10.8 million decrease primarily in DPW for one-time transfers for projects in the San Diego County Sanitation District and Road Fund. In PSG, the \$1.4 million decrease is due to a decrease in the Incarcerated Peoples' Welfare Fund and due to a decrease of one-time transfer from Penalty Assessment Special Revenue Fund to Criminal Justice Facility Construction Special Revenue fund. In FGG, net increase of \$2.3 million due to \$1.5 million increase for one-time projects in DGS, and \$1.4 million increase in County Technology Office for enterprise-wide license costs partially offset by \$0.6 million decrease in Purchasing ISF for replacement of Operating Transfer From General Fund revenue with new Records Services program cost allocation.
- ◆ Revenue from Use of Money & Property decreases by \$0.6 million or 1.2% in Fiscal Year 2022–23. The General Fund decreases by \$0.3 million This decrease in the General Fund is described in the next section. Outside of the General Fund, a net decrease is \$0.3 million. In Finance Other, \$0.8 million decrease is for Employee Benefits ISF due to interest earnings reduced slightly given volatility in rates over the past two years. This is offset by a net increase of \$0.5 million in LUEG mainly for increase in vehicle usage rental revenue in the Equipment ISF program partially offset by a decrease in the Department of Parks and Recreation due to the decrease in revenue from rents and leases.
- ◆ Miscellaneous Revenues decrease by \$32.1 million or 30.2% in Fiscal Year 2022–23. The General Fund decreases by \$30.2

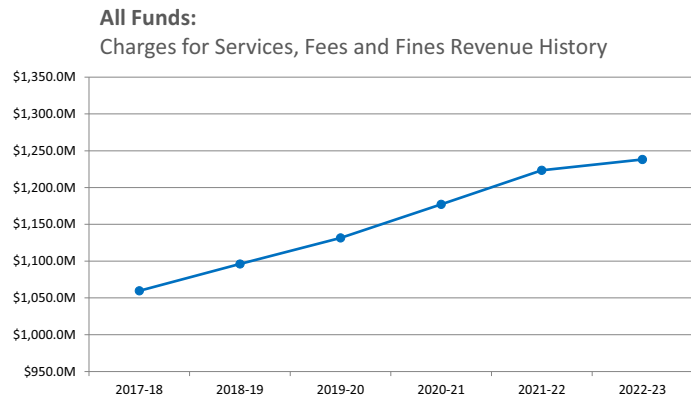


million, and is described in the next section. A decrease of \$1.9 million outside of the General Fund primarily includes:

- ◆ Decrease of \$1.2 million in PSG due to anticipated decrease in sales of commissary goods to incarcerated people in the Sheriff Jail Stores Commissary Enterprise fund.
- ◆ Decrease of \$0.6 million in the Capital Program for one-time projects.
- ◆ Decrease of \$0.1 million in FGG for DGS to align with projected revenue for acquisition leasing.
- ◆ There is no change in Residual Equity Transfers In.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of \$14.6 million or 1.2%** overall in Fiscal Year 2022–23.



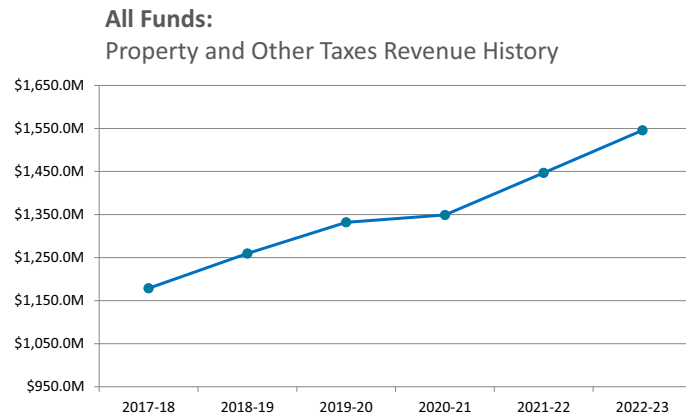
- ◆ Charges for Current Services increase by a net of \$2.0 million or 0.2% in Fiscal Year 2022–23. There is an overall decrease of \$4.0 million in the General Fund, and is described in the next section. Outside of the General Fund, the overall increase is \$6.0 million. An increase of \$9.0 million is in Finance Other for Public Liability ISF (\$8.2 million), Pension Obligation Bonds (\$0.5 million) and Employee Benefits ISF (\$0.3 million); \$3.5 million in FGG for DGS (\$12.8 million) due to cost of services provided to client departments, in the Purchasing ISF (\$2.4 million) due to increase of ongoing operational costs and allocation of records management program's operational costs to user departments, partially offset by decrease in IT ISF (\$11.7 million) primarily due to decrease in departmental operation, maintenance and one-time costs; \$2.8 million in LUEG for DPW (\$2.5 million) primarily for proposed rate increase of Five-Year Sewer Service Rate Package in San Diego

County Sanitation District and in the Department of Parks and Recreation (\$0.3 million) due to anticipated increase in camping use; and \$0.4 million in PSG for the San Diego County Fire for non-resident ambulance transports in the CSAs. These are partially offset by \$9.7 million decrease in Capital Program for one-time projects.

- ◆ Licenses, Permits & Franchises increase by \$14.0 million or 32.0% in Fiscal Year 2022–23. There is an overall \$14.0 million increase in the General Fund, and is described in the next section. There is no change outside of the General Fund.
- ◆ Fines, Forfeitures & Penalties decrease by \$1.4 million or 3.2% in Fiscal Year 2022–23. There is an overall \$0.8 million decrease in the General Fund, and is described in the next section. A \$0.6 million decrease outside of the General Fund is in PSG for Public Safety Group Executive Office due to decrease in penalty assessment revenue.

Property and Other Taxes

Property and Other Taxes increase by **\$98.9 million or 6.8%** in Fiscal Year 2022–23.

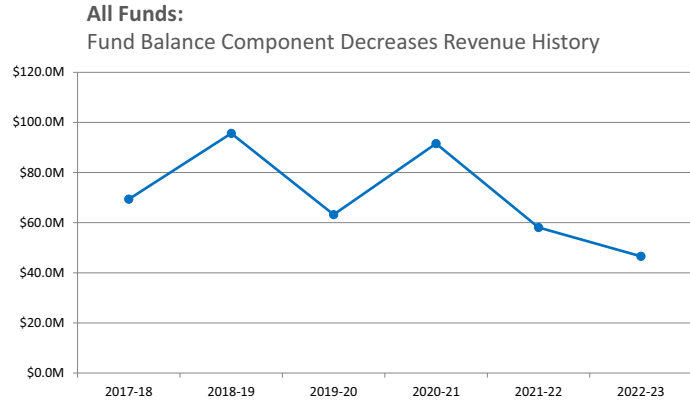


The overall increase of \$94.3 million is in the General Fund, and is described in the next section. Outside of the General Fund, there is an increase of \$4.6 million. The increase of \$3.4 million in PSG is for San Diego County Fire primarily for increase in property tax collections in the San Diego County Fire Protection District and \$1.2 million in LUEG is for County Library (\$2.1 million) from increase in property taxes and for the Department of Parks and Recreation (\$0.1 million) due to projected property tax revenue partially offset by decrease for DPW (\$1.0 million) due to the reduction TransNet-funded projects in the Road Fund.



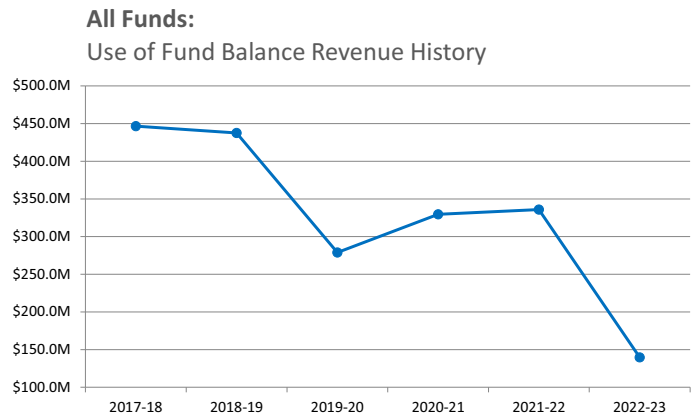
Fund Balance Component Decreases

The Use of Fund Balance Component Decreases **decrease by \$11.5 million or 19.8%** in Fiscal Year 2022–23. A total of \$46.6 million is budgeted for existing Pension Obligation Bonds (\$43.7) and road resurfacing projects across all districts (\$2.9 million).



Use of Fund Balance

Finally, the Use of Fund Balance **decreases by a net of \$196.2 million or 58.4%** in Fiscal Year 2022–23. A total of \$139.7 million is budgeted for one-time uses, which is comprised of \$4.9 million in General Fund Use of Fund Balance and \$134.8 million in Use of Fund Balance outside of the General Fund such as Proposition 172, the Road Fund, and the Library Fund. The \$134.8 million includes investments in the George Bailey Detention Facility renovation (\$29.5 million), various public works improvement projects (\$24.1 million), use of Securitized Tobacco Settlement Special Revenue Fund for health related services (\$13.4 million), countywide replacement acquisition program for Fleet Management ISF (\$10.0 million), one-time investments in library materials and equipment (\$6.0 million), IT, communications, temporary help, and other operational costs, various major maintenance projects, fire and emergency medical services costs, core services to incarcerated persons, law enforcement activities, stabilization of Department of Purchasing & Contracting ISF rates, the purchase of property on I-15/SR-76 for a future public safety facility. Primary uses of General Fund Use of Fund Balance include one-time operational support of the Office of Evaluation, Performance and Analytics to be transitioned to ongoing resources once established and continued investments for translation services.





Fiscal Year 2022–23 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	\$ 65,775,818	\$ 371,163,438	\$ 64,648,027	\$ 501,587,283
Animal Services	1,309,481	—	7,952,953	9,262,434
Child Support Services	322,421	53,492,076	—	53,514,497
District Attorney	91,528,977	26,481,332	122,558,259	240,568,568
Medical Examiner	416,385	—	13,904,777	12,321,162
Office of Emergency Services	941,835	4,472,500	4,083,263	9,497,598
Probation	39,232,101	130,247,239	90,830,419	260,309,759
Public Defender	4,652,156	6,584,381	111,641,217	122,877,754
San Diego County Fire	28,003,997	7,634,421	52,112,043	89,480,461
Sheriff	530,819,861	100,351,335	490,389,822	1,121,561,018
Group Total	\$ 763,003,032	\$ 700,156,722	\$ 958,120,780	\$ 2,421,280,534

Health and Human Services Agency

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Administrative Support	\$ 40,651,306	\$ 115,435,047	\$ 16,964,128	\$ 173,050,481
Aging & Independence Services	3,488,411	209,507,923	20,964,644	233,960,978
Behavioral Health Services	100,388,559	745,284,829	43,729,998	89,403,386
Child Welfare Services	2,333,211	416,541,720	11,999,813	430,874,744
County Successor Agency	7,700,172	—	—	7,700,172
Homeless Solutions and Equitable Communities	3,364,377	10,018,923	9,395,930	52,779,230
Housing & Community Development Services	2,015,838	73,802,266	7,620,320	83,438,424
Medical Care Services Department	8,474,057	27,520,703	5,646,149	41,640,909
Public Health Services	8,116,772	193,058,358	15,207,779	216,382,912
Self-Sufficiency Services	7,111,282	577,259,509	44,722,397	629,093,188
Group Total	\$ 183,643,988	\$ 2,398,429,278	\$ 176,251,158	\$ 2,758,324,424



Land Use and Environment Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Land Use and Environment Executive Office	\$ 1,737,209	\$ —	\$ 9,642,113	\$ 11,379,322
Agriculture, Weights and Measures	5,543,251	14,634,962	9,810,018	29,988,231
County Library	51,144,415	5,912,083	—	57,056,498
Environmental Health and Quality	51,120,596	4,279,871	3,146,745	58,547,212
Parks and Recreation	23,099,846	3,530,342	42,542,078	69,172,266
Planning & Development Services	25,149,821	2,337,870	23,657,496	51,145,187
Public Works	186,166,334	140,872,153	14,330,828	341,369,315
University of California Cooperative Extension	—	—	—	—
Group Total	\$ 343,961,472	\$ 171,567,281	\$ 103,129,278	\$ 618,658,031

Finance and General Government Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Finance & General Government Executive Office	\$ 2,498,097	\$ 201,671	\$ 26,755,769	\$ 29,455,537
Assessor/Recorder/County Clerk	50,219,123	—	28,195,404	78,414,527
Auditor and Controller	7,463,141	1,052,101	32,115,617	40,630,859
Board of Supervisors	290,264	—	14,364,022	14,654,286
Chief Administrative Office	236,715	—	7,139,443	7,376,158
Citizens' Law Enforcement Review Board	24,804	—	1,693,862	1,718,666
Civil Service Commission	58,812	—	533,173	591,985
Clerk of the Board of Supervisors	798,998	—	4,065,159	4,864,157
County Communications Office	1,823,996	—	3,680,732	5,504,728





Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
County Counsel	18,744,078	—	19,905,838	38,649,916
County Technology Office	209,343,658	—	9,664,774	219,008,432
General Services	232,761,334	3,761,728	3,000,000	239,523,062
Grand Jury	—	—	772,301	772,301
Human Resources	14,446,375	250,000	19,961,549	34,657,924
Office of Evaluation, Performance and Analytics	2,500,000	2,000,000	—	4,500,000
Purchasing and Contracting	17,102,894	—	—	17,102,894
Registrar of Voters	6,791,210	5,950,501	26,876,714	39,618,425
Treasurer-Tax Collector	16,317,884	—	7,475,703	23,793,587
Group Total	\$ 581,421,383	\$ 13,216,001	\$ 206,200,060	\$ 800,837,444

Capital

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Capital Program	\$ 119,019,686	\$ 22,997,721	\$ —	\$ 142,017,407
Group Total	\$ 119,019,686	\$ 22,997,721	\$ —	\$ 142,017,407



ALL FUNDS: TOTAL FUNDING SOURCES

Finance Other

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Community Enhancement	\$ 766,923	\$ -	\$ 4,623,163	\$ 5,390,086
Contributions to Capital Program	-	-	54,410,000	54,410,000
Countywide General Expense	-	-	140,188,622	140,188,622
Lease Payments-Bonds	12,259,503	-	11,771,701	24,031,204
Local Agency Formation Commission Administration	-	-	514,281	514,281
Neighborhood Reinvestment Program	10,000,000	-	10,000,000	10,000,000
Pension Obligation Bonds	81,411,260	-	-	81,411,260
Public Liability ISF	42,019,120	-	-	42,019,120
Workers Compensation Emp Ben ISF	52,233,952	-	-	52,233,952
Group Total	\$ 188,690,758	\$ -	\$ 221,507,767	\$ 410,198,525

Countywide Totals

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	County Total
County Total	\$ 2,179,740,319	\$ 3,306,367,003	\$ 1,665,209,043	\$ 7,151,316,365



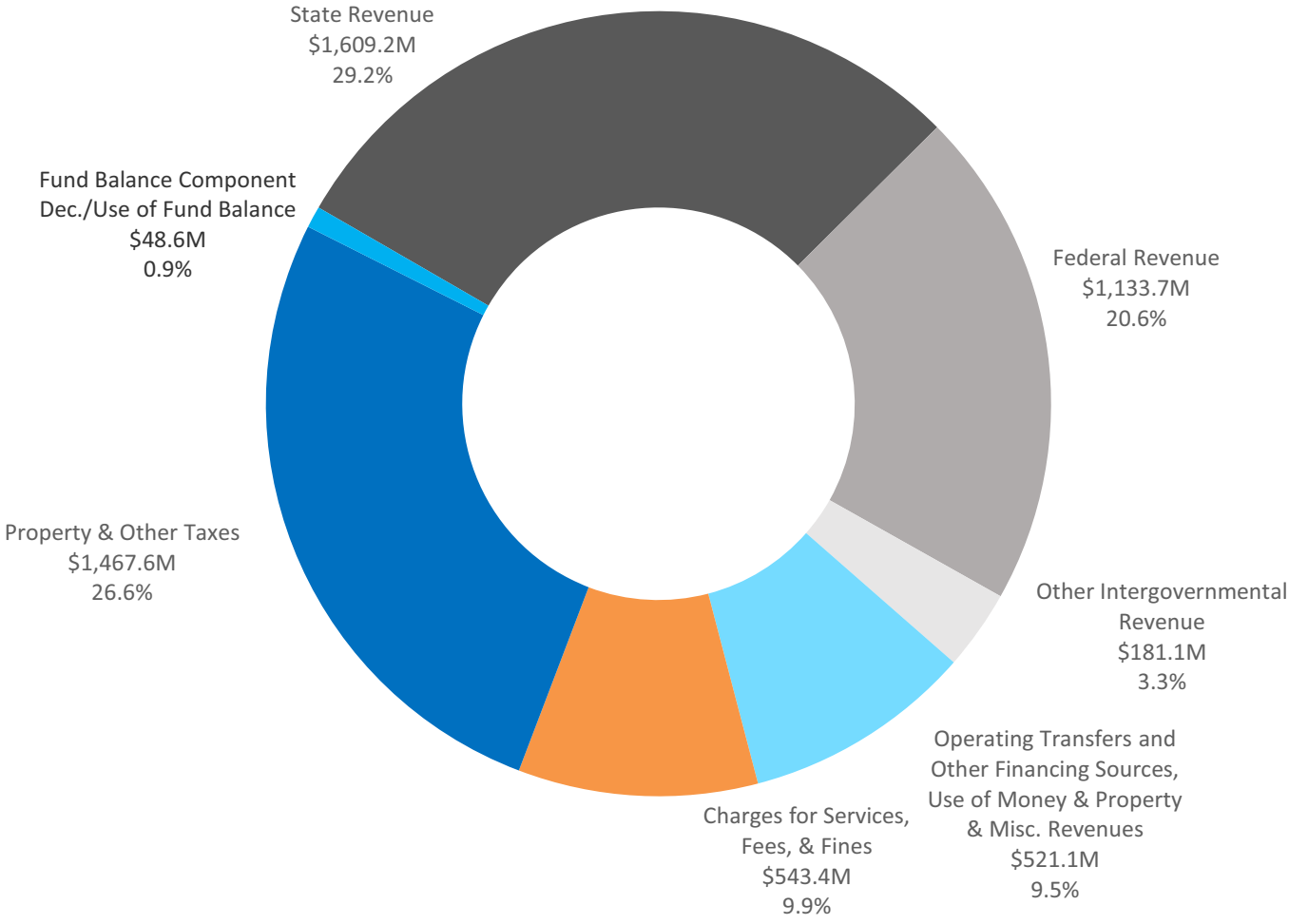


General Fund

Overview of General Fund Financing Sources

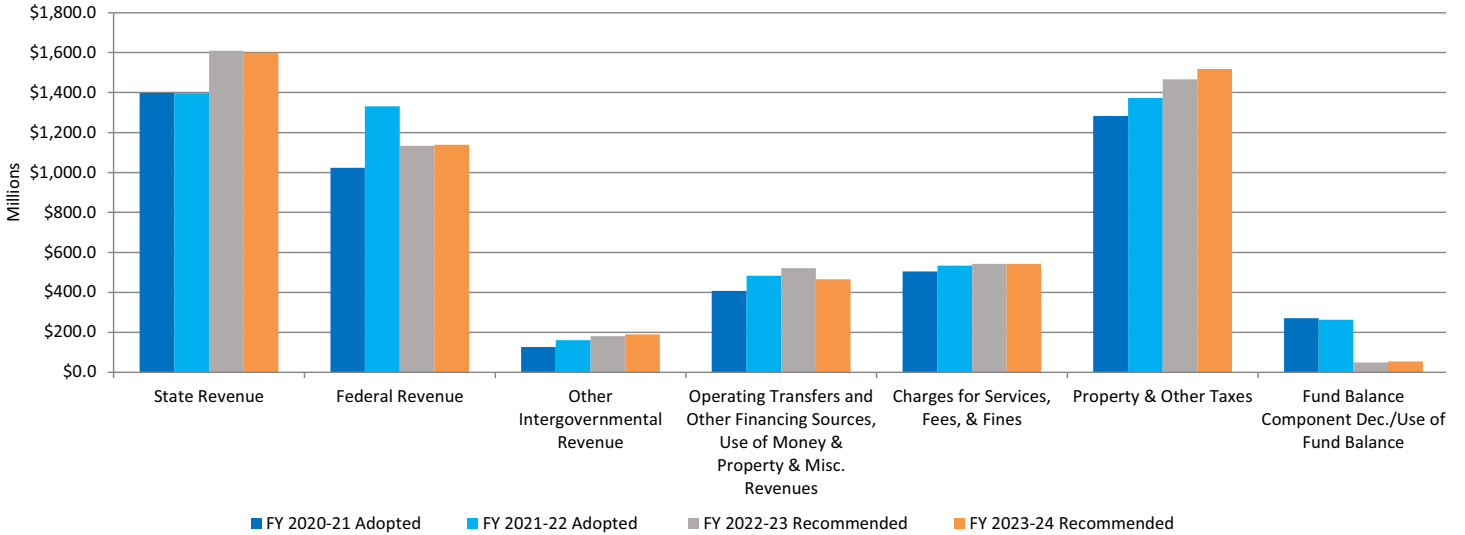
The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this CAO Recommended Operational Plan, General Fund Financing Sources **total \$5.50 billion for Fiscal Year 2022–23, a \$36.3 million or 0.7% decrease from the Fiscal Year 2021–22 Adopted Budget**. Decrease in General Fund was primarily due to reduced use of General Fund fund balance and reduction of federal emergency response funding for COVID vaccination and T3 efforts, offset by increases in Current Secured Property Tax revenues due to projected assessed value growth, increases in revenues supporting Probation activities such as, support of Pretrial Services Program, and the Youth Development Academy serving justice-involved youth with behavioral health and services, State revenue to backfill fees eliminated by California Assembly Bill 1869, Criminal Fees, and Juvenile Probation Activities Funding in Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund, Redevelopment revenues. In comparison, the ten-year average annual growth rate through Fiscal Year 2021–22 was 4.1%. General Fund Financing Sources increase by \$5.6 million or 0.1% in Fiscal Year 2023–24 primarily due to a slight increase in the use of one-time resources.

**General Fund Financing Sources
Fiscal Year 2022–23: \$5.50 billion**



General Fund Financing by Sources

Fiscal Years 2020-21 through 2023-24



General Fund Financing Sources (in millions)

	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
State Revenue	\$ 1,398.5	\$ 1,396.8	\$ 1,609.2	15.2	\$ 1,599.0
Federal Revenue	1,024.1	1,330.0	1,133.7	(14.8)	1,138.7
Other Intergovernmental Revenue	125.5	160.5	181.1	12.8	190.3
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	407.6	483.0	521.1	7.9	465.7
Charges for Services, Fees, & Fines	504.4	534.2	543.4	1.7	543.2
Property & Other Taxes	1,283.2	1,373.2	1,467.6	6.9	1,518.0
Fund Balance Component Decreases	76.9	53.8	43.7	(18.8)	42.8
Use of Fund Balance	193.6	209.3	4.9	(97.7)	12.5
Total	\$ 5,013.8	\$ 5,540.9	\$ 5,504.6	(0.7)	\$ 5,510.2

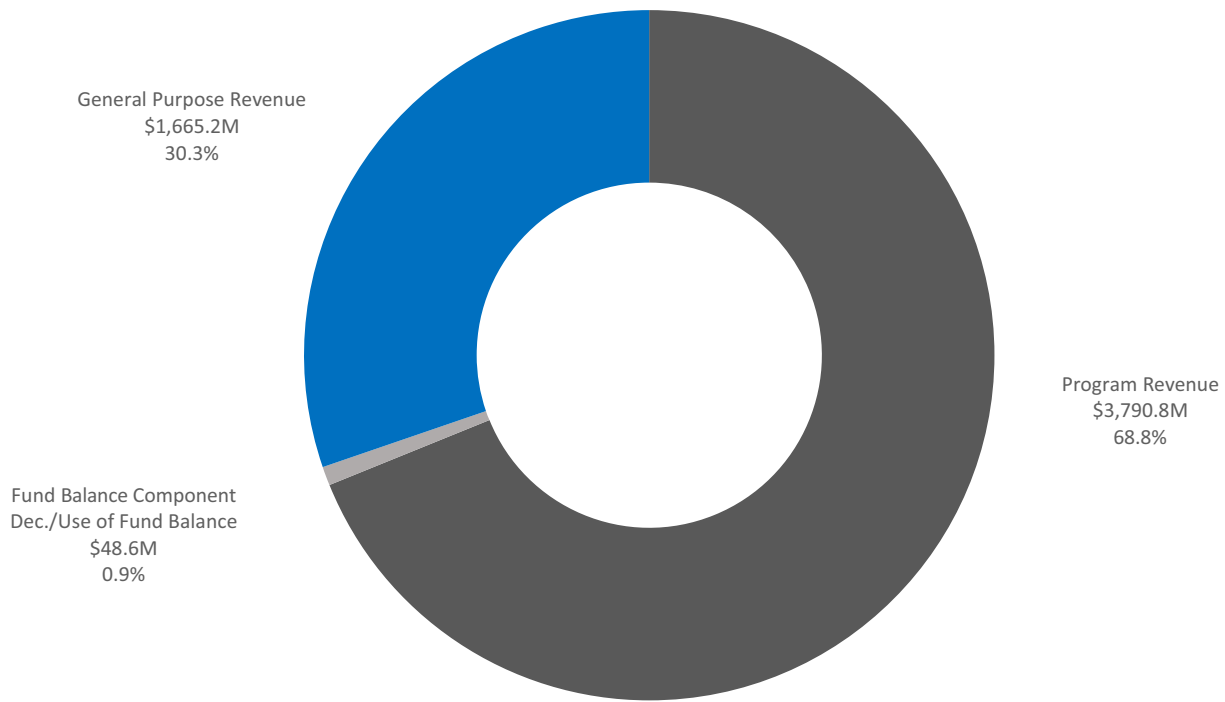


General Fund Financing Sources by Category

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 2022–23, Program Revenue increased by \$63.7 million or 1.7%, while General Purpose Revenue (GPR) increased by \$114.5 million or 7.4% and the Fund Balance Component Decreases/Use of Fund Balance decreased by \$214.6 million or 81.5% from the Fiscal Year 2021–22 Adopted Budget.

General Fund Financing Sources by Category
Fiscal Year 2022-23: \$5.50 billion



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Program Revenue	\$ 3,323.9	\$ 3,727.1	\$ 3,790.8	1.7	\$ 3,730.1
Use of Fund Balance/Fund Balance Component Decreases	270.5	263.2	48.6	(81.5)	55.3
General Purpose Revenue	1,419.5	1,550.7	1,665.2	7.4	1,724.8
Total	\$ 5,013.8	\$ 5,540.9	\$ 5,504.6	(0.7)	\$ 5,510.2

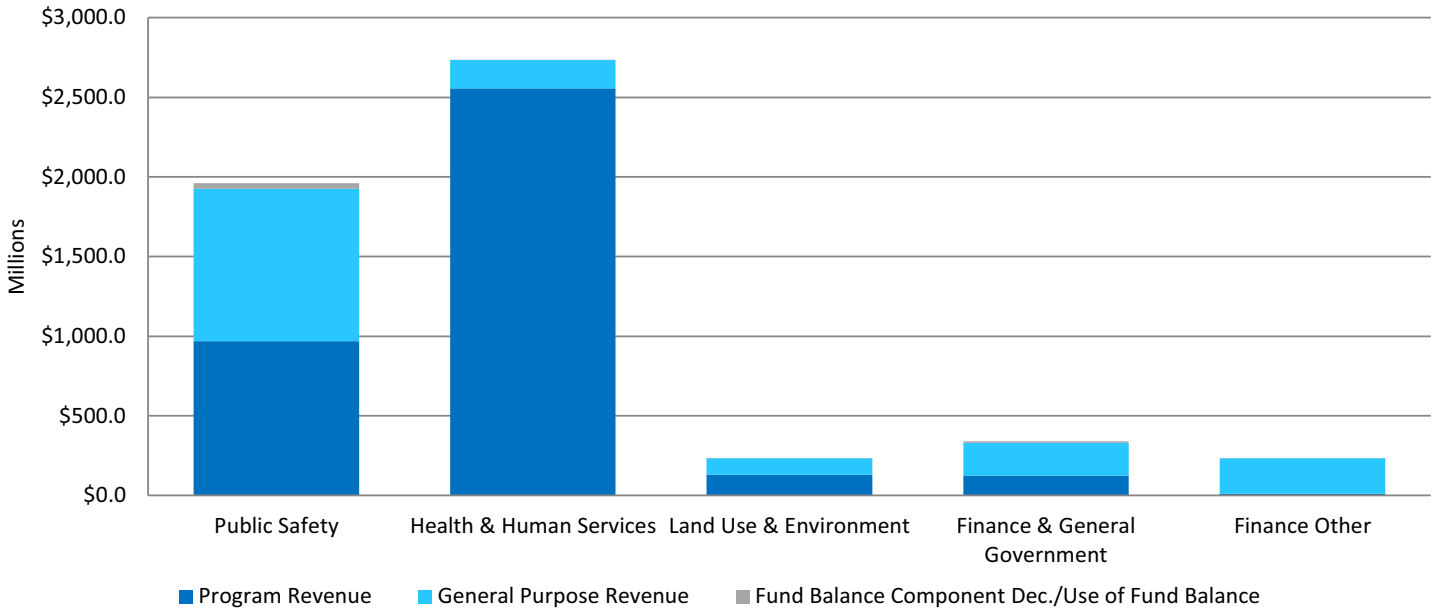
In Fiscal Year 2023–24, GPR increased by 3.6% (\$59.6 million), Program Revenue decreased by 1.6% (\$60.7 million) and the planned Use of Fund Balance increased by 13.8% (\$6.7 million).

Uses of fund balance in Fiscal Year 2023–24 are tentative and subject to revision during the next Operational Plan development cycle.



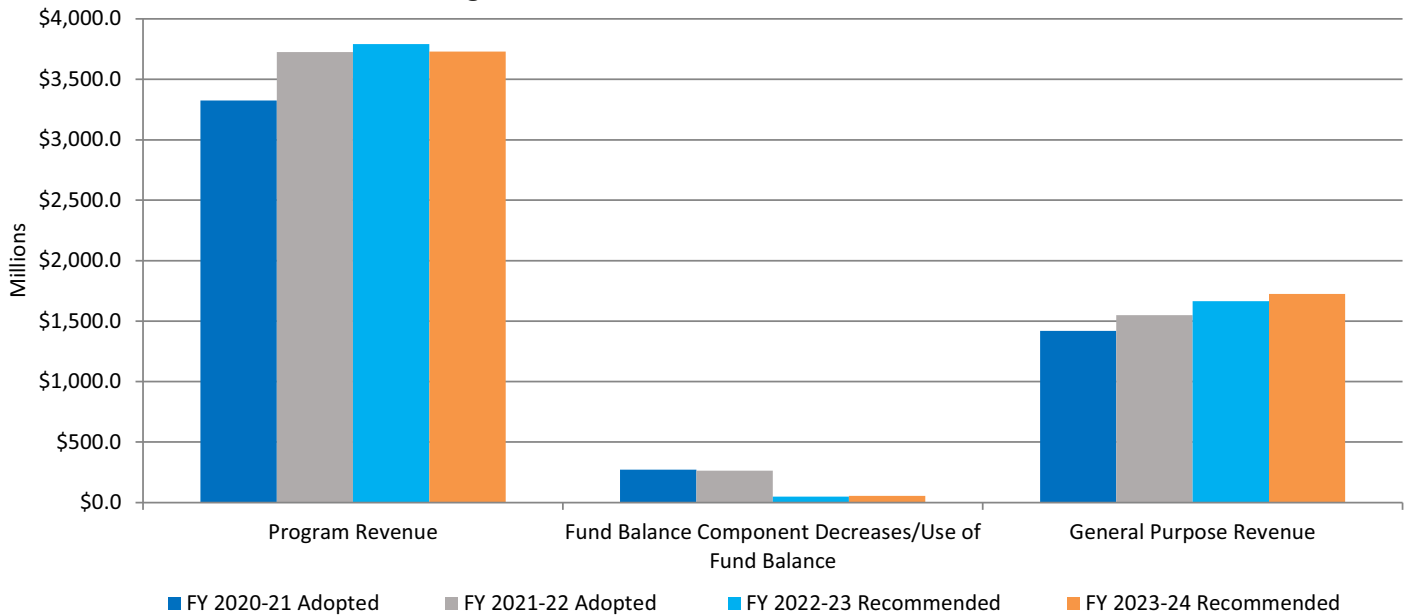
General Fund Financing by Group and Category

Fiscal Year 2022-23: \$5.50 billion



General Fund Financing Sources by Category

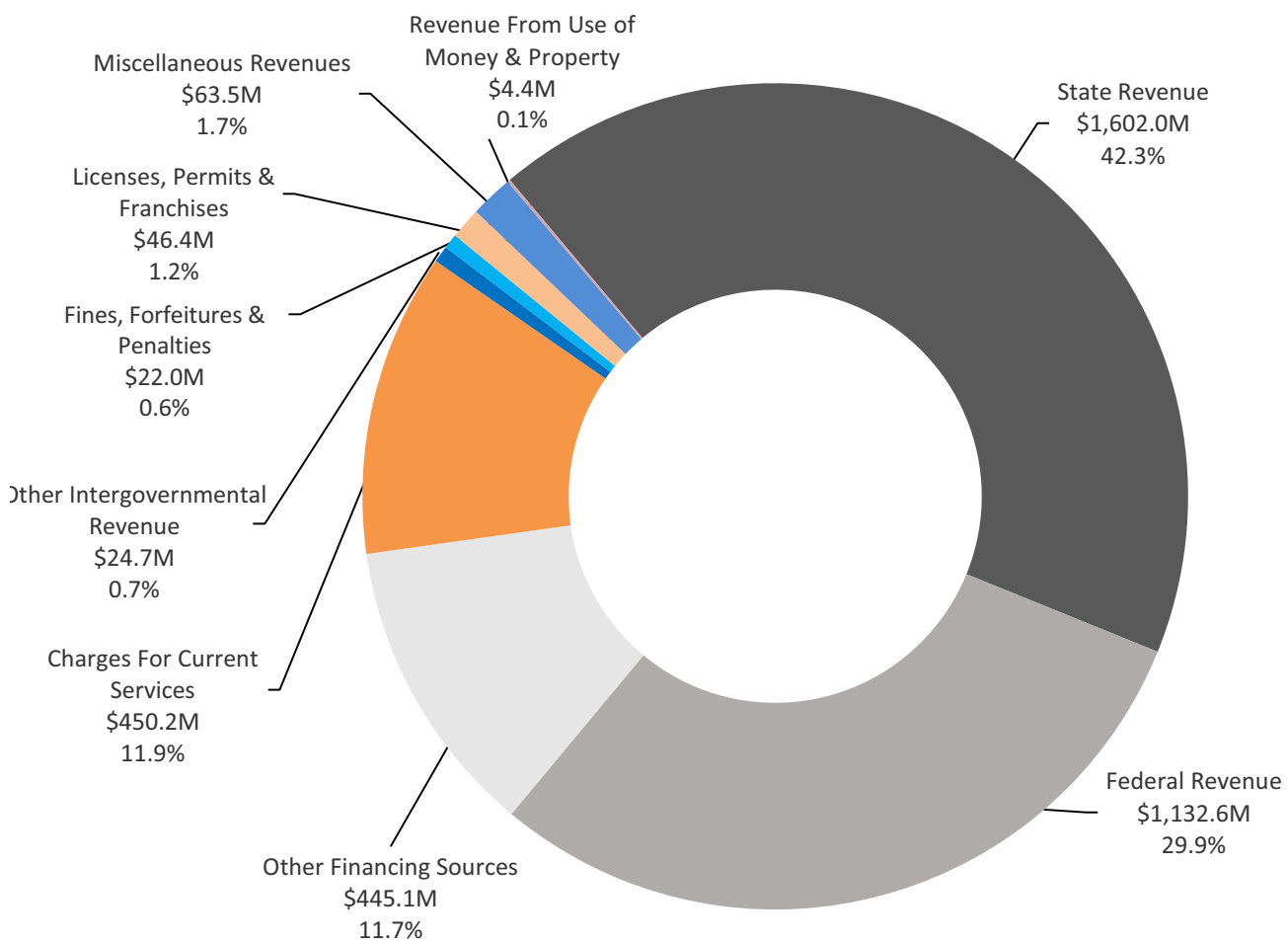
Fiscal Years 2020-21 through 2023-24



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 68.8% of General Fund financing sources in Fiscal Year 2022–23, 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 67.4%, the Public Safety Group manages 25.5% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 1.7% (\$63.7 million) from the Fiscal Year 2021–22 Adopted Budget compared to an average annual growth for the last ten years of 3.7%.

General Fund Program Revenue by Source
Fiscal Year 2022-23: \$3.79 billion



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
State Revenue	\$ 1,391.3	\$ 1,389.6	\$ 1,602.0	15.3	\$ 1,591.9
Federal Revenue	1,023.2	1,329.1	1,132.6	(14.8)	1,137.6
Other Financing Sources	323.4	376.5	445.1	18.2	421.5
Charges For Current Services	435.2	454.2	450.2	(0.9)	453.8
Other Intergovernmental Revenue	22.8	24.0	24.7	2.7	25.2
Fines, Forfeitures & Penalties	18.6	23.6	22.0	(6.7)	15.7
Licenses, Permits & Franchises	34.7	32.3	46.4	43.7	48.7
Miscellaneous Revenues	70.6	93.8	63.5	(32.2)	32.2
Revenue From Use of Money & Property	4.1	4.1	4.4	9.2	3.7
Total	\$ 3,323.9	\$ 3,727.1	\$ 3,790.8	1.7	\$ 3,730.1

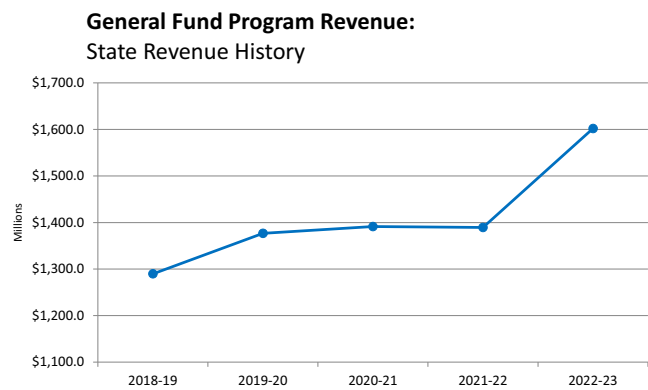
General Fund Change in Program Revenue

The \$63.7 million increase in Program Revenue in the Fiscal Year 2022–23 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 \$212.4 million or 15.3%.



There is an overall net increase of \$172.2 million in the Health & Human Services Agency (HHSA) primarily in Realignment revenue to support Salaries & Benefits and Services & Supplies based on projected Statewide sales tax receipts and vehicle license fees dedicated to health and human service programs, State mental

health services funding driven by increased mental health services, State funding for residential and intensive outpatient treatment and grant funding, IHSS State revenue tied to the increases in health benefit contributions due to caseload growth, State revenue for the Adult Protective Services Home Safe program, State revenue from Housing and Disability Advocacy Program (HDAP) to expand housing and service supports for people at risk of or experiencing homelessness, revenue from Homeless Housing Assistance and Prevention (HHAP) State grant to support housing and services for youth and the initial site studies for the Compassionate Emergency Solutions and Pathways to Housing project, social services State revenue associated with anticipated growth in the Medi-Cal allocation, State revenue funding to align with estimated CalWORKs Child Care State One benefit payments, and State revenue for the Family Stabilization Program.

An overall net increase of \$34.4 million in Public Safety Group (PSG) primarily in the Probation Department to support the Pre-Trial Services program, from the Juvenile Justice Realignment Block Grant for the Youth Development Academy, State revenue to backfill fees eliminated by California Assembly Bill 1869, Criminal Fees, from Juvenile Probation Activities Funding in Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund, in the Public Defender's Office for the Public Defense Pilot Program grant from the Board of State and Community Corrections (BSCC) and for one-time Re-Sentencing Pilot Program, in the Child Support Services for revenue allocation provided by the California Department of Child Support Services, in the District Attorney's Office for the Juvenile Diversion Initiative and in the San Diego County Fire associated with Climate Investment Fire Prevention Grant for Community Risk Reduction fuel reduction and evacuation readiness program.

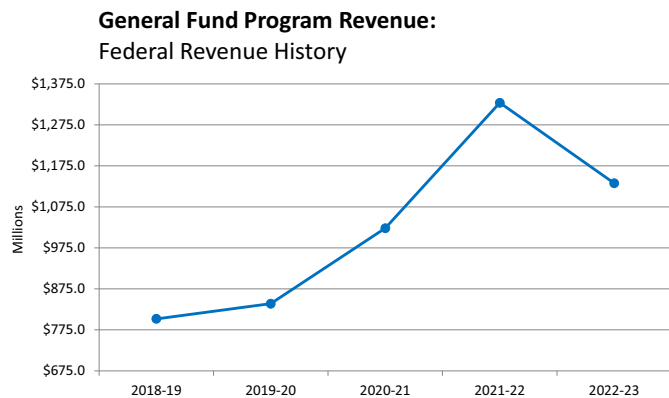


An overall net increase of \$4.6 million in Finance and General Government Group (FGG) primarily in Registrar of Voters in Help America Vote Act (HAVA) funding for full payment of the voting system and other reimbursable costs tied to the November 2022 Gubernatorial General election.

An overall net increase of \$1.2 million in Land Use and Environmental Group (LUEG) primarily in the Agriculture, Weights and Measures due to an overall increase in State supplemental funding.

Federal Revenue

Federal Revenue **decreases by a net of \$196.5 million, or 14.8%.**



The net decrease of \$194.9 million in HHS primarily from federal emergency funding for COVID vaccination and Testing, Tracing, and Treatment Strategy (T3) efforts, in Federal Emergency Management Agency (FEMA) homeland security funding tied to the completion of the Great Plates Delivered Program, removal of prior year one-time Epidemiology and Laboratory Capacity (ELC) and ELC Expansion grants, removal of one-time funds for Center for Disease Control and Prevention (CDC) Health Disparities, federal COVID-19 response and stimulus funds associated with prior year one-time costs for COVID-19, one-time federal funds used to glideslope services while realignment revenues recovered, prior year one-time federal stimulus funds for the COVID-19 Positive Recovery Stipend Program, social services federal administrative revenue tied to an anticipated decrease of the CalWORKs single allocation and to align with the estimated expenditure level, completion of one-time funding of CARES Act revenue issued by Housing and Urban Development (HUD) under Community Development Block Grant (CDBG) and Emergency Solution Grant (ESG), and in CDBG revenue associated with the ending of the CARES funding augmentation.

The net decrease in LUEG of \$9.5 million primarily in the Department of Environmental Health and Quality due to American Rescue Plan Act (ARPA) funds ending for waiver of restaurant industry annual permit fees, waiver of temporary events permits, and fee revenue loss.

The net decrease in FGG of \$1.1 million primarily in the Office of Evaluation, Performance and Analytics in ARPA funding, partially offset by an increase in the Registrar of Voters in federal Help America Vote Act (HAVA) funding for full payment of the voting system and other reimbursable costs tied to the November 2022 Gubernatorial General election.

A net increase in PSG of \$9.0 million primarily in the Sheriff's Department for the Urban Areas Security Initiative Grant, Homeland Security Grant Program and the Operation Stonegarden Grant Program, and in Child Support Services for revenue allocation provided by the California Department of Child Support Services.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$68.6 million or 18.2%.**

An overall increase of \$68.6 million in PSG primarily in the Proposition (Prop) 172 Fund, the Local Public Safety Protection and Improvement Act of 1993, to support regional public safety services and one-time funds to support operational needs in Sheriff, Probation and District Attorney. More information about Proposition 172 funding appears in the following section.

Charges For Current Services

Charges For Current Services **decreases by a net of \$4.1 million or 0.9%.** Revenues decrease by \$6.9 million in HHS and \$2.7 million in PSG, offset by increases of \$5.1 million in LUEG and \$0.4 million in FGG.

- ◆ In HHS, the net decrease of \$6.9 million primarily in Inter-governmental Transfer (IGT) revenue to cover costs tied to prior year one-time projects.
- ◆ In PSG, the net decrease of \$2.7 million include decreases of \$2.7 million in the PSG Executive Office for collections in Contribution for Trial Courts including legislative changes eliminating fees, \$2.7 million in the Probation Department due to the elimination of fees charged to persons supervised and \$0.8 million in the Child Support Services per the Governor's proposed budget to provide funds directly to families as a full pass-through for assigned arrears for families formerly assisted by CalWORKS. These are offset by an increase of \$2.6 million in the Sheriff's Department associated with State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Special Account 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, the State of California 22nd District Agricultural Association and tribes, and \$0.9 million increase in the San Diego County Fire in one-time Assistance By Hire revenue to continue level of support for fire and emergency medical services.



- ◆ In LUEG, an overall increase of \$5.1 million include increases of \$1.7 million in the Planning & Development Services due to increases in plan check fees for building plans, \$1.0 million in the Department of Parks and Recreations due to anticipated increase in camping use, \$0.8 million in the Department of Environmental Health and Quality primarily due to increases in Third Party Reimbursement to use more Hazardous Materials Settlement Trust Fund to support Certified Unified Program Agency (CUPA) program, \$0.8 million in the Department of Public Works primarily for work funded by Road Program, \$0.6 million in the LUEG Executive Office to support additional staffing, and \$0.2 million in the Agriculture, Weights and Measures due to an increase in pesticide management projects.
- ◆ In FGG, the net increase of \$0.4 million include increases of \$1.2 million in the County Counsel primarily due to an anticipated increase in reimbursable staff costs for public liability and workers' compensation legal services and \$1.0 million in the Registrar of Voters due to the higher number of billable jurisdictions that will participate in the November 2022 Gubernatorial General Election. These are offset by decreases of \$1.1 million in the Department of Human Resources in cost allocation plan amounts for reimbursement of administrative services provided to other County departments, \$0.5 million in the Assessor/Recorder/County Clerk primarily in Recorder Trust Fund revenues due to completion of Request for Proposals for an archival Collections Management Systems, completion of capital equipment purchase, delay of the microfilm and indexing projects, and delay of the major maintenance project, and in Recording Document and Duplicating and Filing Fees due to stabilization of the real estate market in refinancing homes and businesses and \$0.2 million in the Auditor and Controller in revenue related to a decrease in collection of administrative fees in the Office of Revenue and Recovery due to State legislation that limits the fees.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$0.6 million or 2.7%**. A net increase of \$1.2 million in HHSA primarily in the Housing and Community Development Services in Housing Authority revenue to support program administration increases in Salaries & Benefits and Services & Supplies. This is offset by a net decrease of \$0.6 million in LUEG in the Department of Public Works (\$0.5 million) primarily due to fewer projects in the Road Fund and in the Planning & Development Services (\$0.1 million) from SANDAG grants for Valley Center and Alpine Community Plan updates and for the remainder of work to be completed on the Casa de Oro Specific Plan.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of \$1.6 million or 6.7%**, primarily in PSG in the PSG Executive Office (\$1.6 million) for collections in Contribution for Trial Courts.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$14.1 million or 43.7%**. A net increase of \$13.2 million in LUEG primarily in the Department of Environmental Health and Quality (\$12.0 million) due to fee revenue previously covered by the ARPA funds in Fiscal Year 2021–22, permit fee revenue increase related to the department's Fiscal Year 2022–23 Cost Recovery Proposal, and permit fee revenue increase due to business recovery from COVID-19, in the Planning & Development Services (\$1.0 million) due to increased demand for services and approved increases in building permit fees, in the Agriculture, Weights and Measures (\$0.2 million) due to the increase in budgeted revenue related to cost recovery proposals. A net increase of \$0.9 million in FGG primarily in the County Communications Office (\$0.8 million) in Public Educational Governmental (PEG) Access Fee revenue due to one-time expenditures for CNC TV studio renovations and in the Assessor/Recorder/County Clerk (\$0.1 million) due to increased number of marriage licenses issued.

Miscellaneous Revenues

Miscellaneous Revenues **decreases by a net of \$30.2 million or 32.2%**.

An overall decrease of \$33.0 million in HHSA primarily in the Housing & Community Development Services tied to prior year one-time funding for the Innovative Housing Trust Fund.

The net decrease of \$2.4 million in PSG includes a decrease of \$1.5 million in the San Diego County Fire due to prior year one-time revenues in Firestorm 2007 Trust Fund for Community Risk Reduction program, donations from Fire Foundation and support for the transfer of staff from County Fire to Office of Emergency Services, and a decrease of \$1.2 million in the Sheriff's Department due to reimbursements from the RCS Trust Fund for the completion of one-time RCS site improvement, relocation and acquisition projects in Fiscal Year 2021–22 and reimbursement of costs associated with the Unsheltered Feeding Program. These are offset by an increase of \$0.2 million in the Office of Emergency Services for the transfer of property tax revenue from County Service Area (CSA) 17 and 69 to Office of Emergency Services, and an increase of \$0.2 million in the Department of Animal Services to fund quarterly community microchipping clinics and one-time cost for centralized resource hub with the department's trust fund.

An overall increase of \$3.5 million in LUEG in the Department of Parks and Recreation due to a Fire Mitigation grant from the San Diego River Conservancy.



An overall increase of \$1.7 million in FGG primarily in the Department of Human Resources (\$1.6 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, and in the Auditor and Controller (\$0.1 million) in revenue associated with the administration of court ordered victim restitution.

Revenue from Use of Money & Property

Use of Money & Property **increases by \$0.4 million or 9.2%**, primarily in FGG in the FGG Executive Office due to parking garage revenue.

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

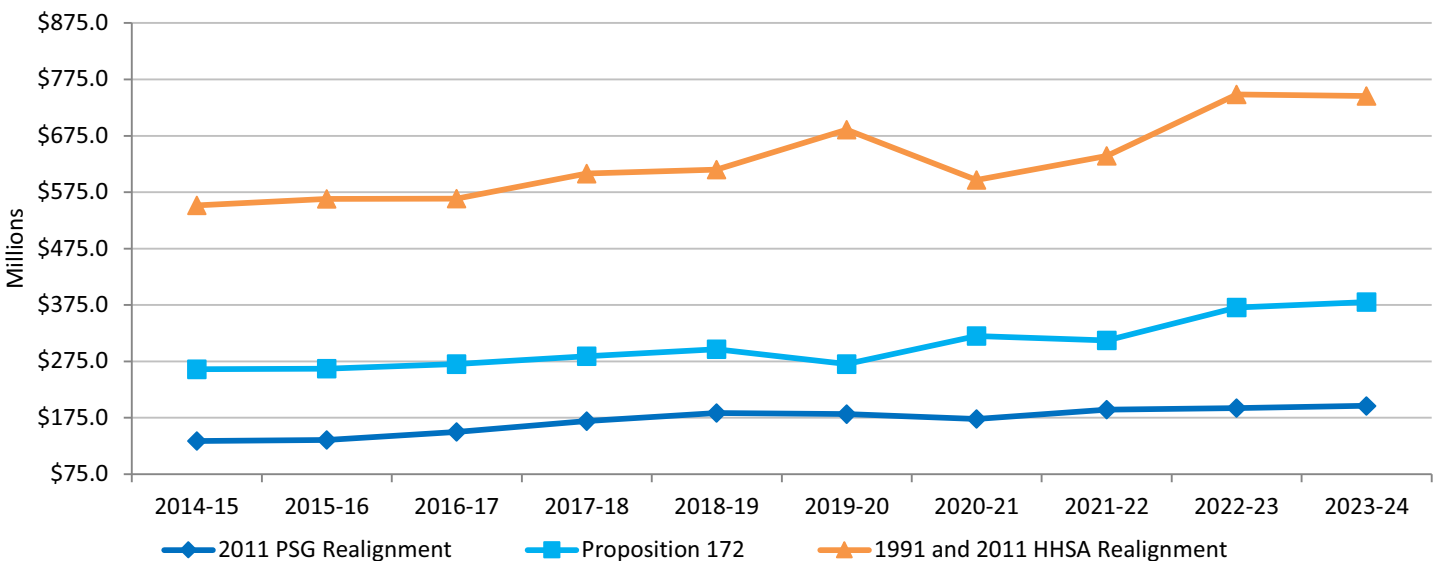
1991 and 2011 Health and Human Services Realignment Revenues (**\$748.2 million in Fiscal Year 2022–23 and \$745.7 million in Fiscal Year 2023–24**) are projected to be received from the State to support health and social services programs.

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 2022–23, it is projected that 27.1% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010-11, the last year prior to the implementation of 2011 Realignment. This assumes an underlying statewide sales tax increase of 3.7% and VLF increase of 3.1% for Fiscal Year 2022–23 due to the economic recovery. These revenues are projected to increase by 17.1% (\$109.3 million) compared to the Fiscal Year 2021–22 budget (\$638.9 million) to align with projected statewide sales tax and vehicle license fees. A slight decrease of 0.3% (\$2.5 million) is anticipated for Fiscal Year 2023–24.

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 2014-15 to Fiscal Year 2023-24



Note: Fiscal Year 2014–15 to 2020–21 figures represent actual revenues. Fiscal Year 2021–22 through Fiscal Year 2023–24 figures represent projected revenue as included in the Fiscal Years 2022–24 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 (**\$192.2 million in Fiscal Year 2022–23 and \$196.1 million in Fiscal Year 2023–24**) are budgeted to support adult and juvenile justice programs. The revenue source is a dedicated portion of State sales tax and State and local Vehicle License Fees (VLF). The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts as directed by statute. Funds allocated to the Community Corrections Subaccount support Public Safety Services in accordance with 2011 Public Safety Realignment which provides funding for the transfer of responsibility for certain offenders from the State to the County, pursuant to Assembly Bill (AB) 109; provides resources for housing, treatment and services for adult and juvenile offenders; and other services promoting a justice reinvestment strategy. These budgeted revenues increase in Fiscal Year 2022–23 by 1.3% (\$2.5 million) compared to Fiscal Year 2021–22. This change in revenues is relatively flat following a significant increase from Fiscal Year 2020–21. The projected increase in sales tax revenue and VLF 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 3.5% for 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 (**\$370.3 million in Fiscal Year 2022–23 and \$380.1 million in Fiscal Year 2023–24**) 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 a Statewide sales tax, approved by voters in 1993, which 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 Government Code 30055(d).

For Fiscal Year 2022–23, these revenues increase by 18.6% (\$58.2 million) from Fiscal Year 2021–22 budgeted amount. This assumes an underlying statewide sales tax increase rate of 3.1% for Fiscal Year 2022–23 following a significant increase of 12.25% in Fiscal Year 2021–22. It is anticipated that these revenues will have a modest growth in Fiscal Year 2023–24 as the economy continues to recover. The previous chart shows the realized revenues for Proposition 172 for Fiscal Years 2014–15 through 2021–22 and projected levels for Fiscal Years 2022–23 through 2023–24.

Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$15.1 million in Fiscal Year 2022–23 and \$15.1 million in Fiscal Year 2023–24**) 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 2022–23 reflects \$15.1 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. No change is proposed from the prior year.



General Fund General Purpose Revenue/ Fund Balance Component Decreases

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

General Purpose Revenue (GPR) makes up 30.3% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section. Use of Fund Balance, including Fund Balance Component Decreases, (\$48.6 million in Fiscal Year 2022–23 and \$55.3 million in Fiscal Year 2023–24), represents 0.9% of General Fund Financing Sources in Fiscal Year 2022–23. 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 \$43.7 million in Fiscal Year 2022–23 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.
- ◆ \$0.1 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 operation activities of General Fund Use of Fund Balance budgeted for Fiscal Year 2022–23 (\$4.9 million):

- ◆ Contracted services for security.
- ◆ Office expenses for Office of Evaluation Performance and Analytics.
- ◆ Community Enhancement program.
- ◆ Rebudget item for translation coordination activities.



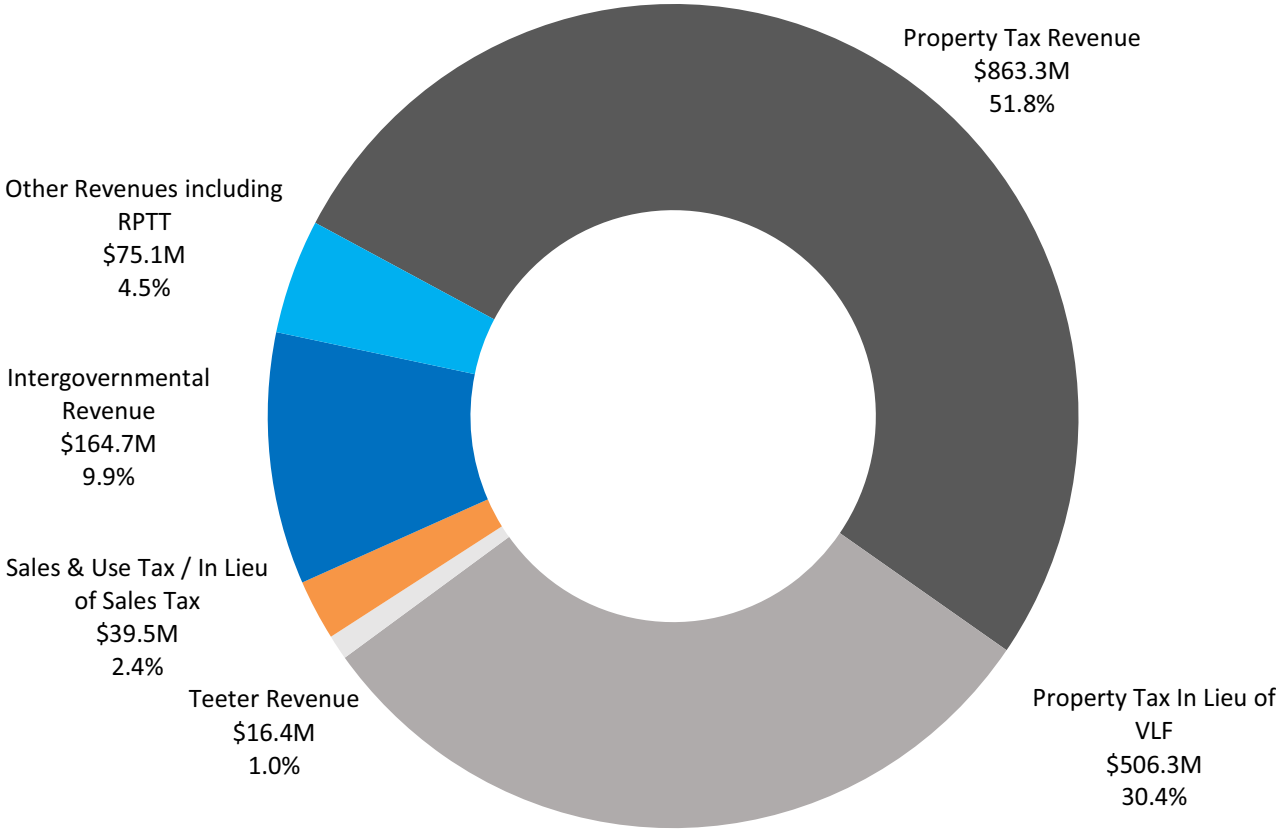


General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 30.3% 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 2022-23: \$1,665.2 million



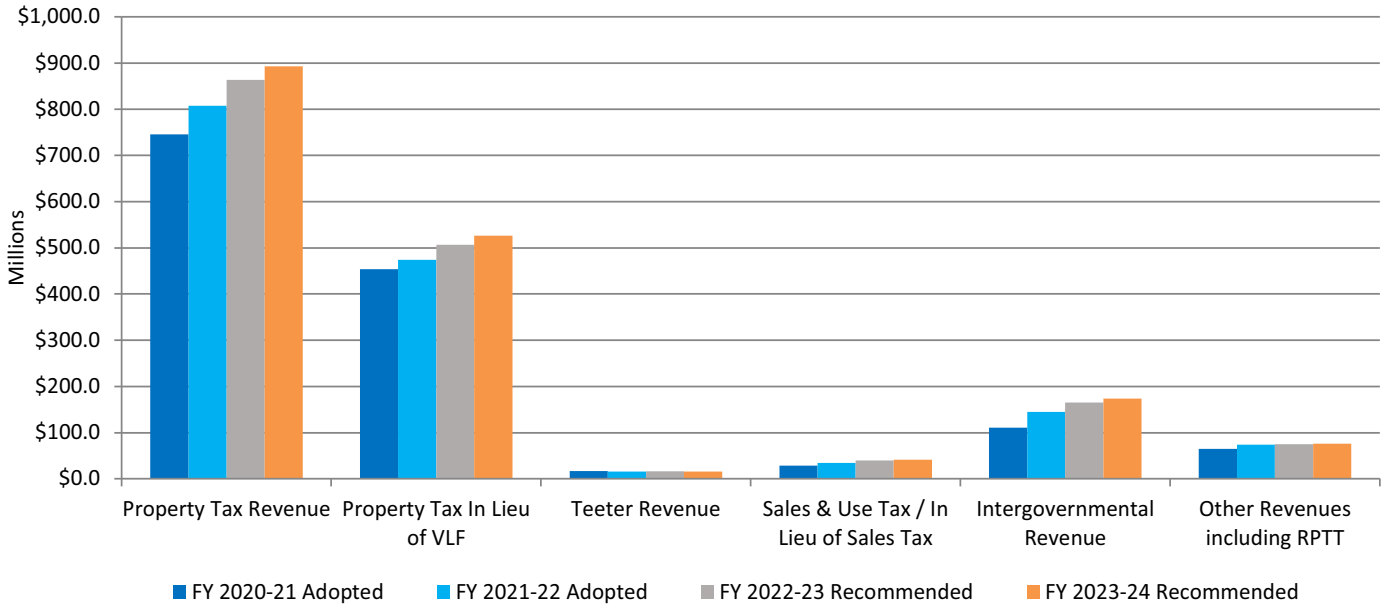
For Fiscal Year 2022–23, the \$1,665.2 million budgeted for GPR is an increase of \$114.5 million or 7.4% from the Fiscal Year 2021–22 budgeted amount of \$1,550.7 million primarily due to increase in AV growth, Sales & Use Tax, and continuing growth in pass-through distributions from former redevelopment agency

and higher residual revenue. These resources are projected to increase to \$1,724.8 million in Fiscal Year 2023–24. 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.



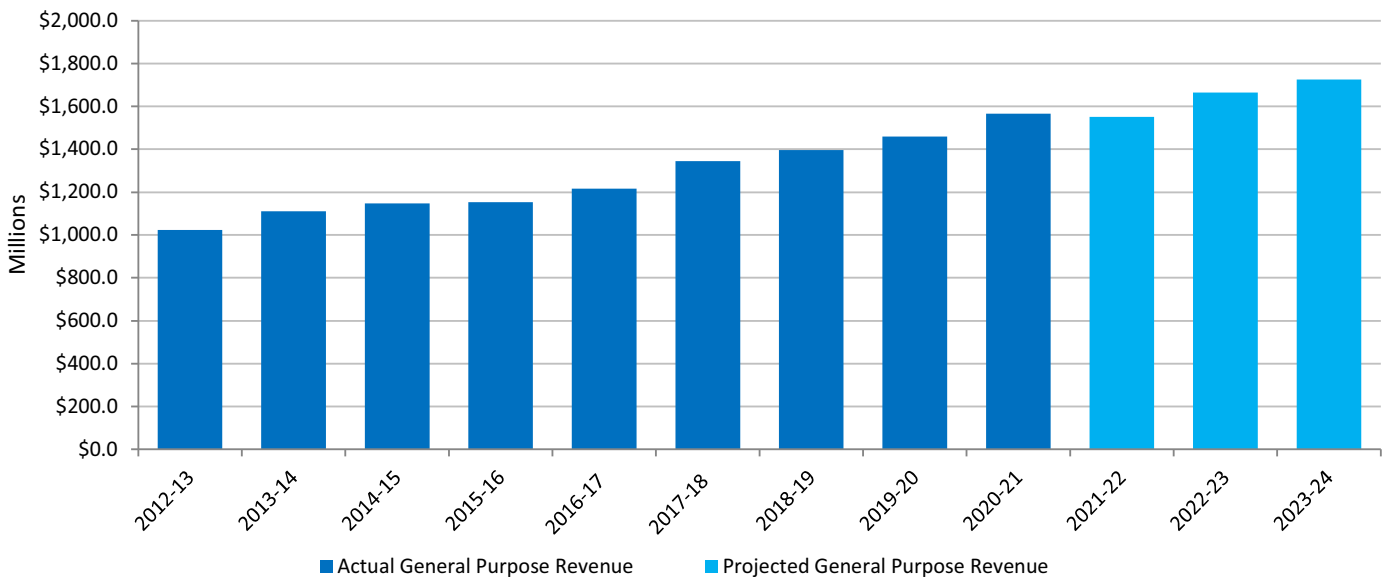
General Purpose Revenue by Source

Fiscal Years 2020-21 through 2023-24



General Purpose Revenue History

Fiscal Year 2012-13 to Fiscal Year 2023-24



Notes: General Purpose Revenue (GPR) for Fiscal Years 2012-13 through 2020-21 represents actual revenue. For Fiscal Years 2021-22 to 2023-24, the projections are included in the Fiscal Years 2022-24 Recommended Operational Plan.





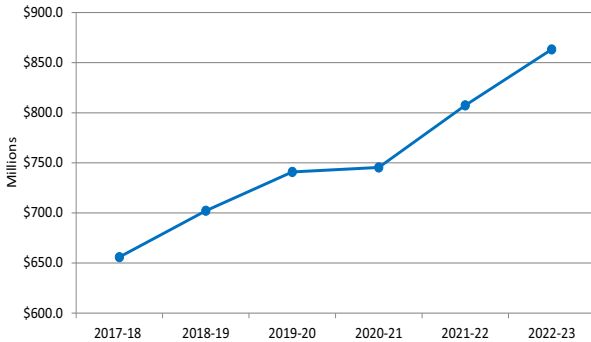
General Purpose Revenue					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Property Taxes Current Secured	\$ 717,228,809	\$ 777,016,010	\$ 831,749,072	7.0	\$ 861,519,054
Property Taxes Current Supplemental	7,786,494	8,782,362	\$8,738,450	(0.5)	\$8,694,758
Property Taxes Current Unsecured	20,253,714	21,516,714	\$22,727,801	5.6	\$22,666,034
Property Taxes Current Unsecured Supplemental	56,325	57,169	\$58,027	1.5	\$58,897
Total Property Tax Revenue	\$ 745,325,342	\$ 807,372,255	\$ 863,273,350	6.9	\$ 892,938,743
Total Property Tax In Lieu of VLF	\$ 453,778,023	\$ 473,900,762	\$ 506,268,955	6.8	\$ 525,959,998
Teeter Tax Reserve Excess	\$ —	\$ 10,617,708	\$ 10,791,321	1.6	\$ 10,421,925
Teeter Property Tax All Prior Years	16,463,777	5,206,472	\$5,562,875	6.8	\$5,173,473
Total Teeter Revenue	\$ 16,463,777	\$ 15,824,180	\$ 16,354,196	3.3	\$ 15,595,398
Total Sales & Use Tax/In Lieu of Sales Tax	\$ 28,567,283	\$ 34,782,693	\$ 39,547,604	13.7	\$ 41,178,292
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	922,548	922,547	\$1,100,000	19.2	\$1,100,000
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	100,198,270	133,975,512	\$153,918,804	14.9	\$162,603,983
Total Intergovernmental Revenue	\$ 110,795,886	\$ 144,573,126	\$ 164,693,871	13.9	\$ 173,379,050
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000
Property Taxes Prior Secured Supplemental	7,520,357	8,437,956	\$8,395,766	(0.5)	\$8,353,787
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	2,268,909	2,234,875	\$2,201,352	(1.5)	\$2,168,332
Transient Occupancy Tax	2,585,395	4,789,263	\$5,373,163	12.2	\$5,373,163
Real Property Transfer Taxes (RPTT)	25,718,441	24,957,073	\$25,206,644	1.0	\$25,458,711
Franchises, Licenses, Permits	4,914,515	4,840,797	\$4,768,185	(1.5)	\$4,696,662
Fees, Fines & Forfeitures	1,194,615	1,134,885	1,078,140	(5.0)	\$1,024,233
Penalties & Cost Delinquency Taxes	8,179,610	16,064,628	16,912,884	5.3	\$17,272,345
Interest On Deposits & Investments	9,105,307	8,708,313	8,084,934	(7.2)	\$7,870,148
Interfund Charges/Miscellaneous Revenues	2,100,000	2,100,000	2,100,000	0.0	\$2,600,000
Total Other Revenues including RPTT	\$ 64,537,149	\$ 74,217,790	\$ 75,071,068	1.1	\$ 75,767,381
Total General Purpose Revenue	\$ 1,419,467,459	\$ 1,550,670,807	\$ 1,665,209,044	7.4	\$ 1,724,818,862



Property Tax Revenue

Property Tax Revenue, (**\$863.3 million in Fiscal Year 2022–23 and \$892.9 million in Fiscal Year 2023–24**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 51.8% of the total General Purpose Revenue in Fiscal Year 2022–23 and 51.8% in Fiscal Year 2023–24.

General Purpose Revenue:
Property Tax Revenue History

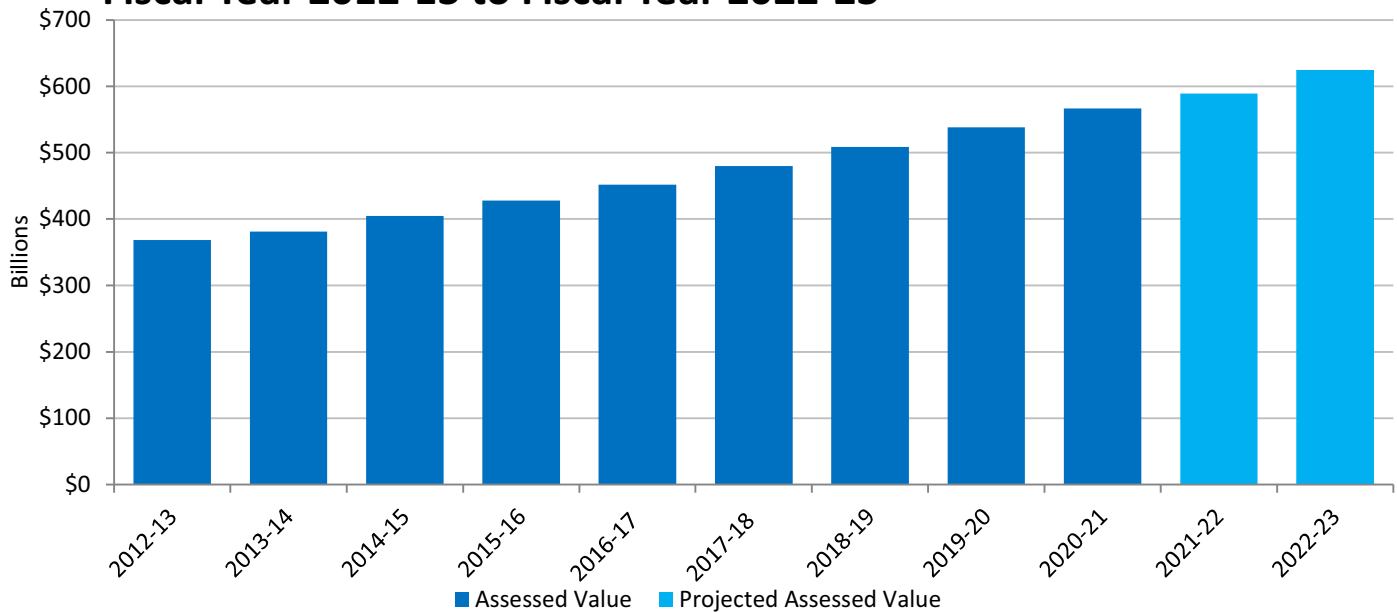


The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2022–23, property tax revenue is budgeted to be \$55.9 million or 6.9% higher than the budget for Fiscal Year 2021–22. The

increase is mainly due to the 6.0% Assessed Value (AV) growth in Fiscal Year 2022–23. Property tax revenue is projected to increase 3.4% or \$29.7 million for Fiscal Year 2023–24. 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, 2020, and 2021 the final growth rate was 5.7%, 5.6%, 6.35%, 6.13%, 5.72%, 5.33% and 4.02% respectively. For Fiscal Year 2022–23, an assumed rate of 6.00% is projected in overall assessed value of real property. The Fiscal Year 2023–24 revenue is estimated using a 4.00% assessed value growth.

**Locally Assessed Secured Property Values
Fiscal Year 2012-13 to Fiscal Year 2022-23**



Note: The projected locally assessed secured values assume a 6.0% growth rate for Fiscal Year 2022–23 and 4.0% growth rate for Fiscal Year 2023–24.
Source: San Diego County Auditor and Controller



Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$831.7 million in Fiscal Year 2022–23 and \$861.5 million in Fiscal Year 2023–24**) is expected to increase by \$54.7 million in Fiscal Year 2022–23 from the adopted level for Fiscal Year 2021–22.

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 2022–23 revenue amount assumes an increase of 6.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2021–22 of 4.02%. The Fiscal Year 2021–22 current secured revenue assumed a 3.00% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2020–21; however, the actual current local secured assessed value increased by 4.02% (gross less regular exemptions). For Fiscal Year 2023–24, local secured assessed value is assumed to grow by 4.00%. 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 (**\$8.7 million in Fiscal Year 2022–23 and \$8.7 million in Fiscal Year 2023–24**) is expected to slightly decrease by \$0.1 million in Fiscal Year 2022–23 from the adopted level for Fiscal Year 2021–22. 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 (**\$22.7 million in Fiscal Year 2022–23 and \$22.7 million in Fiscal Year 2023–24**) is not based on a lien on real property and is expected to increase by \$1.2 million in Fiscal Year 2022–23 from the adopted level for Fiscal Year 2021–22 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.

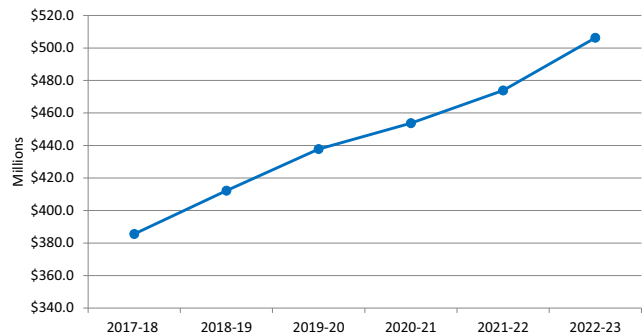
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2022–23 and \$0.1 million in Fiscal Year 2023–24**) 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 30.4% (**\$506.3 million**) of the General Purpose Revenue amount in Fiscal Year 2022–23 and 30.5% of the projected amount (**\$526.0 million**) in Fiscal Year 2023–24.

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 6.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2022–23, revenues are anticipated to be \$32.4 million higher than budgeted for Fiscal Year 2021–22. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2021–22 which increased by 4.02% compared to a budgeted increase of 3.00%. The Fiscal Year 2023–24 revenue is estimated using a 4.00% assessed value growth.



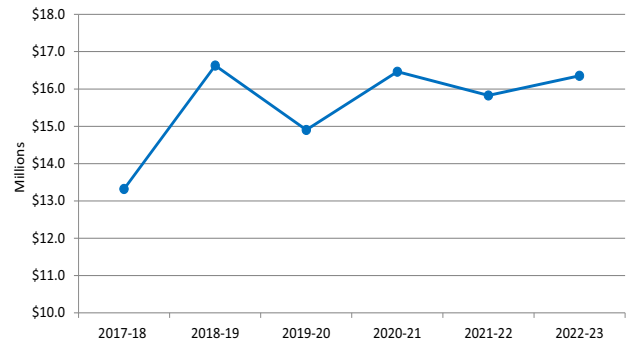
Teeter Revenue

Teeter Revenue (**\$16.4 million in Fiscal Year 2022–23 and \$15.6 million in Fiscal Year 2023–24**) represents approximately 1.0% of General Purpose Revenue in Fiscal Year 2022–23 and 0.9% of the projected amount in Fiscal Year 2023–24. Teeter Revenue is expected to increase by \$0.5 million in Fiscal Year 2022–23 from the adopted level for Fiscal Year 2021–22 primarily due to projected higher collections from a higher prior year receivables. Teeter Revenue is expected to decrease by \$0.8 million in Fiscal Year 2023–24 from the recommended level for Fiscal Year 2022–23 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

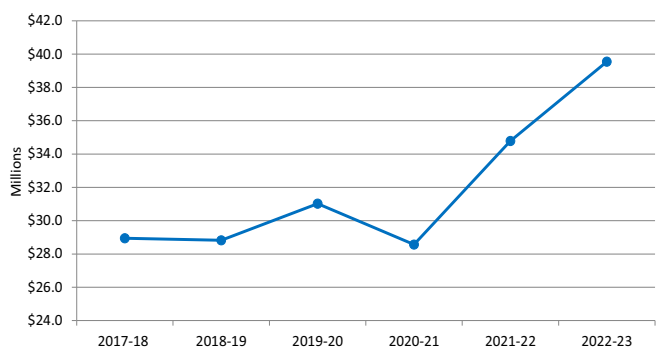


Sales & Use Tax Revenue

Sales & Use Tax Revenue (**\$39.5 million in Fiscal Year 2022–23 and \$41.2 million in Fiscal Year 2023–24**) represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2022–23 and 2.4% in Fiscal Year 2023-2024. 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 2022–23 is estimated to be \$4.8 million or 13.7% higher than the Fiscal Year 2021–22 Adopted Operational Plan and is estimated to be \$1.6 million higher in Fiscal Year 2023–24. The increase in Fiscal Year 2022–23 is primarily due to the rebound from pandemic especially the County pools.

General Purpose Revenue:
Sales and Use Tax Revenue History



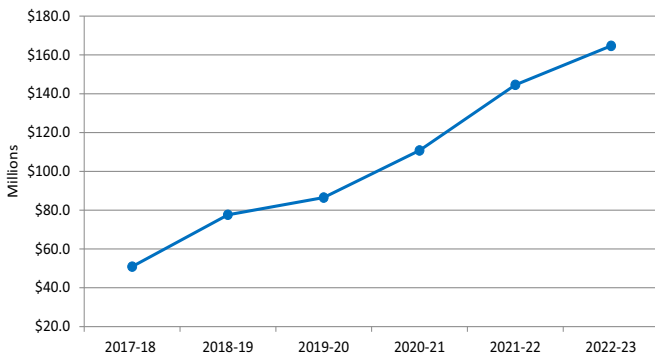
Intergovernmental Revenue

Intergovernmental Revenue (**\$164.7 million in Fiscal Year 2022–23 and \$173.4 million in Fiscal Year 2023–24**) comprises 9.9% of the General Purpose Revenue amount in Fiscal Year 2022–23 and 10.1% of the projected amount in Fiscal Year 2023–24. For Fiscal Year 2022–23, the amount budgeted is \$20.1 million or 13.9% higher than the Fiscal Year 2021–22 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



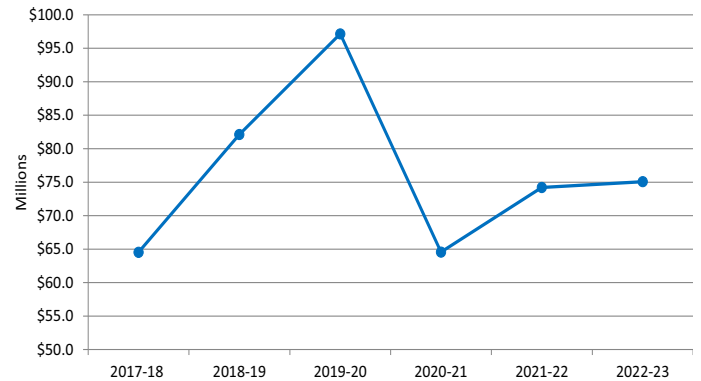
The largest portion of this funding is from aid from Redevelopment Successor Agencies generated by "pass-through" agreements in place prior to redevelopment dissolution.

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 2022–23 total **\$75.1 million and increase to \$75.8 million in Fiscal Year 2023–24** and are approximately 4.5% of the total General Purpose Revenue amount in Fiscal Year 2022–23 and 4.4% in Fiscal Year 2023–24. The Fiscal Year 2022–23 amount represents a 1.1% or \$0.9 million increase from the Fiscal Year 2021–22 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 (**\$8.1 million in Fiscal Year 2022–23 is \$0.6 million or 7.2% lower than the Fiscal Year 2021–22 Adopted Operational Plan and \$7.9 million in Fiscal Year 2023–24**) 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 (**\$25.2 million in Fiscal Year 2022–23 and \$25.5 million in Fiscal Year 2023–24**) is anticipated to increase by \$0.2 million or 1.0% from the Fiscal Year 2021–22 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 (**\$16.9 million in Fiscal Year 2022–23 is \$0.8 million or 5.3% higher than the Fiscal Year 2021–22 Adopted Operational Plan and \$17.3 million in Fiscal Year 2023–24**) are projected to increase from the Fiscal Year 2021–22 Adopted Operational Plan, based on prior year receipts and AV growth assumption which could increase the amount of

penalties to be collected. 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

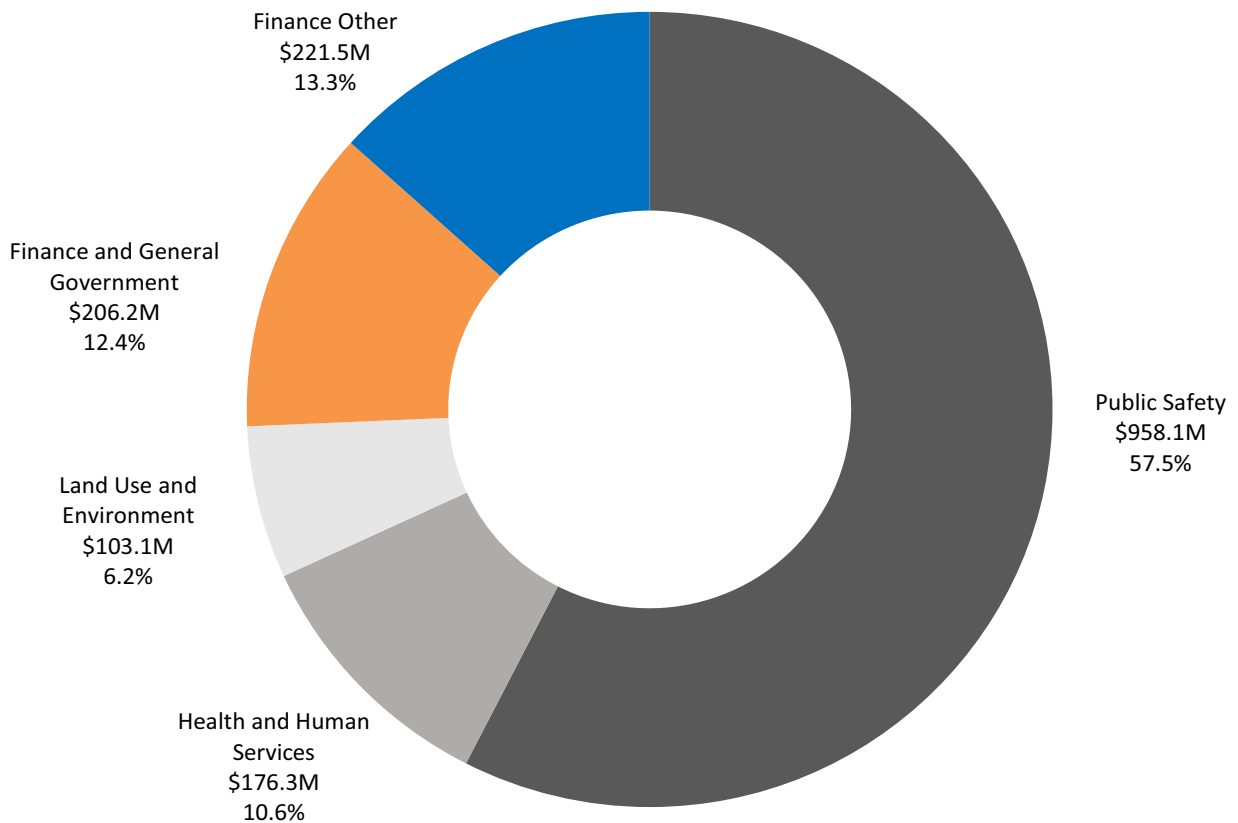
Other Miscellaneous Revenues are projected to be **\$24.9 million in Fiscal Year 2022–23 and \$25.2 million in Fiscal Year 2023–24**, which is an increase of \$0.4 million or 1.5% from the Fiscal Year 2021–22 Adopted Operational Plan. This increase is primarily due to the Transient Occupancy Tax (TOT) 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 2022–23 budget for the Public Safety Group represents 33.9% of total County expenditures, the allocation of GPR for services in that Group equals 57.5% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 38.6% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 10.6% of total GPR.

General Purpose Revenue Allocations by Group/Agency Fiscal Year 2022-23: \$1,665.2 million



The allocation of GPR for Fiscal Years 2022–23 and 2023–24 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.

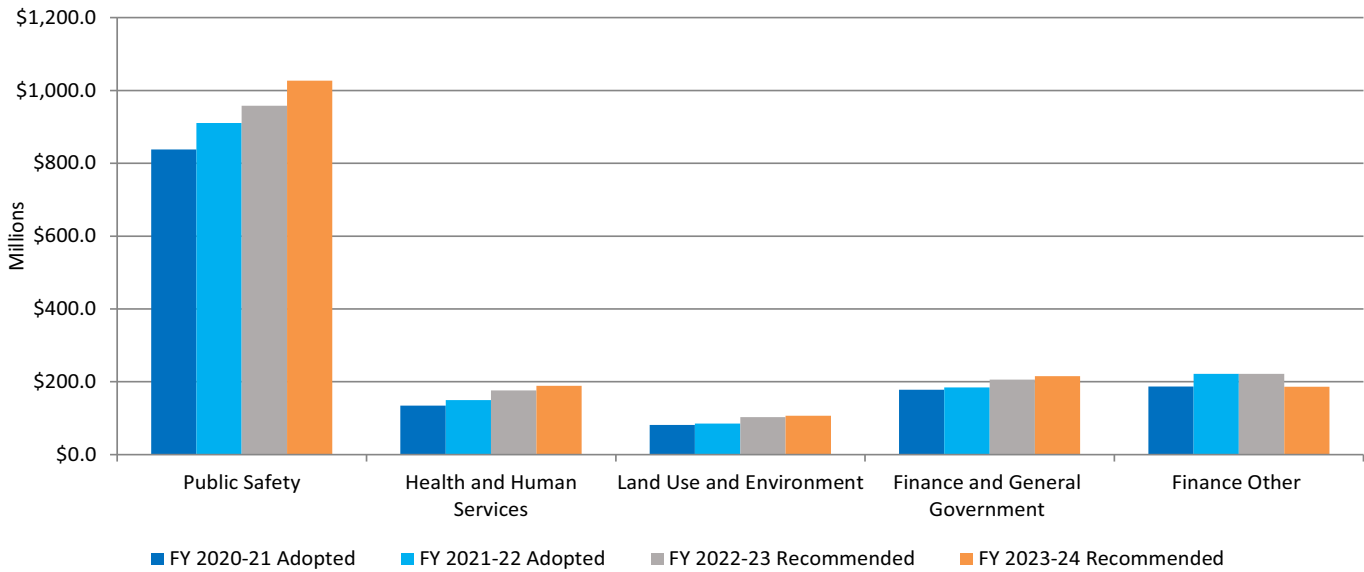
GPR is budgeted at \$1,665.2 million in Fiscal Year 2022–23, an increase from \$1,550.7 million in Fiscal Year 2021–22. While in

Fiscal Year 2021–22 employer contributions to the retirement fund are budgeted to increase by 4.3%, the annual rate of increase beyond Fiscal Year 2022–23 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 used for budget decreased from 7.25% to 7.00%.



General Purpose Revenue by Group/Agency

Fiscal Years 2020-21 through 2023-24



	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety	\$ 837.7	\$ 910.5	\$ 958.1	5.2	\$ 1,027.5
Health and Human Services	134.7	149.8	\$176.3	17.7	\$188.4
Land Use and Environment	81.7	84.7	\$103.1	21.7	106.7
Finance and General Government	177.9	184.0	\$206.2	12.1	215.5
Finance Other	187.4	221.7	\$221.5	(0.1)	186.7
Total	\$ 1,419.5	\$ 1,550.7	\$ 1,665.2	7.4	\$ 1,724.8

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

- ◆ The Fiscal Year 2022–23 Recommended Operational Plan allocates \$114.7 million of GPR to fund growth in salary and benefit costs including retirement (\$18.3 million) as well as allocation for programs (\$96.4 million). GPR stabilization remaining as of Fiscal Year 2021–22 was \$187.1 million. The Fiscal Year 2022–23 GPR stabilization balance decreased by \$20.0 million, to reflect the allocation of GPR net of GPR growth of \$114.5 million, leaving a remaining balance total stabilization resources to \$167.1 million. In Fiscal Year 2022–23, these resources will be spent on negotiated labor agreements, 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 2023–24 Recommended Budget allocates \$94.4 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 \$97.6 million in Fiscal Year 2023–24. 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 County's Administrative Code and any other provision of local law pertaining to General Fund balance, reserves, commitments, assignment and management practices for the duration of the local emergency declared on February 14, 2020. Once the local emergency has been lifted these policy suspensions will no longer be in effect.

Financial Planning and Budget

The County is actively engaged in ongoing financial and strategic planning activities. As discussed previously, the General Management System (GMS) 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 and Controller Records and Reports*, calls for the provision of periodic updates related to fund status, General Fund cash flow, and budget status reports. Section 113.5, *Management Practices*, provide guidelines for use on general purpose revenues that are generated by maturing or refunded long-term financial obligations or by greater than anticipated assessed value growth.

Board Policy B-65, *Long-term Obligations and Financial 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.

SUMMARY OF FINANCIAL POLICIES

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

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

Revenues

- ◆ As a political subdivision of the State of California, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect fees and taxes. There are three basic categories of funding sources for County programs and services: Program Revenue, General Purpose Revenue and Fund Balance. Descriptions of major revenues policies are included in the section immediately following the definition of these revenue categories.
 - ◆ Program Revenue may be received in the form of fees paid by customers for a particular service or may be received as a subvention or grant from the State or federal government based on qualifying services being provided to local residents. For purposes of constructing the Operational Plan, Program Revenue is defined to also include all revenue received by special funds.
 - ◆ General Purpose Revenue may be used to provide for any service that is within the legal purview of the County. It is used to match federal or State program revenues where required and to fund mandated and discretionary services where either no program revenue or insufficient program revenue is received. General Purpose Revenue shall be budgeted only after all other funding sources for those services are taken into account.

- ◆ Fund Balance results from an excess of revenues over expenditures in prior fiscal years. Fund balance is used to support one-time projects only, not ongoing services.
- ◆ Devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors. This includes a periodic review of the County's financial condition in order to ensure that the County's financial sources (revenues) are sufficient to meet anticipated obligations.
- ◆ Develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the Chief Administrative Officer.
- ◆ Ensure that full cost is recovered from fees, grants and revenue contracts to the extent legally possible. If not, the reasons for recovery of less than full cost will be documented and disclosed.
- ◆ All revenues received by the County identified as "one-time" revenues will only be appropriated for "one-time" expenditures per the County of San Diego Administrative Manual 0030-14, *Use of One-Time Revenues* and San Diego County Administrative Code Section 113.4, *Fund Balances and Use of One-time Revenues*.
- ◆ County departments will seek to recover the full cost of all services provided to agencies or individuals outside the County of San Diego organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require specific Board of Supervisors approval for the non-reimbursed costs as set forth in Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
 - ◆ Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County.
 - ◆ All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing was unavailable.
 - ◆ Funding sources that will require a revenue match from the County General Fund shall be limited to the designated match level mandated as a condition of funding.
 - ◆ The establishment of fees, and subsequent changes to fees, will be done by ordinance at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently if warranted, to allow for full cost recovery.
 - ◆ The Chief Administrative Officer shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective





before they are submitted to the Board of Supervisors for action. County Counsel shall review all revenue contracts to ensure that the County's interests are protected.

- ◆ During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided as set forth in Board of Supervisors Policy B-63, *Competitive Determination of Optimum Service Delivery Method*.
- ◆ Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue pursuant to Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County* and Section 232.4 of the County Administrative Code.
- ◆ All County funds shall be established according to the procedures set forth in County of San Diego Administrative Manual 0030–18, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise.

Expenditures

- ◆ Pursuant to the Charter of the County of San Diego, Article VII, §703.4, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- ◆ Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Deputy Chief Administrative Officer/Chief Financial Officer.
- ◆ Appropriation transfers of any amount between objects within a budget unit may be processed by the Deputy Chief Administrative Officer/Chief Financial Officer, except for Road Projects, Operating Transfers between departmental budget units, Capital Projects and considered routine major maintenance requiring capitalization for financial reporting purposes, or when the transfer would have actual or potential programmatic impacts. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval

from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.

- ◆ As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- ◆ Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.
- ◆ The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.
- ◆ The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*. On June 8, 2021, the Board directed that Community Enhancement funding be augmented with \$5,000,000 in one-time funds made available to the County under the American Rescue Plan Act (ARPA) to provide funding for organizations adversely impacted by the COVID-19 pandemic. ARPA funds will be used to help organizations in San Diego County to address the negative economic impacts of the COVID-19 pandemic from March 3, 2021 through December 31, 2024. ARPA funding will be made available subject to applicable federal law, regulation, and requirements and Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- ◆ All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to \$10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.



Reserves

- ◆ The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- ◆ Pursuant to San Diego County Code of Administrative Ordinances Article VII, Section 113.1 *General Fund Balances and Reserves*, as adopted by the Board of Supervisors on December 5, 2017, the County will maintain a portion of Unassigned Fund Balance as a reserve that equals a minimum of two months of audited General Fund expenses (which is equivalent to 16.7% of audited General Fund expenses). The General Fund Reserve will protect the County against expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, and other issues which impact fiscal health and stability.
- ◆ Appropriation of the General Fund Reserve minimum balance and/or transfers from the General Fund Reserve appropriation, requires a four fifths vote of the Board of Supervisors.
- ◆ In the event the General Fund Reserve falls below established levels, the Chief Administrative Officer shall present a plan to the Board of Supervisors for restoration of those targeted levels within one to three years.
- ◆ In addition, the Administrative Code authorizes the Board of Supervisors to commit fund balance and the Chief Administrative Officer to assign fund balance for specific purposes that do not result in the General Fund Reserve falling below the minimum required balance.
- ◆ Finally, the Administrative Code recognizes the General Fund Reserve and all County fund balances as one-time funding sources. These sources of revenue should be appropriated for one-time uses or in conjunction with a long-term financial plan to cover short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances. In general, fund balance is established when assets are greater than liabilities at the end of a year. In practice, fund balance can be generated when revenues exceed expenditures in any year.
 - ◆ One-time revenues may include grants, revenue from the sale of assets, one-time expenditure savings, and revenue sources which may be available for more than one year but are either non-recurring or will be required to address future expenditure growth that is anticipated to exceed future revenue growth.
 - ◆ One-time expenditures may include the following: program startup costs, short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances, early debt retirement, capital costs, or other one-time expenditures as recommended by the CAO.

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

Debt Management

- ◆ The use and management of the County's long-term financial obligations is directed by the County Charter, County Administrative Code and Board and other policies. The County Charter requires that proceeds of any long-term obligation of the General Fund shall not be used for recurring operational needs. The County Administrative Code reiterates this and also provides guidance on elements that are also included in Board Policy. The County adopted Board of Supervisors Policy B-65, *Long-Term Obligations and Financial Management Policy*, to ensure prudent management of the County's finances, including its long-term financial obligations. The Policy sets forth practices to be adhered to in managing the County's long-term financial outlook. These documents provide guidelines related to the following:
 - ◆ Reinvesting general purpose revenue savings generated by maturing debt obligations and/or refinancing to accelerate payment of outstanding debt obligations (including pension unfunded actuarial accrued liability and/or economic defeasance of outstanding debt obligations) and/or to avoid issuance of new debt.
 - ◆ Long-Term Obligations shall not be used to finance current operations or for recurring needs.
 - ◆ Annual principal and interest payments on Long-Term Obligations of the General Fund shall not exceed 5% of General Fund revenue.
- ◆ Besides long-term obligations, from time to time the County may issue Tax and Revenue Anticipation Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.

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

Investments

- ◆ The Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the Treasurer-Tax Collector annually prepares an Investment Policy that will be reviewed and monitored by the County Treasury Oversight Committee, established by the Board of Supervisors pursuant to California Government Code §§27130–27137.
- ◆ The monies entrusted to the Treasurer-Tax Collector (the Fund) will comprise an actively managed portfolio. This means that the Treasurer and his staff will observe, review and react to changing conditions that affect the Fund.





- ◆ The *San Diego County Treasurer's Pooled Money Fund Investment Policy* is annually reviewed and approved at a public meeting by the Board of Supervisors. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds:
 - ◆ The primary objective shall be to safeguard the principal of the funds under the Treasurer-Tax Collector's control.
 - ◆ The secondary objective shall be to meet the liquidity needs of the participants.
 - ◆ The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- ◆ More information about the Fund and the policy is available at www.sdtreastax.com/treasury.html
- ◆ The Treasurer-Tax Collector prepares a monthly investment report to be posted on the Treasurer-Tax Collector's website at www.sdtreastax.com/treasury.html
- ◆ The Treasurer-Tax Collector provides to the Treasury Oversight Committee an annual independent review by an external auditor to assure compliance with policies and procedures set forth by the California Government Code.

Capital Improvements

- ◆ The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- ◆ The need for capital improvements is assessed annually. Board of Supervisors Policy B-37, *Use of the Capital Program Funds*, establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- ◆ The physical assets of the County are extensive; thus it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The department is responsible for establishing the general objectives and standards for the location, design and occupancy of County-owned or leased facilities, as well as serving as the steward of a County-wide master plan and individual campus plans per Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*.
- ◆ The Capital Program Funds were established by the Board of Supervisors to provide centralized budgeting for the accumulation and expenditure of funds. The CAO Administrative Manual Policy 0030-23; *Use of the Capital Program Funds, Capital Project Development and Budget Procedure*, establishes procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and closure of capital projects within the Capital Program Funds.

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

Measurement Focus and Basis of Accounting

Pursuant to the Governmental Accounting Standards Board (GASB), the County uses various types of funds that reflect different types of resources or intended uses. Governmentwide, proprietary and fiduciary fund accounting is done in compliance with Generally Accepted Accounting Principles (GAAP) and reported using the economic resources measurement focus and the modified accrual basis of accounting. Under this method, Governmental Fund revenues are recognized when measurable and available. Sales taxes, investment income, State and federal grants and charges for services are accrued at the end of the fiscal year if their receipt is anticipated within 180 days. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due.

Proprietary Funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Basis of Budgeting

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

Governmental Funds

An operating budget is adopted each fiscal year by the Board of Supervisors for the governmental funds. The annual resolution adopts the budget at the object level of expenditure within departments and authorizes the carry forward of appropriations and related funding for prior year encumbrances. Certain annual appropriations are budgeted on a project or program basis. If such projects or programs are not completed at the end of the fiscal year, unexpended appropriations, including encumbered funds, are carried forward to the following year with the approval of the Board of Supervisors. Expenses are budgeted at



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

Proprietary Funds

The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models, which is done on an accrual basis, reflecting both revenues and expenses when earned.



Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities Planning* and B-37, *Use of the Capital Program Funds*. 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 2022–23 capital projects budget for the County is \$89.6 million. This excludes the \$52.3 million appropriated in Fiscal Year 2022–23 and \$8.8 million in Fiscal Year 2023–24 in Major Maintenance Capital Outlay Fund and 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 2022–23)	Dollar Amount	Number of Projects
Capital Outlay Fund	\$ 48,250,000	6
Library Projects Capital Outlay Fund	0	0
County Health Complex Capital Outlay Fund	31,000,000	2
Justice Facility Construction Fund	2,892,600	1
Multiple Species Conservation Program Fund	7,500,000	1
Total	\$ 89,642,600	10

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, 2021, as reported in the County's Annual Comprehensive Financial Report (Annual Report). The Annual Report can be accessed at www.sdcounty.ca.gov/auditor/reports.html.

General Fund Fund Balance Categories (in thousands)	
	Annual Report (June 30, 2021)
Nonspendable	\$ 22,900
Restricted	692,270
Committed	500,256
Assigned	405,739
Unassigned*	661,270
Total General Fund Balance	\$ 2,282,435

*June 30, 2022 Unassigned balance is anticipated to meet the estimated minimum.

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, 2021 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 in the June 30, 2021 annual report are amounts committed for capital projects in progress including:

- ◆ Youth Transition Center (formerly Juvenile Justice Campus) Phase 1 and Phase 2
- ◆ Live Well Centers
- ◆ County Administration Center Renovations
- ◆ Various fire stations, libraries, parks, trails, land, community centers including the Multiple Species Conservation Program
- ◆ Tri-City Health Care District Psychiatric Health Facility
- ◆ South County Animal Shelter
- ◆ Integrated Property Tax System
- ◆ Regional Communications System upgrade
- ◆ Incarcerated Person Transfer Tunnel
- ◆ San Marcos Road Maintenance Station and Fleet Garage

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, 2021, reflect one-time appropriations included in the Fiscal Year 2021–22 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, 2021 annual report include:

- ◆ One-time amounts included in the 2021–22 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 Ordinances 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 2022–23 Recommended Use of Fund Balance

The Fiscal Year 2022–23 total \$186.3 million Uses of fund balance and fund balance components includes amounts within and outside of the general fund. Outside of the General Fund, \$137.7 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 \$48.6 million represents the use of General Fund resources including \$43.7 million of balances restricted for Pension Obligation Bonds, environmental health and quality and debt and the use of \$4.9 million of General Fund Unassigned fund balance used to fund one-time operational needs. 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 \$43.7 million are recommended for Fiscal Year 2022–23. 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 2022–23 Recommended Budget	Source
Assigned: Hall of Justice Lease Payment	\$ 0.8	Assigned
Restricted: Pension Stabilization	42.8	Restricted
Committed: Environmental Health	0.1	Committed
Total	\$ 43.7	

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





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 lev-

els. 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.





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 and Controller, and the Treasurer-Tax Collector.
- ◆ Prior to its recommendation, the Debt Advisory Committee shall assess the credit impact of the financing, which includes analyzing the ability of the County to repay the obligation, identifying the funding source of repayment, evaluating the impact of the ongoing obligation on the current budget and future budgets, and assessing the maintenance and operational requirements of the project to be financed.
- ◆ The term of the long-term obligation will not exceed the useful life or the average life of the project(s) financed.
- ◆ Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.
- ◆ Long-term 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 October 2021 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 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22	Fiscal Year 2022–23
Net Bonded Debt (in millions) ¹	\$ 813.0	\$ 745.0	\$ 682.5	\$ 608.4	\$ 577.7
Net Bonded Debt per Capita ²	\$ 245	\$ 223	\$ 204	\$ 182	\$ 174
Ratio of Net Bonded Debt to Assessed Value ³	0.15%	0.13%	0.12%	0.10%	0.10%

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

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

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

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

Bond and Debt Service Ratios

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

General Fund Debt Service Ratios

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

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

Components of General Fund Debt Service Ratio (in millions)					
	Fiscal Year 2019–20 Adopted Budget	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	Fiscal Year 2023–24 Recommended Budget
General Fund Revenue ¹	\$ 4,422.6	\$ 4,681.7	\$ 5,277.7	\$ 5,456.0	\$ 5,454.9
Total Debt Service	\$ 109.9	\$ 106.8	\$ 105.9	\$ 107.9	\$ 107.6
Ratio of Total Debt Service to General Fund Revenue	2.48%	2.28%	2.01%	1.98%	1.97%
General Fund Share of Debt Service Cost ²	\$ 87.6	\$ 84.1	\$ 83.6	\$ 83.2	\$ 89.2
Ratio of General Fund Share of Debt Service to General Fund Revenue	1.98%	1.80%	1.58%	1.52%	1.64%

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

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

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





Outstanding Principal Bonded Debt (in millions)			
	Projected as of June 30, 2021	Projected as of June 30, 2022	Projected as of June 30, 2023
Certificates of Participation	\$ 123.5	\$ 161.2	\$ 149.1
Lease Revenue Bonds	88.1	84.1	79.8
Pension Obligation Bonds	400.1	340.8	278.0
Redevelopment Successor Agency Bonds	7.9	6.7	6.1
Total	\$ 619.6	\$ 592.8	\$ 513.0

Long-Term Obligations

The County’s outstanding General Fund secured long-term principal bonded debt as of June 30, 2022, and projected as of June 30, 2023, 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, the Cedar & Kettner Development Project Parking Structure, and the

County’s newest financing for the Youth Transition Campus. These bonds are the first Green Bonds issued by the County of San Diego totaling \$49.06 million par value. As of June 30, 2022, the County is anticipated to have \$245.3 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, 2022, the County is anticipated to have \$340.8 million of taxable POBs outstanding.

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

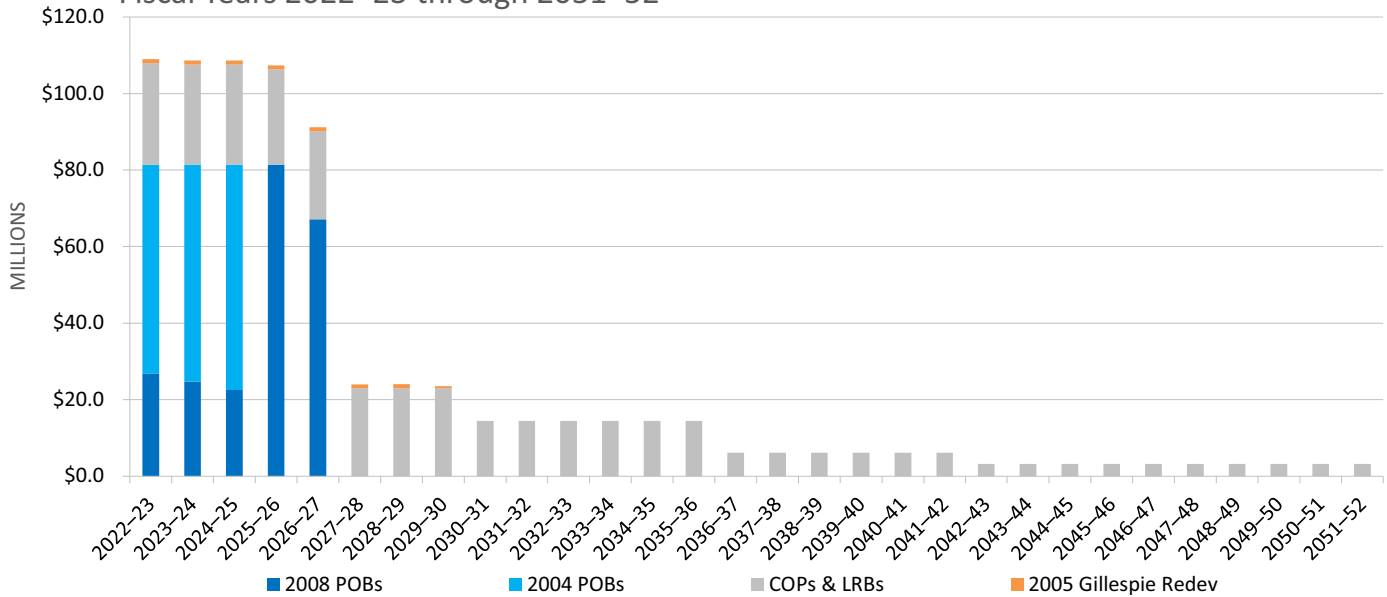
The Long-Term Debt Obligations chart shows the County's scheduled long-term obligation payments through final maturity of Fiscal Year 2050-51 as of June 30, 2022, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The Outstanding County Financings table details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.





Long-Term Debt Obligations¹

Fiscal Years 2022–23 through 2051–52



¹Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2022. Details of these obligations are provided in the Outstanding County Financings table nearby.

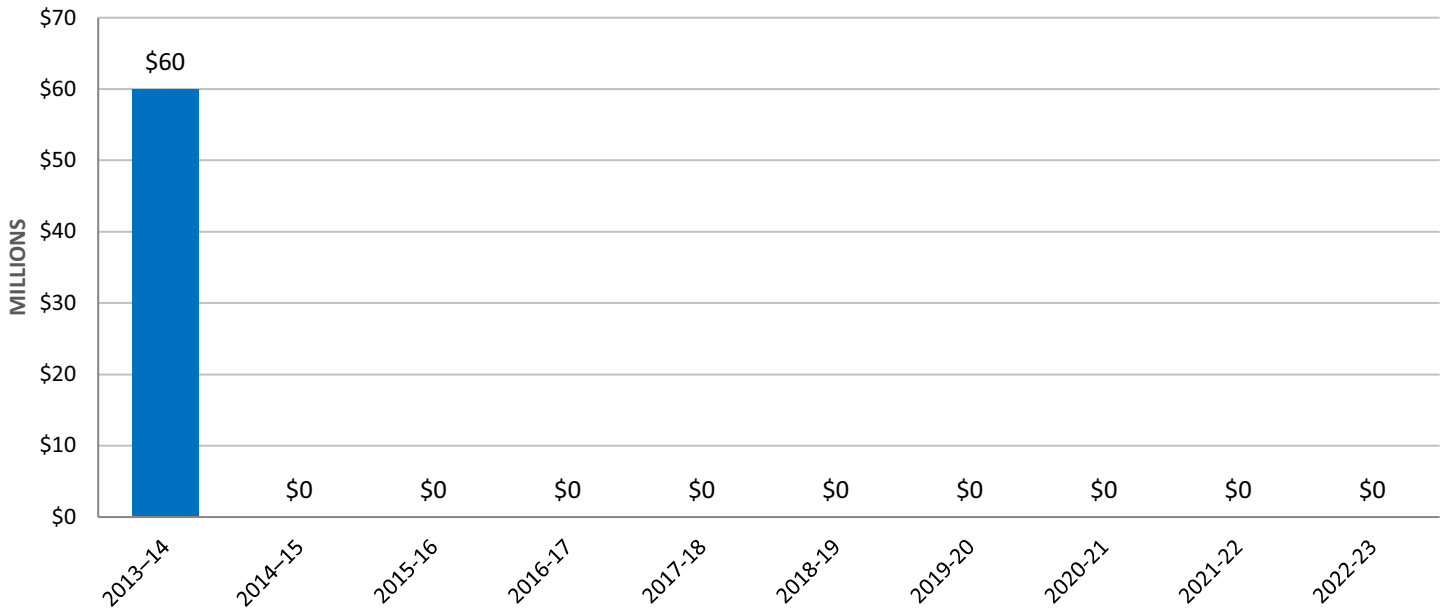
Outstanding County Financings (in thousands)

	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2014 Edgemoor and RCS Refunding, issued September 2014	2029	\$ 93,750	\$ 56,425
2016 COC Refunding, issued March 2016	2035	105,330	84,095
2019 Justice Facility Refunding	2025	19,450	11,655
2020 CAC Waterfront Park Refunding, issued November 2020	2041	21,910	21,265
2020 Cedar and Kettner Development Refunding, issued November 2020	2041	23,815	22,840
2021 Youth Transition Campus, issued December 2021	2051	49,060	49,060
Total Certificates of Participation and Lease Revenue Bonds		\$ 313,315	\$ 245,340
Taxable Pension Obligation Bonds			
Series 2004	2024	\$ 454,113	\$ 155,620
Series 2008	2027	\$ 343,515	185,205
Total Pension Obligation Bonds		\$ 797,628	\$ 340,825
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 6,725
Total Tax Allocation Bonds		\$ 16,000	\$ 6,725

This table reflects the County's outstanding financings as of June 30, 2022.



Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing 2013–14 through 2022–23



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, 2022, the County will have three outstanding conduit issuances and has not issued a conduit financing since 2015.

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



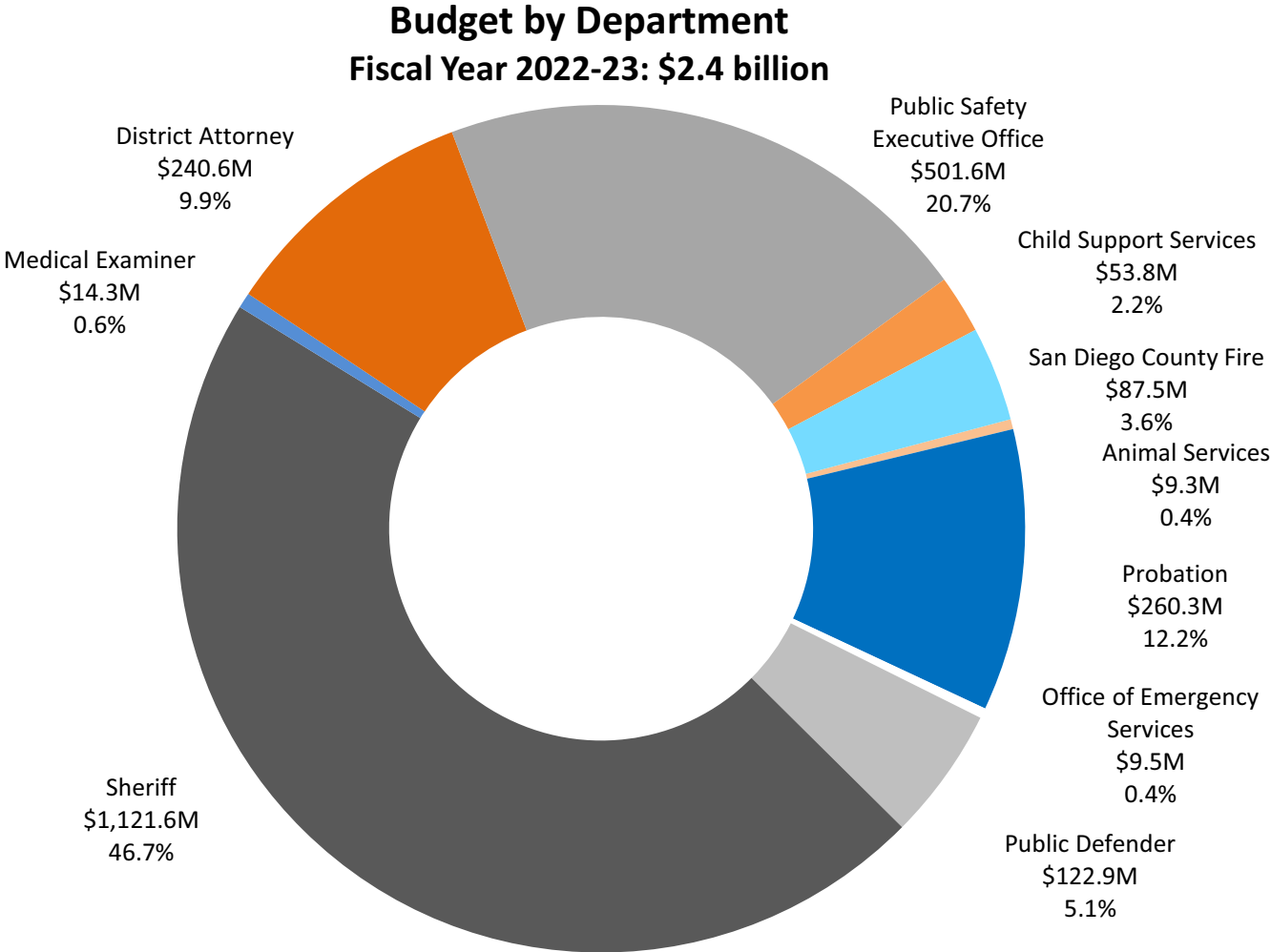
County of San Diego

Public Safety Group

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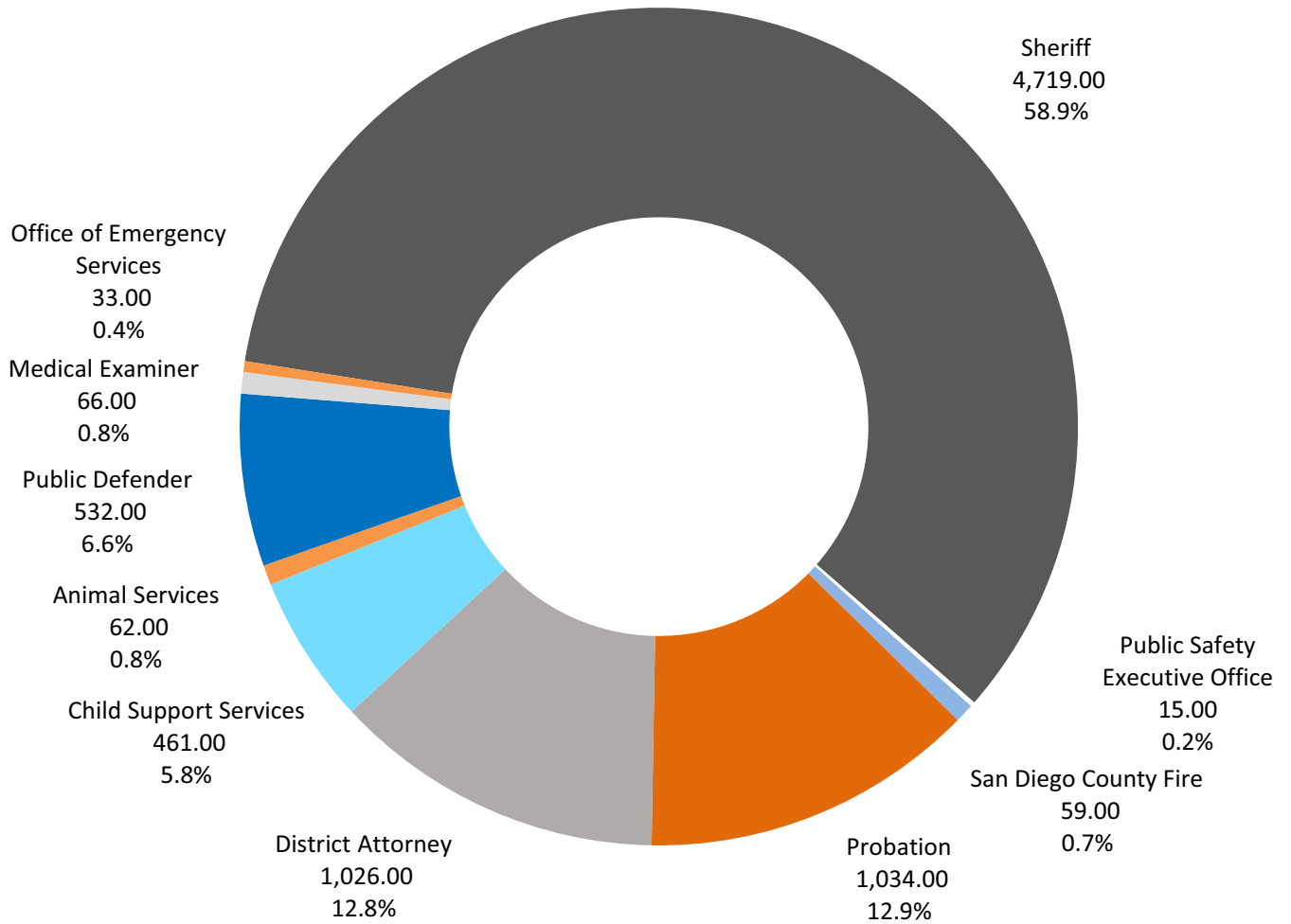
Public Safety Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2022-23: 8,007.00 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.

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 ensuring a fair and equitable justice system in the investigation, defense and prosecution of crimes and through services for victims, housing adult offenders and youth in county facilities, and supervising and supporting clients in the community. PSG departments also provide programs and services promoting opportunities for youth and young adults.

Strategic Framework and Alignment

In Fiscal Year 2021–22 the County of San Diego underwent a large organizational shift with the majority of the members of the Board of Supervisors being newly elected. This marked the first time in two decades that all five sitting Supervisors had been in office for their first term. As the County looks toward the future, it was clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the policy initiatives of the Board of Supervisors. The County began a new strategic planning process in the Summer of 2021, which included convening a Strategic Planning Team. The 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as an extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year. The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. This process also included a reimagining of the County’s governance documents include the Vision Statement, Mission Statement, and Values. There are new Strategic Initiatives, and Audacious Goals that go along with each to guide the departments in outcome-based goal setting that aligns with the County’s Vision.



In the County’s Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. This framework is reflective of today’s communities while preserving the core management principles of strategic planning, operational accountability, enterprise-wide collaboration, and employee connection. These initiatives support the County’s Mission: “strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workplace.” In addition, department objectives demonstrate how departments contribute to the larger Strategic Plan. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

Strategic Framework and Alignment

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.

PSG Departments

Starting with the elected officials, the following is a list of 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 PSG collectively support the County’s Strategic Initiatives, which provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos and extend across groups for all departments to see their work contributing to the overall success of the region, all in support of the County’s vision of “A just, sustainable, and resilient future for all.”

Public Safety Group departments will protect all residents while advancing racial and social equity. PSG is taking a data-driven approach to addressing crime, promoting justice, and identifying and reducing barriers to equity. The Sheriff’s Department will continue to invest significant medical and mental health resources to expand care and enhance access to mental health assessments, services in custody, and support services in the community as individuals leave custody. PSG will work closely with the Health and Human Services Agency to help those arrested or at risk of arrest engage in supportive Alternatives to Incarceration. Individuals whose justice involvement is linked to mental illness may receive intensive treatment, support, and housing by participating in Behavioral Health Court or other collaborative court programs. The District Attorney will enhance services to protect victims of crime and expand the Juvenile Diversion Initiative to offer an alternative to the criminal justice system for transitional age youth, ages 18 to 23. The Probation Department will launch a new Pretrial Services program so those who don’t pose a threat to public safety can be released into the community while their case is pending with monitoring, peer support, and services. The Youth Development Academy will provide more intensive rehabilitative services for youth serving longer terms. The Public Defender will add resources to represent immigrants facing removal hearings in federal court and will continue to provide post-conviction relief through their Fresh Start program. The Department of Child Support Services will connect those facing hardship in making court-ordered payments to educational and job readiness programs to improve their economic situation and facilitate consistent payments for their children. PSG is working with partners to develop options for community-based gun violence reduction and disruption programs. San Diego County Fire is working to protect neighbors from loss through wildfire protection activities such as roadside vegetation management. Emergency Medical Services will expand Community Health and Injury Prevention with a Community Paramedicine program to enhance responsiveness to community needs by focusing on underserved areas of the region. The Medical Examiner will collaborate and share data with key partners to reduce the number of deaths caused by overdose.

The Office of Emergency Services will update and enhance the San Diego Operational Area Emergency Plan, which will be inclusive of all stakeholders and communities. The Department of Animal Services will use community data to identify areas of greatest need for targeted community support and outreach.



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - The Sheriff’s Department will expand medical care and enhance access to mental health services, thus improving overall public health and reducing recidivism. The changes will help the Department make significant progress towards achieving compliance with the National Commission on Correctional Health Care (NCCCHC) standards in pursuit of accreditation. These standards are the recommendations for managing the delivery of medical and mental health care in correctional systems, as developed by leading experts in the fields of health, mental health, law and corrections.
 - Assist with 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.
 - The District Attorney will expand regionalized systems to address trauma and the impact on public safety, including developing and implementing processes to expand offerings for acute crisis-care, case management, counseling and supportive services to improve outcomes for victims and community members in South County.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - County Fire will expand Community Health and Injury Prevention (CHIP) by completing Phase 1 of Community Paramedicine to enhance responsiveness to the changing environment and community needs by focusing on underserved areas of the region through close collaboration with HHS.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Probation will provide interim housing to adult clients on supervision and implement Housing and Resource Navigators with lived experience. Navigators will provide peer-to-peer outreach to support clients on probation supervision and in interim housing to transition to safe and secure housing while increasing self-sufficiency by removing barriers to housing stability through career development, social service enrollment and advocacy.





Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Promote and expand opportunities for virtual customer service practices to reduce vehicle miles traveled by customers.
 - Evaluate and create a plan for conversion of fleet to hybrid/electric vehicles to reduce fuel use (or greenhouse gas emissions).
 - Evaluate current space usage of physical facilities to identify opportunities to repurpose or reduce unused/underused space.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Provide additional staff and skilled volunteers who will train and volunteer to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support).



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Staff convened a Gun Violence Reduction Working Group to develop and recommend options for community-based gun violence reduction and disruption programs in response to Board direction. An initial recommendation is to conduct a contractor-led regional gun violence community needs assessment to identify where gun violence is occurring, organizations that are actively working in this arena, gaps in programs and services, and opportunities for investment, expansion and enhancement. This assessment will be conducted in Fiscal Year 2022–23 and could lead to future recommendations for implementation.
 - The San Diego region's crime rates are among the lowest in the United States and we will continue to practice the crime prevention and interruption strategies that helped us reach this milestone. Work to address community safety will include:
 - ◆ Use of data-driven strategies to focus on serious and/or violent crime to increase community safety.
 - ◆ Participate in collaborative policing with the community to address the ongoing threats of human trafficking, narcotics trafficking and organized criminal activity. PSG and HHSA will develop recommendations

in several areas to enhance human trafficking prevention and coordination, support for survivors and their families and strengthen connections to services.

- ◆ Build trusted and open partnerships with communities to address their public safety needs.
- Strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by identifying roads that would benefit the most (key evacuation corridors) from additional roadside clearance and clearing the vegetation along these critical routes.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Partner with San Diego Gas & Electric (SDG&E) to jointly conduct power line pole inspections and provide training and education simultaneously to ensure appropriate fire-break clearance around utility poles and to recommend the removal of dead, diseased, defective and dying trees that could fall into the lines.



Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Continue implementation of a program administered through the Public Defender's office providing legal defense to immigrants facing removal proceedings.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support services for victims.
 - The Alternatives to Incarceration initiative will develop recommendations to permanently and safely reduce jail populations by working with stakeholders, community members and independent consultants to create alternatives to jail and support individuals who do not pose a public safety threat. The recommendations in the plan will be informed by the work of a diverse and inclusive Stakeholder Advisory Group.
 - Enhance the capability of sobering services in the Central and North Regions to serve higher acuity clients, including those with methamphetamine and poly-substance use, and provide successful care transitions; analyze stratified data to determine service level needs, strengthen care transition and connections to services; and evaluate the hours of operation to determine if expanded hours are needed.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.



- Probation will provide pretrial services, including monitoring and community-based services, to support judicial officers in making pretrial release decisions that impose the least restrictive conditions to address public safety and that support defendants in returning to court for their proceedings.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - The Probation Department will protect public safety by coaching clients to restore their lives, families, and communities they live in while balancing support and accountability.
 - The District Attorney’s Office will include transition age youth in countywide diversion opportunities. Services are based in restorative justice principles, and other practices focused on addressing the underlying cause of any unsafe behaviors.
 - The Sheriff’s Department will enhance connections to health and social services workers through homeless outreach to provide a more comprehensive and equitable outreach approach that can offer wrap-around services.
- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Invest in public safety facilities to further improve safety and services by:
 - ◆ Modernizing and renovating George Bailey Detention Facility.
 - ◆ Renovating East Mesa Juvenile Detention Facility to a more homelike, trauma-informed and developmentally appropriate facility.
 - ◆ Beginning construction of the East Otay Mesa Fire Station. This facility will be used for firefighter quarters, training, storage, and community education functions.
 - ◆ Acquiring land and performing design and pre-construction activities related to a new fire station to replace the Jacumba Fire Station #43.
 - ◆ Constructing Phase II of the Probation Department’s Youth Transition Campus (YTC) that will include a 72-bed temporary residential placement facility. YTC is a therapeutic, rehabilitative campus housing justice-involved youth that promotes more successful outcomes.

Related Links

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

- ◆ www.sandiegocounty.gov/public_safety

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

Staffing

Increase of 1.00 staff year.

- ◆ Increase of 1.00 staff year to support programs and initiatives for justice system integration to reduce in-custody populations and improve justice system outcomes.

Expenditures

Net increase of \$70.0 million.

- ◆ Salaries & Benefits—increase of \$0.5 million for planning purposes associated with anticipated salary and benefit increases and the addition of 1.00 staff year.
- ◆ Services & Supplies—net increase of \$1.6 million primarily to support groupwide major maintenance projects and contracted services.
- ◆ Other Charges—increase of \$0.3 million primarily due to payments to the court for enhanced collection activities and cost of forensic evaluations.
- ◆ Expenditure Transfer & Reimbursements—increase of \$3.1 million associated with centralized General Fund support for major maintenance project costs and to offset the decline in revenues supporting the statutorily required county facility payments. The central funding is supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of \$3.1 million decrease in expenditures.
- ◆ Operating Transfers Out—increase of \$70.7 million.
 - ◆ Increase of \$72.5 million, which includes \$14.3 million of one-time support, in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to fund regional law enforcement services and public safety focused services, information technology, facility costs, fleet and other operational costs.
 - ◆ Increase of \$0.3 million for one-time use of fund balance available in the Courthouse Construction Special Revenue Fund to support debt service payments.
 - ◆ Decrease of \$1.8 million in Criminal Justice Facility Construction Fund due to the completion of one-time projects.
 - ◆ Decrease of \$0.3 million in Penalty Assessment transfers to the Criminal Justice Facility Construction Fund.

Revenues

Net increase of \$70.0 million.

- ◆ Fines, Forfeitures & Penalties—decrease of \$2.3 million.
- ◆ Decrease of \$1.6 million for collections in Contribution for Trial Courts.





- ◆ Decrease of \$0.7 million for collections in penalty assessment revenue.
- ◆ Intergovernmental Revenues—increase of \$58.6 million.
 - ◆ Increase of \$58.2 million in the Proposition 172 Fund, the Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement services.
 - ◆ Increase of \$0.5 million due to State backfill revenue for Contribution for Trial Courts associated with the implementation of California Assembly Bill 1869, Criminal Fees.
 - ◆ Decrease of \$0.1 million in Local Revenue Fund 2011, Community Corrections Subaccount, as funding match due to the conclusion of Proposition 47, the Safe Neighborhoods and Schools Act grant.
- ◆ Charges for Current Services—decrease of \$2.7 million collections in Contribution for Trial Courts including legislative changes eliminating fees.
- ◆ Other Financing Sources—decrease of \$0.3 million in Criminal Justice Facility Construction Special Revenue Fund due to one-time transfer from Penalty Assessment Special Revenue Fund.
- ◆ Fund Balance Component Decrease—increase of \$6,509 to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. A total of \$94,224 is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$12.6 million. A total of \$48.5 million is budgeted.
 - ◆ \$46.4 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 information technology, facility costs, fleet and other operational costs.
 - ◆ \$1.1 million in unassigned General Fund fund balance for contracted services.
 - ◆ \$0.7 million in Penalty Assessment Special Revenue Fund primarily to support debt service payments.
 - ◆ \$0.3 million in Courthouse Construction Special Revenue Fund to support debt service payments.
- ◆ General Purpose Revenue—increase of \$4.1 million for planning purposes related to anticipated salary and benefit increases, the addition of 1.00 staff year, and one-time payment to partially support the continuous decline in court revenues supporting statutorily required payments in Contribution for Trial Courts.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$27.6 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.



Group Staffing by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety Executive Office	14.00	14.00	15.00	7.1	15.00
District Attorney	991.00	1,006.00	1,026.00	2.0	1,026.00
Sheriff	4,381.00	4,695.00	4,719.00	0.5	4,719.00
Animal Services	61.00	61.00	62.00	1.6	62.00
Child Support Services	497.00	461.00	461.00	—	461.00
Office of Emergency Services	21.00	21.00	33.00	57.1	33.00
Medical Examiner	57.00	60.00	66.00	10.0	66.00
Probation	1,007.00	1,009.00	1,034.00	2.5	1,082.00
Public Defender	414.00	442.00	532.00	20.4	532.00
San Diego County Fire	27.00	65.00	59.00	(9.2)	59.00
Total	7,470.00	7,834.00	8,007.00	2.2	8,055.00

Group Expenditures by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety Executive Office	\$375,263,636	\$431,629,601	\$501,587,283	16.2	\$474,011,472
District Attorney	232,249,809	233,777,064	240,568,568	2.9	252,274,444
Sheriff	978,303,451	1,073,925,362	1,121,561,018	4.4	1,114,300,945
Animal Services	9,172,105	9,564,853	9,262,434	(3.2)	9,477,525
Child Support Services	47,422,231	47,354,733	53,814,497	13.6	53,799,079
Office of Emergency Services	7,973,335	7,947,354	9,497,598	19.5	9,573,520
Medical Examiner	12,144,343	13,253,485	14,321,162	8.1	13,794,753
Probation	233,470,278	236,808,223	260,309,759	9.9	262,030,469
Public Defender	97,462,788	110,538,085	122,877,754	11.2	127,955,198
San Diego County Fire	53,550,777	82,753,301	87,480,461	5.7	83,434,924
Total	\$2,047,012,753	\$2,247,552,061	\$2,421,280,534	7.7	\$2,400,652,329





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety Executive Office	14.00	14.00	15.00	7.1	15.00
Total	14.00	14.00	15.00	7.1	15.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety Executive Office	\$12,381,054	\$12,574,899	\$13,678,124	8.8	\$12,701,153
Penalty Assessment	5,457,442	3,917,082	3,621,075	(7.6)	3,128,950
Criminal Justice Facility Construction	4,295,998	2,994,066	1,194,869	(60.1)	687,722
Courthouse Construction	559,172	705,934	1,005,131	42.4	—
Public Safety Proposition 172	286,542,427	344,229,267	416,761,582	21.1	392,269,145
Contribution for Trial Courts	66,027,543	67,208,353	65,326,502	(2.8)	65,224,502
Total	\$375,263,636	\$431,629,601	\$501,587,283	16.2	\$474,011,472

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,801,320	\$3,445,103	\$3,963,133	15.0	\$3,837,452
Services & Supplies	9,050,762	8,701,351	10,279,657	18.1	8,469,501
Other Charges	70,625,168	70,765,748	71,086,187	0.5	70,943,053
Expenditure Transfer & Reimbursements	(2,110,853)	—	(3,195,401)	—	(2,195,401)
Operating Transfers Out	293,897,239	348,717,399	419,453,707	20.3	392,956,867
Total	\$375,263,636	\$431,629,601	\$501,587,283	16.2	\$474,011,472



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fines, Forfeitures & Penalties	\$5,993,303	\$10,660,449	\$8,371,804	(21.5)	\$8,250,165
Revenue From Use of Money & Property	765,447	250,000	247,000	(1.2)	234,650
Intergovernmental Revenues	261,238,268	312,568,753	371,163,438	18.7	380,950,423
Charges For Current Services	5,442,105	10,675,798	8,014,327	(24.9)	9,212,327
Miscellaneous Revenues	123,000	—	—	—	—
Other Financing Sources	2,000,000	788,132	492,125	(37.6)	—
Fund Balance Component Decreases	86,781	87,715	94,224	7.4	94,224
Use of Fund Balance	38,903,042	35,997,886	48,556,338	34.9	12,498,627
General Purpose Revenue Allocation	60,711,690	60,600,868	64,648,027	6.7	62,771,056
Total	\$375,263,636	\$431,629,601	\$501,587,283	16.2	\$474,011,472



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 1,026.00 staff years and a budget of \$240.6 million.



- Initiated the opening of One Safe Place: The North County Family Justice Center, a regionalized one-stop victim services center providing acute crisis-care, case management, counseling and linkages to justice systems and supportive services. The Center fosters collaboration with community-based organizations to improve outcomes for victims of crime and public safety in North County.
- Partnered 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 searches for open shelter beds and if none are available, a hotel stay is provided to ensure victims are removed from immediate danger while awaiting housing availability.
- Continued partnership with the San Diego Office of Education, to expand the Handle with Care program throughout San Diego County. Handle with Care allows first responders to inform school administrators, without violating privacy, when a child has experienced a traumatic event so schools can appropriately support the child during the school hours.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

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

Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
- Expanded 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 collaborated 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 developed the Workplace Justice Initiative by strategically implementing tools that vulnerable workers can access to address claims of workplace injustice. The initiative provides the community education and awareness around wage theft, labor trafficking and other workplace injustices.
- Continued analyzing available data to aid in aligning justice, supportive 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
 - Continued 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.
 - Created 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.
 - Expanded 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
 - Decreased the number of individuals subject to civil gang injunctions.
 - Expanded 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 di-verted from custodial settings.
 - Expanded 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.
- Continued 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.
- Continued 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.
- Implemented 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.
- Implemented 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
 - Continued 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 to make a difference in their communities.
 - Collaborated 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.
 - Continued 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.
 - Continued 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.



- Collaborated 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.



Operational Excellence

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

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

- Continue to work with local law enforcement agencies to implement the e-Submission Portal, a system that allows local law enforcement agencies to reduce the use of paper and upload case information directly to the District Attorney’s Office.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Expand the use of technology to reduce the number of paper files retained and stored.
- Implement the conversion plan of fleet vehicles to hybrid/ electric vehicles.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
- Implement a restraining order clinic at One Safe Place: The North County Family Justice Center. The clinic will provide the preparation and filing of restraining orders for victims of abuse, violence, stalking, harassment, and exploitation on site.
- Continue partnership 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 searches for open shelter beds and if none are available, a hotel stay is provided to ensure victims are removed from immediate danger while awaiting housing availability.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Initiate Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence related trauma.
 - Continue to partner with the San Diego Office of Education to expand the Handle with Care program throughout San Diego County. Handle with Care allows first responders to inform school administrators, without violating privacy, when a child has experienced a traumatic event so schools can appropriately support the child during the school hours.

2022–24 Objectives



Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Continue to expand regionalized systems to address trauma and its intersect with public safety. Develop and implement processes to expand offerings for acute crisis-care, case management, counseling and linkages to justice systems and supportive services to improve outcomes for victims and community members in South County.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
 - Evaluate and create a plan for conversion of fleet vehicles to hybrid/electric vehicles.
 - Install filtered water bottle refill stations where feasible.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Continue to participate in the 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.







- Through the Hate Crimes Unit, continue to host community outreach and awareness platform with the aim to reduce hate crimes in the region while also giving victims an avenue to report hate crimes directly to prosecutors so perpetrators can be held accountable.
- Implement Senate Bill 775, *Felony murder: resentencing* which authorizes a person convicted of murder, attempted murder, or manslaughter whose conviction is not final to challenge the validity of that conviction upon direct appeal.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Continue the Data Driven Justice Initiative which aims to reduce recidivism and maintain public safety by analyzing available data to aid in aligning justice, supportive services, and other systems to address risk factors and equity in access to services.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

- Collaborate with justice partners and community to initiate Homeless Enhanced Legal Program (HELP), a pilot project to include three tiers of court intervention for justice involved individuals experiencing homelessness.
- Develop and implement a county-wide diversion option for transition age youth accused of misdemeanor and felony crimes. The program will be based in restorative justice principles, and other practices focused on addressing the underlying cause of any unsafe behaviors.
- Collaborate with business community to develop protocols that address the impacts of retail theft on businesses and public safety.

Related Links

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

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

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Total number of victims served by the District Attorney’s Victim Assistance Program ^{1,2}	14,228	11,000	12,600	N/A	N/A
	Achieve a conviction on felony cases (defendants) prosecuted ^{3,4}	-	90%	90% of 10,009	N/A	N/A
	Recidivism rate for graduates of the Community Justice Initiative Program ^{1,4,5,6,7}	-	10%	4% of 28	N/A	N/A
	Total grant and other revenues dedicated to consumer fraud activities (in millions) ^{1,8}	\$16.6	\$14	\$16	N/A	N/A
	Total grant and other revenues dedicated to consumer fraud activities (in millions)	N/A	N/A	N/A	\$14	\$14
	Total number of victims served by the District Attorney’s Victim Assistance Program	N/A	N/A	N/A	12,000	12,000
	Achieve a conviction on felony cases (defendants) prosecuted ^{3,4}	N/A	N/A	N/A	90%	90%



Performance Measures		2020–21	2021–22	2021–22	2022–23	2023–24
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Recidivism rate for participants adult diversion programs ^{5, 6}	N/A	N/A	N/A	8%	8%
	Recidivism rate for participants youth diversion programs ^{5, 6}	N/A	N/A	N/A	8%	8%

Table Notes

- ¹ This was a new measure for Fiscal Year 2020–21 to more accurately reflect District Attorney Office performance.
- ² This goal was exceeded due to an increase in number of victims requiring assistance during the year.
- ³ Cases refers to the number of people prosecuted.
- ⁴ There was no data to report in Fiscal Year 2020–21 due to court closures caused by the COVID-19 pandemic.
- ⁵ Recidivism refers to the number of graduates that get charged with a new crime within 12 months. Percentage represents recidivism rate of total participants who completed program.
- ⁶ In Fiscal Year 2022–23, recidivism rate will be tracked by adult/youth to better reflect the increase in diversion programs.
- ⁷ Program participation in Fiscal Year 2021–22 was low due to court closures caused by the COVID-19 pandemic.
- ⁸ This goal was exceeded due to unanticipated increases in grant funding from the California Department of Insurance for multiple insurance fraud prosecution programs.

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

Staffing

Net increase of 20.00 staff years.

- ◆ General Criminal Prosecution—net increase of 31.00 staff years.
 - ◆ Increase of 11.00 staff years due to transfers from Specialized Criminal Prosecution to meet operational needs.
 - ◆ Increase of 9.00 staff years to support trauma recovery services in South County.
 - ◆ Increase of 6.00 staff years to implement new legislation SB 775 Felony Murder -Resentencing.
 - ◆ Increase of 3.00 staff years to support services for victims of crime.
 - ◆ Increase of 2.00 staff years to support the transitional age youth diversion initiative.
- ◆ Specialized Criminal Prosecution—decrease of 11.00 staff years.
 - ◆ Decrease of 11.00 staff years due to a transfer to General Criminal Prosecution to meet operational needs.

Expenditures

Net increase of \$6.8 million.

- ◆ Salaries & Benefits—increase of \$5.6 million due to negotiated labor agreements and the addition of 20.00 staff years.
- ◆ Services & Supplies—net increase of \$1.5 million.
 - ◆ Increase of \$0.5 million in Facilities Management ISF costs to support anticipated increases in expenses.

- ◆ Increase of \$0.5 million in minor equipment and department operational needs.
- ◆ Increase of \$0.3 million in contracted services to support trauma recovery services in South County.
- ◆ Increase of \$0.2 million in interdepartmental expense for records management costs newly assessed by the Department of Purchasing & Contracting.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.3 million associated with the reimbursement of expenditures for one-time negotiated salaries and benefits payments. Since this is a reimbursement, it has a net effect of \$0.3 million decrease in expenditures.

Revenues

Net increase of \$6.8 million.

- ◆ Intergovernmental Revenues—increase of \$2.3 million to support the addition of 3.00 staff years to support services for victims of crimes (\$0.3 million) and for the Juvenile Diversion Initiative (\$2.0 million).
- ◆ Other Financing Sources—net increase of \$10.9 million in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, to support local public safety functions.
 - ◆ \$3.9 million increase to restore funding for ongoing prosecution and investigation costs, due to the economic impact resulting from the COVID-19 pandemic.
 - ◆ \$2.6 million increase for the addition of 20.00 staff years to support new initiatives and expansion of services.
 - ◆ \$2.5 million increase in one-time funding to support provisional general prosecution and investigation.



- ◆ \$1.0 million increase in one-time funds to support trauma recovery services in South County.
- ◆ \$0.9 million increase in one-time funding to support prior year negotiated labor agreements and retirement contributions which was previously funded with General Purpose Revenue; and to support general prosecution and investigations.
- ◆ Fund Balance Component Decreases— no significant change in allocation to support a portion of departmental cost of 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 \$10.6 million. A total of \$1.1 million is budgeted.
 - ◆ \$1.1 million in Asset Forfeiture funds to support law enforcement activities.
 - ◆ General Purpose Revenue—increase of \$4.2 million as a result of negotiated labor agreements.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$11.7 million primarily for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Criminal Prosecution	630.00	641.00	672.00	4.8	672.00
Specialized Criminal Prosecution	260.00	260.00	249.00	(4.2)	249.00
Juvenile Court	46.00	50.00	50.00	—	50.00
District Attorney Administration	55.00	55.00	55.00	—	55.00
Total	991.00	1,006.00	1,026.00	2.0	1,026.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Criminal Prosecution	\$152,890,214	\$149,091,441	\$157,394,620	5.6	\$164,822,508
Specialized Criminal Prosecution	58,196,783	59,650,310	58,709,135	(1.6)	61,886,677
Juvenile Court	8,411,559	12,142,264	11,231,160	(7.5)	11,837,539
District Attorney Administration	11,601,253	11,743,049	12,083,653	2.9	12,577,720
District Attorney Asset Forfeiture Program	1,150,000	1,150,000	1,150,000	—	1,150,000
Total	\$232,249,809	\$233,777,064	\$240,568,568	2.9	\$252,274,444

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$193,860,230	\$197,974,159	\$203,537,582	2.8	\$214,353,194
Services & Supplies	29,028,642	33,630,835	35,114,004	4.4	35,699,180
Other Charges	2,211,594	2,211,594	2,211,594	—	2,211,594
Capital Assets Software	—	50,000	50,000	—	50,000
Capital Assets/Land Acquisition	7,288,867	—	—	—	—
Capital Assets Equipment	531,500	481,500	481,500	—	481,500
Expenditure Transfer & Reimbursements	(671,024)	(571,024)	(826,112)	44.7	(521,024)
Total	\$232,249,809	\$233,777,064	\$240,568,568	2.9	\$252,274,444



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$23,536,166	\$24,114,171	\$26,481,332	9.8	\$26,492,347
Charges For Current Services	1,370,000	1,370,000	1,370,000	—	1,370,000
Miscellaneous Revenues	2,663,000	3,266,330	3,266,330	—	3,266,330
Other Financing Sources	66,466,546	68,975,794	79,838,869	15.7	80,861,227
Fund Balance Component Decreases	6,030,641	5,913,613	5,903,778	(0.2)	5,903,778
Use of Fund Balance	14,801,498	11,755,198	1,150,000	(90.2)	1,150,000
General Purpose Revenue Allocation	117,381,958	118,381,958	122,558,259	3.5	133,230,762
Total	\$232,249,809	\$233,777,064	\$240,568,568	2.9	\$252,274,444



Sheriff

Mission Statement

We provide the highest quality public safety service to everyone in San Diego County.

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 4,700 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 incarcerated person, ensuring court appearances, and providing necessary daily care for about 3,927 incarcerated person per day in 2021. The Sheriff's detention facilities processed 50,841 unduplicated incarcerated people bookings. Since COVID-19 pandemic started, jail bookings and the jail population were reduced to limit the health risk to incarcerated people; 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 4,719.00 staff years and a budget of \$1.1 billion.



Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Living Safely

- Make San Diego the safest urban county in the nation
 - The department is focused on clearing violent crime case investigations to bring resolution to victims and hold offenders accountable, and over the past fiscal year, it has cleared over 2,000 violent crime cases. Although the violent crime rate in Sheriff's jurisdictions has increased from a rate of 2.77 per 1,000 population in 2019 to 2.95 in 2021, the overall crime rate in Sheriff's jurisdictions remain low at 12.88 per 1,000 population for 2021.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - The department has expanded its homeless assistance and outreach and continued to 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. The Homeless Assistance Resource Team (HART) has deputies assigned to two regions in the

county. Three deputies are on the North County Team and five deputies are on the East / South County Team. HART consists of Sheriff's Deputies and Health and Human Services Agency (HHSA) staff. In 2021, HHSA created the Department of Homeless Solutions and Equitable Communities. Within that department, HHSA created the Office of Homeless Solutions (OHS). OHS expanded outreach and street case management Countywide by adding 32.00 staff years. New staff assigned to East and North Unincorporated areas joined HART deputies to learn best practices for homeless outreach and expand the collaborative relationship. In 2021, the HART Team opened 64 projects—focused outreach and engagement events in a specified area—that varied in size, complexity, and duration of time to complete. At the end of 2021, 31 of the projects were closed. Throughout 2021, HART conducted 325 outreach events to include two at the County Administration Center in partnership with the San Diego Police Department Homeless Outreach Team. Of the 2,609 individuals contacted during the events, the department helped house 191 individuals to date; including elderly, disabled, and mothers with children. Among the significant Crime Prevention Through Environment Design (CPTED) projects was the Lakeside Riverbed Project which spanned May 2021 to August 2021.

- The department offered and provided over 5,000 reentry interventions to those in custody in coordination with community organizations and government partners. The reentry pathways to community connections are critical to holistically serving our reentry population. With over 42 community-based partnerships, our reentry team works closely to connect people to community services. The impacts of the COVID-19 pandemic have shifted the way reentry services are delivered, moving to a virtual learning environment, adapting to one-on-one reentry interventions and creating innovative ways to connect with the people that are served. Despite the challenges the pandemic created, the department stands firm in its commitment to providing quality reentry interventions. A couple of recent highlights include the development of the Peer Reentry Leadership Academy, increased technology capacity for program connections, and expanded contract services for housing and case management.
- The department has sought and developed opportunities for increased community engagement to foster public trust and inclusivity. Despite being in a pandemic, the Sheriff's Department created opportunities to further engage with the community. The department was able to create virtual spaces for residents to stay connected with, share their concerns, collaborate, and grow together during these challenging times. Outreach included providing personal protective equipment (PPE) to our partners at the International Rescue Committee (IRC). In addition, the depart-

ment has been diligent in creating products in multiple languages to include the Hate Crime Brochures in Tagalog, Mandarin, Cantonese, Vietnamese, Arabic, and Spanish. One program that has been developed with inclusion firmly at its core is "Academia de Alguacil." Academia de Alguacil, the first-of-its-kind, is a five-week Sheriff's Academy delivered entirely in Spanish. The Academy was designed to give Spanish-speaking community members an opportunity to learn about public safety matters while cultivating relationships with Sheriff's deputies. It was coordinated in partnership with the San Diego County Office of Education's Migrant Education Program and has been provided twice since its creation. The Sheriff's Department hopes to offer the class at least twice a year and allow for either virtual or in-person learning. The first academy was delivered virtually due to the COVID-19 pandemic, and on February 17, 2021, 36 San Diego County residents graduated from the academy. The second academy was also held virtually during the fall with 28 graduates completing the academy. Providing the schedule of course topics at the beginning of the academy allowed several attendees to plan ahead so they could attend the specific sessions of interest.

- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
 - The department has enhanced youth engagement and diversion opportunities. The Sheriff's RESPECT Project thrived in 2021. While safely working within the confines of the ongoing pandemic, RESPECT Project celebrated the grand opening of its San Marcos headquarters in January. Complete with classrooms, fitness and recreation spaces, a recording studio, and a community care closet, the new facility functions as a central hub for programming and wraparound services. The new space has allowed RESPECT Project to offer not only academies for new enrollees, but also daily after-school activities, mentoring, and services for all past RESPECT graduates. RESPECT Project hosted three 13-week academies in 2021, including its first girls-only class. There were 36 new students and families enrolled in services with 31 of those students successfully completing their academy. The program also continued to serve 32 families with intensive case management, after-school activities, unique opportunities, and food distributions through local organizations and the San Diego County Food Bank. RESPECT hosted special events and field trips, including a family beach day, several Friday movie nights, three professional sports games, and projects to benefit the local community and military families. Partnerships with local community groups and government agencies played an integral role in RESPECT Project's ability to serve youth and families.





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 delivered mental health services to those in custody in a manner that is effective, collaborative, and sensitive to the individual's needs. During this fiscal year, the department conducted 100,000 mental health encounters. This includes psychiatric appointments as well as mental health clinician and psychologist clinics. The department will continue making progress towards achieving national accreditation, which includes implementing those recommendations of the recent State audit that are not yet in place.
 - The Rock Mountain Detention Facility Renovation Project was completed in April 2022. The department has done its best to expand its hiring and training academy capacities in order to meet the sworn staffing requirements. Due to the number of Medical Services vacancies and added nursing positions to our Medical Services staff, the Sheriff's Personnel Division developed alternatives for recruiting. Assessment and research on candidates showed that 85% of the department's new hires are nurses with previous experience, which meant that 15% of the new hires were new graduates. In order to expand the recruitment of new graduates, the department developed recruiting strategies for all colleges, universities, and trade schools that offered nursing degrees. In early 2021, the department began to reach out to set up virtual meetings with current and graduating classes. The department continues to maximize recruitment opportunities, especially for the hard to recruit medical staff positions and explore alternatives to increase its ability to fill medical and mental health care positions. An example of a successful partnership built is with Southwestern College and their Nursing Program. The department worked with the program and invited their new graduates from the Licensed Vocational Nurse and Registered Nurse programs to the Sheriff's Administration Building for a recruiting seminar. It was very well attended. The department also did active recruitment at organized recruiting events. 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 continue to be innovative in our approach and diligent in our efforts. The department held a monthly Sheriff's Recruiting Open House beginning in March 2022 and accepted applications for both sworn and professional staff vacancies.
- Provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - The department has continued to develop and enhance its publicly accessible portals for customers to obtain Sheriff's Department services and resources. These portals include the department's www.SDSheriff.gov website, its GovQA webpage and Permittium Portal. The department's SDSheriff.gov website launched in 2021 and was designed to be user-friendly and included language translation for better accessibility. A major component of the SDSheriff.gov website is devoted to open data and allows the public to access reports such as monthly Law Enforcement Activity reports, Major Crimes reports, Jail Population Data, Internal Affairs Reports, and Use of Force reports just to name a few. The department has had its GovQA webpage in operation for more than a year and it has allowed 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. This was all done while saving on costs and labor associated with responding to individual CPRA requests. As part of the GovQA webpage, the department met its legislative requirement related to Senate Bill (SB) 1421, Peace officers: release of records, which requires certain peace officer personnel records and records relating to specified incidents, complaints, and investigations involving peace officers to be made available for public inspection pursuant to the CPRA. The Sheriff's Department is fully compliant with SB 1421, Peace officers: release of records, and released and posted 142 cases.
 - In February 2022, the department deployed its body worn camera program into its detention facilities beginning with the Las Colinas Detention and Rehabilitation Facility, which is a women's jail. The department prioritizes the health and safety of those in custody, which requires proactive and consistent evaluation of the incarcerated people and detention facility environment. The deployment of body-worn cameras in the detention facilities will assist with the department's ability to provide accountability and transparency in its operations. It will allow the department to ensure that the level of care and attention is provided for the benefit and safety of incarcerated persons as well as detention facility staff and visitors.
- 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. The department is committed to creating a culture of mentorship that allows employees to seek guidance and advice on topics related to career development, personal growth, and leadership



skills training. The department has created programs specifically designed to meet a variety of needs and allows employees to engage in a manner that suits their preference. Mentoring Mixers are held biannually that allow employees an opportunity to sit with five mentors in informal and quick sessions facilitated by the department. These Mentoring Mixers are popular for their single event commitment and extremely valuable experience gained in the short time. In addition, the department has developed a formal mentorship program open to entry and journey level employees seeking to be paired for a six-month duration with a department mentor. For those already in supervisory roles, the department has its Mentorship Lottery where supervisors are paired with executives in a formal mentorship program. This helps the department build its leaders and establishes rooted engagement across the department. In addition, the department has provided career seminars to inform current employees about internal career opportunities to best retain talent. These seminars focus on assisting employees to identify potential career paths, set career goals, and establish skills that are requisite to their chosen paths.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Continue to make significant progress towards achieving compliance with the National Commission on Correctional Health Care (NCCHC) standards in pursuit of accreditation.
 - Enhance connections for at-risk individuals to health and social services workers through homeless outreach to provide a more comprehensive and equitable outreach approach that can offer wrap-around services.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
 - Evaluate and create a plan for conversion of fleet to hybrid/electric vehicles.
 - Expand opportunities for virtual delivery of customer service and engagement experiences to reduce vehicle miles traveled by clients/customers.
 - Evaluate and determine additional administrative and office functions that can be conducted with electronic/digital signature or approval to reduce use of paper.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Begin implementation of plan for conversion of fleet to hybrid/electric vehicles.
- Assess additional programs and work products that would be ideal to convert or expand into an electronic filing system to reduce physical space usage and overall paper usage/waste.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change. Extend programs and engagement with our underserved and diverse communities.
 - Extend programs and engagement with our underserved and diverse communities.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, and community preparedness and regional readiness to respond to a disaster.
 - Tailor the Sheriff’s Neighborhood Watch Program (NWP) to the unique needs of each community and enhance participation.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Recruit and retain diverse representation of sworn and professional personnel that reflects demographics of our region.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Support communities impacted by family violence through proactive outreach, partnering with the District Attorney, and actively referring victims to services.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

- Detention facility healthcare will be enhanced by implementing evidence-based, medication assisted treatment for opioid use disorders and working with Behavioral Health Services on effective care coordination for patients returning to the community.

Related Links

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

- ◆ www.sdsheriff.net









Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Mental Health Encounters ^{1,11}	N/A	47,000	100,000	N/A	N/A
	Number of Jail “A” Bookings ²	45,186	78,000	51,000	N/A	N/A
	Reentry Interventions ^{3,11}	N/A	3,700	5,000	N/A	N/A
	Case Clearances ^{4,11}	N/A	3,000	2,000	N/A	N/A
	Public Calls for Service ⁵	224,478	228,000	226,000	N/A	N/A
	Homeless Service Referrals ⁶	N/A	N/A	N/A	2,500	2,500
	Percentage of Converted Sheriff’s Fleet ⁷	N/A	N/A	N/A	5	10
	Community Engagement Events ⁸	N/A	N/A	N/A	1,000	1,200
	Number of New Recruits ⁹	N/A	N/A	N/A	250	275
	Number of Jail “A” Bookings ²	N/A	N/A	N/A	N/A	N/A
	Public Calls for Service ⁵	N/A	N/A	N/A	228,000	228,000
	Family Violence Victim Assistance ¹⁰	N/A	N/A	N/A	100	100

Table Notes

¹ 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, Incarcerated People 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. In Fiscal Year 2022–23, this measure will be tied to the goal of making progress towards NCCHC accreditation.

² A booking is known as Arrest #1, or the first charge on which an arrestee is booked into jail. Each arrestee receives an Arrest #1 and it can be used to calculate an unduplicated count of individuals booked into jail in a given time period. This measure was lower than

projected due to operational impacts caused by the COVID-19 pandemic and with changes to the booking criteria as well as other court order release mandates. This measure will not be continued.

³ 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.

⁴ 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.

⁵ 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. Though it is not tied to a specific future Op Plan goal, it provides a measure for the overall Strategic Initiative of Community - Safety, and ensuring that services are provided to victims of crime or harassment and potentially lowering the likelihood of victimization through threat awareness and response.

⁶ This is a new measure for Fiscal Year 2022–23. It is connected to the Equity goal of reducing disparities and ensuring access for all. This measure will track contacts initiated by the department in order to refer the individual to services whether for medical, mental, or homeless resources.

⁷ This is a new measure for Fiscal Year 2022–23. It is tied to the Sustainability goal related to combating climate change. This measure will report the percentage of Sheriff's vehicle fleet that has been converted to hybrid and hybrid electric vehicles. The overall department conversion plan spans five years, with an anticipated 27% of Sheriff's vehicle fleet converted at the end of the five years barring any manufacturing, procurement, or other contractual delay.

⁸ This is a new measure for Fiscal Year 2022–23. It is connected to the Community goal of engagement. This measure is the number of engagement events and programs provided by the department.

⁹ This is a new measure for Fiscal Year 2022–23. It is connected to the Empower goal of recruiting and retaining diverse representation of personnel. This measure will track the number of new recruits and hires to the department over the course of the fiscal year.

¹⁰ This is a new measure for Fiscal Year 2022–23. It is connected to the Justice Initiative's safety goal of ensuring support and services for victims. This measure will track the number of outreach events and referrals of service to those impacted by family violence.

¹¹ This measure will be discontinued Fiscal Year 2022–23 as it is not tied to a future goal.

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

Staffing

Net Increase of 24.00 staff years

- ◆ Detention Services Bureau—increase of 4.00 staff years.
 - ◆ Increase of 2.00 staff years to facilitate the implementation of the Body Worn Camera program in the Detention Services Bureau and manage the collection, storage, retrieval and preparation of video evidence.
 - ◆ Increase of 1.00 staff year to support medical operational management responsibilities.
 - ◆ Increase of 1.00 staff year due to a transfer from the Management Services Bureau based on operational needs.
- ◆ Law Enforcement Services Bureau—net increase of 8.00 staff years.
 - ◆ Increase of 3.00 staff years due to transfers from the Management Services Bureau based on operational needs.
 - ◆ Increase of 2.00 staff years to assist with the increased workload to process evidence and seized property.
 - ◆ Increase of 2.00 staff years to support the administration of the State Homeland Security Program Grant (1.00) and to provide analysis for the Regional Auto Theft Task Force (1.00).
- ◆ Increase of 2.00 staff years for requested law enforcement services requested by a contract city and the North County Transit District.
- ◆ Increase of 1.00 staff year to oversee the County Security Initiative program.
- ◆ Decrease of 2.00 staff years for requested law enforcement services due to the termination of the agreement with the Grossmont Cuyamaca Community College District.
- ◆ Sheriff's Court Services Bureau—increase of 1.00 staff year due to an increase in law enforcement security services requested by the Health and Human Services Agency at the San Diego County Psychiatric Hospital.
- ◆ Human Resource Services Bureau—no net change in staff years.
 - ◆ Increase of 2.00 staff years to support the recruitment and hiring needs of the department.
 - ◆ Decrease of 2.00 staff years due to transfers to the Management Services Bureau based on operational needs.
- ◆ Management Services Bureau—no net change in staff years.
 - ◆ Increase of 3.00 staff years to facilitate the implementation of the Body Worn Camera program in the Detention Services Bureau and manage the collection, storage, retrieval and preparation of video evidence.



- ❖ Increase of 3.00 staff years to provide support to the County's Very High Frequency (VHF) radio system (2.00) and to support the management of information technology equipment (1.00).
- ❖ Decrease of 3.00 staff years due to the restructuring of workload related to processing payroll.
- ❖ Decrease of 3.00 staff years due to transfers to the Detention Services Bureau (1.00), Sheriff's ISF/IT Bureau (1.00), Law Enforcement Services Bureau (3.00), and transfer from the Human Resource Services Bureau (2.00) based on operational needs.
- ❖ Sheriff's ISF/IT Bureau—increase of 1.00 staff year due to a transfer from the Management Services Bureau based on operational needs.
- ❖ Office of the Sheriff—increase of 10.00 staff years to fulfill the requirement to release records under the legislative mandate of Senate Bill (SB) 1421, *Peace officers: release of records*, and under the California Public Records Act.

Expenditures

Net increase of \$47.6 million

- ❖ Salaries & Benefits—net increase of \$6.5 million.
 - ❖ Increase of \$12.7 million due to negotiated labor agreements.
 - ❖ Increase of \$6.1 million due to the addition of 24.00 staff years described above and for operational needs.
 - ❖ Decrease of \$8.5 million due to positions that are anticipated to be vacant for a portion of the fiscal year based on hiring timelines and the current large number of vacancies in the department, pending the on-boarding of staff to fill public safety, medical and mental health positions.
 - ❖ Decrease of \$3.8 million for one-time negotiated salary and benefit payments in Fiscal Year 2021–22.
- ❖ Services & Supplies—net decrease of \$4.8 million.
 - ❖ Decrease of \$14.9 million for one-time projects in Fiscal Year 2021–22 including costs to replace the Computer Aided Dispatch (CAD) system, to replace the Records Management System (RMS), partial costs to replace the Jail Information Management System (JIMS), major maintenance projects, start-up costs related to the Rock Mountain Detention Facility, Medication Assisted Treatment (MAT) services, nursing, mental health, medical equipment and supplies, and IT projects.
 - ❖ Decrease of \$10.0 million due to a reclassification to Other Charges to support the comprehensive medical and mental health services contract.
 - ❖ Decrease of \$1.0 million due to the completion of the Regional Communication System (RCS) one-time projects and purchases in Fiscal Year 2021–22.
- ❖ Decrease of \$0.7 million in the Asset Forfeiture Funds to align the budget with anticipated actuals for projects that are permissible according to the guide for equitable sharing and the Health and Safety Code 11489.
- ❖ Decrease of \$0.3 million primarily to align the budget with anticipated actuals for the Unsheltered Feeding Program.
- ❖ Increase of \$17.0 million for increased costs for Public Liability insurance, Facilities Management Internal Service Fund (ISF), Fleet Services ISF and IT projects.
- ❖ Increase of \$3.5 million related to State and federal homeland security initiatives.
- ❖ Increase \$1.6 million for start-up costs for additional staff as described above, for ongoing operational costs to support the Rock Mountain Detention Facility and advertising costs for recruitment efforts.
- ❖ Other Charges—net increase of \$22.2 million.
 - ❖ Increase of \$20.0 million due to a reclassification from Services & Supplies and an increase to support the comprehensive medical and mental health services contract.
 - ❖ Increase of \$2.3 million due to increased costs for planned replacement vehicle purchases.
 - ❖ Decrease of \$0.1 million due to a reclassification to Services & Supplies for the principal portion of the annual RCS lease purchase payment for the Next Generation RCS.
- ❖ Capital Assets Equipment—net increase of \$1.3 million.
 - ❖ Increase of \$3.1 million related to State and federal homeland security initiatives.
 - ❖ Decrease of \$1.8 million due to the completion of Fiscal Year 2021–22 one-time purchases of equipment.
- ❖ Expenditure Transfer & Reimbursements—net decrease of \$2.3 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of a \$2.3 million increase in expenditures.
 - ❖ Decrease of \$3.8 million associated with centralized General Fund support that offset one-time negotiated salaries and benefits payments in Fiscal Year 2021–22. The central funding was supported by resources in Countywide Finance Other.
 - ❖ Increase of \$0.6 million to realign costs related to dispatch services provided to the Probation Department.
 - ❖ Increase of \$0.5 million related to the County Security Initiative for the Office of Emergency Services.
 - ❖ Increase of \$0.4 million for law enforcement security services to the San Diego County Psychiatric Hospital from the Health and Human Services Agency.
- ❖ Operating Transfers Out—net increase of \$20.1 million.
 - ❖ Increase of \$21.3 million related to one-time capital major maintenance projects, this includes improvements to support the George Bailey Detention Facility offset by the completion of one-time projects.



- ◆ Decrease of \$1.0 million related to transfers between the Jail Commissary Enterprise Fund, Incarcerated Peoples' Welfare Fund and General Fund.
- ◆ Decrease of \$0.2 million to be transferred to the Department of General Services Fleet Services ISF for the one-time purchase of vehicles.

Revenues

Net increase of \$47.6 million

- ◆ Intergovernmental Revenues—net increase of \$5.8 million.
 - ◆ Increase of \$6.7 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 \$1.3 million in grant revenues for the Selective Traffic Enforcement Program and the Drug-Impaired Driving grant program.
 - ◆ Increase of \$1.2 million in State funds allocated to backfill counties as a result of revenues lost from the repeal of various criminal administrative fees eliminated in Assembly Bill (AB) 1869, *Criminal fees*, which supports increased electronic monitoring costs and the replacement of defendant booking fee revenue.
 - ◆ Decrease of \$2.7 million due to a decrease in grant revenues for the California Highway Patrol Cannabis Tax Fund Grant Program, the DNA Backlog Reduction Program, the Disarming Prohibited Persons Task Force, the High Intensity Drug Trafficking Areas program and reimbursement for participating on federal task forces.
 - ◆ Decrease of \$0.7 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to decreases for electronic monitoring costs and one-time support for programming services for incarcerated pregnant persons in county jails offset by increased costs for required retirement contributions and negotiated labor agreements.
- ◆ Charges for Current Services—net increase of \$2.5 million.
 - ◆ Increase of \$1.9 million to recover negotiated salaries and benefit costs and service adjustments for contracted law enforcement services to nine contract cities, transit entities, the State of California 22nd District Agricultural Association and tribes offset by a decrease due to the termination of the agreement with the Grossmont Cuyamaca Community College District.
 - ◆ Increase of \$1.0 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Special Account and Supplemental Trial Court Security.
 - ◆ Decrease of \$0.4 million in defendant booking fee revenue due to the elimination of criminal justice fees pursuant to AB 1869, *Criminal fees*.
- ◆ Miscellaneous Revenues—decrease of \$2.4 million.
- ◆ Decrease of \$1.2 million due to an anticipated decrease in sales of commissary goods to incarcerated people confined within the jail.
- ◆ Decrease of \$0.9 million due to reimbursements from the RCS Trust Fund for the completion of one-time RCS site improvement, relocation and acquisition projects in Fiscal Year 2021–22.
- ◆ Decrease of \$0.3 million for reimbursement of costs associated with the Unsheltered Feeding Program.
- ◆ Other Financing Sources—increase of \$53.3 million.
 - ◆ Increase of \$55.8 million due to projected receipts (\$40.7 million) and use of fund balance available for one-time projects (\$15.1 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 \$36.2 million one-time fund balance is budgeted, including \$29.5 million to support the George Bailey Detention Facility, and \$6.7 million to support Information Technology, wireless radio and various one-time projects.
 - ◆ Increase of \$0.1 million due to funds to be transferred from the Incarcerated Peoples' Welfare Fund to the General Fund.
 - ◆ Decrease of 1.5 million due to the prior year one-time use of fund balance available in the Criminal Justice Facility Construction Fund to replace the CAD System.
 - ◆ Decrease of \$1.1 million due to a decrease in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Incarcerated Peoples' Welfare Fund.
- ◆ Use of Fund Balance—decrease of \$22.7 million. A total of \$4.1 million is budgeted.
 - ◆ \$2.4 million in the Incarcerated Peoples' Welfare Fund to support core services.
 - ◆ \$1.7 million in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund as described above.
- ◆ General Purpose Revenue Allocation—increase of \$11.1 million primarily due to negotiated labor agreements, to support the County's VHF radio system and for the second year impacts of staffing added in Fiscal Year 2021–22 for the Rock Mountain Detention Facility, nurses, mental health and MAT services offset by a one-time decrease for positions that are anticipated to be vacant in Fiscal Year 2022–23 based on hiring timelines and the large number of vacancies in the department.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$7.3 million primarily due to removal of prior year one-time appropriations funded by Fines, Forfeitures & Penalties, Intergovernmental Revenues, Miscellaneous Reve-



nues, Other Financing Sources and Use of Fund Balance partially offset by anticipated salary and benefit increases included primarily for planning purposes.

Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Detention Services	2,081.00	2,392.00	2,396.00	0.2	2,396.00
Law Enforcement Services	1,436.00	1,433.00	1,441.00	0.6	1,441.00
Sheriff's Court Services	420.00	377.00	378.00	0.3	378.00
Human Resource Services	133.00	132.00	132.00	—	132.00
Management Services	263.00	314.00	314.00	—	314.00
Sheriff's ISF / IT	17.00	15.00	16.00	6.7	16.00
Office of the Sheriff	31.00	32.00	42.00	31.3	42.00
Total	4,381.00	4,695.00	4,719.00	0.5	4,719.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Detention Services	\$369,395,031	\$436,237,478	\$437,654,737	0.3	\$471,438,206
Law Enforcement Services	313,923,107	334,150,092	344,701,703	3.2	321,756,613
Sheriff's Court Services	73,179,972	71,420,819	74,458,312	4.3	77,358,990
Human Resource Services	30,359,632	34,404,507	35,605,692	3.5	36,170,577
Management Services	46,603,402	47,626,007	48,969,063	2.8	55,839,956
Sheriff's ISF / IT	114,747,498	127,430,667	158,029,619	24.0	130,827,380
Office of the Sheriff	8,224,895	8,385,040	9,717,550	15.9	9,841,052
Sheriff's Asset Forfeiture Program	3,800,000	2,400,000	1,700,000	(29.2)	—
Jail Commissary Enterprise Fund	9,583,492	7,123,292	5,923,326	(16.8)	6,129,750
Sheriff's Incarcerated Peoples' Welfare Fund	8,206,372	4,467,410	4,526,225	1.3	4,717,044
Countywide 800 MHZ CSA's	280,050	280,050	274,791	(1.9)	221,377
Total	\$978,303,451	\$1,073,925,362	\$1,121,561,018	4.4	\$1,114,300,945



Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$740,726,913	\$810,105,138	\$816,603,028	0.8	\$868,977,820
Services & Supplies	197,803,745	221,194,431	216,363,472	(2.2)	188,959,210
Other Charges	30,903,136	34,747,814	57,013,200	64.1	57,652,283
Capital Assets Equipment	3,558,938	5,741,522	7,059,598	23.0	998,489
Expenditure Transfer & Reimbursements	(26,315,010)	(11,547,701)	(9,236,503)	(20.0)	(6,581,073)
Operating Transfers Out	31,625,729	13,684,158	33,758,223	146.7	4,294,216
Total	\$978,303,451	\$1,073,925,362	\$1,121,561,018	4.4	\$1,114,300,945

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$409,183	\$579,979	\$579,979	—	\$579,979
Fines, Forfeitures & Penalties	6,552,232	8,814,747	8,866,541	0.6	1,926,995
Revenue From Use of Money & Property	3,828,755	1,147,816	1,104,601	(3.8)	1,104,601
Intergovernmental Revenues	84,683,785	94,530,446	100,351,335	6.2	71,144,530
Charges For Current Services	165,515,221	177,474,502	180,045,519	1.4	182,085,257
Miscellaneous Revenues	16,661,352	15,290,321	12,859,305	(15.9)	11,123,801
Other Financing Sources	209,197,892	249,898,056	303,192,890	21.3	279,894,257
Fund Balance Component Decreases	19,974,002	20,061,387	20,061,387	—	20,061,387
Use of Fund Balance	38,356,218	26,828,868	4,109,639	(84.7)	2,392,044
General Purpose Revenue Allocation	433,124,811	479,299,240	490,389,822	2.3	543,988,094
Total	\$978,303,451	\$1,073,925,362	\$1,121,561,018	4.4	\$1,114,300,945



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. All animals with treatable or manageable medical or behavioral conditions receive the high quality care they need to thrive and be placed with adopters or rescue partners. DAS does not euthanize for time or space and has a dedicated staff of expert veterinary professionals providing the highest standards of care to our sheltered animals.

To ensure these critical services are provided, DAS has 62.00 staff years and a budget of \$9.3 million.



nal partners was not met. This measure has been postponed due to operational impacts caused by the COVID-19 pandemic and is now scheduled for rollout in Fiscal Year 2022–23.

- Piloted a public-facing spay/neuter voucher program, providing more than 100 free surgeries that will reduce unplanned litters and prevent related shelter intake while supporting constituents experiencing financial hardship.
- Identified 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. Initial outreach based on current shelter intake will offer targeted services in the Spring Valley, Lakeside, Ramona, and Fallbrook communities, with additional areas to be added as needed.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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 exter-

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, regularly participating and sharing information at community emergency/disaster preparedness events.
 - Provided 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
 - Achieved a goal of 0% euthanasia of any healthy or treatable animals by reuniting lost pets with their owner, through adoption to a new family or transfer to a rescue partner.
 - Responded to 90% (5,363 of 5,959) of patrol calls on time according to department protocols, ensuring that community needs are addressed promptly and in order of priority

level. The goal of 98% was not met due to Animal Control Officer recruitment and training impacts caused by the COVID-19 pandemic.

- Ensured that 90% (3,698 of 4,109) 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
 - Continued to implement business process improvements, including increased volunteer recruitment and trainings, to enhance DAS' Volunteer Program and increase volunteer and staff engagement.
 - Expanded DAS' foster program to include 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
 - Continued the process to update the department's case management system to increase efficiency and functionality. The new system is moving through the end of the procurement process, with implementation anticipated within Fiscal Year 2022–23.
 - The goal to 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 was not met. This goal will be facilitated through the aforementioned new case management system's improved reporting capabilities in Fiscal Year 2022–23.
 - The department has continued its project plan to 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. Site selection is complete and the procurement process to select a Design-Build Entity (DBE) is underway, with shelter opening scheduled for Summer of 2024.
- 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.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Provide at least 250 subsidized spay/neuter surgeries to underserved pet owners. This effort will continue to reduce unplanned litters and prevent related shelter intake while supporting constituents experiencing financial hardship.
 - Promote and conduct pet vaccination, licensing, and microchipping clinics for constituents in the department's top underserved communities in collaboration with internal and external partners at least once per quarter, based on need, with a goal of 200 microchips provided at each event.
 - Deploy mobile veterinary services to at least five underserved areas within the community identified as having the greatest need for spay/neuter and basic wellness services.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Evaluate current usage rates of DAS physical facilities to identify and repurpose unused/underused space.
 - Update the department's case management system to increase efficiency and functionality and transition more services to online/paperless options, reducing client vehicle miles traveled.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.



- Provide additional staff and skilled volunteers who will train and volunteer to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support).

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Explore options and cost for installation of solar panels, battery back-up, and potential for an all-electric building during construction of the new shelter facility in Santee, scheduled to be complete in Summer 2024.
- Evaluate current fleet and pursue hybrid/electric options for any new purchases and for replacement of existing vehicles at end of useful life.

 **Community**

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Use the new case management system’s improved reporting capabilities to 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.
 - Continue work on the project plan to 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 county-wide. A Request For Proposal for Design/Build Entity opened February 2022, with groundbreaking anticipated in Spring 2023 and shelter opening scheduled for Summer 2024.

- Ensure that 90% of sheltered dogs, cats and rabbits 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.
- 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. DAS calls are triaged and prioritized in order of urgency to ensure that emergencies are addressed quickly and efficiently and that all animal welfare concerns reported to the department are investigated in a timely manner.




Related Links

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

◆ www.sddac.com

Follow DAS on Facebook at:

◆ www.facebook.com/sddac

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Sheltered dogs and cats either adopted or reunited with owners ¹	93% of 3,944	90%	90% of 4,109	N/A	N/A
	On-time patrol response ²	94% of 6,011	98%	90% of 5,959	N/A	N/A
	Healthy or treatable animals euthanized ³	0.0%	0.0%	0.0%	N/A	N/A
	Provide subsidized spay/neuter surgeries to underserved pet owners ⁴	N/A	N/A	N/A	250	250
	Provide free-to-the-public pet microchipping (per event) ⁴	N/A	N/A	N/A	200	200
	Deploy mobile veterinary services unit to underserved communities ⁴	N/A	N/A	N/A	5	5
	New Emergency/Disaster response volunteers recruited & trained ⁵	N/A	N/A	N/A	25	25


Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Sheltered dogs, cats and rabbits either adopted, reunited with owners, or transferred to rescue partners ⁶	N/A	N/A	N/A	90%	90%
	On-time patrol response ²	N/A	N/A	N/A	98%	98%

Table Notes

- ¹ This measure will be discontinued in Fiscal Year 2022–23 and replaced with a new measure that includes rabbits as well as the transferring of animals to rescue partners.
- ² Calls for service are triaged and prioritized in order of urgency to ensure that emergencies are addressed quickly and efficiently and that all animal welfare concerns reported to the department are investigated in a timely manner. The Fiscal Year 2021–22 goal of 98% was not met due to Animal Control Officer recruitment and training impacts caused by the COVID-19 pandemic.
- ³ The Department in collaboration with the San Diego Animal Welfare Coalition (SDAWC) established an ambitious goal of zero euthanasia of any healthy or treatable homeless animal. This coalition of shelters and other animal welfare agencies work together to transfer, foster, treat or find solutions other than euthanizing adoptable and healthy or treatable animals. This measure will be discontinued in Fiscal Year 2022–23 as the department has fully implemented a policy that ensures all animals with treatable or manageable medical or behavioral conditions are not euthanized.
- ⁴ This measure was added for Fiscal Year 2022–23 to support the department’s commitment to improving the health and well-being of pets and their people in underserved areas of the community.
- ⁵ This measure was added for Fiscal Year 2022–23 to help support the county’s response and recovery during times of disaster.
- ⁶ This measure was added for Fiscal Year 2022–23 to expand a previous measure to include rabbits as well as the transferring of animals to rescue partners.

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

Staffing

Increase of 1.00 staff year.

- ◆ Increase of 1.00 staff year to coordinate emergency responses and the Animal Control Officer academy.

Expenditures

Net decrease of \$0.3 million.

- ◆ Salaries & Benefits—No significant changes. The increase cost for planning purposes associated with anticipated salary and benefit and the addition of 1.00 staff year is offset by the decrease of one-time salaries and benefits payment in prior year.
- ◆ Services & Supplies—No significant changes. The increase cost for quarterly microchipping clinics and one-time cost for centralized resource hub is offset by decreases to align budgeted amounts to anticipated actuals.
- ◆ Operating Transfers Out—decrease of \$0.3 million due to completion of one-time purchase of mobile spay/neuter unit.

Revenues

Net decrease of \$0.3 million.

- ◆ Miscellaneous Revenues—increase of \$0.2 million to fund quarterly community microchipping clinics and one-time cost for centralized resource hub with the department’s trust fund.
- ◆ Fund Balance Component Decreases—no significant change in allocation 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—decrease of \$0.7 million in unassigned General Fund fund balance related to completion of one-time funded items in the prior year. There are no proposed uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases and the addition of 1.00 staff year.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

The increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Animal Services	61.00	61.00	62.00	1.6	62.00
Total	61.00	61.00	62.00	1.6	62.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Animal Services	\$9,172,105	\$9,564,853	\$9,262,434	(3.2)	\$9,477,525
Total	\$9,172,105	\$9,564,853	\$9,262,434	(3.2)	\$9,477,525

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$6,879,991	\$7,010,244	\$7,001,446	(0.1)	\$7,252,003
Services & Supplies	2,292,114	2,274,609	2,260,988	(0.6)	2,225,522
Operating Transfers Out	—	280,000	—	(100.0)	—
Total	\$9,172,105	\$9,564,853	\$9,262,434	(3.2)	\$9,477,525

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$375,290	\$520,290	\$553,800	6.4	\$553,800
Fines, Forfeitures & Penalties	160	160	160	—	160
Charges For Current Services	244,691	189,691	208,175	9.7	208,175
Miscellaneous Revenues	117,281	192,281	362,281	88.4	272,281
Fund Balance Component Decreases	189,785	191,187	185,065	(3.2)	185,065
Use of Fund Balance	509,992	736,338	—	(100.0)	—
General Purpose Revenue Allocation	7,734,906	7,734,906	7,952,953	2.8	8,258,044
Total	\$9,172,105	\$9,564,853	\$9,262,434	(3.2)	\$9,477,525





Child Support Services

Mission Statement

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

Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. Federal and State law governs the department, with oversight by the California Department of Child Support Services. DCSS collaborates with families, governmental agencies and community resources to support the long-term well-being of our customers' children. The organization is committed to establishing and enforcing court orders for financial and medical support for these children, while taking into account the changing needs of both parents. DCSS encourages self-sufficiency and provides resources and options throughout the life of the case. With approximately two-thirds of its caseload receiving cash assistance at some point, the Bureau of Public Assistance Investigations unit provides efficient oversight of public assistance programs administered through the County of San Diego. Many of its customers also receive Child Support Services. The unit conducts timely and fair investigations to safeguard the integrity of public assistance programs and ensuring benefits go to the region's residents in need. The 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 461.00 staff years and a budget of \$53.8 million.



2021–22 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Established parentage on 97% (40,525 of 41,668) of children in the caseload, exceeding the statewide goal of 96%. Meeting this goal established eligibility for child support, including health insurance benefits.
 - Achieved 89% (52,797 of 59,154) of open cases with an enforceable order, enabling parents to fulfill their financial obligation to their children, but falling short of the statewide goal of 91% due to operational impacts caused by the COVID-19 pandemic. Continued collaboration with the Superior Court in best practices to conduct court hearings virtually and/or in person, and the adoption of new court processes, such as eFile and DocuSign, will continue to raise the number of orders established.
 - Maintained the percentage of current support collected to current support owed at 70.7% (\$128 million of \$181 million), not meeting statewide goal of 71% due to the continued economic and employment impact of the COVID-19 pandemic.
 - Improved payment reliability and consistent child support for families by increasing the average annual dollar amount of collections per case to \$4,426. This exceeded the goal of \$4,342.
 - Collected \$179 million in child support, exceeding the goal of \$177 million.
 - Maintained the goal of the percentage of cases not paying current support at 12%, meeting the goal of 12% or lower. This measure contributes to ensuring that child support is a reliable source of income and child support orders are accurate for each individual family.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- Identified and partnered with additional County departments and community organizations to recognize and improve self-sufficiency with young parents under the age of 21 and young adults, including foster care youth. Offered services, education, and resources through a local Youth With Dreams Team.
- Continued a partnership with County departments and community organizations to address intergenerational poverty and homelessness among customers. Provided County departments and community resources through the department’s website, webinars, social media and in-person attendance at Veterans StandDown and CARE events.
- Continued to expand the message of H.O.P.E. (Helpful Options to Provide Excellence) with customers by creating new partnerships with community organizations, such as Dads Corps and Second Chance, County departments, the State of California, and non-traditional partners to offer customers services and resources that have a direct impact on improving quality of life for parents and children.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected \$4.02 for every \$1.00 spent on operations, exceeding the goal of \$3.75, further illustrating the child support program is a good investment.
 - Reduced the number of days from initial order to first payment from the previous fiscal year average of 27 to 26 days, allowing custodial families to receive child support payments faster thereby increasing customer confidence and increased family self-sufficiency.
 - Through modern infrastructure and innovative technology, provided superior service delivery to customers by expanding the use of a mobile, self-service check-in application at all current Child Support Offices.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Continued to explore and discuss with other County departments the issues surrounding the homeless population regarding ways to improve customer service to homeless customers. This included a simpler referral form for partners to use with any child support customers in their programs to ensure immediate connection with a child support caseworker.
 - Opened 10 college savings accounts, exceeding the goal of six. College savings accounts for dependents of child support customers help advance academic success and facilitate self-sufficiency in adulthood in the pursuit of ending cycles of intergenerational poverty among families.
 - Awarded three scholarships through a partnership with the San Diego County Library, to enable participants to earn a high school diploma and improve employment opportuni-

ties and aid in breaking the cycle of intergenerational poverty. The goal of five scholarships was not met due to continued operational impacts caused by the COVID-19 pandemic and changes in the structure of sharing this data between agencies. Child Support program partners continue to work on solutions for better ways to share information.

- Through a Fast Track Case Opening process, expanded the 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.
- Continued collaborative conversations with Health & Human Services Agency on their welfare-to-work contracts and ways to link case participants with employment partners.
- Continued the expansion of texting and emailing with customers to inform them of virtual webinars, resource fairs and other opportunities to access services within their communities.
- Used data and analytics to identify gaps in services and sharing of services through social media and the website. Continued to reformat and prepare outreach materials to engage these populations by communicating inclusionary services and resources.
- Engaged with Health & Human Services Agency (HHS) and State Department of Child Support Services on strategies to reach families not in the current caseload who receive HHS services such as food assistance and Medi-Cal and parents on closed child support cases about the benefits of opening or re-opening a child support case.
- Through monthly meetings with the Superior Court Commissioners, Family Law Facilitator, State DCSS Intergovernmental Division and conversations with other jurisdictions, continued to collaborate and highlight the need for child support orders established by Family Courts to include an order for health insurance.
- Expanded education by holding several transparent webinars, news stories and a blog on ways to understand various cultures and continued to embrace and celebrate the diversity of the child support team.
- Used data analytics to identify and understand the demographics of those served by the department and delivered customer service training and shared messages on how staff can better meet the customer’s needs by tailoring verbal and written communication.
- 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 on a variety of diverse and important topics, including the work done by the department in assisting case participants with improved outcomes.



- Continued to 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.
- Expanded the use of virtual chat platforms for daily use and on Saturdays to interact with customers from their chosen location, place and time thus improving the customer experience.
- Developed and delivered customer service training on topics such as understanding communication styles to enhance service delivery by better understanding the customer perspective.
- Created and hosted several virtual events with the District Attorney and other partners for all staff which highlighted the important awareness topics of domestic violence and crimes against children to enhance and strengthen employee knowledge of available services for case participants.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Address issues surrounding the homeless population by identifying innovative ways to improve customer service to homeless participants including outreach and referral processing.
 - Open a minimum of ten college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood.
 - In partnership with the San Diego County Library, award at least five scholarships to enable participants to earn a high school diploma improving employment opportunities and aid in breaking the cycle of intergenerational poverty.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.

- Establish parentage on 97% of children in the caseload to better establish eligibility for child support, including health insurance benefits.
- Achieve 91% of open cases with an administrative order to facilitate the equitable care of children and to ensure that children are sustained and supported by both parents.
- Maintain the percentage of current support collected to current support owed at or above 71%, to make child support a reliable source of income for families.
- Increase the average annual dollar amount of collections per case to \$4,400 to ensure that children are financially sustained, increasing their opportunities for physical and emotional enrichment.
- Maintain total amount of current support and arrears distributed to families at or above \$179 million to increase the financial, emotional, and physical well-being of children.
- Maintain the percentage of cases not paying current support at 12% or lower to ensure all children are equally supported by both parents and to help obligors from accumulating future child support debt.
- Collect at least \$3.75 in child support for every \$1.00 spent on operations, further illustrating the child support program is a good investment.

Sustainability

Short-term commitments:

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Increase number of staff from 19% to 25% of the Department to train and volunteer to assume Disaster Service Worker (DSW) roles for disaster response and recovery.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
 - Continue to promote and expand opportunities of virtual customer interviews, webinars on child support and parenting topics, and other customer service practices to reduce vehicle miles traveled by customers.
 - Provide training regarding zero waste recycling to new employees and existing staff. Set up signage throughout office spaces reminding staff of recycling and waste reduction practices.
 - Evaluate and create a plan for conversion of fleet to hybrid/ electric vehicles.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Implement an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with County’s retention policies.



- Convert existing fleet vehicles due for replacement to hybrid/electric where possible.



Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Continue to partner with County departments and community organizations to improve collaboration to reduce agency time and increase self-sufficiency for young parents under the age of 21 and foster care youth by offering services, education, and resources.
 - Open offices one Saturday every month for customers who cannot visit a department office during the week due to work schedules or other Monday through Friday commitments.
 - Extend service hours later in the evening and offer more ways to contact the Department to ensure that all customers can reach us at a time and in a way that works best for them.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - 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, County departments, the State of California, and non-traditional partners to offer customers services and resources that have a direct impact on improving quality of life for parents and children.
 - Continue to expand the partnership with the San Diego Bar Association, the Superior Court Family Support Division, the Family Law Facilitator and other partners to share the benefits of opening a child support case with future customers through the Fast Track Case Opening process.
 - To ensure equity, continue to verify all child support orders established by Family Court or from another state include an order for health insurance.
- Communications: Create proactive communication that is accessible and transparent.
 - Adopt a data driven approach to using communications channels to engage and maintain open dialogue with the community by communicating services and resources with modern techniques such as email flyers, social media and a redesigned public facing website to raise awareness of the Child Support program.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Expand staff education by holding semi-annual transparent discussions to understand various cultures and continue to embrace and celebrate the diversity of the child support team and the customers we serve.
 - Invite customers to the office near the onset of a potential Child Support case to set expectations and shorten the timeline for establishing child support orders.
 - With a large percentage of the caseload consisting of black, indigenous, and people of color (BIPOC), the department recognizes the cultural differences and unique needs of the diverse population it serves. Through internal trainings and resources, seek to approach case work through an equitable lens and with cultural humility.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Strengthen the customer service culture to ensure a positive customer experience by using data to identify and understand the demographics of those served by the department and deliver customer service training.
 - 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.
 - Expand the use of virtual chat platforms and business tools such as digital signatures, and document e-filing to interact with customers from their chosen location, place, and time to improve the customer experience.
 - Develop and deliver customer service training that aids staff in seeing casework from the customer perspective and experiences to improve service delivery.
 - Create and host a Community Fair event for staff on virtual platforms which highlight DCSS partners to enhance and strengthen employee knowledge of available services for case participants.



Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Through the Justice Involved Parents & Children (JIPC) team, employ restorative justice practices by serving families with current and formerly incarcerated participants, by providing additional resources that will empower them and contribute to their well-being.





- Explore new partnerships with detention and social service agencies that serve incarcerated individuals, including offering mentorships to children of this population.
- Make DCSS more accessible for parents on probation or parole, by building a relationship with the Probation Department and Sheriff’s Detention Facilities. To do so, JIPC will collaborate with these departments through communication and cooperation that will facilitate a close working relationship between departments.

Related Links

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

♦ www.sandiegocounty.gov/dcsc




Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Current support collected (federal performance measure #3) (in millions) ¹	71% of \$174	71% of \$174	71% of \$181	N/A	N/A
	Cases with an enforceable order (federal performance measure #2)	88% of 59,227	91%	89% of 59,154	N/A	N/A
	Total Collections (in millions)	\$187	\$177	\$179	N/A	N/A
	Maintain or lower the percentage of cases not paying current support	11% of 32,461	12%	12% of 31,316	N/A	N/A
	Increase the annual average dollar amount of collections per case	N/A	\$4,342	\$4,426	N/A	N/A
	Current support collected (federal performance measure #3) (in millions)	N/A	N/A	N/A	71%	71%
	Cases with an enforceable order (federal performance measure #2)	N/A	N/A	N/A	91%	91%
	Total Collections (in millions)	N/A	N/A	N/A	\$179	\$179
	Maintain or lower the percentage of cases not paying current support	N/A	N/A	N/A	12%	12%
	Increase the annual average dollar amount of collections per case	N/A	N/A	N/A	\$4,400	\$4,400
	Increase the number of staff trained to assume Disaster Service Worker roles ²	N/A	N/A	N/A	25%	25%

Table Notes

¹ There are four 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
- 5) Cost Effectiveness of the Program

² This is a new measure for Fiscal Year 2022–23 to increase the number of staff trained to volunteer to assume Disaster Service Worker (DSW) roles for disaster response and recovery. In Fiscal Year 2021–22, 19% of staff have been trained as DSWs.



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

Staffing

No net change in staffing.

- ◆ Decrease of 3.00 staff years in Production Operations due to a transfer of 2.00 staff years to Recurring Maintenance and Operations to support business intelligence reporting and a transfer of 1.00 staff year to Legal Services to support legal case processing.
- ◆ Increase of 3.00 staff years in Recurring Maintenance and Operations due to a transfer of 2.00 staff years from Production Operations and 1.00 staff year from Bureau of Public Assistance Investigations to support business intelligence reporting.
- ◆ Increase of 1.00 staff year in Legal Services due to a transfer from Production Operations to support legal case processing.
- ◆ Decrease of 1.00 staff year in Bureau of Public Assistance Investigations due to a transfer to Recurring Maintenance and Operations to support business intelligence reporting.

Expenditures

Net increase of \$6.4 million.

- ◆ Salaries & Benefits—increase of \$6.4 million primarily for planning purposes associated with anticipated salary and benefit increases and filling positions previously held vacant.

- ◆ Services & Supplies—decrease of \$0.2 million due to the completion of Information Technology projects.
- ◆ Other Charges—decrease of \$0.1 million in capital lease interest payments.
- ◆ Capital Assets Equipment—increase of \$0.5 million for the conversion to hybrid vehicles.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million related to the completion of Information Technology projects. Since this is a transfer of expenditures, it has a net effect of \$0.2 million decrease in expenditures.

Revenues

Net increase of \$6.4 million.

- ◆ Intergovernmental Revenues—increase of \$7.2 million based on the allocation provided by the California Department of Child Support Services.
- ◆ Charges for Current Services—decrease of \$0.8 million per the Governor’s proposed budget to provide funds directly to families as a full pass-through for assigned arrears for families formerly assisted by CalWORKS.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Production Operations	375.00	345.00	342.00	(0.9)	342.00
Recurring Maintenance and Operations	12.00	12.00	15.00	25.0	15.00
Legal Services	32.00	32.00	33.00	3.1	33.00
Bureau of Public Assistance Investigation (BPAI)	78.00	72.00	71.00	(1.4)	71.00
Total	497.00	461.00	461.00	—	461.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Production Operations	\$38,285,546	\$38,074,886	\$44,509,392	16.9	\$44,095,949
Administrative Services	1,084,387	1,076,876	444,082	(58.8)	444,082
Recurring Maintenance and Operations	1,483,906	1,453,954	1,983,694	36.4	2,092,400
Legal Services	6,568,392	6,749,017	6,877,329	1.9	7,166,648
Total	\$47,422,231	\$47,354,733	\$53,814,497	13.6	\$53,799,079

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$49,555,141	\$48,957,347	\$55,367,502	13.1	\$55,816,528
Services & Supplies	10,788,740	10,464,167	10,309,290	(1.5)	10,104,290
Other Charges	830,000	750,000	652,000	(13.1)	550,000
Capital Assets Equipment	220,000	155,000	617,000	298.1	220,000
Expenditure Transfer & Reimbursements	(13,971,650)	(12,971,781)	(13,131,295)	1.2	(12,891,739)
Total	\$47,422,231	\$47,354,733	\$53,814,497	13.6	\$53,799,079



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$46,064,629	\$46,243,617	\$53,492,076	15.7	\$53,492,076
Charges For Current Services	1,111,116	1,111,116	322,421	(71.0)	307,003
Miscellaneous Revenues	246,486	—	—	—	—
Total	\$47,422,231	\$47,354,733	\$53,814,497	13.6	\$53,799,079



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 33.00 staff years and a budget of \$9.5 million.



- Conducted two public outreach campaigns to increase the number of AlertSanDiego registrations by 3% overall (653,448 to 673,100) and by 15% (10,953 to 12,600) 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.
- Conducted two public outreach campaigns to increase the number of SD Emergency mobile application downloads by 7% (314,512 to 335,944), exceeding the goal of 5%.
- 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 center on improving OES's overall coordination, collaboration, and response capability.
 - Developed and led disaster reunification plan with accompanying IT portal for the region. Coordinated 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 includes strategies to reunify families that were separated during a disaster.
 - Engaged stakeholders and developers on the full implementation of the earthquake early warning system program referred to as ShakeReadySD. This program was integrated into the existing SD Emergency mobile application and automatically alerts populations when shaking from a 4.5 magnitude or greater earthquake is imminent.
 - Worked 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

Strategic Initiative Legend for Anticipated Accomplishments

BBH	LS	SE/T	OE

○	- Audacious Vision
●	- Enterprise Wide Goal
■	- Department Objective

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

2021–22 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

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.
 - The goal to expand the number of disaster service workers trained for the Advanced Recovery Initiative (ARI) by 3% was not met. Due to operational impacts caused by the COVID-19 pandemic, the number of ARI trained workers decreased from 1,313 to 1,297. 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.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proved policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Update and enhance the San Diego County Multi-Jurisdictional Hazard Mitigation Plan and integrate climate change effects on regional, natural and human-caused disasters, increase public awareness of hazards, create decision tools for emergency managers, communicate grant funding opportunities, and assist with the development of local policies.
 - Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at least once a quarter.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Manage and train County Disaster Service Workers to assume disaster response or recovery roles. Expand the number of disaster service workers trained for the

Advanced Recovery Initiative (ARI) by 3%. Evaluate the need to expand current ARI roles to increase resiliency. The ARI program trains County staff to operate local assistance centers, shelters, emergency operation centers, translation services, and act as 2-1-1 operators during and after large scale disasters.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Promote and use the San Diego County Reutilization Program, which manages the disposition of County surplus personal property so that property can be reused by other County departments or disposed of through auction, competitive sealed bid or recycling.
- Implement an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with County retention policies.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Update and enhance the San Diego Operational Area Emergency Operations Plan consistent with the Whole Community Approach to Emergency Management, which is fully inclusive of all stakeholders and communities. The plan also describes a comprehensive emergency management system which provides for a coordinated response to natural and human caused disasters.
 - Enhance community preparedness, particularly underserved communities, by developing two multi-lingual public outreach campaigns to increase the number of SD Emergency mobile application downloads by 5% overall.
 - Conduct four regional exercises with external partners to improve OES’s overall coordination, collaboration, and response to a widespread natural or human-caused disaster. Develop and implement a regional Full-Scale Exercise to strengthen preparedness, mitigation, response, and recovery capabilities.

Related Links

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

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









Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Percentage increase of AlertSanDiego registration downloads ¹	11% (590,284 to 653,448)	3%	3% (653,448 to 673,100)	N/A	N/A
	Percentage increase of AlertSanDiego registration downloads in the SDCFPD service area ¹	70% (6,433 to 10,953)	15%	15% (10,953 to 12,600)	N/A	N/A
	Percentage increase of SD Emergency mobile application downloads	8% (316,394 to 341,512)	5%	7% (314,512 to 335,944)	N/A	N/A
	Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region’s disaster readiness	4	4	4	N/A	N/A
	Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative ²	23% (1,069 to 1,313)	3%	0% (1,313 to 1,297)	N/A	N/A
	Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative	N/A	N/A	N/A	3%	3%
	Percentage increase of SD Emergency mobile application downloads	N/A	N/A	N/A	5%	5%
	Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region’s disaster readiness	N/A	N/A	N/A	4	4

Table Notes

- ¹ This measure will be discontinued in Fiscal Year 2022–2023 due to system and data updates that will impact how the data is measured.
- ² The goal was not met due to operational impacts caused by the COVID-19 pandemic. The Advanced Recovery Initiative program is positioned to be expanded and emphasized in Fiscal Year 2022–2023.

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

Staffing

Increase of 12.00 staff years.

- ◆ Increase of 11.00 staff years as a result of reorganization efforts to centralize fiscal and finance functions by transferring staff from County Fire to Office of Emergency Services.
- ◆ Increase of 1.00 staff year for the County Security Initiative program.

Expenditures

Net increase of \$1.5 million.

- ◆ Salaries & Benefits—increase of \$1.9 million for planning purposes associated with anticipated salary and benefit increases, the transfer of staff from County Fire to Office of Emergency Services, and addition of 1.00 staff year.

- ◆ Services & Supplies—net increase of \$0.2 million related to one-time major maintenance project.
- ◆ Other Charges—decrease of \$0.1 million for State Homeland Security Program Grant reimbursement to other agencies.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.5 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of \$0.5 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Increase of \$0.9 million associated with the centralized General Fund support for one-time major maintenance project (\$0.5 million) and emergency full scale/tabletop exercises, County Security Initiative IT Analyst and other operational costs not reimbursable by grants (\$0.4 million).
- ◆ Decrease of \$0.4 million for Sheriff’s services related to County Security Initiative program.



Revenues

Net increase of \$1.5 million.

- ◆ Fines, Forfeitures & Penalties—increase of \$0.1 million for the transfer of EMS Maddy Trust Fund related to staffing transfer to Office of Emergency Services.
- ◆ Intergovernmental Revenues—decrease of \$0.2 million for one-time grant revenue from Urban Area Security Initiative program in prior year.
- ◆ Miscellaneous Revenue—increase of \$0.2 million for the transfer of property tax revenue from County Service Area (CSA) 17 and 69 to Office of Emergency Services.
- ◆ Other Financing Sources—increase of \$0.3 million for the transfer of property tax revenue from San Diego County Fire Protection District to Office of Emergency Services.
- ◆ Fund Balance Component Decreases—increase of \$48,174 to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. A total of \$0.1 mil-

lion is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.

- ◆ Use of Fund Balance—decrease of \$0.9 million due to the completion of one-time projects in prior year. There is \$0 budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$2.0 million for planning purposes associated with anticipated salary and benefit increases, County Security Initiative program, ongoing IT annual maintenance costs, program costs that are no longer supported by San Onofre Nuclear Generating Station grant, and for the transfer of 11.00 staff years from County Fire to Office of Emergency Services.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$0.1 million primarily for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Office of Emergency Services	21.00	21.00	33.00	57.1	33.00
Total	21.00	21.00	33.00	57.1	33.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Office of Emergency Services	\$7,973,335	\$7,947,354	\$9,497,598	19.5	\$9,573,520
Total	\$7,973,335	\$7,947,354	\$9,497,598	19.5	\$9,573,520

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,118,757	\$3,135,065	\$5,039,257	60.7	\$5,212,705
Services & Supplies	3,068,126	2,971,063	3,206,318	7.9	2,207,462
Other Charges	1,786,452	1,841,226	1,771,473	(3.8)	1,771,473
Expenditure Transfer & Reimbursements	—	—	(519,450)	—	381,880
Total	\$7,973,335	\$7,947,354	\$9,497,598	19.5	\$9,573,520



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fines, Forfeitures & Penalties	\$—	\$—	\$90,000	—	\$90,000
Intergovernmental Revenues	4,975,914	4,638,319	4,472,500	(3.6)	4,412,500
Charges For Current Services	366,500	274,882	247,460	(10.0)	247,460
Miscellaneous Revenues	—	—	200,000	—	200,000
Other Financing Sources	—	—	267,545	—	267,545
Fund Balance Component Decreases	85,072	88,656	136,830	54.3	136,830
Use of Fund Balance	504,492	904,140	—	(100.0)	—
General Purpose Revenue Allocation	2,041,357	2,041,357	4,083,263	100.0	4,219,185
Total	\$7,973,335	\$7,947,354	\$9,497,598	19.5	\$9,573,520



Medical Examiner

Mission Statement

Contribute to safe communities and to justice and equity for the residents of San Diego County 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 2021, the Medical Examiner had initial jurisdiction over about 38% of the 32,093 deaths that were registered in the county, or 12,298 cases. Ultimately, 36% 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, medical case reviews, 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 66.00 staff years and a budget of \$14.3 million.



2021–22 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.
 - Contributed 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 Health and Human Services Agencies’ (HSA) Public Health Officer, developed a procedure to send joint informational letters to prescribers whose patients’ deaths were related to opioid toxicity. Putting the effort into practice was put on hold as resources from both agencies were diverted by required responses to the COVID-19 pandemic but should resume in the current year. 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.
 - Contributed to research efforts in traumatic brain injury and sudden deaths due to genetic causes by providing tissue samples to academic research organizations, with family consent.
 - Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests for instruction within four months of the request. While training of resident pathologists and forensic pathol-

Strategic Initiative Legend for Anticipated Accomplishments



BBH



LS



SE/T



OE

- - Audacious Vision
- - Enterprise Wide Goal
- - Department Objective

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

ogy fellows continued uninterrupted, there was a temporary hiatus to “in-person” education of medical students due to COVID-19 safety considerations.

- 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 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, the Medical Examiners and Coroners Alert Project (MECAP), the National Missing and Unidentified Persons System, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Data on accidental overdose deaths due to fentanyl toxicity and deaths due to suicide were provided to the County’s Behavioral Health Services monthly to aid in the County’s harm reduction efforts.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Used forensic radiography 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.
 - ◆ Used barcoding technology to ensure that the transfer and maintenance of specimens, evidence and bodies are accomplished quickly, efficiently, and accurately.
 - Completed 33% (46 of 139) of homicide examination reports in 60 days or less which did not meet the goal of 90% due to increased caseload and decreased staffing. In the two-year period of 2019 to 2021, the department investigated 31% more deaths and, despite significant

recruiting efforts, three vacant pathologist positions were not filled by the end of 2021. This resulted in a longer turn-around time for completing reports.

- Assisted in the healing process of those who have lost a loved one by providing timely and compassionate service and enabling 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% (6,221 of 6,431) of next of kin for identified Medical Examiner cases within 24 hours, exceeding the goal of 90%.
 - ◆ Completed 72% (3,127 of 4,371) of investigative reports in 60 days or less, which did not meet the goal of 85% due to case complexity and increased caseload. The Investigations Division handled 14% more death investigations in 2021 compared to 2020, in addition to handling a 17% increase in the number of deaths reported to the department. Daily, the investigators were responding to greater numbers of new death scenes and answering those increased number of death reports, which delayed the completion of existing reports.
 - ◆ Completed 74% (2,239 of 3,015) of toxicology reports in 60 days or less, which did not meet the goal of 97% due to increased caseload and decreased staffing. The toxicology laboratory handled a 15% increase in cases requiring toxicological analysis in 2021 compared to 2020, and, despite significant recruiting efforts, there were two vacant laboratory positions open at various times during the year. For the analysis of fentanyl alone, the laboratory staff handled the analysis of 77% more cases compared to last year, which was a 437% increase over the last two years.
 - ◆ Completed 68% (2,671 of 3,936) of examination reports in 60 days or less, which did not meet the goal of 90% due to increased caseload and decreased staffing due to vacant positions not filled. These conditions resulted in a delay in report preparation, as new body examinations were prioritized over completing reports for examinations already performed.
 - ◆ Provided 97% (9,154 of 9,417) of case report requests within seven days or less, exceeding the goal of 95%.
- Provided a guideline questionnaire on death reporting criteria and made it available online to physicians and hospital/care facility staff for 100% of deaths reported by phone.
- Updated media interest cases on the website within 12 hours of incident, or of a request, in 100% of cases.
- Strengthen our customer service culture to ensure a positive customer experience
 - Enabled timely funeral services for families by making 99.6% (3,922 of 3,936) of bodies ready for release in seven days or less, exceeding the goal of 97%.





- Identified 81% (552 of 684) of John and Jane Does within 72 hours, exceeding the goal of 80%.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - 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 sudden deaths due to genetic causes by providing tissue samples to academic research organizations, with family consent.
 - 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, the Medical Examiners and Coroners Alert Project (MECAP) and the National Missing and Unidentified Persons System.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Communicate with departmental staff on a quarterly basis information about the County’s sustainability initiative, including sustainability opportunities for improvement and successes.
 - Incorporate information on sustainability policies, plans, and practices into orientation material for all employees, volunteers and contractors working for the department.
 - Promote and use the San Diego County Reutilization Program so that property can be reused by other County departments or disposed of through auction, competitive bid, or recycling.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Adapt and improve capabilities to respond to mass fatality incidents in the county, establishing or providing staff for a Family Assistance Center, as well as providing identification and cause and manner of death information for non-natural deaths; and assisting with the community’s fatality storage capabilities in the event of mass natural fatalities; and participating in all possible countywide planning and exercises during the fiscal year.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Expand virtual customer service by increasing use of mail and shipping decedent’s personal effects to next-of-kin and implementing an electronic payment option for Family-Requested autopsies, reducing the need of next-of-kin to physically travel to the Medical Examiner.
- Implement an electronic filing system for human resources to reduce paper use and waste in accordance with County’s retention policies.



Empower

- Workforce: Invest in our workforce and operations by providing support services excellent customer service to ensure continuity of operations remains at its best.
 - Assist in the healing process of those who have lost a loved one by providing timely and compassionate service and enabling 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 seven days or less.
- Complete 90% of homicide examination reports in 60 days or less.
- Continue providing a guideline questionnaire on death reporting criteria to physicians and hospital/care facility staff for 100% of deaths reported by phone.
- Enable timely funeral services for families by making 97% of bodies ready for release in seven days or less.
- Identify 80% of John and Jane Does within 72 hours.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - The Medical Examiner will be a leader in governmental transparency by continuing to publish death statistical information on the County’s open data portal and expanding the information it makes readily accessible to the community by establishing an interactive webpage that allows case information to be researched by decedent name and other demographic information.

- Update media interest cases on website within 12 hours of incident in 100% of cases.



 **Justice**

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Continue preparing objective, unbiased case reports; maintaining open communication with both prosecution and defense and providing objective and unbiased testimony in all court proceedings, whether criminal or civil, to which its staff have been called to testify.
 - Continue daily communication with the County’s Adult Protective Services regarding all elder deaths under the Medical Examiner’s jurisdiction, identifying those clients of the service that were at risk for abuse and neglect requiring further death investigation.

Related Links

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

- ◆ www.sandiegocounty.gov/me

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Bodies ready for release in seven days or less ¹	99%of 2,971	97%	99.6%of 3,936	N/A	N/A
	Investigative reports completed in 60 days or less ^{1,2}	81%of 3,853	85%	72%of 4,371	N/A	N/A
	Toxicology reports completed in 60 days or less ^{1,2}	99.9%of 2,653	97%	74%of 3,015	N/A	N/A
	Examination reports completed in 60 days or less ^{1,2}	91%of 3,716	90%	68%of 3,936	N/A	N/A
	Homicide examination reports completed in 60 days or less ^{1,2}	78% of 128	90%	33% of 139	N/A	N/A
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified ¹	95% of 6,363	90%	97% of 6,431	N/A	N/A
	Case reports completed in seven days or less ¹	98% of 6,421	95%	97% of 9,417	N/A	N/A
	Bodies ready for release in seven days or less ¹	N/A	N/A	N/A	97%	97%
	Investigative reports completed in 60 days or less ¹	N/A	N/A	N/A	85%	85%
	Toxicology reports completed in 60 days or less ¹	N/A	N/A	N/A	97%	97%
	Examination reports completed in 60 days or less ¹	N/A	N/A	N/A	90%	90%



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Homicide examination reports completed in 60 days or less ¹	N/A	N/A	N/A	90%	90%
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified ¹	N/A	N/A	N/A	90%	90%
	Case reports completed in seven days or less ¹	N/A	N/A	N/A	95%	95%

Table Notes

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

² This goal was not met due to case complexity, increased caseload and decreased staffing.

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

Staffing

Increase of 6.00 staff years.

- ◆ Increase of 5.00 staff years to address increased caseload and activities related to the following:
 - ◆ 3.00 staff years in the Investigations Division.
 - ◆ 1.00 staff year in the Toxicology Division.
 - ◆ 1.00 staff year in the Pathology Division.
- ◆ Increase of 1.00 staff year in Administration to address increased workload and to further enhance the department’s data analytics.

Expenditures

Net increase of \$1.1 million.

- ◆ Salaries & Benefits—increase of \$1.2 million for planning purposes associated with anticipated salary and benefit increases, the addition of 6.00 staff years, and salary increases for Forensic Pathologists including Memorandum Of Understanding required standby pay.
- ◆ Services & Supplies—increase of \$0.1 million for costs associated with the decedent transportation contract.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to the completion of prior one-time funded project.

Revenues

Net increase of \$1.1 million.

- ◆ Fund Balance Component Decreases—decrease of \$11,941 in allocation 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—decrease of \$1.2 million due to the completion of prior one-time funded projects. There is \$0 budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$2.3 million due to the addition of 6.00 staff years, salary increases for Forensic Pathologists including MOU required standby pay, for planning purposes associated with anticipated salary and benefit increases, and one-time funding for costs associated with the decedent transportation contract.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$0.5 million due to one-time funding of the decedent transportation contract partially offset by anticipated salary and benefit increases included primarily for planning purposes.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Decedent Investigations	57.00	60.00	66.00	10.0	66.00
Total	57.00	60.00	66.00	10.0	66.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Decedent Investigations	\$12,144,343	\$13,253,485	\$14,321,162	8.1	\$13,794,753
Total	\$12,144,343	\$13,253,485	\$14,321,162	8.1	\$13,794,753

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$9,187,587	\$9,402,261	\$10,630,651	13.1	\$11,134,234
Services & Supplies	2,906,756	3,601,224	3,690,511	2.5	2,660,519
Capital Assets Equipment	50,000	250,000	—	(100.0)	—
Total	\$12,144,343	\$13,253,485	\$14,321,162	8.1	\$13,794,753

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$153,000	\$153,000	\$183,000	19.6	\$183,000
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Fund Balance Component Decreases	271,574	244,326	232,385	(4.9)	232,385
Use of Fund Balance	351,467	1,237,103	—	(100.0)	—
General Purpose Revenue Allocation	11,367,302	11,618,056	13,904,777	19.7	13,378,368
Total	\$12,144,343	\$13,253,485	\$14,321,162	8.1	\$13,794,753



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 2021–22, a weekly average of 7,785 adults and 598 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) and the Adult Reintegration and Community Supervision Services (ARCSS).

YDCSS fully supports youth and their families with evidence-based practices that focus on rehabilitation, trauma-informed care 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, education partners and community leaders.

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 1,034 staff years and a budget of \$260.3 million.



Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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 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
 - Employed operational practices to protect community safety and reduce crime.

- ◆ Ensured that 98% (504 of 516) of clients on juvenile probation completed their probation without new sustained law violations, exceeding the goal of 80% 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 84% (3,492 of 4,140) of clients on adult probation completed their probation without being convicted of new crimes, exceeding the goal of 70% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.
- ◆ Ensured that 90% (296 of 328) of clients on Mandatory Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 82%.
- ◆ Ensured that 69% (1,156 of 1,684) 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 offenders accountable while providing them access to rehabilitation
 - Employed practices to provide rehabilitative services to clients on supervision.
 - ◆ Linked 98% (600 of 615) of clients on Post Release Community Supervision to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90%.
 - ◆ Linked 100% (190) of clients on Mandatory Supervision to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90% through the comprehensive services provided in Mandatory Supervision Court.
 - ◆ Ensured that 51% (590 of 1,164) of clients on Post Release Community Supervision successfully completed supervision within 12 months, exceeding the goal of 45% by increasing the use of early discharge for clients in compliance with the conditions of supervision.
 - ◆ Improved 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.
 - ◆ Updated the Community Corrections Partnership (CCP) Plan in collaboration with the Sheriff, District Attorney, Health & Human Services Agency, Public Defender, law enforcement and community representatives, including those with lived experience. The CCP Plan provides a framework for San Diego County justice partners and stakeholders to use in planning for, monitoring and reporting on the results of the County’s criminal justice system.
- ◆ Developed a pilot caseload for Transitional Age Youth composed of adults on supervision ages 18-25 to address their developmental needs according to best practices, including community-based services and partnerships.
- ◆ Planned for the transition of certain monitoring activities for persons on pretrial status to the Probation Supervised on Own Recognizance Monitoring Unit that will provide efficient and effective services to identified clients according to best practices.
- ◆ Increased reentry strategies and linkages to care by increasing the number of Reentry Officers so that adult clients are prepared for release and transition to the community while ensuring continuity of care and increasing successful outcomes.
- 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 implement the Youth in Custody Practice Model by improving the programming and strategies used to support youth in the detention facilities by implementing the Healing Opportunities for Personal Empowerment (HOPE) commitment program. The HOPE program supports the juvenile justice system’s transition to a positive youth development model while also focusing on the interrelated treatment needs typical of youth who are in custody and provides evidence-based and evidence-informed treatments for criminogenic behavior, mental health and substance abuse.
 - ◆ Achieved a monthly in-custody visitation rate of 67% (1,690 of 2,525) to improve youth outcomes through stronger support systems, family visitation and community engagement, short of the goal of 75% due to restrictions on visitation due to COVID-19 pandemic and the impact of facility construction.
 - ◆ Ensured that 98% (408 of 418) of youth enrolled in the Alternatives to Detention program successfully completed the program without any new sustained law violations, exceeding the goal of 90%.
 - ◆ Enhanced 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.
 - ◆ Utilized 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.



- ◆ Worked 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. This bill transfers the responsibility for managing youth previously committed to State facilities to local jurisdictions. The Probation Department presented 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, in collaboration with the Center for Juvenile Justice Reform and Vanderbilt Peabody College, continued implementing the disposition matrix that helps Probation Officers match youth to the most appropriate level of supervision and services to maximize their opportunities for success and to enhance public safety.
- ◆ Continued implementing the Standardized Program Evaluation Protocol 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.
- ◆ Implemented the Families First Prevention Services Act that supports youth and families by instituting new procedures governing the entry of youth into short term residential treatment programs, including independent assessments by qualified individuals, convening Child and Family Team meetings and providing wraparound services to support reentry.
- ◆ Implemented an enhanced screening process to better identify foster youth who would qualify for Supplemental Security Income to ensure they receive necessary benefits and resources.
- ◆ Expanded and formalized Indian Child Welfare Act inquiries to determine a youth’s American Indian status in order to include the family and tribe throughout the juvenile justice process.

- 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.
 - ◆ Completed Phase I of the Youth Transition Campus. The campus 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.
 - ◆ Completed the construction of the Community Support Office (Ohio Street Probation Office). This office 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.
 - ◆ Increased 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
 - Fostered employee well-being, inclusion and development.
 - ◆ Implemented the Equity and Inclusion Strategic Plan which serves as a guide in the continued commitment to fostering an inclusive environment for both employees and the communities we serve.
 - ◆ Regularly convened 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.
 - ◆ Provided training on Equity, Diversity, Inclusion and Belonging that focused on skill-building and proactive strategies for change.
 - ◆ Promoted 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.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Continued developing management structures to support youth and adult operations to align services and resources to better serve clients.



- ◆ Continued providing staff with opportunities to participate in the Blue Courage program that supports staff in developing heart-focused leadership and purpose.
- ◆ Continued providing Professional Development Academies for staff to encourage their personal and professional growth and to prepare them for promotional and leadership opportunities.
- ◆ Collaborated with the Annie E. Casey Foundation for a virtual convening series on Probation Transformation for staff in Youth Development and Community Support Services. The series explored research and solutions for overcoming barriers while focusing on strengthening families, building stronger communities and ensuring that youth have access to opportunities.

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Continue to provide interim housing to adult clients on supervision and implement Housing and Resource Navigators with lived experience. Navigators will provide peer-to-peer outreach to support clients on probation supervision and in interim housing to transition to safe and secure housing while increasing self-sufficiency by removing barriers to housing stability through career development, social service enrollment and advocacy.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

 **Sustainability**

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
 - Create sustainable facilities by using the Leadership in Energy and Environmental Design (LEED) criteria to meet the standards for Silver Certification in the construction of Phase II of the Youth Transition Campus, Temporary Residential Placement Facility. Phase II includes housing units for pre-dispositional youth, a standalone school and a new Juvenile Administration Office building, all designed in accordance with national best practices to support youth and staff in a trauma-informed environment.
 - Expand opportunities for delivering virtual customer service by developing an app for pretrial services to facilitate the interaction between pretrial clients and staff and to reduce vehicle miles traveled by clients.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region.
 - Provide additional staff who will train and volunteer to assume disaster response or recovery roles.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Convert ten fleet vehicles to hybrid/electric.
- Establish a community garden at the Youth Transition Campus so that youth can learn about and experience the benefits of local food sourcing.

 **Community**

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

2022–24 Objectives

 **Equity**

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Expand the tracking of race/ethnicity for client and program outcomes to identify disparities in service delivery and performance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Continue implementing the Equity and Inclusion Strategic Plan which serves as a guide to our 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.



- Convene Youth Advisory Councils in the Achievement Centers so that participants can shape the program design and develop a diverse schedule of activities for after-school programming.
- Continue hosting public-facing meetings that provide information and public forums to increase access for individuals, including those with lived experience, to use their voice to impact change.
- As part of the implementation of Performance-based Standards, conduct surveys of youth in the facilities and their families to better understand their experiences and help staff work with them more successfully.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Ensure that 82% of clients on juvenile supervision complete their probation without new sustained law violations.
 - Ensure that 72% of clients on adult supervision complete their probation without being convicted of new crimes.
 - Ensure that 84% 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.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Collaborate with the Health & Human Services Agency in the development of the Southeastern Live Well Center where Probation staff will be co-located to promote the well-being of justice-involved clients through access to a variety of health and community services.
 - Link 95% of clients on Post Release Community Supervision to appropriate intervention services to address factors that lead to criminal behavior.
 - Link 95% of clients on Mandatory Supervision to appropriate intervention services to address factors that lead to criminal behavior.
 - Link 95% of youth supervised as high-risk to community-based services.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

- Provide ongoing support to staff through the Wellness and Peer Support Programs.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Ensure the integrity of programs by implementing the Standardized Program Evaluation Protocol 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.

 Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect and support and services for victims.
 - Ensure that 45% of clients on Post Release Community Supervision successfully complete supervision within 12 months.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Support family and community engagement so that 75% of youth in custody receive visits each month to improve youth outcomes through stronger support systems, family visitation and community engagement.
 - Ensure that 92% of youth enrolled in the Alternatives to Detention program successfully complete the program without any new sustained law violations.
 - Provide healing-centered, trauma-informed and culturally responsive arts instruction to youth in facilities based on their input with instructors that include formally justice-involved individuals.
 - Implement the Supervised Own Recognizance (SOR) Release program that provides pretrial monitoring and needs assessment in collaboration with Community Peer Supports who will refer clients to services and support their engagement in social services, employment assistance, housing, mental health, education, drug treatment, parenting classes, anger management and transportation services.

Related Links

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

- ◆ www.sandiegocounty.gov/probation




Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Clients on adult supervision who complete their probation without being convicted of a new crime ¹	87% of 5,491	70%	84% of 4,140	N/A	N/A
	Clients on juvenile supervision who complete their probation without a new law violation ²	97% of 859	80%	98% of 516	N/A	N/A
	Visitation rate for youth in custody ³	79% of 2,724	75%	67% of 2,525	N/A	N/A
	Successful completion of the Alternatives to Detention Program	96% of 496	90%	98% of 418	N/A	N/A
	Clients on adult supervision who complete their probation without being convicted of a new crime ¹	N/A	N/A	N/A	72%	72%
	Clients on juvenile supervision who complete their probation without a new law violation ²	N/A	N/A	N/A	82%	82%
	Youth supervised as high risk linked to community-based services ⁴	N/A	N/A	N/A	95%	95%
	Visitation rate for youth in custody ³	N/A	N/A	N/A	75%	75%
	Successful completion of the Alternatives to Detention Program	N/A	N/A	N/A	92%	92%

Table Notes

- ¹ The department exceeded the goal of 70% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.
- ² The department exceeded the goal of 80% 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.
- ³ The visitation rate for youth in custody was short of the goal of 75% due to restrictions on visitation from COVID and the impact of facility construction.
- ⁴ This measure was added for Fiscal Year 2022–23 to increase the number of youth supervised as high risk who are linked to community-based services as part of strength-based intervention plans.

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

Staffing

Net increase of 25.00 staff years.

- ◆ Adult Reintegration & Community Supervision—increase of 17.00 staff years.
 - ◆ Transfers within programs for a net increase of 1.00 staff year from Youth Development & Community Support Services based on operational needs.
 - ◆ Increase of 15.00 staff years for the Pretrial Services Program, funded by the Judicial Council of California.
 - ◆ Increase of 1.00 staff year to assist Child Welfare Services (CWS) with background checks, funded by CWS.

- ◆ Youth Detention & Development—increase of 9.00 staff years for the Youth Development Academy, funded by the Juvenile Justice Realignment Block Grant.
- ◆ Youth Development & Community Support Services—decrease of 1.00 staff year due to a transfer to Adult Reintegration & Community Supervision based on operational needs.

Expenditures

Net increase of \$23.5 million.

- ◆ Salaries & Benefits—increase of \$2.7 million due to the addition of 25.00 staff years described above, negotiated labor agreements, and temporary staffing based on operational needs.
- ◆ Services & Supplies—increase of \$20.1 million.



- ❖ Increase of \$14.1 million for the Pretrial Services program including operational costs to support the addition of 15.00 staff years.
- ❖ Increase of \$3.3 million to support the Youth Development Academy.
- ❖ Increase of \$2.2 million for major maintenance projects.
- ❖ Increase of \$1.3 million for increased facilities management costs.
- ❖ Decrease of \$0.8 million due to reduced expenses related to lower vehicle use and fleet reduction.
- ◆ Expenditure Transfer & Reimbursements—increase of \$2.9 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of \$2.9 million decrease in expenditures.
 - ❖ Net increase of \$2.3 million associated with centralized General Fund support for the following:
 - ❖ Increase of \$4.1 million for one-time major maintenance projects.
 - ❖ Increase of \$0.2 million for one-time salaries and benefit payments.
 - ❖ Decrease of \$2.0 million for one-time salaries and benefit payments in prior year. The central funding was supported by resources in Countywide Finance Other.
 - ❖ Increase of \$0.5 million related to the Mental Health Services Agreement with the Health & Human Services Agency.
 - ❖ Increase of \$0.1 million to support 1.00 staff year reimbursed by Child Welfare Services.
- ◆ Operating Transfers Out—increase of \$3.5 million for one-time capital major maintenance projects.
- ◆ Decrease of \$1.5 million in Youthful Offender Block Grant primarily due to the completion of one-time prior year projects.
- ◆ Decrease of \$0.1 million associated with Computer and Technology Crime High-Tech Task Force.
- ◆ Charges for Current Services—decrease of \$2.7 million due to the elimination of fees charged to persons supervised, with resources replaced by State backfill revenue associated with the implementation of California Assembly Bill 1869, Criminal Fees.
- ◆ Other Financing Sources—increase of \$3.0 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 \$102,867 in allocation to support a portion of departmental cost of the County’s existing Pension Obligation Bond (POB) debt. A total of \$4.2 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 \$5.7 million due to the completion of one-time projects funded in prior year. A total of \$0.1 million is budgeted 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 \$4.9 million for negotiated labor agreements, to partially offset the loss of federal revenue resulting from the end of the Title IV-E Well-Being Project, and one-time support to fund major maintenance projects.

Revenues

Net increase of \$23.5 million.

- ◆ Intergovernmental Revenues—net increase of \$24.1 million.
 - ❖ Increase of \$16.2 million to support the Pretrial Services program.
 - ❖ Increase of \$6.2 million from the Juvenile Justice Realignment Block Grant for the Youth Development Academy.
 - ❖ Increase of \$2.2 million in State revenue to backfill fees eliminated by California Assembly Bill 1869, Criminal Fees.
 - ❖ Increase of \$1.1 million in Juvenile Probation Activities Funding in Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.7 million. This includes the planning of anticipated salary and benefit increases, the addition of 48.00 FTEs to support the Youth Development Academy offset by the completion of one-time expenditures in prior year. The staffing addition for the Youth Development Academy is part of the state-required plan approved by the board on 10/19/21 (11) to implement SB 823, Juvenile Justice Realignment.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Adult Reintegration & Com Serv	426.00	433.00	450.00	3.9	450.00
Youth Detention & Development	380.00	376.00	385.00	2.4	433.00
Youth Development & Com Serv	198.00	197.00	196.00	(0.5)	196.00
Department Administration	3.00	3.00	3.00	—	3.00
Total	1,007.00	1,009.00	1,034.00	2.5	1,082.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Adult Reintegration & Com Serv	\$97,045,241	\$104,945,080	\$123,689,558	17.9	\$116,328,222
Youth Detention & Development	66,821,100	67,308,565	74,262,686	10.3	81,915,689
Youth Development & Com Serv	61,632,187	61,278,843	61,242,968	(0.1)	62,632,277
Department Administration	7,776,750	3,173,735	1,012,547	(68.1)	1,052,281
Probation Asset Forfeiture Program	100,000	100,000	100,000	—	100,000
Probation Incarcerated Peoples' Welfare Fund	95,000	2,000	2,000	—	2,000
Total	\$233,470,278	\$236,808,223	\$260,309,759	9.9	\$262,030,469

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$136,606,999	\$142,922,695	\$145,606,086	1.9	\$158,198,160
Services & Supplies	86,606,279	85,872,841	106,022,438	23.5	94,406,559
Other Charges	12,333,000	10,330,000	10,330,000	—	10,330,000
Expenditure Transfer & Reimbursements	(2,076,000)	(2,317,313)	(5,194,765)	124.2	(904,250)
Operating Transfers Out	—	—	3,546,000	—	—
Total	\$233,470,278	\$236,808,223	\$260,309,759	9.9	\$262,030,469



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fines, Forfeitures & Penalties	\$55,000	\$—	\$—	—	\$—
Revenue From Use of Money & Property	—	2,000	—	(100.0)	—
Intergovernmental Revenues	109,713,803	106,140,900	130,247,239	22.7	128,488,852
Charges For Current Services	3,493,638	2,691,000	16,000	(99.4)	16,000
Miscellaneous Revenues	96,000	1,000	1,000	—	1,000
Other Financing Sources	23,348,287	31,878,061	34,884,196	9.4	35,807,877
Fund Balance Component Decreases	4,359,020	4,331,772	4,228,905	(2.4)	4,228,905
Use of Fund Balance	9,833,375	5,809,564	102,000	(98.2)	102,000
General Purpose Revenue Allocation	82,571,155	85,953,926	90,830,419	5.7	93,385,835
Total	\$233,470,278	\$236,808,223	\$260,309,759	9.9	\$262,030,469





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’s diverse staff provides legal representation to indigent persons charged with a crime, all persons at arraignment except those who have retained private counsel, and in some civil cases such as mental health matters. The Public Defender is a California State Bar approved provider of mandatory continuing legal education (MCLE) credits for attorneys throughout the state. Through an emphasis on continuing legal education, diversity, development and implementation of innovative programs and holistic support services the Public Defender demonstrates its commitment to delivering the best possible representation to our community.

To ensure these critical services are provided, the Public Defender has 532.00 staff years and a budget of \$122.9 million.




- Completed 50% (400 of 800) of mental health treatment plans for referred individuals about to be released from custody within two weeks, falling short of the goal of 90% due to COVID-19 pandemic impacts, including staff and client illness, accessibility to clients and inability to fill vacancies quickly.



Living Safely

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
- Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - ◆ Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 100% of 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 benefited the client.
 - ◆ Established a legal representation program for detained immigrants appearing in immigration court. Currently 17% of immigrants facing deportation in San Diego County are represented by counsel. The Immigrants Rights Legal Defense Program will drastically increase access to counsel and approach near universality representation for detained immigrants facing removal proceedings in immigration court.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments



Building Better Health

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



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

- Temporarily discontinued the Youth Council due to COVID-19 pandemic, which 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 2,600 clients, exceeding the goal of 2,000 due to a greater than anticipated number of eligible clients.
- Achieved relief for 94% (2,444 of 2,600) 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, leverage resources and address common needs.
- Received 60,000 hours of volunteer service.



Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
 - Promoted collaborative justice by establishing a professional rapport and bond of trust with clients, and worked with criminal justice partners to ensure a reasonable and efficient criminal justice system to obtain the best possible outcome for the client.
 - ◆ Resolved 93% (24,554 of 26,500) of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation, exceeding the goal of 90%.
 - ◆ Resolved 57% (8,550 of 15,000) of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation, falling short of the goal of 65% due to operational impacts caused by 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
 - An officewide diversity assessment was not completed as a significant component includes in-person modules. This item will be delayed until the pandemic is over and the remote workforce returns to the office in larger numbers.
 - Implemented diversity and implicit bias training for all staff, supervisors, and managers on an annual basis.
 - Developed strategies for enhancing our ability to recruit diverse employees across all job classifications.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Provide Fresh Start assistance to 2,000 clients.
 - Achieve relief for 90% of Fresh Start conviction relief petitions.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Evaluate and create a plan for conversion of fleet to hybrid/electric vehicles.
 - Promote and use the San Diego County Reutilization Program, which manages the disposition of County surplus personal property so that property can be reused by other County departments or disposed of through auction, competitive sealed bid or recycling.
 - Review office and cleaning supply protocols with procurement staff and contracted managers to ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable and compostable supplies.



Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Devise or expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers.
- Provide additional staff who will train and volunteer to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support.)



Community

- Engagement: Inspire civic engagement by providing information programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Receive 60,000 hours of volunteer service.
 - 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.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provide diversity and implicit bias training for all staff, supervisors, and managers on an annual basis.





Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - 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 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.
 - Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation.
 - Resolve 60% of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Diligently provide post-conviction relief to those clients affected by recent legislative amendments to ensure they get the full benefit of the law and to safeguard community trust that the Public Defender’s office will advocate for clients after their case is over and when new laws are enacted.
 - Complete the pilot period of the legal representation program for detained immigrants appearing in immigration court and collect and present information on the activities and outcomes of the program.

Related Links

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

- ◆ www.sandiegocounty.gov/public_defender

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. ¹	92% of 1,387	90% of 850	50% of 800	N/A	N/A
	Number of juvenile record requests sealed	99% of 660	90% of 900	100% of 600	N/A	N/A
	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	N/A	N/A








Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Total volunteer hours	79,604	60,000	60,000	N/A	N/A
	Number of clients served by Fresh Start ²	2,371	2,000	2,600	N/A	N/A
	% of Fresh Start clients conviction relief petitions granted ²	98% of 555	90% of 2,000	94% of 2,600	N/A	N/A
	Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	85% of 26,401	90% of 46,500	93% of 26,500	N/A	N/A
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	56% of 14,453	65% of 15,000	57% of 15,000	N/A	N/A
	% of mental health treatment plans completed for referred individuals about to be released from custody within two weeks. ¹	N/A	N/A	N/A	90%	90%
	Number of clients served by Fresh Start ²	N/A	N/A	N/A	2,000	2,000
	% of Fresh Start clients conviction relief petitions granted ²	N/A	N/A	N/A	90%	90%
	Total volunteer hours	N/A	N/A	N/A	60,000	60,000
	Juvenile record requests sealed	N/A	N/A	N/A	90%	90%
	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	N/A	N/A	N/A	28	28
	Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	N/A	N/A	N/A	90%	90%
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	N/A	N/A	N/A	60%	60%

Table Notes

- ¹ Licensed mental health clinicians conduct psychosocial case assessments and provide case management plans for referred individuals about to be released from custody. This results in comprehensive discharge planning, and improved continuity of treatment. The objective is to eliminate gaps in mental health services for at-risk clients. Homelessness and recidivism should be reduced, which will result in safer communities. This measure was not met in Fiscal Year 2021–22 due to impacts caused by the COVID-19 pandemic.
- ² 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. The goal of assisting 2,000 clients was exceeded due to a greater than anticipated number of eligible individuals.



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

Staffing

Increase of 90.00 staff years.

- ◆ Increase of 78.00 staff years in the Primary Public Defender.
 - ◆ Increase of 81.00 staff years
 - ◆ Increase of 17.00 staff years in post-conviction relief activities funded by Board of State Community Corrections (BSCC) grant
 - ◆ Increase of 10.00 staff years for clerical support
 - ◆ Increase of 26.00 staff years for trial support
 - ◆ Increase of 10.00 staff years for investigative support
 - ◆ Increase of 1.00 staff year for Fresh Start
 - ◆ Increase of 2.00 staff years for Collaborative Courts
 - ◆ Increase of 2.00 staff years for Mental Health Unit
 - ◆ Increase of 11.00 staff years for Indigent Defense
 - ◆ Increase of 1.00 staff year due to transfer from Multiple Conflicts Office
 - ◆ Increase of 1.00 staff year due to transfer from Office of Assigned Counsel
 - ◆ Decrease of 1.00 staff year due to a transfer to Alternate Public Defender for clerical support.
 - ◆ Decrease of 2.00 staff years due to a transfer to Administration to support increased finance activities.
- ◆ Decrease of 1.00 staff year in Office of Assigned Counsel due to a transfer to Primary Public Defender for indigent defense.
- ◆ Increase of 8.00 staff years in Alternate Public Defender.
 - ◆ Increase of 4.00 staff years in post-conviction relief activities funded by Board of State Community Corrections (BSCC) grant.
 - ◆ Increase of 3.00 staff years for trial support.
 - ◆ Increase of 1.00 staff year due to transfer from Primary Public Defender.
- ◆ Increase of 2.00 staff years in Multiple Conflicts Office.
 - ◆ Increase of 3.00 staff years for trial support.
 - ◆ Decrease of 1.00 staff year due to a transfer to Primary Public Defender.
- ◆ Increase of 3.00 staff years in Administration.
 - ◆ Increase of 1.00 staff year for IT support.

- ◆ Increase of 2.00 staff years due to transfer from Primary Public Defender.

Expenditures

Net increase of \$12.3 million.

- ◆ Salaries & Benefits—increase of \$12.6 million primarily for planning purposes associated with anticipated salary and benefit increases and the addition of 90.00 staff years.
- ◆ Services & Supplies—net decrease of \$0.2 million based on reduced capital cases in the Office of Assigned Counsel.
- ◆ Other Charges—decrease of \$0.1 million in capital lease payments.

Revenues

Net increase of \$12.3 million.

- ◆ Intergovernmental Revenues—increase of \$4.4 million.
 - ◆ Increase of \$4.1 million for the Public Defense Pilot Program grant from the Board of State and Community Corrections (BSCC).
 - ◆ Increase of \$0.3 million for one-time Re-Sentencing Pilot Program.
- ◆ Fund Balance Component Decreases—no change in allocation to support a portion of departmental cost 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—net decrease of \$7.0 million due to the completion of one-time projects in prior year. There is \$0 budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$14.9 million due to the addition of 90.00 staff years, planning purposes associated with anticipated salary and benefit increases and for the Immigrant Rights Legal Defense Program.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$5.1 million primarily for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Primary Public Defender	337.00	364.00	442.00	21.4	442.00
Office of Assigned Counsel	5.00	5.00	4.00	(20.0)	4.00
Alternate Public Defender	47.00	47.00	55.00	17.0	55.00
Multiple Conflicts Office	10.00	10.00	12.00	20.0	12.00
Administration	15.00	16.00	19.00	18.8	19.00
Total	414.00	442.00	532.00	20.4	532.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Primary Public Defender	\$67,235,844	\$73,640,185	\$86,130,610	17.0	\$90,889,230
Office of Assigned Counsel	4,890,691	9,910,182	9,515,755	(4.0)	9,542,820
Alternate Public Defender	10,322,584	10,679,962	11,965,005	12.0	12,600,168
Multiple Conflicts Office	2,329,477	2,324,712	2,721,063	17.0	2,835,541
Administration	12,684,192	13,983,044	12,545,321	(10.3)	12,087,439
Total	\$97,462,788	\$110,538,085	\$122,877,754	11.2	\$127,955,198

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$82,299,188	\$90,669,913	\$103,251,127	13.9	\$109,840,878
Services & Supplies	18,394,513	21,002,130	20,837,585	(0.8)	19,725,278
Other Charges	377,000	377,000	300,000	(20.4)	—
Expenditure Transfer & Reimbursements	(3,607,913)	(1,510,958)	(1,510,958)	—	(1,610,958)
Total	\$97,462,788	\$110,538,085	\$122,877,754	11.2	\$127,955,198





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$1,922,239	\$2,108,980	\$6,584,381	212.2	\$6,492,146
Charges For Current Services	650,000	—	—	—	—
Miscellaneous Revenues	2,062,140	2,062,140	2,062,140	—	2,062,140
Fund Balance Component Decreases	2,513,458	2,590,016	2,590,016	—	2,590,016
Use of Fund Balance	3,368,879	7,000,000	—	(100.0)	—
General Purpose Revenue Allocation	86,946,072	96,776,949	111,641,217	15.4	116,810,896
Total	\$97,462,788	\$110,538,085	\$122,877,754	11.2	\$127,955,198



San Diego County Fire

Mission Statement

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

Department Description

San Diego County Fire (SDCF), which administers the San Diego County Fire Protection District (SDCFPD), delivers comprehensive fire and emergency medical services across 1.54 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 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. On July 1, 2021, the Emergency Medical Services Office (EMS Office) transferred operations to the department. The EMS Office is the designated Local Emergency Medical Services Agency (LEMSA) and is responsible for oversight, coordination, and integration of the activities of public and private agencies, hospitals, specialty care centers and other stakeholders to deliver timely, high quality emergency medical services and specialty care to the community. The EMS Office oversees the countywide EMS response system, including 31 ambulance operating areas, 22 hospitals, and over 60 EMS Local, State, Federal and Tribal agencies. Other responsibilities include the oversight of area Trauma Centers, STEMI (Cardiac) Centers, Stroke Centers and in the future, EMS care for children centers. Specifically, the EMS Office is proud of the robust Quality Assurance/Quality Improvement programs. The Epidemiology unit provides real-time surveillance and system monitoring to both predict and react to EMS issues across the County and Nation. The EMS Office also provides credentialing services to more than 10,000 EMS professionals as well as monitoring and authorizing EMS training programs and permitting and inspecting private medical transportation providers. The EMS



Office manages four large ambulance service areas covering five cities and seven Fire Protection Districts with services provided through contracts.

To ensure these critical services are provided, San Diego County Fire has 59 staff years and a budget of \$87.5 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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.
 - ◆ Collaborated 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.

- ◆ Enhanced 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 intended to continue collaboration with HHSA 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.
- ◆ Utilized the Local Emergency Medical Services Information System (LEMSIS) data collection system to capture data for 8,000 Monoclonal Antibody Regional Centers (MARC) patients. MARC data records were aggregated, analyzed and submitted for award by the National Association of County and City Health Officials and the National Association of Counties.
- ◆ County Emergency Medical Services Office provided more than 50 policy adjustments, guidance documents and other communications to respond and mitigate the effects of the pandemic for providers and the public.
- ◆ Enhanced informed decision making by producing data reports and creating dashboards for hospital specialty care centers, pediatric system surge, Transfer of Care, emergency department diversion, ambulance operating areas and the Sexual Assault Response Team.



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 HHSA, County Library, and other public and private partners, completed the installation of residential lock boxes at or near the front door of 70 at-risk individuals to allow first responder access to 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 two at-risk communities within the service area of the SDCFPD, falling short of the goal of seven due to operational impacts caused by the COVID-19 pandemic.
 - ◆ Engaged 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. Developed new and/or revised existing community wildfire preparedness plans for two at-risk communities within the SDCFPD.
- 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.
 - ◆ Improved the delivery of prehospital 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.
 - ◆ Reduced the potential for loss of existing structures by performing fire inspections at 70% (787 of 1124) of existing businesses within the service area of the SDCFPD, falling short of the goal of 90% due to operational impacts caused by the COVID-19 pandemic.
 - ◆ Maintained program compliance with the State requirements by completing 100% (51) of annual inspections in every building used as a public or private school for compliance with building standards within the service area of the SDCFPD.
 - ◆ Maintained program compliance with the State requirements by completing 100% (100) of annual inspections in every building used as a hotel, motel, lodging house, apartment house or residential care facility for compliance with building standards within the service area of the SDCFPD.
 - ◆ Reduced 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. Performed defensible space inspections on 32,428 parcels in the SDCFPD.
 - ◆ Facilitated over 50 Health Services Capacity Task Force (HSCTF) meetings and produced 210 HSCTF surveillance reports to foster communication between hospital and prehospital stakeholders, review policy and share information.
 - ◆ County Emergency Medical Services Office provided 780 COVID dashboard updates to the Emergency Operations Center and 260 dashboard updates for the Medical Operations Center Logistics Tracking System in response to the pandemic.



- ◆ Provided oversight of the emergency medical services delivery system by credentialing 5,129 emergency medical services personnel, inspecting 597 medical transportation vehicles, providing clinical quality assurance of over 100 cases, visiting 8 specialty care centers and assisting with over 150 duty officer calls.
- Continued to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter Program.
 - ◆ The goal of expanding the Explorer Program for Volunteer Firefighters by promoting opportunities for future recruitment of high school students of diverse backgrounds was not met due to operational impacts caused by the COVID-19 pandemic.
 - ◆ Fostered the department’s relationship with community groups by attending four public outreach events and recruiting 5 VRFF’s, falling short of the goal of 12 events and 25 VRFF’s due to operational impacts caused by the COVID-19 pandemic. The program is currently undergoing a comprehensive evaluation, to include the implementation of new goals and performance measures.

- ◆ Provided exceptional emergency services by responding to 90% of emergency calls within the “Total Response Time” standard for rural (1,638 of 1,820) and outlying (3,879 of 4,310) areas. In the urban area, 50% (1,315 of 2,630) of emergency calls were responded to within the “Total Response Time” standard, falling short of the goal of 90% due to the high concentration of urban responses in the community of Otay, which the department is currently serving from a temporary location outside the service area. It is anticipated that response times will improve upon completion of the East Otay Mesa Fire Station in September 2023.
- ◆ Improved community safety by responding to 75% (6,128 of 8,170) of emergency incidents with the “Response Force” standard associated with the optimal number of firefighters required to mitigate the emergency safely and effectively, falling short of the goal of 90% due to the increase in demand for resources shared throughout the region.
- ◆ Responded to the growing need for fire protection and emergency medical services in the unincorporated areas of the County by completing the preconstruction/design phase of the East Otay Mesa Fire Station, including the evaluation of design proposals providing firefighters quarters, training, storage and community education functions.



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.
 - ◆ Fostered employee health and professional development through group trainings and the development of plans 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.
 - ◆ Provided 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
 - Utilized new and existing technology and infrastructure to improve customer service.
 - ◆ Improved emergency planning through the implementation of 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.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Public Safety Group Summary.

2022–24 Objectives



Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
- Expand Community Health and Injury Prevention (CHIP) by completing Phase 1 of Community Paramedicine to enhance responsiveness to the changing environment and community needs by focusing on underserved areas of the region through close collaboration with HHSA.

- Inform evidence-based, data driven decisions through dashboards or other visual displays – to analyze and interpret data streams from first responder, ambulance, emergency department, and other healthcare systems. These data products ensure critical healthcare resources remain available for all county residents and visitors.
- Conduct quality assurance reviews of the emergency medical services delivery system evaluating compliance with state regulation and local policy to ensure high quality pre-hospital services are provided to the public.
- Review hospital specialty care centers (Trauma, Stroke, Cardiac/STEMI and EMS-C) annually evaluating compliance with program requirements ensuring high quality health care services to the public.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Maintain program compliance with the State requirements by completing 100% of annual inspections in every building used as a public or private school 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 for compliance with building standards within the service area of the SDCFPD.

- Conduct all vegetation treatments to lands, whether by hand crew, mechanized application or prescribed burn, in accordance with the California Environmental Quality Act (CEQA).
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Identify additional staff who will train and volunteer to assume disaster response or recovery roles through the County’s Advanced Recovery Initiative (ARI).
 - Respond to the growing need for fire protection and emergency medical services in the unincorporated areas of the County by beginning construction of the East Otay Mesa Fire Station. This facility will be used for firefighter quarters, training, storage and community education functions.
 - Continue to expand the SDCF Community Emergency Response Team (CERT) with a focus on ensuring the program is inclusive, equitable and integrates the full diversity of our population. SDCF CERT will continue to build out the central and northern divisions, modeled after the success of the southern division.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- Implement plan for conversion of fleet vehicles due for replacement to hybrid/electric where possible.
- Implement an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with the County’s retention policies.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Provide for the emerging needs and long-term sustainability of capital assets by developing the San Diego County Fire Strategic Facility Plan to plan for future maintenance and facilities replacement.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Evaluate and create a plan for conversion of fleet to hybrid/electric vehicles.
 - Limit paper consumption through double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails. Conduct periodic reviews of paper consumption to determine if further actions are necessary.
 - Replace 50% of leaf blowers and other gas-powered tools with zero-emission equipment.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - The Volunteer Reserve Firefighter (VRFF) outreach program strengthens the diversity of the program and ensures the program reflects the many communities and groups we serve. The department’s goal is to recruit at least 25 Volunteer Reserve Firefighters by attending public events and other outreach efforts.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Engage with at least four communities on evacuation planning, working together to identify primary, secondary, alternative and emergency options, continuing a multi-year effort to create and maintain customized evacuation maps and guides, to further public education in this critical area.



- Provide Wildland Urban Interface (WUI) training classes to at least four at-risk communities within the service area of the SDCFPD.
 - Strengthen wildfire protection in existing and future communities by creating new or treating existing fuel breaks in at least four communities per year to improve defensibility and tactical firefighting options, and reduce fire spread to surrounding wildlands.
 - Strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by identifying 200 lane miles of key evacuation corridors and clearing the vegetation along these roads up to 20 feet.
 - Ensure 75% of credentialing of Emergency Medical Services professionals is completed within two business days to ensure the public is assisted by appropriately trained and Local Emergency Medical Services Agency (LEMSA) approved personnel.
 - Conduct site visits at Emergency Medical Technician and Paramedic training programs for quality assurance and verification of adherence to Title 22 regulations.
 - Inspect private ambulances and non-emergency medical transportation vehicles to ensure safety and quality of medical transportation to the public.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - 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.
 - Reduce the potential for fire spread from wildland to structures and vice versa by performing defensible space inspections on one-third (34,000 parcels) of the total homes in the SDCFPD annually, maintaining a three-year cycle and benefiting not only the homeowner but the neighbors, responders, and surrounding lands and achieve a 90% voluntary compliance rate with defensible space standards on all parcels inspected.
 - Communications: Create proactive communication that is accessible and transparent.
 - Enhance the County Fire website to support a regional public wildfire information strategy.
- Conduct a minimum of five stakeholder forums to facilitate Community Paramedicine (CP) and Triage to Alternate Destination (TAD) program development by engaging prehospital agencies and other organizations in the process to initiate CP/TAD programs in San Diego County.
 - Submit annual Emergency Medical Services (EMS) Plan to the State Office, Emergency Medical Services Authority (EMSA) as required to provide communication/information to the public regarding services provided in San Diego County.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Partner with San Diego Gas & Electric (SDG&E) to jointly conduct power line pole inspections in accordance with Public Resource Codes 4292 & 4293. Provide training and education simultaneously to ensure appropriate firebreak clearance around utility poles and to recommend the removal of dead, diseased, defective and dying trees that could fall into the lines.







Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - 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.

Related Links

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

◆ www.sdcountyfire.org

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Number of “Stop the Bleed” training events within SDCPFD boundaries ^{1,2,3}	-	20	-	N/A	N/A
	Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events ³	2	12	4	N/A	N/A
	Perform fire inspections at commercial/ business occupancies within SDCPFD boundaries ^{1,3,4}	62% of 519	90%	70% of 1,124	N/A	N/A
	Perform fire inspections at Group E occupancies within SDCPFD boundaries ^{1,2,5}	100% of 30	100%	100% of 51	N/A	N/A
	Perform fire inspections at Group R occupancies and associated sub-categories within SDCPFD boundaries ^{1,2,5}	100% of 13	100%	100% of 100	N/A	N/A
	Respond to medical emergencies within SDCPFD boundaries in 10 minutes ^{1,2,6}	78% of 6,431	N/A	N/A	N/A	N/A
	Respond to emergency calls within the 8:00 minute “Total Response Time” standard for Urban areas ^{7,8}	N/A	90%	50% of 2,630	N/A	N/A
	Respond to emergency calls within the 13:00 minute “Total Response Time” standard for Rural areas ⁷	N/A	90%	90% of 1,820	N/A	N/A
	Respond to emergency calls within the 23:00 minute “Total Response Time” standard for Outlying areas ⁷	N/A	90%	90% of 4,310	N/A	N/A
	Respond to 90% of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard ^{9,10}	N/A	90%	75% of 8,170	N/A	N/A
	Perform fire inspections at Group E occupancies within SDCPFD boundaries ^{1,2,5}	N/A	N/A	N/A	100%	100%
	Perform fire inspections at Group R occupancies and associated sub-categories within SDCPFD boundaries ^{1,2,5}	N/A	N/A	N/A	100%	100%
	Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events ³	N/A	N/A	N/A	12	12
	Conduct stakeholder forums specific to Community Paramedicine/Triage to Alternate Destination to share information and promote success of agency applications and implementation. ¹¹	N/A	N/A	N/A	5	5
	Credential rate of emergency medical services personnel within 2 business days. ¹²	N/A	N/A	N/A	75%	75%
	Voluntary compliance rate with defensible space standards on all parcels inspected. ^{4,13}	N/A	N/A	N/A	90%	90%
	Respond to emergency calls within the 8:00 minute “Total Response Time” standard for Urban areas ⁷	N/A	N/A	N/A	90%	90%
	Respond to emergency calls within the 13:00 minute “Total Response Time” standard for Rural areas ⁷	N/A	N/A	N/A	90%	90%



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Respond to emergency calls within the 23:00 minute “Total Response Time” standard for Outlying areas ⁷	N/A	N/A	N/A	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard ^{8,13}	N/A	N/A	N/A	90%	90%

Table Notes

- ¹ 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.
- ² This measure will be discontinued in Fiscal Year 2022–23 and replaced with a measure that reflects efforts by the San Diego County Fires Emergency Medical Services (County EMS) to support the Strategic Goal of Community focusing on communication and community partnerships.
- ³ This goal was not met due to operational impacts caused by the COVID-19 pandemic.
- ⁴ This measure will be discontinued in Fiscal Year 2022–23 and replaced with measures that more accurately reflect efforts by the San Diego County Fires Community Risk Reduction Division to support the Strategic Goal of Community focusing on services that enhance the community through increasing the well-being of our residents and environments through working with homeowners to achieve a 90% voluntary compliance rate with defensible space standards on all parcels inspected.
- ⁵ In accordance with California Health & Safety Code section 13146.4, this measure was added in Fiscal Year 2020–21, and represents San Diego County Fire’s compliance with California Health and Safety Code 13146.2, which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a public or private school for compliance with building standards and California Health and Safety Code 13146.3, which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a hotel, motel, lodging house, apartment house, and certain residential care facilities for compliance with building standards.
- ⁶ This measure will be discontinued in Fiscal Year 2022–23 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.
- ⁷ This was 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.
- ⁸ The goal was not met due to the high concentration of urban responses in the community of Otay, which the department is currently serving from a temporary location outside the service area. It is anticipated that response times will improve upon completion of the East Otay Mesa Fire Station in September 2023.
- ⁹ This was 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.
- ¹⁰ The goal was not met due to the due to the increase in demand for resources shared throughout the region.
- ¹¹ This is a new measure for Fiscal Year 2022–23 to accurately reflect the operational goal of supporting the Strategic Goal of Community by focusing on improving communication and community partnerships.
- ¹² This is a new measure for Fiscal Year 2022–23 to accurately reflect the operational goal of supporting the Strategic Goal of Community by improving safety for all communities by ensuring the public is assisted by appropriately trained and Local Emergency Medical Services Agency (LEMSA) approved personnel.
- ¹³ For Fiscal Year 2022–23, the description of this goal has been updated to remove the goal values and is reflected in the performance measures goals section of this table.



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

Staffing

Net decrease of 6.00 staff years.

- ◆ Decrease of 11.00 staff years due to the transfer of County Fire staff to Office of Emergency Services.
- ◆ Increase of 3.00 staff years for Roadside Vegetation Management Program.
- ◆ Increase of 2.00 staff years for Community Paramedicine Program.

Expenditures

Net increase of \$4.7 million.

- ◆ Salaries & Benefits—increase of \$0.1 million due to the addition of staff years for Roadside Vegetation Management and Community Paramedicine programs, and for planning purposes associated with anticipated salary and benefit increases. This is offset by staffing transfers to the Office of Emergency Services due to reorganization efforts to centralize fiscal and finance functions.
- ◆ Services & Supplies—net increase of \$6.9 million.
 - ◆ Increase of \$7.5 million to continue level of support to fire and emergency medical services in San Diego County Fire Protection District (SDCFPD).
 - ◆ Increase of \$1.4 million for contracted services for the Community Risk Reduction Roadside Vegetation Management and Community Risk Reduction Climate Investment Fire Prevention programs.
 - ◆ Increase of \$0.8 million associated with various Internal Service Fund (ISF) charges and operational costs.
 - ◆ Increase of \$0.5 million for defensible space inspection services.
 - ◆ Increase of \$0.4 million for increase in Public Liability Insurance.
 - ◆ Increase of \$0.1 million to continue level of support to ambulance services in County Service Areas (CSA) 17 and 69.
 - ◆ Decrease of \$3.6 million due to one-time major maintenance projects and contracted services in prior year.
 - ◆ Decrease of \$0.2 million in Vehicle Maintenance ISF cost.
- ◆ Expenditure Transfer & Reimbursements—net increase of \$2.8 million in expenditure reimbursements associated with centralized General Fund support of the following:
 - ◆ \$1.5 million for the replacement of fire equipment and apparatus.
 - ◆ \$0.9 million for various major maintenance projects.
 - ◆ \$0.4 million for radio replacement.
- ◆ The central funding is supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of \$2.8 million decrease in expenditures.

- ◆ Operating Transfers Out—increase of \$0.5 million to fund one-time capital major maintenance projects.

Revenues

Net increase of \$4.7 million.

- ◆ Taxes Current Property—increase of \$3.4 million.
 - ◆ Increase of \$3.3 million in property tax collections in the SDCFPD.
 - ◆ Increase of \$0.1 million in property tax collections in the CSAs.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million for transfers from Emergency Medical Services (EMS) Maddy Trust Fund to Office of Emergency Services.
- ◆ Intergovernmental Revenues—net decrease of \$0.6 million.
 - ◆ Decrease of \$2.3 million due to prior year one-time revenues.
 - ◆ \$1.2 million in American Rescue Plan Act for COVID-19 ambulance response, testing and vaccination contracted services.
 - ◆ \$1.1 million in State Aid Health Realignment to support Emergency Medical Services operations.
 - ◆ Increase of \$1.6 million associated with Climate Investment Fire Prevention Grant for Community Risk Reduction fuel reduction and evacuation readiness program.
 - ◆ Increase of \$0.1 million in resident ambulance transport revenue in the CSAs.
- ◆ Charges For Current Services—increase of \$1.3 million.
 - ◆ Increase of \$0.9 million in one-time Assistance By Hire revenue to continue level of support for fire and emergency medical services in SDCFPD.
 - ◆ Increase of \$0.3 million in non-resident ambulance transport revenue in the CSAs.
 - ◆ Increase of \$0.1 million in credentialing fees.
- ◆ Miscellaneous Revenues—decrease of \$1.5 million due to prior year one-time revenues.
 - ◆ \$1.0 million in Firestorm 2007 Trust Fund for Community Risk Reduction program.
 - ◆ \$0.3 million in donations from Fire Foundation.
 - ◆ \$0.2 million to support the transfer of staff from County Fire to Office of Emergency Services.
- ◆ Fund Balance Component Decreases—increase of \$76,082 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 \$1.9 million. A total of \$2.6 million is budgeted in SDCFPD to provide fire and emergency medical services.
 - ◆ \$1.7 million from Fire Protection Districts.
 - ◆ \$0.9 million from East Otay Mesa CFD 09-01 Special Tax B.



- ◆ General Purpose Revenue Allocation—increase of \$4.0 million for planning purposes associated with anticipated salary and benefit increases, to provide fire and emergency medical services, to support ambulance subsidy in the Unified Service Area and the addition of 2.00 staff years for EMS Community Paramedicine program.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$4.0 million primarily due to prior year use of one-time funds to continue level of support for fire and emergency medical services, and the completion of one-time purchases and projects offset by anticipated salary and benefit increases included for planning purposes.

Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
San Diego County Fire	27.00	65.00	59.00	(9.2)	59.00
Total	27.00	65.00	59.00	(9.2)	59.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
San Diego County Fire	\$50,003,438	\$65,077,515	\$63,429,006	(2.5)	\$61,379,469
County Service Areas - Fire Protection/EMS	3,547,339	—	—	—	—
San Diego County Fire Protection District	—	3,201,939	9,096,245	184.1	7,100,245
County Service Areas - Emergency Services	—	14,473,847	14,955,210	3.3	14,955,210
Total	\$53,550,777	\$82,753,301	\$87,480,461	5.7	\$83,434,924

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$4,022,382	\$9,860,539	\$9,964,704	1.1	\$10,422,262
Services & Supplies	46,764,036	70,343,621	77,295,450	9.9	72,382,955
Other Charges	195,000	195,000	195,000	—	195,000
Capital Assets Equipment	3,232,000	1,485,000	1,530,000	3.0	100,000
Expenditure Transfer & Reimbursements	(1,625,000)	(215,300)	(3,065,300)	1,323.7	(215,300)
Operating Transfers Out	962,359	1,084,441	1,560,607	43.9	550,007
Total	\$53,550,777	\$82,753,301	\$87,480,461	5.7	\$83,434,924





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$1,333,055	\$5,134,491	\$8,505,477	65.7	\$9,009,477
Taxes Other Than Current Secured	—	50,530	72,398	43.3	72,398
Licenses Permits & Franchises	—	223,115	246,340	10.4	246,340
Fines, Forfeitures & Penalties	—	3,433,231	3,348,000	(2.5)	3,348,000
Revenue From Use of Money & Property	—	396,218	427,452	7.9	427,452
Intergovernmental Revenues	2,213,100	7,948,556	7,364,421	(7.3)	6,771,921
Charges For Current Services	2,640,127	10,560,952	11,862,325	12.3	11,070,395
Miscellaneous Revenues	3,611,261	2,045,523	506,200	(75.3)	506,200
Other Financing Sources	262,455	262,455	262,455	—	262,455
Fund Balance Component Decreases	1,095,607	97,268	173,350	78.2	173,350
Use of Fund Balance	7,548,978	4,536,028	2,600,000	(42.7)	100,000
General Purpose Revenue Allocation	34,846,194	48,064,934	52,112,043	8.4	51,446,936
Total	\$53,550,777	\$82,753,301	\$87,480,461	5.7	\$83,434,924





County of San Diego

**Health and Human Services Agency
Summary**

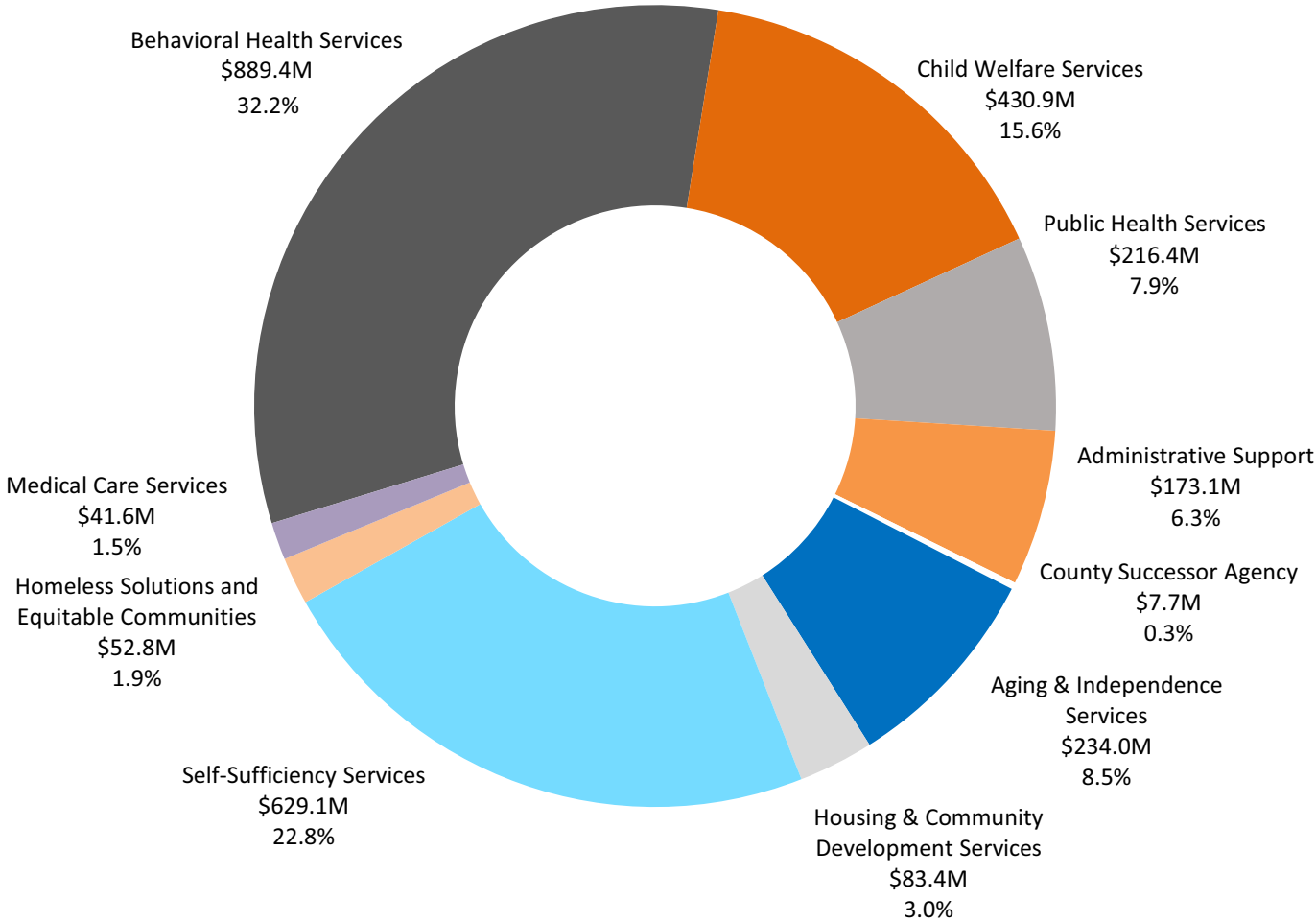
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Health and Human Services Agency at a Glance

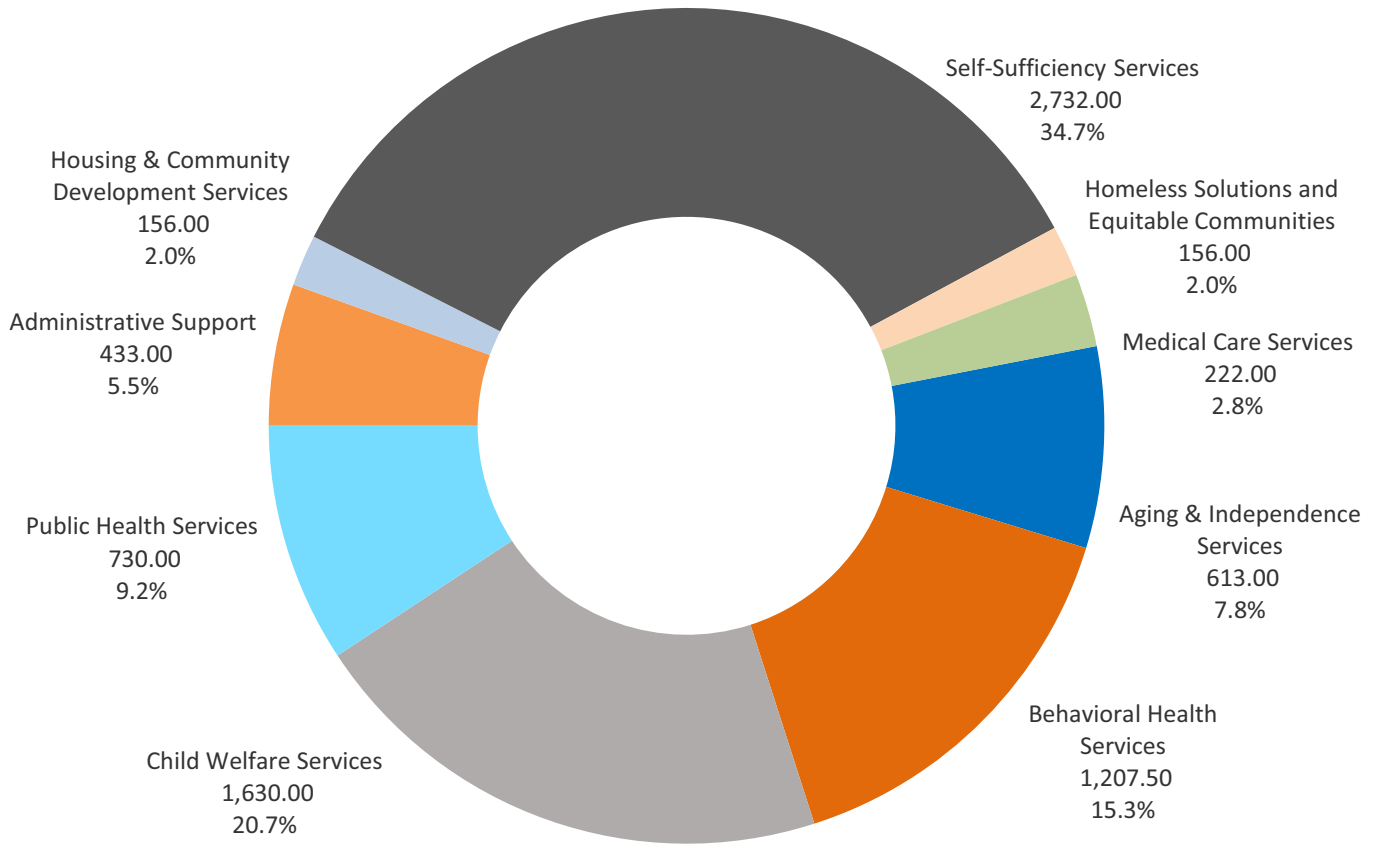
Recommended Budget by Department

Budget by Department Fiscal Year 2022-23: \$2.8 billion



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2022-23: 7,879.50 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 homes;
- ◆ **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 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.
- ◆ **Housing & Community Development Services (HCDS)** —provide housing assistance and community improvements that benefit low- and moderate-income persons.
- ◆ **Homeless Solutions and Equitable Communities (HSEC)** —ensure that County services are best positioned to address equity and homelessness effectively, with particular attention paid to operational efficiency, data utilization, and collaboration with external partners.



- ◆ **Medical Care Services** —improve the health and wellness of San Diegans by ensuring equitable access to a high-quality, sustainable medical care delivery system that is inclusive and addresses the needs of our most vulnerable citizens.

Previously under Public Health Services, Medical Care Services was established July 1, 2022, to oversee nursing and pharmacy operations, provide clinical expertise in an array of disciplines, and implement initiatives such as California Advancing and Innovating Medi-Cal (CalAIM) and Justice-Involved Health.

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

- ◆ Treat nearly 108,000 residents through mental health and alcohol and other drug services;
- ◆ Assist more than 66,000 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 by investigating nearly 400,000 cases and contact tracing of approximately 130,000 close contacts as part of the response to COVID-19, hepatitis A and C, measles, HIV, gastrointestinal, and other diseases. Nearly 98% of investigations were of COVID-19; and
- ◆ Ensure over one million 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) was transferred 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.

HHSA provides these services directly and indirectly with 7,879.50 HHSA employees (staff years) located across 54 facilities, over 350 contracted providers, and hundreds of volunteers committed to providing excellent customer service and a budget of \$2.8 billion derived from federal, State, and local funding.

Strategic Framework and Alignment

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

In Fiscal Year 2021–22 the County of San Diego underwent a large organizational shift with the majority of the members of the Board of Supervisors being newly elected. This marked the first time in two decades that all five sitting Supervisors had been in office for their first term. As the County looks toward the future, it was clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the policy initiatives of the Board of Supervisors. The County began a new strategic planning process in the Summer of 2021, which included convening a Strategic Planning Team. The 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as an extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year. The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. This process also included a reimagining of the County's governance documents include the Vision Statement, Mission Statement, and Values. There are new Strategic Initiatives, and Audacious Goals that go along with each to guide the departments in outcome-based

goal setting that aligns with the County's Vision. Additional information on the new strategic alignment can be found at in the Strategic Framework and Alignment section.

In the County's Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. Audacious Goals assist departments in aligning with and supporting the County's Vision and Mission. In addition, department objectives demonstrate how departments contribute to the larger Audacious Goals. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section.

HHSA Departments

- ◆ Self-Sufficiency Services
- ◆ Aging & Independence Services
- ◆ Behavioral Health Services
- ◆ Child Welfare Services
- ◆ Public Health Services
- ◆ Administrative Support
- ◆ Housing & Community Development Services
- ◆ Homeless Solutions and Equitable Communities
- ◆ County Successor Agency
- ◆ Medical Care Services

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 and, in particular, those experiencing some of the most significant difficulties, including serious mental illnesses and substance use disorders (SUD), Homelessness, and those in vulnerable families.

The global COVID-19 pandemic, for which HHSA has played a vital role in leading the regional response, has demonstrated the importance of shared vision and focus like no other event in recent history. While the pandemic has caused great uncertainty and challenges, HHSA remains committed to providing essential services and regional leadership as we transition focus to assist our region in recovering from the health, emotional, and eco-



conomic effects of the COVID-19 pandemic. Below are examples of how HHSA carries out comprehensive health, housing, and social services to ensure all San Diegans live well.



Equity

HHSA continues to work with the hardest-to-reach and most vulnerable populations to ensure all residents have access to services and information to better manage challenging situations with a strong emphasis on health, housing, and economic opportunity. Through data-driven approaches, HHSA is committed to improving access to quality care, increasing physical activity, supporting healthy eating, stopping tobacco and other drug abuse, and reducing health disparities and disproportionality. Critical to this effort is creating synergistic, actionable items for every department - informed by equity-based indicators at the program, Agency, and community-wide levels - as a strategy for addressing the complex factors that influence health, housing, and economic equity.

This alignment across departments, tied to goals such as health equity, helped propel San Diego County to one of the top counties in vaccination rates, including success in communities where residents are more vulnerable to poor health outcomes. HHSA intends to build upon the success of the Community Health Worker model implemented during the pandemic to enhance capacity for community engagement both within the County enterprise and throughout the region. When looking at delivering excellence in mental health care, HHSA has been advancing the behavioral health continuum of care with strategies that include Crisis Stabilization Units, Mobile Crisis Response Teams, and developing a leading-edge mental health hub, all on underserved populations. HHSA is also implementing a coordinated approach to prevent and end homelessness by increasing housing opportunities and services aligned with the County's Framework for Ending Homelessness, which encompasses the County's ongoing work and provides a vision for future endeavors. The Framework is anchored in five strategic domains: 1) Root Cause and Upstream Prevention, 2) Diversion and Mitigation, 3) Services, Treatment and Outreach, 4) Emergency/Interim Housing and Resources, and 5) Permanent Housing and Support and uses the Social Determinants of Health approach in an enterprise-wide effort to prevent and end homelessness holistically. Through this Framework, HHSA collaborates with various stakeholders, including community residents and local municipalities to identify suitable locations for temporary emergency and permanent housing, affordable housing developers to increase Extremely Low Income (ELI) affordable housing supply, and service providers and philanthropic organizations to integrate the outreach and navigation system to maximize access to these housing opportunities. HHSA will undertake a fundamental transformation to improve child and family well-being outcomes by shifting to upstream prevention efforts to ensure that all fam-

ilies build resilience and have equitable opportunities to keep their children safe and supported. This will be carried out by identifying underlying causes that impact outcomes and providing a focus on building protective factors such as increasing positive connections and coordinating, communicating, and partnering with families and the organizations that support them. Additionally, building upon the success of the Home Safe program, HHSA is focusing on providing targeted resources to an expanded demographic of vulnerable older and disabled adults who are homeless or at risk of becoming homeless. To support communities that have been historically left behind, HHSA will be working to develop actionable opportunities to alleviate poverty and increase economic inclusion through enterprise-wide systemic poverty reduction efforts.

HHSA is also implementing a coordinated approach to prevent and end homelessness by increasing housing opportunities and services aligned with the County's Framework for Ending Homelessness, which encompasses the County's ongoing work and provides a vision for future endeavors. The Framework is anchored in five strategic domains: 1) Root Cause and Upstream Prevention, 2) Diversion and Mitigation, 2) Services, 3) Treatment and Outreach, 4) Emergency/Interim Housing and Resources, and 5) Permanent Housing and Support. Using the Social Determinants of Health approach with the five strategic domains is an enterprise-wide effort to prevent and end homelessness holistically. Through this Framework, HHSA collaborates with community stakeholders and local municipalities to: ensure that actions meet the community's need for accessible low-income affordable housing; identify suitable locations for temporary emergency and permanent housing; and integrate outreach and navigation systems necessary to maximize success.



Sustainability

HHSA is committed to helping communities thrive, not just today but also by looking ahead and making plans for a sustainable future focused on our economy, climate, environment, and building resiliency in our region.

As part of this commitment, every HHSA department is developing a Sustainability Plan with strategies to provide just and equitable services and protect future generations' abilities to flourish and thrive. Future endeavors include expanding the electric fleet and maturing models that incorporate remote working. In the short term, HHSA will increase efforts across departments to reduce waste and the consumption of resources by assessing purchasing trends and identifying areas to improve sustainability efforts. In addition, HHSA will promote staff's sustainability knowledge and engagement by tapping into the learning culture to increase understanding of sustainability and its impacts on the community and residents' lives. Regular communications regard-

ing sustainability-related program updates, successes, and opportunities for improvement to maintain and build momentum.

 Community

HHSA continuously focuses on strengthening communities and creating opportunities for all San Diegans to grow, connect, and thrive. This is evident through priorities such as promoting civic engagement that inspires individuals to improve their communities, supporting safety through community preparedness and disaster response, promoting the highest quality of life by ensuring equal access to basic needs and facilitating stronger partnerships through collaboration and coordination throughout the region. HHSA accomplishes this through providing access to timely, relevant news and information, active participation in community events to engage communities and facilitate connections, partnering with advisory boards, and ongoing engagement with stakeholders.

HHSA also collaboratively addresses new challenges head-on through innovative approaches, such as its fully integrated and coordinated response to the COVID-19 pandemic. This unique approach to an unprecedented emergency is built off the principles of *Live Well San Diego* and the more than 500 designated partners. It includes a robust Education and Outreach sector, which was mobilized within two weeks of the declaration of a public health emergency. This outreach was rapidly expanded to encompass nine sectors and 12 sub-sectors that successfully and regularly engaged thousands of diverse stakeholders through live telebriefings, eblasts, and presentations. HHSA also launched 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 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 vital services in a coordinated and integrated manner, in complete alignment with the *Live Well San Diego* vision for healthy, safe, and thriving communities.

 Empower

HHSA is committed to valuing its workforce by increasing awareness of their contributions, cultivating stakeholder relationships, and gaining public trust as they work together towards one vision. HHSA promotes learning opportunities to improve knowledge sharing across departments and support better-informed decisions through focused efforts such as financial training (s),

risk reviews, and quality improvement projects. By promoting a flexible and responsive workforce, we are better positioned to anticipate the needs of our customers and provide person-centered services, contributing to achieving Agency goals. HHSA is committed to transparency and delivering value to our residents through consistently candid and open communication, as demonstrated through the Live Well San Diego Open Performance Portal. Proactively engaging partners and stakeholders in identifying and addressing community needs help residents understand actions taken and paves the way for community engagement, building trust and confidence within the Agency.

 Justice

HHSA will continue to work with the hardest to reach and most vulnerable populations to ensure all children and families have access to services and information to manage the challenging situations they are facing. To strengthen the lives of children and families, HHSA provides trauma-informed prevention and protection services to vulnerable children, their families, and communities that are culturally competent family-centered and address the challenges of disproportionality. HHSA is also embarking on innovative early intervention work through initiatives, including developing the framework for child abuse prevention and continuing existing strategies such as maintaining partnerships with advisory bodies to include a deeper community perspective and advance the best practices recommended by the topic experts.

Related Links

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

- ◆ www.SanDiegoCounty.gov/HHSA

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

- ◆ www.LiveWellSD.org

For additional information about COVID-19, go to:

- ◆ <https://www.coronavirus-sd.com/>

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

Overview

The Health and Human Services Agency's Fiscal Year 2022–23 recommended budget includes appropriations of \$2.8 billion, a net decrease \$84.0 million or (3.0%) from the Fiscal Year 2021–22 Adopted Budget. While there are continued increases across service delivery areas, including a large investment in workforce to address growth in safety net programs and County priority



areas, the budget reflects the removal of one-time costs for COVID-19 response efforts that occurred during Fiscal Year 2021–22, which is driving the net decline in appropriations.

Salaries & Benefits are up \$51.3 million due to the addition of 595.00 staff years across all departments in the Agency, as well as increases for planning purposes associated with anticipated salary and benefit increases. The demand for safety net programs, such as CalFresh and Medi-Cal, has continued to increase as a result of the economic impacts of the pandemic. Additionally, caseloads that were on an upward trajectory prior to the pandemic, such as the In-Home Support Services (IHSS) program where need increases as the population in the region ages, continue to rise. Direct services staff are requested to ensure continued timely, effective and efficient services to those in need of these programs. As in the last several years, positions are also requested to address several key priority areas across departments by continuing to expand availability of services and promote equitable delivery of services and improved outcomes. As one example, Community Health Workers are being added to the Homeless Solutions and Equitable Communities Department to provide support for public health education and health promotion programs, facilitate access to services, and improve the quality and cultural competence of service delivery within the community. These positions will also provide critical services to communities disproportionately impacted by public health threats, including COVID-19.

Services & Supplies and remaining budgetary accounts are down by a net of \$133.4 million, driven by the reduction for prior year one-time COVID-19 response costs. However, here too there are new investments promoting priority areas and expanding essential services. Investments to the Behavioral Health Continuum of Care include areas such as increased school-based outpatient treatment services for children and a continued expansion of crisis diversion services and long-term care beds. In the area of homelessness, funds for a new program to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population are included. Increased services to continue help address the economic and social impacts of the pandemic such as in food, nutrition, and tenant and legal services also continue into Fiscal Year 2022–23.

Staffing

Increase of 595.00 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 2 years, SSS has added over 316,000 in new participants to its programs and continues to receive a record high of new applications each month. This includes a 40.5% participation increase to CalFresh, and a 38% increase to Medi-Cal. Both of these programs 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. In addition, the increased staff years will also address workload impact associated with existing caseload due to the expiration of COVID-19 federal and State waivers.

- ◆ Increase of 68.00 staff years to support Emergency Response (ER) services in Child Welfare Services (CWS). Staff years will support efforts to conduct emergency investigations on a 24/7 basis, quality supervision, timely consultation, responsive training, and collaborative program support for the daily investigations that ER Social Workers conduct.
- ◆ Increase of 60.00 staff years in the In-Home Support Services program to address continued growth in caseloads and ensure timely and thorough assessments to support the provision services to aged, blind, and disabled members of the community enabling them to maximize their independence in the home of their choice.
- ◆ Increase of 46.00 staff years to provide enhanced oversight and direction to support growing mental and substance use disorders (SUD) services across the County. The increased staffing will enhance current BHS efforts to support individuals with justice involvement, who are experiencing homelessness, and youths who are in need of behavioral health services. In addition, staffing increase will support enhanced data and information system integration, clinical program design, financial optimization, service quality improvement, and enhanced guidance and billing support to our contracted behavioral health services providers.
- ◆ Increase of 43.00 staff years to enhance public health capacity and bolster Public Health Services infrastructure.
- ◆ Increase of 37.00 staff years to provide increased direct mental health services, including outpatient services, enhanced case management and peer support services, within County operated mental health programs.
- ◆ Increase of 34.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals and to respond to the State's program expansion lowering the age requirement for APS to 60, providing longer term case management and increasing services to certain homeless population clients, and ensuring timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults.
- ◆ Increase of 17.00 staff years across various administrative support departments to support operational needs in human resources, fiscal services and other administrative support.
- ◆ Increase of 15.00 staff years for inpatient health services primarily to reduce reliance on temporary staffing for increased healthcare custodial needs at the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor Hospital.
- ◆ Increase of 15.00 staff years to support the multi-faceted needs and ensure the safety of youth entering foster care, compliance with additional State requirements, and expansion of Family Strengthening & Prevention Initiative services.



- ◆ Increase of 14.00 staff years in Housing Choice Voucher (HCV) programs to administer and issue additional housing vouchers awarded to Housing Authority.
- ◆ Increase of 13.00 staff years tied to the implementation of the California San Diego Advancing and Innovating Medi-Cal (Cal-SDAIM) program.
- ◆ Increase of 13.00 staff years in Public Administrator/Public Guardian/Public Conservator (PA/PD/PC) to address continued growth in caseloads due to referrals, complexity of cases, community collaborations and law changes to ensure dependent and older adults, children and the deceased will continue to receive timely, person-centered services to meet their needs in a dignified respectful manner.
- ◆ Increase of 12.00 Community Health Workers to provide support for public health education and health promotion programs, facilitate access to services, and improve the quality and cultural competence of service delivery within the community. These positions will also provide critical services to communities disproportionately impacted by public health threats, including COVID-19.
- ◆ Increase of 12.00 staff years to provide direct behavioral health services to youth that have transitioned into county care as a result of the closure of the state’s Juvenile Justice Division.
- ◆ Increase of 10.00 staff years to the Placement Integration Unit in Child Welfare Services to support quality placement efforts to locate relatives, maintain children in a familiar environment, and support the child’s sense of safety, permanency, and well-being.
- ◆ Increase of 8.00 staff years to support the Multipurpose Senior Services Program (MSSP), Aging Roadmap, California Department of Aging (CDA), and Ombudsman programs.
- ◆ Increase of 8.00 staff years for clinical and nursing Support to address the operational aspects of nursing programs.
- ◆ Increase of 8.00 staff years staffing for program sustainability and to enhance the pharmaceutical services delivery to County programs in the Clinical Pharmacy.
- ◆ Increase of 8.00 staff years to augment staffing capacity for the TB Elimination and Contact Investigation Team to conduct surveillance and contact tracing for active TB cases.
- ◆ Increase of 7.00 staff years in California Children’s Services (CCS) unit to enhance case management.
- ◆ Increase of 7.00 staff years to create the Department of Child & Family Well-Being to align the County’s child abuse and neglect prevention efforts and support implementation of Family First Prevention Services Act (FFPSA).
- ◆ Increase of 6.00 staff years in APS Home Safe program which serves APS clients, seniors, and disabled adults experiencing or at risk of homelessness.
- ◆ Increase of 5.00 staff years to administer, coordinate, and monitor the County’s increasing affordable housing efforts for local, state, and federal programs.
- ◆ Increase of 5.00 staff years to provide administrative and clinical oversight to support harm reduction strategies as approved by the Board of Supervisors on December 7, 2021 (22).
- ◆ Increase of 5.00 staff years to support water quality testing that will reduce exposure to contaminated water and reduce potential illnesses in the community.
- ◆ Increase of 4.00 staff years to support the Clean Syringe Services Program and to provide direct patient care in the STD clinics.
- ◆ Increase of 4.00 staff years to support the administrative and financial oversight related to the HOME Investment Partnership – American Rescue Plan (HOME-ARP), HUD Cares Act programs and various affordable housing grants which will require ongoing long-term monitoring and oversight.
- ◆ Increase of 3.00 staff years to provide IT and Fiscal support for increased workload in HCV, community development programs, and to streamline document imaging process.
- ◆ Increase of 3.00 staff years to support the Getting to Zero Initiative oversee and lead the administration of funding requirements and develop clinic capacity to bill insurance companies and programs for STD Clinical services.
- ◆ Increase of 2.00 staff years to provide support, case management and community outreach efforts for safety net services and housing programs.
- ◆ Increase of 2.00 staff years to support operational needs in Homeless Solutions and Equitable Communities (HSEC).
- ◆ Increase of 1.00 staff year for implementation of the Office of Violence Prevention (OVP).
- ◆ Additionally, there were transfers within the Agency that occurred mid-year among programs to meet operational needs.

Expenditures

Net decrease of \$84.0 million

- ◆ Salaries & Benefits—increase of \$51.3 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net decrease of \$133.4 million.
 - ◆ Decrease of \$216.5 million tied to prior year one-time COVID-19 response efforts including completion of the Great Plates Delivered program and Testing, Tracing, and Treatment Strategy (T3) activities.
 - ◆ Net decrease of \$38.3 million primarily tied to completion of prior year one-time affordable housing and homelessness investments.



- ❖ Decrease of \$16.3 million associated with prior year one-time 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.
- ❖ Net decrease of \$6.6 million tied to one-time costs to prevent, prepare for, and respond to coronavirus and other infectious disease by supporting 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.
- ❖ Decrease of \$3.0 million tied to one-time CDC Health Disparities contracts.
- ❖ Increase of \$20.6 million to support programs funded through the County's American Rescue Plan Act (ARPA) Framework which includes school based screening, tenant legal services, coordinated eviction prevention programs, recuperative care and various food assistance programs.
- ❖ Increase of \$15.5 million for behavioral health treatment services for adults to help address identified ongoing unmet behavioral health service needs in the County, and allow people to live healthier and more productive lives. Programs being enhanced include the Biopsychosocial Rehabilitation services, SUD Residential & Withdrawal Management services in the South Region, Strength Based Case Management with a Transition Age Youth component for the North County, Peer Support services, and combined Hybrid SUD/MH services.
- ❖ Increase of \$12.6 million for behavioral health treatment services for children, youth, and families. Additional services will increase funding for school-based outpatient treatment services for children as well increased mental health services for youths with high acuity needs in foster home settings.
- ❖ Increase of \$12.6 million primarily tied to various IT projects to modernize electronic health records, healthcare information exchange and enterprise-wide IT costs.
- ❖ Increase of \$11.9 million associated with one-time HOME-ARP funding to address the needs of persons experiencing homelessness or are at risk of homelessness by providing much needed funding for the development of affordable housing.
- ❖ Increase of \$11.7 million in support of long-term care (LTC) and hospital administrative bed costs. Appropriations will support the addition of 30 LTC beds, and provide rate adjustments within the LTC level of care to address mandated rate increases and align rates with market levels. Expansion of LTC services will allow clients to be placed in the proper lower levels of care to shift them from more expensive acute care settings.
- ❖ Increase of \$10.0 million to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population.
- ❖ Increase of \$7.6 million for Crisis Diversion services to include continued expansion of the Mobile Crisis Response Team (MCRT) and added Crisis Residential services. The MCRT services are intended to provide an alternative to dispatching law enforcement when an individual is having a mental health or substance use crisis.
- ❖ Increase of \$7.0 million in the Housing and Disability Advocacy Program (HDAP), funded through a one-time State allocation available to spend over two years, that will be used to expand housing and service supports for people at risk of or experiencing homelessness.
- ❖ Increase of \$6.1 million to support efforts to promote food security and senior nutrition, support services and other aging programs to seniors, including new opportunities to address needs that have been identified during the COVID-19 pandemic funded with OAA American Rescue Plan Act (ARPA).
- ❖ Increase of \$5.0 million for programs supporting homeless individuals with behavioral health conditions including efforts to support the crisis reduction strategy, on-site behavioral health screening, and increased tenant housing support.
- ❖ Increase of \$4.2 million to establish and enhance preventive health service programs to immunize individuals against COVID-19 through the Immunization Local Assistance Grant funded program.
- ❖ Increase of \$3.5 million for the APS Home Safe program to reduce adult homelessness or experience of being unhoused by older adults by providing housing navigation and to stabilize housing through financial assistance for rent & utilities.
- ❖ Increase of \$3.2 million for implementation of the Family First Transition Act (FFTA) grant which is designed to provide one-time flexible funding to assist with the implementation of FFPSA programs including additional support for evidence based- child abuse prevention, mental health services and in-home parenting skill programs.
- ❖ Increase of \$3.2 million for services to unserved and underserved populations with the establishment of a stand-alone Parolee Asservice Community Treatment (ACT) program and enhancements for services to the LGBTQ community. The targeted services will elevate level of care provided to these two unique populations.
- ❖ Increase of \$3.1 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 \$3.0 million in the Homeless Housing, Assistance and Prevention (HHAP) Program to provide funding for local housing and assistance programs that align with available State revenue guidelines.
- ◆ Net increase of \$2.5 million in CalWORKs programs related to family stabilization referral services, homeless prevention and services providing housing stability for families experiencing homelessness.
- ◆ Net increase of \$1.9 million for Major Maintenance Improvement Projects (MMIP) across facilities.
- ◆ Increase of \$0.8 million to align with anticipated spending on the Info Line 211 Access Support contract primarily due to expansion of services to support the Access Call Center with additional call agents and associated technology.
- ◆ Increase of \$0.8 million for the Centers for Disease Control and Prevention Community Health Workers for COVID Response and Resilient Communities grant to support the training and deployment of community health workers to respond to and build community resilience to fight COVID-19 through addressing existing health disparities.
- ◆ Increase of \$0.5 million to conduct initial site studies for the Compassionate Emergency Solutions and Pathways to Housing project.
- ◆ Other Charges—net increase of \$0.6 million
 - ◆ Increase of \$7.0 million in assistance payment programs tied to Child Care Program Stage One, CalWORKs Welfare to Work and Cash Assistance Program for Immigrants (CAPI) benefit payments to align with caseload trends.
 - ◆ Increase of \$2.1 million for Family Stabilization benefit payments for CalWORKs recipients to align with an allocation increase.
 - ◆ Decrease of \$8.5 million to remove one-time costs for the COVID-19 Positive Recovery Stipend Program which has completed.
- ◆ Capital Assets Equipment—net decrease of \$5.0 million.
 - ◆ Decrease of \$7.0 million tied to prior year one-time investments associated with COVID-19 efforts funded with the ELC grant.
 - ◆ Increase of \$2.0 million for the Live Well on Wheels vehicle and a mobile Public Health Laboratory vehicle as approved by the Board of Supervisors on January 25, 2022 (07).
- ◆ Expenditure Transfer & Reimbursement—net increase of \$2.8 million. Since this is a reimbursement, it has a net effect of an \$2.8 million decrease in appropriations.
 - ◆ Increase of \$2.9 million associated with increased Justice related costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group.
 - ◆ Net decrease of \$0.1 million associated with centralized General Fund support for the following:
 - ◆ Decrease of \$10.5 million associated with prior year one-time negotiated labor agreements.
 - ◆ Decrease of \$8.3 million associated with the removal of prior year one-time costs for negotiated labor agreements, and to align anticipated spending and funding sources for the County’s Hotel/Motel voucher program, Fair Housing, and Inclement Weather programs.
 - ◆ Decrease of \$0.4 million associated with prior year one-time IHSS outreach funding.
 - ◆ Increase of \$10.0 million to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population.
 - ◆ Increase of \$6.2 million to fund the Major Maintenance Capital Outlay Fund (MMCOF) and MMIP.
 - ◆ Increase of \$2.9 million for work associated with the Public Housing Physical Needs Improvement.
- ◆ Operating Transfer Out—net increase of \$5.3 million.
 - ◆ Increase of \$4.5 million for health benefit contributions for eligible IHSS home care workers tied to continued caseload growth and to support increased priorities including initiatives of robust and increased recruitment of IHSS caregivers.
 - ◆ Increase of \$0.8 million to Major Maintenance Capital Outlay Fund (MMCOF) for various facility projects.

Revenues

Net decrease of \$84.0 million

- ◆ Intergovernmental Revenue—net decrease of \$21.6 million.
 - ◆ Decrease of \$216.5 million in federal stimulus funding associated with prior year one-time costs for COVID-19 efforts as noted above.
 - ◆ Decrease of \$16.3 million tied to the completion of one-time funding of CARES Act revenue issued by HUD under CDBG and ESG.
 - ◆ Net decrease of \$12.3 million primarily due to removal of prior year one-time ELC and ELC Expansion funds.
 - ◆ Decrease of \$8.5 million in prior year one-time federal stimulus funds for the COVID-19 Positive Recovery Stipend Program.
 - ◆ Increase of \$109.3 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services.
 - ◆ Increase of \$21.7 million to reflect funding under the County’s ARPA framework to support programs noted above.
 - ◆ Net increase of \$18.4 million primarily in social services State and federal administrative revenue associated with anticipated growth in administrative allocations supporting increased staffing, increased operating costs, anticipated growth in the Medi-Cal allocation, implementation of FFPSA and Family Stabilization Program.





- ❖ Increase of \$11.9 million associated with HOME-ARP funding to address the needs of persons experiencing homelessness or are at risk of homelessness referenced above.
- ❖ Increase of \$11.6 million of in federal and State revenue primarily tied to funds for additional staff years, laboratory molecular sequencing supplies and increases in various public health programs.
- ❖ Increase of \$9.7 million in state funding for residential and intensive outpatient treatment and grant funding.
- ❖ Increase of \$7.0 million in State revenue for HDAP to fund estimated expenditures referenced above.
- ❖ Increase of \$5.4 million in supplemental Substance Abuse Block Grant funding for temporary enhanced SUD services.
- ❖ Increase of \$5.0 million in IHSS federal and State revenue tied to the increases in health benefit contributions due to caseload growth and to support the increase in staff years and Services & Supplies noted above.
- ❖ Increase of \$4.8 million in one-time federal OAA ARPA allocation for supportive services in the pandemic environment.
- ❖ Increase of \$4.7 million in State revenue for APS Home Safe program tied to increase in new staffing and Services & Supplies noted above.
- ❖ Increase of \$4.7 million in State and federal revenue funding primarily to align with estimated CalWORKs Child Care Stage One benefit payments.
- ❖ Increase of \$4.5 million in Drug Medi-Cal revenues due to increased reimbursable units of services projections.
- ❖ Increase of \$4.2 million in supplemental Immunization Local Assistance Grant funding to support activities related to COVID-19 vaccinations noted above.
- ❖ Increase of \$3.5 million in Homeless Housing, Assistance and Prevention (HHAP) State grant revenue to support local housing and assistance programs that align with available State revenue guidelines.
- ❖ Increase of \$1.5 million in Older Americans Act (OAA) funding to assist older individuals as well as younger adults with disabilities to live as independently as possible.
- ❖ Increase of \$1.4 million in supplemental Mental Health Block Grant funding for temporary enhance mental health related services.
- ❖ Increase of \$1.2 million in federal and State revenue for MSSP to align with an increased funding allocation and the addition of new staff years as noted above.
- ❖ Increase of \$1.0 million for CDC and Prevention Community Health Workers for COVID-19 Response and Building Resilient Communities grant to align with the expenditure estimate above.
- ❖ Increase of \$0.5 million primarily tied to CDC grant funding in support of increase contracted services in HSEC.
- ❖ Charges for Current Services—net decrease of \$6.9 million primarily in Intergovernmental Transfer (IGT) revenue to cover costs tied to prior year one-time projects.
- ❖ Miscellaneous Revenues—net decrease of \$33.0 million primarily tied to prior year one-time funding for the Innovative Housing Trust Fund.
- ❖ Use of Fund Balance—net decrease of \$49.0 million. A total of \$13.4 million is budgeted to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- ❖ General Purpose Revenue Allocation—increase of \$26.5 million.
 - ❖ Increase of \$14.3 million to help fund additional staff years noted above.
 - ❖ Increase of \$5.7 million for costs associated with anticipated salary and benefit increases.
 - ❖ Increase of \$5.3 million to support HSEC, Office of Immigrant and Refugee Affairs (OIRA) and Medication Assisted Treatment (MAT) services programs which were previously funded by the use for fund balance.
 - ❖ Increase of \$0.7 million to support the Public Authority IHSS program in addressing increased caseloads including additional recruitment and retention of IHSS providers.
 - ❖ Increase of \$0.5 million to fund underwriting services for various affordable housing initiatives.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$16.5 million is the result of an increase of \$48.2 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases and an increase of \$31.2 million in Expenditure Transfer & Reimbursements associated with one-time funds tied to the centralized General Fund offset by a decrease of \$59.5 million in Services & Supplies primarily associated with anticipated completion of one-time projects, a decrease of \$2.0 million in Capital Assets Equipment related to one-time costs for the Live Well on Wheels vehicle and a mobile Public Health Laboratory vehicle and a decrease of \$1.4 million in Operating Transfers Out. The decrease of \$1.4 million in Operating Transfers Out consists of a decrease of \$4.7 million tied to prior year one-time facility projects offset by an increase of \$3.3 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.





HEALTH AND HUMAN SERVICES AGENCY SUMMARY

Group Staffing by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Self-Sufficiency Services	2,529.00	2,613.00	2,732.00	4.6	2,732.00
Aging & Independence Services	449.00	492.00	613.00	24.6	613.00
Behavioral Health Services	1,006.50	1,113.50	1,207.50	8.4	1,207.50
Child Welfare Services	1,492.00	1,531.00	1,630.00	6.5	1,630.00
Public Health Services	709.00	837.00	730.00	(12.8)	730.00
Medical Care Services	—	—	222.00	—	222.00
Administrative Support	457.00	383.00	433.00	13.1	433.00
Housing & Community Development Services	130.00	130.00	156.00	20.0	156.00
Homeless Solutions and Equitable Communities	—	185.00	156.00	(15.7)	156.00
Total	6,772.50	7,284.50	7,879.50	8.2	7,879.50

Group Budget by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Self-Sufficiency Services	\$550,805,344	\$611,506,801	\$629,093,188	2.9	\$643,902,156
Aging & Independence Services	192,318,978	248,178,272	233,960,978	(5.7)	244,152,133
Behavioral Health Services	778,464,308	817,606,006	889,403,386	8.8	895,669,892
Child Welfare Services	400,362,189	415,958,698	430,874,744	3.6	437,959,916
Public Health Services	182,066,470	377,769,263	216,382,912	(42.7)	208,125,574
Medical Care Services	—	—	41,640,909	—	42,982,131
Administrative Support	312,319,127	201,826,965	173,050,481	(14.3)	180,501,447
Housing & Community Development Services	108,740,529	113,762,906	83,438,424	(26.7)	67,458,287
Homeless Solutions and Equitable Communities	—	47,996,243	52,779,230	10.0	46,405,974
County Successor Agency	7,778,656	7,752,948	7,700,172	(0.7)	7,700,172
Total	\$2,532,855,601	\$2,842,358,102	\$2,758,324,424	(3.0)	\$2,774,857,682



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 HHS deliver services in a professional, cost-effective, efficient, and cohesive manner while focusing on exceptional customer service. These divisions also 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** —guide the HHS enterprise to meet the needs of individuals, families, and communities by setting vision, aligning HHS goals and initiatives with County priorities, facilitating collaboration with internal and external partners, and continually upholding excellence in all business operations.
- ◆ **Agency Compliance Office** —ensure policies, procedures, and program delivery comply with State, federal and local requirements, as well as identify and facilitate operational opportunities for improved efficiencies, system integrity, and service delivery.
- ◆ **Agency Contract Support** —perform financial and contract administration reviews for compliance with federal, State, and local funding requirements; and identify best practices to support continuous improvement in procurement and contract administration to support fiscal stability, solvency, and organizational excellence.
- ◆ **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 individuals during the most critical years of development, from the prenatal stage through five years of age.
- ◆ **Human Resources** —recruit and retain a skilled, adaptable, diverse, and supported workforce.
- ◆ **Management Information Support** —support programs with information management and technology.
- ◆ **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



- ◆ **Tobacco Settlement Funds** —support Board Policy E-14, Expenditure of Tobacco Settlement Revenue in San Diego County, describes a comprehensive tobacco control strategy to build better health through prevention and health promotion activities that encourage a tobacco-free lifestyle.

Effective July 1, 2022, the Office of Military and Veterans Affairs (OMVA) transferred to Self-Sufficiency Services (SSS) to enhance the alignment of the integrated functions of SSS and OMVA.

Effective July 1, 2022, the Office of Strategy and Innovation transferred to Administrative Support from Homeless Solutions and Equitable Communities (HSEC) to enhance the alignment of the integrated functions within the Agency.

To ensure HHS service regions and departments can provide critical and essential services, Administrative Support has 433.00 staff years and a budget of \$173.1 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Provided 92% (5,340 of 5,807) of parents/caregivers’ educational services to increase their children’s knowledge and capacity to help them enter school as active learners through Healthy Development Services (HDS) Home Visiting and Quality Early Learning Education programs.
 - Provided 74% (13,000 of 17,536) 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 more than 22,000 individuals with mobile COVID-19 testing and more than 20,500 COVID-19 vaccinations 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 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 vital services in a coordinated and integrated manner, in complete alignment with the *Live Well San Diego* vision for healthy, safe, and thriving communities.
 - 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 10 sectors and 11 sub-sectors to successfully engage and mobilize residents weekly through live telebriefings, eblasts, and presentations during critical times of the pandemic. Sectors will have conducted an estimated 170 tailored telebriefings, 20 community presentations and sent 430 total email blasts.



Living Safely

- Provide and promote services that increase consumer and business confidence
 - Conducted 34,000 office, online, or phone interviews with veterans and their dependents with benefits counseling, information, and referral services.

- Processed 10,000 compensation, pension claims, and college fee waivers to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Conducted 34,000 office, online, or phone interviews with veterans and their dependents with benefits counseling, information, and referral services.
 - Processed 10,000 compensation, pension claims, and college fee waivers to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experience
 - Promoted events that encouraged residents to enjoy the environment and learn more about improving their health and wellness. Events throughout the year included:
 - Love Your Heart provided more than 22,000 blood pressure screenings at 296 sites across the United States and Mexico to prevent heart disease and stroke by helping people know their numbers. In 2022, 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* Virtual 5k and Fitness Challenge brought together nearly 2,000 San Diegans through a month-long fitness challenge culminating in a virtual 5k race;
 - Check Your Mood, provided more than 500 individuals with depression screenings.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Conducted 48 comprehensive financial reviews of contractors and ensured they complied with standards and had financial controls in place. Each comprehensive review tested financial material, contractor financial systems, activities, and processes to support the County’s fiscal stability and ensure that contractors comply with contractual obligations. ACS exceeded the target for comprehensive, financially focused reviews for HHS contractors by implementing remote work tools that increased flexibility and efficiency in its auditors’ interactions with contractor staff.





- Coordinated and attended eight trainings consisting of financial and budgetary topics affecting program operations, such as funding streams and fiscal impacts on service delivery. These trainings improved the financial competency of staff and management and the knowledge to make better-informed decisions.
- Conducted 15 Quality Assurance (QA) reviews and trained 250 HHS contract administration staff to ensure adherence to contracting policies and procedures per funding source requirements. This assured that 100% of programs were 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
 - Provided over 155,000 *Live Well San Diego* unique visitors (LiveWellSD.org) access to timely and relevant information and expanded the reach of *Live Well San Diego*. Efforts included promoting access to the *Live Well San Diego* Open Performance portal and other community-level data and engaging partners and stakeholders to proactively identify and address community needs through available demographic, economic, behavioral, and health information.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured 100% of HHS service departments issued the Customer Experience survey to all Agency customers and achieved a minimum average satisfaction rating of four (one to five scale).
 - As part of the annual Contractor Satisfaction Survey, achieved an average rating of three or higher (scale is one to four) for overall Contractor satisfaction with the HHS contracting experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Adapted the HOP2IT program to connect new employees to the County’s vision, culture, and policies to meet the needs of a hybrid workforce. This was carried out through a survey of new employees onboarded remotely to understand the challenges they faced and implemented new strategies and resources to accelerate the onboarding process to improve retention and productivity during the first year of employment.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Provide 82% (14,000 of 17,000) of First 5 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.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Short-term: Communicate with employees about sustainability program updates, successes, and opportunities for improvement at a minimum of once a quarter through Agency-wide Sustainability Task Force, staff meetings, and emails.
 - Short-term: Work with the budget department to assess purchasing trends and identify opportunities to redirect routine and one-time financial investments into materials and goods choices that support sustainable practices.
 - Mid-term: Hire or promote employee(s) to manage a departmental sustainability program to coordinate activities across HHS to ensure alignment with priorities and maximize effective and efficient use of time and resources.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Elevate and create a plan for converting shared HHS vehicles to hybrid/electric vehicles.
 - Long-term: Continue to implement remote and hybrid work environments to reduce emissions and office footprints through approaches including desk sharing and creating work hub spaces.



Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments
 - Provide 92% (6,000 of 6,500) of First 5 parents’ or caregivers educational services to increase their knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Home Visiting and Quality Early Learning Education programs.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best
 - 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 HHSA contracting experience.
 - Coordinate and attend eight financial trainings comprised of budgetary topics affecting program operations such as funding streams and fiscal impacts on 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.
 - Ensure 100% of HHSA service departments issue the Customer Experience survey to all Agency customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.
 - Streamline the hiring processes and ensure a focus on creative solutions to attract and onboard candidates to support HHSA departments and divisions in recruiting and retaining a skilled, adaptable, diverse, and supported workforce.
 - Ensure 70% of County employees understand how their work contributes to the *Live Well San Diego* vision by increasing awareness of their contributions, employees cultivate stakeholder relationships and gain public trust as they work together towards one vision.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits
 - Conduct a minimum of 48 comprehensive financial reviews of HHSA contractors to ensure they comply with standards and financial controls. Each review tests financial material

and reviews contractor financial systems, activities, and processes. These activities help ensure contractors comply with contractual obligations and that the County is maintaining fiscal integrity.

- Conduct 15 Quality Assurance (QA) reviews of HHSA contract administration and fiscal records to ensure adherence to contracting policies and procedures per funding source requirements. These reviews identify best practices and areas of improvement to maintain program and fiscal integrity.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence
 - Train a minimum of 300 HHSA contract administration and fiscal staff based on contracting policies and procedures under funding source requirements. The training fosters new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Engage and ensure a highly productive workforce and the environment by performing an annual programmatic compliance risk review for each HHSA Service department to identify best practices, opportunities for alignment, strategic risks, and operational efficiencies. Utilize the risk reviews to develop an HHSA risk footprint and align resources to provide advisory guidance on implementing opportunity solutions.
 - Ensure 90% (54 of 60) of HHSA IT projects completed by the County’s information technology outsource contractor are delivered below budget. Projects include efforts to implement Electronic Records Management (ERMS), which is used to assist departments in converting paper case files into electronic case files.
 - Provide 155,000 *Live Well San Diego* unique visitors (LiveWellSD.org) access to timely and relevant information to expand the reach of *Live Well San Diego*. Efforts will include promoting access to the *Live Well San Diego* Open Performance portal and other community-level data to proactively engage partners and stakeholders in identifying and addressing community needs through available demographic, economic, behavioral, and health information.

Related Links

For additional information about the programs offered by HHSA, go to:

- ◆ www.sandiegocounty.gov/hhsa

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

- ◆ www.LiveWellSD.org












Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	First 5 parents with the knowledge and capacity to help their children enter school as active learners ¹	100% of 6,874	92% of 10,000	92% of 5,807	N/A	N/A
	First 5 children receiving a comprehensive developmental screening ¹	84% of 17,456	92% of 18,000	74% of 17,536	N/A	N/A
	Community Care Coordination participants permanently housed ²	55% of 31	50% of 50	N/A	N/A	N/A
	Refugee Employment Services participants in unsubsidized employment ²	26% of 186	66% of 1,000	N/A	N/A	N/A
	Veterans and dependents interviews for benefits counseling and referral services ⁴	24,300	24,000	34,000	N/A	N/A
	Veterans compensation and benefits claims processed ⁴	5,200	6,000	10,000	N/A	N/A
	Comprehensive financially focused review for HHSA contractors	46	40	48	N/A	N/A
	HHSA financial literacy events	8	8	8	N/A	N/A
	Quality Assurance reviews of contracting policies and procedures completed for HHSA departments	15	15	15	N/A	N/A
	Staff Trained on Contract Administration	294	250	250	N/A	N/A
	Unique visitors to the <i>Live Well San Diego</i> website	155,000	140,000	N/A	N/A	N/A
	Average rating for contractors satisfaction with contracting experience ²	3.6	3	3	N/A	N/A
	County staff understanding of how their work contributes to <i>Live Well San Diego</i> ³	N/A	70%	N/A	N/A	N/A
	First 5 children receiving a comprehensive developmental screening	N/A	N/A	N/A	82% of 17,000	82% of 17,000
	First 5 parents with the knowledge and capacity to help their children enter school as active learners	N/A	N/A	N/A	92% of 6,500	92% of 6,500
	Average rating for contractors' satisfaction with contracting experience	N/A	N/A	N/A	3	3
	HHSA financial literacy events	N/A	N/A	N/A	8	8
	County staff understanding of how their work contributes to <i>Live Well San Diego</i>	N/A	N/A	N/A	70%	70%
	Comprehensive financially focused review for HHSA contractors	N/A	N/A	N/A	48	48
	Quality Assurance reviews of contracting policies and procedures completed for HHSA departments	N/A	N/A	N/A	15	15
	Staff Trained on Contract Administration	N/A	N/A	N/A	300	300
	Unique visitors to the <i>Live Well San Diego</i> website	N/A	N/A	N/A	155,000	155,000

Table Notes

¹ This performance measure was not met due to operational impacts caused by the COVID-19 pandemic.



² In Fiscal Year 2021–22, these performance measures were transferred from Integrated Services, and Community Action Partnership, under Administrative Support to the newly developed Homeless Solutions and Equitable Communities department.

³ The County of San Diego Employee survey was not conducted due to revisions and administrative delays needed to ensure the inclusion of new priorities.

⁴ In Fiscal Year 2021–22, baseline data for veteran benefit interview and referrals and compensation and benefits claim processed was exceeded due to the expansion of services offered to include the college tuition fee waiver.

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

Staffing

Net increase of 50.00 staff years

- ◆ Increase of 42.00 staff years due to a transfer of the Office of Strategy and Innovation (OSI) from Homeless Solutions and Equitable Communities (HSEC) department to enhance the alignment of the integrated functions within Health and Human Services Agency (HHSA).
- ◆ Increase of 13.00 staff years across various administrative support departments to support operational needs in human resources, fiscal services, and other administrative support.
- ◆ Increase of 8.00 staff years due to a transfer from Public Health Services (PHS) primarily to centralize efforts to enhance IT infrastructure supporting public health programs.
- ◆ Increase of 4.00 staff years for in OSI to manage increased contracts, legislative proposals and grant opportunities.
- ◆ Increase of 2.00 staff years due to a transfer from Self-Sufficiency Services (SSS) for operational needs.
- ◆ Increase of 1.00 staff year due to a transfer from Child Welfare Services (CWS) for operational needs.
- ◆ Decrease of 20.00 staff years due to the transfer of Office of Military and Veterans Affairs (OMVA) to SSS to enhance the alignment of the integrated functions within HHSA.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

Expenditures

Net decrease of \$28.8 million

- ◆ Salaries & Benefits—net increase of \$9.7 million due to the increase of 50.00 staff years noted above and for planning purposes associated with anticipated salary and benefit increases.
- ◆ Services & Supplies—net decrease of \$33.9 million.
 - ◆ Decrease of \$39.2 million tied to prior year one-time COVID-19 response efforts.
 - ◆ Decrease of \$2.1 million due to the transfer of OMVA to SSS.
 - ◆ Decrease of \$0.5 million tied to one-time pilot funds for drowning prevention efforts that will be carried forward.

- ◆ Increase of \$2.9 million due to a transfer of OSI from HSEC to enhance the alignment of the integrated functions within HHSA.
- ◆ Net increase of \$2.0 million to align with anticipated spending for IT projects and various IT costs within HHSA.
- ◆ Net increase of \$1.9 million for Major Maintenance Improvement Projects (MMIP) across facilities.
- ◆ Increase of \$1.1 million for healthcare information exchange services.
- ◆ Expenditure Transfer & Reimbursements—net increase of \$5.4 million in centralized General Fund support. Since this is a transfer of expenditures, it has a net effect of a \$5.4 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Increase of \$6.2 million to fund Major Maintenance Capital Outlay Fund (MMCOF) and fund MMIP previously funded with use of fund balance.
- ◆ Decrease of \$0.8 million associated with prior year one-time costs to support salaries & benefits costs.
- ◆ Operating Transfers Out—net increase of \$0.8 million to Major Maintenance Capital Outlay Fund (MMCOF) for various facility projects.

Revenues

Net decrease of \$28.8 million

- ◆ Intergovernmental Revenues—net decrease of \$36.2 million
 - ◆ Decrease of \$39.2 million in federal COVID-19 response and stimulus funds associated with prior year one-time costs for COVID-19 as noted above.
 - ◆ Decrease of \$12.9 million in one-time federal funds used to glideslope services while realignment revenues recovered.
 - ◆ Decrease of \$0.5 million due to the transfer of OMVA to SSS.
 - ◆ Decrease of \$0.2 million in one-time Community Services Block Grant CARES funding for the gang prevention services.
 - ◆ Increase of \$12.1 million in Realignment revenue, including available 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 support increases in Salaries & Benefits and Services & Supplies.





- ◆ Increase of \$2.8 million due to the transfer of OSI from HSEC.
- ◆ Increase of \$1.0 million in federal CDC Health Disparities grant to support ongoing community outreach and education for testing, appointment scheduling and vaccination efforts for population that are high risk and underserved.
- ◆ Increase of \$0.7 million primarily in social services administrative revenue to align with Salaries & Benefits and Services & Supplies.
- ◆ Charges for Current Services—increase of \$0.6 million
 - ◆ Increase of \$0.5 million in First 5 revenue to align with First 5 administrative costs.
 - ◆ Increase of \$0.1 million due to the transfer of OSI from HSEC.
- ◆ Other Financing Sources – increase of \$0.2 million in Securitized Tobacco Settlement funds transferred to replace one-time funding in the prior year for Gang Prevention program services.
- ◆ Use of Fund Balance—Decrease of \$6.5 million. A total of \$13.4 million is budgeted to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- ◆ General Purpose Revenue Allocation— net increase of \$13.1 million
 - ◆ Increase of \$10.2 million to partially offset Salaries & Benefits and Services & Supplies increases noted above. The existing general purpose revenue was reallocated from CWS.
 - ◆ Increase of \$6.6 million due to the transfer of OSI from Homeless Solutions and Equitable Communities (HSEC) department.
 - ◆ Decrease of \$3.7 million due to the transfer of OMVA to SSS.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$7.4 million is the result of \$6.2 million in Expenditures Transfer & Reimbursements associated with one-time funds tied to the centralized General Fund supporting prior year one-time facility projects, \$3.2 million in Services & Supplies primarily associated with major maintenance projects and \$2.7 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases offset by \$4.7 million in Operating Transfers Out related to end of prior year one-time facility projects.

Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Agency Executive Office	26.00	21.00	26.00	23.8	26.00
Agency Contract Support	25.00	25.00	26.00	4.0	26.00
Financial Services Division	176.00	191.00	196.00	2.6	196.00
Human Resources	84.00	86.00	91.00	5.8	91.00
Management Support	26.00	26.00	34.00	30.8	34.00
Proposition 10	13.00	14.00	14.00	—	14.00
Regional Administration	39.00	—	—	—	—
Office of Military & Veterans Affairs	20.00	20.00	—	(100.0)	—
Office of Strategy and Innovation	27.00	—	46.00	—	46.00
Integrative Services	21.00	—	—	—	—
Total	457.00	383.00	433.00	13.1	433.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Agency Executive Office	\$148,155,039	\$66,622,494	\$28,358,813	(57.4)	\$28,584,013
Agency Contract Support	4,235,468	4,417,238	4,607,254	4.3	4,803,830
Financial Services Division	38,020,739	47,919,769	45,572,847	(4.9)	52,243,157
Human Resources	13,591,870	14,287,096	15,134,029	5.9	15,804,836
Management Support	43,501,360	46,842,040	51,223,054	9.4	50,860,861
Proposition 10	1,632,436	2,211,308	2,275,049	2.9	2,355,461
Regional Administration	9,582,996	—	—	—	—
Office of Military & Veterans Affairs	4,013,283	4,214,382	—	(100.0)	—
Office of Strategy and Innovation	6,417,756	—	10,566,797	—	10,536,651
Integrative Services	27,855,542	—	—	—	—
Tobacco Settlement Fund	15,312,638	15,312,638	15,312,638	—	15,312,638
Total	\$312,319,127	\$201,826,965	\$173,050,481	(14.3)	\$180,501,447





Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$60,534,345	\$49,085,717	\$58,752,266	19.7	\$61,488,534
Services & Supplies	223,562,046	134,601,337	100,680,577	(25.2)	103,900,275
Expenditure Transfer & Reimbursements	(6,500,000)	(841,727)	(6,200,000)	636.6	—
Operating Transfers Out	20,262,638	18,981,638	19,817,638	4.4	15,112,638
Management Reserves	14,460,098	—	—	—	—
Total	\$312,319,127	\$201,826,965	\$173,050,481	(14.3)	\$180,501,447

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$654,000	\$—	\$—	—	\$—
Fines, Forfeitures & Penalties	38,338	—	—	—	—
Revenue From Use of Money & Property	1,900,000	1,900,000	1,900,000	—	1,900,000
Intergovernmental Revenues	249,141,441	151,667,770	115,435,047	(23.9)	113,914,974
Charges For Current Services	29,777,065	22,019,552	22,617,954	2.7	22,105,552
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	—	—	250,000	—	250,000
Fund Balance Component Decreases	2,370,714	2,370,714	2,370,714	—	2,370,714
Use of Fund Balance	16,538,978	19,912,638	13,412,638	(32.6)	13,412,638
General Purpose Revenue Allocation	11,798,591	3,856,291	16,964,128	339.9	26,447,569
Total	\$312,319,127	\$201,826,965	\$173,050,481	(14.3)	\$180,501,447



Aging & Independence Services

Mission Statement

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

Department Description

Aging & Independence Services (AIS) provides assistance, information, referral, and support to over 66,000 older adults, persons with disabilities, and their family members through various 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).

AIS services 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 assist them.
- ◆ Senior Health and Social Services —improve the 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 66,000 residents with services and referrals related to assisted transportation, multi-purpose senior centers, caregiver supports, and health promotion and prevention programs.
- ◆ Community Engagement – remain engaged and connected to the community. AIS staff conducts in-person visits for many programs, hosts educational events - both virtual and in-person - to keep older adults connected, and coordinates 12 community committees that work on goals around health, fall prevention, caregiver support, housing, transportation, social participation, and dementia. In addition, AIS maintains a network of more than 7,000 stakeholders who share updates via a coordinated email communication system.
- ◆ 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 no other person is willing or able to act. In Fiscal Year 2021–22, the PA/PG/PC received over 1,900 referrals:



- ◆ PA—to protect the estates of individuals who die without a will or 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 663,000. The fastest-growing age group, those aged 85 years and older, is projected to grow from an estimated 73,000 in 2020 to nearly 90,000 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 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 includes Age Well San Diego community teams working toward an age-friendly region. The Roadmap’s priority areas include health and community support, housing, social participation, transportation, dementia-friendly, caregiver support, safety, preparedness and response, the silver economy, and the medical and social services system.

To deliver these critical and essential services, AIS has 613.00 staff years, numerous volunteers, and a budget of \$234.0 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individual needs
 - Completed 90% (13,410 of 14,900) 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 97% (30,749 of 31,700) 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 approximately 2,000,000 meals to older adults to help address food insecurity and social isolation.
 - Ensured 75% (75 of 100) of Feeling Fit Club participants surveyed reported that they had increased energy, felt better overall, or were 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
 - Conducted 97% (5,626 of 5,800) of face-to-face contacts within 10 days of receiving an APS referral to provide timely assistance and resources that helped adults meet their own needs.
 - Provided 64% (3,648 of 5,700) of older adult abuse and dependent adult abuse victims who need assistance with supportive services, such as housing and relocation services, referrals to in-home assistance, legal services, or

ongoing 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%. Projected baseline data was exceeded due to the growing older adult population leading to an increase in APS caseload. In addition, starting 1/1/22, the age requirement for APS was lowered to 60, providing longer-term case management.

- Completed 98% (441 of 450) of initial assessments for grave disability within ten business days of referral assignment to protect customers’ fundamental freedom and rights.
- Filed 100% (50 of 50) of PA/PG 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.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Visited 100% (85 of 85) 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.
 - Visited 90% (532 of 591) of Residential Care Facilities for the Elderly (RCFEs), 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
 - Answered 84% (58,800 of 70,000) of calls to the AIS Call Center, which performs centralized intake for various programs, in under five minutes. Projected baseline data was exceeded due to 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
 - Achieved goals across all Aging Roadmap focus areas. Recognizing the diversity of San Diego County’s population, including the strong cultural traditions and the need to address systemic inequities faced by communities of diverse backgrounds, principles of equity are included across all ten Aging Roadmap priority 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.

- Health and community support: Collaborated with community partners to provide technology (ipads) and training to 60 older adults in Chula Vista as part of the pilot project to provide technology training to seniors in need and engage students to assist with the technology training.
- Dementia-friendly: Continued efforts on the Alzheimer’s Project Implementation Plan and regional strategy to improve services for those with Alzheimer’s disease and their caregivers through the support of the Healthy Brain Initiative (HBI) Grant from the California Department of Public Health (CDPH). HBI integrates Alzheimer’s Disease and related dementias (ADRD) into local public health planning, develops tools for clinicians to educate patients about brain health and cognitive impairment, increases awareness of the risk of abuse for individuals with dementia, educates caregivers on dementia resources, and working with the health system to implement sustainable policies and procedures for best practices in clinical care. Efforts include: increased awareness of ADRD among caregivers, older adults, and other residents through Dementia Friends Sessions and other dementia-related presentations (e.g., Alzheimer’s disease and related dementias presentation and AIS Dementia Initiatives presentations). Ensured the clinical workforce has the knowledge and tools to support those living with dementia. Increased awareness of ADRD resources by hosting Dementia Resources presentations in the community and sharing dementia resources, such as the Dementia Friendly Activities Toolkit and the Dementia Communication Tip Card. Educated public health professionals on ADRD and discussed ways to integrate healthy brain messaging into existing and future public health efforts and campaigns.
- Transportation: 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 increased their confidence to use the system independently. A grant-funded online resource library was launched in November 2020. The transit resources were translated into Arabic, including a public transit “How-to” video, various flyers (on topics, such as trip planning and Compass Cards), and a transit map highlighting El Cajon amenities and services. Distribution and education efforts continued throughout 2021.
- Preparedness and response: 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. Efforts are ongoing to promote and distribute the Emergency Preparedness Plan.

- Distributed the annual Customer Experience Survey throughout October 2021. The AIS commitment to using a positive service-delivery approach to all customers resulted in a 4.5/5 overall customer satisfaction score.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Complete 90% (13,860 of 15,400) 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% (33,077 of 34,100) of annual reassessments for home-based caregiver services through IHSS were 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%.
 - Provide 1,000,000 meals to older adults who are homebound or in congregate care to help address food insecurity and social isolation.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation
 - 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 will be given to at least 100 Feeling Fit Club participants.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.



AGING & INDEPENDENCE SERVICES

- Short-term: Promote opportunities to save electricity and be more energy efficient within Aging & Independence Services facilities, including reviewing office equipment to reduce underutilized printers and computers, ensuring a focus on ordering eco-conscious office supplies, and increasing the use of energy-efficient options as opportunities for updates occur (i.e., laptops vs. computer towers).
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Mid-term: Continue to support remote and hybrid work environments to reduce vehicle emissions and department footprint. Department efforts will include the use of smart conference rooms and laptops with remote connectivity as well as increasing the use of drop-in workstations and desk and office sharing.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
 - Short-term: Continue the development of a garden for kinship families to provide a sustainable opportunity for families to enjoy and interact with their natural environment and have access to fresh fruits and vegetables.
 - Long-term: Support environmental community change to enhance healthy living for older adults and reduce their vehicle miles traveled by supporting walking groups, active transportation initiatives, safer intersections, and sidewalks conducive to wheelchairs and walkers.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Short-term: Develop an easy-to-use Disaster Preparation resource guide made available online to help the community, including older adults, people with disabilities, and anyone with access or functional needs, better prepare for emergencies or disasters.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster
 - Provide 64% (3,648 of 5,700) of older adult abuse and dependent adult abuse victims with supportive services such as housing and relocation services, referrals to in-home assistance, legal services, or ongoing case management.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments

- Visit 100% (86 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.
- 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.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best
 - 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.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
 - Conduct 97% (5,626 of 5,800) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.
 - 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/PG 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.

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/Services.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		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Initial IHSS assessments certified timely (Within 45 Days)	96% of 16,210	90% of 15,500	90% of 14,900	N/A	N/A
	Annual IHSS assessments recertified timely	99% of 30,129	97% of 31,000	97% of 31,700	N/A	N/A
	Meals to older adults who are home-bound or in congregate care ¹	2,989,700	1,000,000	2,000,000	N/A	N/A
	Feeling Fit participants reporting better overall health ²	96% of 100	75% of 100	75% of 100	N/A	N/A
	Face-to-face APS investigations conducted within ten days of referral ^{6,10}	98% of 4,257	97% of 6,500	97% of 5,800	N/A	N/A
	Vulnerable Adults with Supportive Services ³	71% of 5,726	64% of 4,800	64% of 5,700	N/A	N/A
	PC assessment notes completed within 10 days ⁴	98% of 566	N/A	N/A	N/A	N/A
	PC initial assessments completed within 10 days. ⁴	N/A	98% of 450	98% of 450	N/A	N/A
	Timely PA/PG Accountings Filed with Probate Court ^{6,9}	73% of 41	N/A	N/A	N/A	N/A
	Timely PA/PG Accountings Filed with Probate Court within 90 days ⁹	N/A	100% of 50	100% of 50	N/A	N/A
	Skilled Nursing Facilities visited quarterly ^{6,7}	62% of 85	100% of 86	100% of 86	N/A	N/A
	Residential Care Facilities visited quarterly ^{6,8}	32% of 590	90% of 591	90% of 591	N/A	N/A
	AIS Call Center calls answered under 5 minutes ⁵	84% of 69,974	80% of 55,000	84% of 70,000	N/A	N/A
	Initial IHSS assessments certified timely (Within 45 Days)	N/A	N/A	N/A	90% of 15,400	90% of 15,400
	Annual IHSS assessments recertified timely	N/A	N/A	N/A	97% of 34,100	97% of 34,100
	Meals to older adults	N/A	N/A	N/A	1,000,000	1,000,000
	Feeling Fit participants reporting better overall health	N/A	N/A	N/A	75% of 100	75% of 100
	Vulnerable Adults with Supportive Services	N/A	N/A	N/A	64% of 5,700	64% of 5,700
	Skilled Nursing Facilities visited quarterly	N/A	N/A	N/A	100% of 86	100% of 86
	Residential Care Facilities visited quarterly	N/A	N/A	N/A	90% of 591	90% of 591





Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	AIS Call Center calls answered under 5 minutes	N/A	N/A	N/A	80% of 55,000	80% of 55,000
	Face-to-face APS investigations conducted within 10 days of referral	N/A	N/A	N/A	97% of 5,800	97% of 5,800
	PC initial assessments completed within 10 days.	N/A	N/A	N/A	98% of 450	98% of 450
	Timely PA/PG Accountings Filed with Probate Court within 90 days	N/A	N/A	N/A	100% of 50	100% of 50

Table Notes

- ¹ In Fiscal Year 2020–21, 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. In Fiscal Year 2021–22, the performance measure "meals to older adults who are homebound or in congregate care" has been revised to "meals to older adults" in order to include meals served to older adults through a variety of ways including home delivered, congregate dining, and to-go.
- ² In Fiscal Year 2020–21, participants were more welcoming of exercise during the pandemic leading to a higher percentage of Feeling Fit Club participants reporting better overall health.
- ³ In Fiscal Year 2021–22, APS caseload increased 10.5%, resulting in an increase of services provided to vulnerable adults. This performance measure was exceeded due to the growing older adult population, leading to increased APS caseloads. In addition, starting 1/1/22, the age requirement for APS was lowered to 60, providing longer-term case management.
- ⁴ In Fiscal Year 2021–22, the performance measure on "PC assessment notes completed within ten days" was replaced with "PC initial assessments completed within ten days" to illustrate a more accurate tracking timeline. In Fiscal Year 2020–21, the increase in the number of investigations was unanticipated.
- ⁵ This is a new performance measure in Fiscal Year 2020–21 to demonstrate efficiency in providing services and referrals to assisted transportation, multi-purpose senior centers, caregiver supports, and health promotion and prevention programs. In addition, the baseline increased due to APS and IHSS calls continuing to grow every year.
- ⁶ This measure and/or projected baseline was not met due to operational impacts caused by the COVID-19 pandemic.
- ⁷ In Fiscal Year 2020–21, 48% (42 of 87) of Skilled Nursing Facilities were visited in the first 3 quarters of the year due to COVID-19 restrictions. In the 4th quarter, 100% (85 of 85) of facilities were visited. Data is averaged over four quarters.
- ⁸ In Fiscal Year 2020–21, 10% (61 of 592) of Residential Care Facilities were visited in the first 3 quarters of the year due to COVID-19 restrictions. In the 4th quarter, 97% (575 of 590) of facilities were visited. Data is averaged.
- ⁹ 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," aligning with local court filing guidelines. In Fiscal Year 2020–21, the number of timely accountings filed decreased due to COVID-19 related delays and the temporary Probate court closure.
- ¹⁰ In Fiscal Year 2021–22, face-to-face contacts were limited due to the COVID-19 pandemic and resulting State guidance which restricted medical facility and skilled nursing facility visits.

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

Staffing

Increase of 121.00 staff years

- ◆ Increase of 60.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads and ensure timely and thorough assessments to support the pro-

vision of services to aged, blind, and disabled members of the community enabling them to maximize their independence in the home of their choice.

- ◆ Increase of 34.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals and to respond to the State’s program expansion lowering the age requirement for APS to 60, providing longer-term case management and increasing services to certain homeless popula-





tion clients, and ensuring timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults.

- ◆ Increase of 13.00 staff years in Public Administrator/Public Guardian/Public Conservator (PA/PG/PC), to address continued growth in caseloads due to referrals, complexity of cases, community collaborations, and law changes to ensure dependent and older adults, children and the deceased will continue to receive timely, person-centered services to meet their needs in a dignified, respectful manner.
- ◆ Increase of 6.00 staff years supporting the APS Home Safe program which serves APS clients, seniors, and disabled adults experiencing or at risk of homelessness.
- ◆ Increase of 4.00 staff years in the Multipurpose Senior Services Program (MSSP) to meet contractual obligations in providing case management services to communities that suffer from inequalities and inequities.
- ◆ Increase of 2.00 staff years to support the Aging Roadmap, which is the County of San Diego's regional comprehensive plan to ensure that the region has programs and communities that equitably support the needs and celebrate the contributions of all older adults in the San Diego region.
- ◆ Increase of 1.00 staff year to support the Long-Term Care Ombudsman Program by assisting with mandated training coordination and monitoring and implementation of federal, state, and local laws, regulations, and policies concerning community long-term care facilities.
- ◆ Increase of 1.0 staff year to support operational needs and data reporting requirements for California Department of Aging (CDA) funded programs.
- ◆ Additionally, staff were transferred among related programs within AIS to manage operational needs.

Expenditures

Net decrease of \$14.2 million

- ◆ Salaries & Benefits—increase of \$10.5 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net decrease of \$30.2 million.
 - ◆ Decrease of \$45.0 million due to the completion of the Great Plates Delivered program associated with COVID-19 response efforts.
 - ◆ Decrease of \$0.4 million for prior year one-time investments associated with IHSS outreach efforts.
 - ◆ Increase of \$6.1 million to support efforts to promote food security and senior nutrition, support services and other aging programs to seniors, including new opportunities to address needs that have been identified during the COVID-19 pandemic funded with OAA American Rescue Plan Act (ARPA).

- ◆ Increase of \$3.5 million in the APS Home Safe program to provide housing navigation and stabilization services for those that are homeless or at risk of becoming homeless.
- ◆ Increase of \$3.1 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 \$1.5 million to ensure adequate food security and nutrition for older at-risk adults in communities disproportionately impacted by COVID-19, funded through the County's ARPA Framework.
- ◆ Increase of \$1.0 million in operating costs associated with additional staff years as noted above.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.0 million associated with the removal of centralized General Fund for prior year one-time negotiated labor agreements and IHSS outreach efforts. Since this is a reimbursement, it has a net effect of a \$1.0 million increase in appropriations.
- ◆ Operating Transfer Out—increase of \$4.5 million for health benefit contributions for eligible IHSS home care workers tied to continued caseload growth and to support increased priorities including initiatives of robust and increased recruitment of IHSS caregivers.

Revenues

Net decrease of \$14.2 million

- ◆ Intergovernmental Revenues—decrease of \$19.1 million
 - ◆ Decrease of \$45.0 million in Federal Emergency Management Agency (FEMA) homeland security funding tied to the completion of the Great Plates Delivered Program noted above.
 - ◆ Increase of \$5.6 million in federal and State revenue primarily supporting additional activities under the APS program.
 - ◆ Increase of \$5.0 million in IHSS federal and State revenue tied to the increases in health benefit contributions due to caseload growth and to support the increase in staff years and Services & Supplies noted above.
 - ◆ Increase of \$4.8 million in one-time federal OAA ARPA allocation for supportive services in the pandemic environment.
 - ◆ Increase of \$4.7 million in State revenue for the APS Home Safe program tied to increase in new staffing and Services & Supplies noted above.
 - ◆ Increase of \$1.8 million in State Realignment revenue mainly to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
 - ◆ Increase of \$1.5 million to reflect funding under the County's ARPA Framework to support nutritional health of older adults disproportionately impacted by the pandemic.



AGING & INDEPENDENCE SERVICES

- ◆ Increase of \$1.3 million in OAA funding to continue to promote food security and senior nutrition, support services and other aging services to senior.
- ◆ Increase of \$1.2 million in federal and State MSSP revenue to align with an increased funding allocation and the addition of new staff years as noted above.
- ◆ Charges for Current Services—decrease of \$0.1 million tied to completion of prior year one-time projects.
- ◆ Other Financing Sources—increase of \$0.3 million to support funding for Feeling Fit & Chronic Disease prevention classes and the Senior Homeless Transitional Housing program.
- ◆ General Purpose Revenue Allocation—increase of \$4.7 million
 - ◆ Increase of \$2.5 million for additional IHSS staffing to address continued growth in caseloads and ensure timely and thorough assessments to maximize their independence in the home of their choice.
 - ◆ Increase of \$1.5 million to support additional PA/PG/PC staff to address continued growth and address the complexity of caseloads.
 - ◆ Increase of \$0.7 million tied to support the Public Authority IHSS program in addressing increased caseloads including additional recruitment and retention of IHSS providers.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$10.2 million is the result of a \$3.7 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases, \$3.2 million in Services & Supplies increase primarily tied to the 4% annual increase in the IHSS MOE, and \$3.3 million in Operating Transfers Out to reflect an increase in health benefit contributions for eligible IHSS home care workers tied to growth in paid service hours.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
In-Home Supportive Services	210.00	229.00	289.00	26.2	289.00
Senior Health and Social Services	41.00	41.00	45.00	9.8	45.00
Protective Services	112.00	136.00	179.00	31.6	179.00
Administrative and Other Services	29.00	29.00	30.00	3.4	30.00
Public Administrator/ Guardian/Conservator	57.00	57.00	70.00	22.8	70.00
Total	449.00	492.00	613.00	24.6	613.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
In-Home Supportive Services	\$136,592,930	\$144,600,074	\$156,055,988	7.9	\$164,160,409
Senior Health and Social Services	19,768,895	64,853,405	26,016,037	(59.9)	26,300,792
Protective Services	19,488,186	22,169,256	31,881,060	43.8	33,048,228
Administrative and Other Services	7,224,371	7,296,037	9,019,790	23.6	9,285,380
Public Administrator/ Guardian/Conservator	9,244,596	9,259,500	10,988,103	18.7	11,357,324
Total	\$192,318,978	\$248,178,272	\$233,960,978	(5.7)	\$244,152,133

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$55,591,021	\$61,475,010	\$72,001,836	17.1	\$75,683,168
Services & Supplies	103,423,592	151,568,520	121,405,483	(19.9)	124,597,438
Other Charges	250,000	253,236	253,236	—	253,236
Expenditure Transfer & Reimbursements	—	(955,412)	—	(100.0)	—
Operating Transfers Out	33,054,365	35,836,918	40,300,423	12.5	43,618,291
Total	\$192,318,978	\$248,178,272	\$233,960,978	(5.7)	\$244,152,133



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$57,772	\$57,772	\$57,772	—	\$57,772
Fines, Forfeitures & Penalties	172,489	172,489	172,489	—	172,489
Revenue From Use of Money & Property	85,000	85,000	85,000	—	85,000
Intergovernmental Revenues	177,544,400	228,610,857	209,507,923	(8.4)	219,699,078
Charges For Current Services	730,000	830,000	730,000	(12.0)	730,000
Miscellaneous Revenues	1,783,939	2,023,150	2,023,150	—	2,023,150
Other Financing Sources	100,000	100,000	420,000	320.0	420,000
Fund Balance Component Decreases	387,985	—	—	—	—
Use of Fund Balance	638,121	—	—	—	—
General Purpose Revenue Allocation	10,819,272	16,299,004	20,964,644	28.6	20,964,644
Total	\$192,318,978	\$248,178,272	\$233,960,978	(5.7)	\$244,152,133



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) advances the HHS mission by providing essential mental health and substance use disorder services to individuals of all ages, including those who are experiencing justice involvement and/or homelessness, serving an average of 108,000 San Diego County residents annually, based on data from the last three years. BHS serves in four critical roles:

- ◆ BHS is a contractor that works with community partners to provide services via coordinated systems of care through more than 300 contracts and 800 individual fee-for-services providers.
- ◆ BHS provides direct services through County-operated programs, including adult outpatient services, case management services, and adult and children’s forensics services, along with the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF), which provide 24/7 direct patient care to many of the community’s most vulnerable individuals.
- ◆ BHS is a health plan that serves as the Specialty Mental Health Plan for individuals enrolled in Medi-Cal who have serious mental health conditions.
- ◆ BHS is a public health entity that advances the region’s behavioral health at a population level.

Within this framework, there are notable bodies of work that are critical to achieving the BHS vision of transforming the behavioral health system from a system driven by a crisis to one rooted in chronic and continuous care and prevention through the regional distribution and coordination of services, and integration with primary healthcare, to keep people connected, stable, and healthy.

The following three inter-related strategic pillars support the BHS vision:

- ◆ Continued integration of a population health approach into the behavioral health system to ensure equitable access to services for all residents.
- ◆ Continued refinement of key metrics across behavioral health services, in alignment with nationally recognized best practices, to ensure data-driven clinical design, optimal oversight, and meaningful client outcomes.



- ◆ Advancing strategies and tactics to achieve the Triple Aim: 1) improve the health of populations, 2) enhance the experience and outcomes of individuals, and 3) reduce per capita costs of care.

BHS prioritizes the delivery of high-impact, community-based programs and initiatives designed to prevent and divert individuals from more intensive levels of care and connect them to long-term housing supports and ongoing care coordination. Services include, but are not limited to, those listed below with numbers reflecting the end of the Fiscal Year 2020–21:

- ◆ **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 inpatient psychiatric care and connection to less restrictive levels of behavioral health care through 60 inpatient beds at the San Diego County Psychiatric Hospital and 542 licensed inpatient beds.
- ◆ **Adult Recovery Centers (RCs)** —offer outpatient SUD treatment, recovery services, and service connections to support recovery for more than 5,500 individuals.
- ◆ **Adult Residential Facilities (ARF)** —offer 206 dedicated beds that provide care, supervision, and additional rehabilitative services and supports in a home-like setting to individuals with behavioral health conditions who are concurrently receiving community-based specialty mental health services and/or fee-for-service (FFS) psychiatry services. ARFs offer a pathway to care in the least restrictive environment within the community, supporting care for individuals in the most appropriate setting and diverting them from unnecessary use of higher-level resources.
- ◆ **Adult Residential Treatment Facilities** —licensed residential treatment programs provide community-based specialty mental health services as an alternative to acute psychiatric

hospitalization and institutional care through 81 short-term crisis residential treatment beds and 22 transitional residential treatment beds.

- ◆ **Collaborative Courts** —provide nearly 600 individuals court-directed substance use disorder and mental health treatment services in lieu of prison time.
- ◆ **Crisis Residential Services** —provide mental health services to nearly 2,600 adults experiencing a crisis and requiring treatment.
- ◆ **Crisis Stabilization Units (CSUs)** —provide short-term (less than 24 hours) services for more than 9,000 youth and adults experiencing a behavioral health crisis. 2021 saw an incredible expansion of this critical service through the following:
 - ◆ The North Inland Hospital-Based CSU at the Palomar Hospital campus in Escondido was expanded from 8 to 16 recliners. All 16 recliners were available beginning January 2021.
 - ◆ The South Region Hospital-Based CSU located at Paradise Valley Hospital became operational with 12 recliners in April 2021.
 - ◆ The North Coastal Community-Based CSU in Vista became operational with 12 recliners in October 2021.
 - ◆ The North Coastal Live Well Center Community-Based CSU in Oceanside will open in Spring 2022 with 12 recliners available.
 - ◆ This new capacity added to the existing crisis stabilization services at the San Diego County Psychiatric Hospital (18 beds) and the Community-Based Emergency Screening Unit serving children and youth (12 recliners).
- ◆ **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 54 middle and high school campuses to develop peer-oriented partnerships that support positive and healthy choices, encourage community involvement, and provide opportunities for youth leadership development.
- ◆ **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 mental illness who are resistant to treatment per Laura’s Law. IHOT/AOT receives more than 1,200 referrals, with more than 700 individuals accepted into the programs.
- ◆ **Long-Term Residential Care** —provides 358 beds in Institutions for Mental Disease (IMD) settings, including Mental Health Rehabilitations Centers and Skilled Nursing Facilities (SNFs)/Special Treatment Programs, an additional 49 SNF beds that have County SNF patches for psychiatric acuity.
- ◆ **Mobile Crisis Response Teams (MCRTs)** —provide 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 clinician-only crisis intervention, triage for the level of care needed, link to appropriate behavioral health services, and, if clinically indicated, transport to a crisis stabilization unit or crisis stabilization unit walk-in assessment center as appropriate. MCRT is operational countywide and serves all ages.
- ◆ **Pathways to Well Being** —supports the provision of Intensive Care Coordination (ICC), Intensive Home-Based Services (IHBS), and the Child and Family Team (CFT) for over 1,800 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 840 individuals, including specialized programming for pregnant and parenting mothers and services for their young children.
- ◆ **Prevention and Early Intervention (PEI) Programs** —support mental health awareness and reduce stigma and discrimination towards individuals with mental health conditions, suicide prevention, and encourage access to services at the earliest point of need.
- ◆ **Psychiatric Emergency Response Teams (PERT)** —pair a clinician with a law enforcement officer to respond to 911 calls for individuals experiencing a mental health crisis to provide more compassionate and effective handling of nearly 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, to link these individuals to ongoing services and decrease the frequency of 911 calls and emergency department transports; in Fiscal Year 2020–21, PERT EMS provided 35 crisis intervention contacts and 165 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 alcohol and other drug-related problems affecting the quality of life in neighborhoods and communities.





- ◆ **San Diego County Psychiatric Hospital (SDCPH)** — provides 24/7 care and helps patients deal with a mental health crisis, become stabilized, and move to a less restrictive level of care. SDCPH served over 2,000 individuals through psychiatric evaluation and crisis intervention-oriented acute treatment for adult residents of San Diego County.
- ◆ **School-Based Mental Health Services** —offer outpatient mental health treatment in more than 380 designated schools throughout the county, known as SchoolLink. Additionally, the new Screening to Care initiative has been created in partnership with school districts to address the mental health treatment needs for middle school students across the county.
- ◆ **Teen Recovery Centers (TRCs)** —offer outpatient substance use disorder treatment services to over 400 youth ages 12-17 through regionally-based clinic locations and approximately 16 school-based facilities. During the pandemic, school closures significantly impacted referrals to treatment as well as in-person services, resulting in a shift to telephone and telehealth services; 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 achieve the BHS Vision through:

- ◆ **Behavioral Health Continuum of Care (COC) efforts** — enhance, expand, and innovate the array of behavioral health programs throughout the region and collaborate with justice partners, hospitals, community health centers, and other community-based providers. Behavioral Health COC efforts include the establishment of behavioral health hubs, networks, and 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. Among Behavioral Health COC projects is pursuing the Central Region Behavioral Health Hub (Central Region Hub), which would serve as the flagship facility for a regionally distributed hub system. This facility will include access to inpatient acute psychiatric care, outpatient step-down services, and co-located crisis stabilization. One of the underlying principles of a behavioral health care hub reflects the integration of physical and behavioral healthcare. New care coordination services are also being established to support clients most in need of continuous services and minimize clinical hand-offs by offering a single point of contact for the client. As this work evolves, the care coordination service can expand to serve the region more broadly. An additional behavioral health hub for children is also being planned in partnership with Rady Children’s Hospital. To further support children and youth’s social and emotional

needs, the County is collaborating with school districts to develop a universal behavioral health screening and connection to care protocol to assess and coordinate care for students across the County.

New care coordination services are also being established to support clients most in need of continuous services and minimize clinical hand-offs by offering a single point of contact for the client. As this work evolves, the care coordination service can expand to serve the region more broadly.

An additional behavioral health hub for children is also being planned in partnership with Rady Children’s Hospital, with an estimated completion date of Fiscal Year 2025-26. To further support children and youth’s social and emotional needs, the County is collaborating with school districts to develop a universal behavioral health screening and connection to care protocol to assess and coordinate care for students across the County.

- ◆ A Comprehensive County **Substance Use Harm Reduction Strategy** —was presented to the Board of Supervisors in June 2021, building on existing work led by BHS, Public Health Services, and Medical Care Services Division. Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use. It includes a spectrum of strategies that meet people who use drugs “where they are” and address the conditions of use and the use itself. The Strategy is divided into four strategic domains: 1) Cross-sectoral convening, 2) Healthcare integration and access, 3) Housing, and 4) Workforce.

There is work being done across all four domains, including the implementation of a naloxone standing order which allows this life-saving medication to be readily available to the public in the event of an overdose, and the implementation of Community Harm Reduction Teams (C-HRT) in collaboration with the City of San Diego. C-HRT is part of a comprehensive harm reduction approach for individuals experiencing chronic homelessness and substance use. The harm reduction body of work will establish countywide services that are not contingent on treatment status and enable the County to respond more flexibly to shifting community needs.

Additionally, BHS collaborates with the Department of Probation, the Sheriff’s Department, and HHS’s Medical Care Services Division to support robust behavioral health care for individuals with justice involvement in the County, including custodial populations. This work includes:

- ◆ **Medication-Assisted Treatment (MAT)** services will be offered in County jails, along with care coordination services that will support the individual long-term.
- ◆ Leading the transition to the **Youth in Custody Practice Model** for young people in juvenile detention.



- ◆ Enhancing the capability of sobering services to serve higher acuity clients, including those with methamphetamine and poly-substance use, and providing successful care transitions.

In order to deliver these critical services, BHS has 1,207.50 staff years, including medical professionals, and a budget of \$889.4 million that includes payments made to care providers.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Ensured 90% (1,620 of 1,800) of individuals 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 experiencing a psychiatric emergency.
 - Ensured 75% (1,950 of 2,600) of FSP/ACT program participants did not utilize emergency services while enrolled in the program. FSP/ACT services are the highest levels of outpatient care serving homeless individuals (or at risk of homelessness) with a “whatever it takes, 24/7” approach to treatment, including housing and employment services.
 - Ensured 80% (2,160 of 2,700) of individuals who completed crisis residential treatment were not readmitted to a crisis residential program or hospital within 30 days of discharge, supporting 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

- Diverted 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 includes linkages to appropriate services. The PERT model pairs a clinician with law enforcement to respond appropriately to an individual experiencing a mental health crisis.
- Diverted 80% (3,200 of 4,000) of individuals engaged by a Mobile Crisis Response Team (MCRT) from a higher level of care. MCRTs provide non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce clinically appropriate law enforcement interventions.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Discharged 50% (1,100 of 2,200) of justice-referred clients from a substance use treatment program with a referral were 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 to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. This training empowers community members to help connect others to needed services and lessen the likelihood of adverse 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 60 seconds to provide timely access for individuals seeking behavioral health services.
 - Issued the Customer Experience survey to all BHS customers and achieved a minimum average satisfaction rating of four (one to five scale).
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Edgemoor Distinct Part Skilled Nursing Facility 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 ensures Edgemoor will remain in the top ten percent of skilled nursing facilities in California.



- 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.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Ensure 90% (1,620 of 1,800) of individuals admitted to the San Diego Psychiatric Hospital (SDCPH) are not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care.
 - 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 levels of outpatient care serving homeless individuals (or at risk of homelessness) with a “whatever it takes, 24/7” approach to treatment, including 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, supporting an individual’s successful integration into the community.
 - Track and analyze connection to ongoing care for individuals discharged from a crisis stabilization unit with a referral to follow-up specialty mental health outpatient services to establish a baseline to align with national standards of follow-up care. Connection denotes completing at least one service encounter consistent with national Healthcare Effectiveness Data and Information Set (HEDIS) standards.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-Term: Support and share information to operationalize facility sustainability policies and procedures within County-owned and leased facilities, as directed by the Board of Supervisors, County leadership, and the Department of General Services.
 - Short-Term: Coordinate with contracted providers to implement sustainability policies and procedures, as directed by the Board of Supervisors, County leadership, and the Department of Purchasing and Contracting.
 - Short Term: Support remote working for employees within the department, when possible, to reduce the departmental footprint and vehicle emissions by reviewing and evaluating job roles and office space to determine opportunities for remote working while balancing client and community needs for in-person service delivery.
 - Mid-Term: Improve sustainability by encouraging contractors to evaluate the use of electric vehicles across contracted programs when procuring/leasing new vehicles.
 - Long-Term: Partner with the Department of General Services to explore sustainable design and construction of new BHS capital projects. Upcoming renovations and constructions include the Third Ave Behavioral Health Hub, East Crisis Stabilization Unit, Tri-City Psychiatric Health Facility, and the Edgemoor Acute Psychiatric Unit.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Divert 80% (3,200 of 4,000) of individuals who received a service from a Mobile Crisis Response Team (MCRT) from a higher level of care. MCRTs provide non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce law enforcement interventions when clinically appropriate.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change
 - Provide training to 35,000 community members county-wide to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empower community members to help connect others to needed services and lessen the likelihood of adverse outcomes.



BEHAVIORAL HEALTH SERVICES

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster
 - Divert 50% (6,000 of 12,000) of individuals of all ages from psychiatric hospitalization through crisis intervention services provided by Psychiatric Emergency Response Teams (PERT) by connecting individuals to appropriate behavioral health services. The PERT model pairs a clinician with law enforcement to ensure an appropriate response to an individual experiencing a behavioral health crisis.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best
 - 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.
 - 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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits
 - Issue the Customer Experience survey to all BHS customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence
 - 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.



Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system
 - Ensure 50% (1,100 of 2,200) of justice-referred clients 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.
 - Support the Sheriff's Department in enhancing detention facility healthcare through the implementation of evidence-based, medication assisted treatment for opioid use disorders and effective care coordination for patients entering detention facilities and returning to the community.


Related Links

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

◆ www.Up2SD.org

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

◆ www.sandiegocounty.gov/hhsa

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	SDCPH patients not readmitted within 30 days ¹	92% of 2,049	90% of 1,800	90% of 1,800	N/A	N/A
	CSU Patients Diverted From Psychiatric Hospitalization ^{5,7}	68% of 8,865	70% of 6,700	70% of 6,700	N/A	N/A
	FSP/ACT participants who decreased use of emergency services ²	85% of 2,804	75% of 2,600	75% of 2,600	N/A	N/A
	Individuals not readmitted to a crisis residential program and/or hospital within 30 days	84% of 2,581	80% of 2,700	80% of 2,700	N/A	N/A
	Adolescents receiving timely access to SUD treatment ³	98% of 437	N/A	N/A	N/A	N/A












Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	PERT Interventions not resulting in hospitalization or incarceration	46% of 11,990	50% of 12,000	50% of 12,000	N/A	N/A
	Mobile Crisis Response Team Diversions from a higher level of care ⁶	N/A	80% of 4,000	80% of 4,000	N/A	N/A
	Justice referred clients transferred to another level of care within 30 days of SUD discharge ²	44% of 2,231	50% of 2,200	50% of 2,200	N/A	N/A
	Community members receiving suicide prevention training ⁴	14,751	35,000	35,000	N/A	N/A
	Access and Crisis Line answered within an average of 60 seconds	99% of 73,733	95% of 63,000	95% of 63,000	N/A	N/A
	Edgemoor CMS Rating System	5	5	5	N/A	N/A
	Individuals with an outpatient SUD appointment within 10 days per TNAA metric ³	83% of 6,972	85% of 8,300	85% of 8,300	N/A	N/A
	SDCPH patients not readmitted within 30 days	N/A	N/A	N/A	90% of 1,800	90% of 1,800
	FSP/ACT participants who decreased use of emergency services	N/A	N/A	N/A	75% of 2,600	75% of 2,600
	Individuals not readmitted to a crisis residential program and/or hospital within 30 days	N/A	N/A	N/A	80% of 2,700	80% of 2,700
	Mobile Crisis Response Team Diversions from a higher level of care	N/A	N/A	N/A	80% of 4,000	80% of 4,000
	Community members receiving suicide prevention training	N/A	N/A	N/A	35,000	35,000
	PERT Interventions not resulting in hospitalization or incarceration	N/A	N/A	N/A	50% of 12,000	50% of 12,000
	Access and Crisis Line answered within an average of 60 seconds	N/A	N/A	N/A	95% of 63,000	95% of 63,000
	Edgemoor CMS Rating System	N/A	N/A	N/A	5	5
	Individuals with an outpatient SUD appointment within 10 days per TNAA metric	N/A	N/A	N/A	85% of 8,300	85% of 8,300
	Justice referred clients transferred to another level of care within 30 days of SUD discharge	N/A	N/A	N/A	50% of 2,200	50% of 2,200

Table Notes

- ¹ BHS provides mental health and substance use disorder services to San Diego County residents based on need and can only estimate the number expected to be served due to the inability to project the exact demand for behavioral health services each year.
- ² Performance measure revised to demonstrate improved outcomes with a broader population. In Fiscal Year 2022–23, this performance measure was discontinued to collect baseline data showing improved outcomes when shifting from crisis to continuous care.
- ³ In Fiscal Year 2021–22, 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 (TNAA) metric.
- ⁴ Many trainings are conducted at schools during assemblies and with parents and staff during face-to-face meetings. Large group gatherings were suspended in Fiscal Year 2020–21 due to the COVID-19 pandemic, which significantly impacted this target.



⁵ In Fiscal Year 2020–21, the baseline target was exceeded due to the expansion of CSU in the North and South regions.

⁶ This is a new performance measure in Fiscal Year 2021–22 to demonstrate efforts in diverting individuals from a higher level of care when possible.

⁷ In Fiscal Year 2022–23, the performance measure related to CSU patients diverted from psychiatric hospitalization is discontinued due to collecting baseline data demonstrating improved outcomes when shifting from crisis to continuous care.

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

Staffing

Net increase of 94.0 staff years

- ◆ Increase of 46.00 staff years to provide enhanced oversight and direction to support growing mental and substance use disorders (SUD) services across the County. The increased staffing will enhance current BHS efforts to support individuals with justice involvement, who are experiencing homelessness, and youths who are in need of behavioral health services. In addition, staffing increase will support enhanced data and information system integration, clinical program design, financial optimization, service quality improvement, and enhanced guidance and billing support to our contracted behavioral health services providers.
- ◆ Increase of 37.00 staff years to provide increased direct mental health services, including outpatient services, enhanced case management and peer support services, within County operated mental health programs.
- ◆ Increase of 15.00 staff years for inpatient health services primarily to reduce reliance on temporary staffing for increased healthcare custodial needs at the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor Hospital.
- ◆ Increase of 12.00 staff years to provide direct behavioral health services to youth that have transitioned into county care as a result of the closure of the state’s Juvenile Justice Division.
- ◆ Increase of 5.00 staff years to provide clinical oversight to support harm reduction strategies as approved by the Board of Supervisors on December 7, 2021 (22).
- ◆ Decrease of 21.00 staff years due to the transfer to Medical Care Services Department (MCSD) to enhance present and future Pharmacy operations.
- ◆ Additionally, staff were transferred among related programs within BHS to manage operational needs.

Expenditures

Net increase of \$71.8 million

- ◆ Salaries & Benefits—net increase of \$1.1 million.

- ◆ Increase of \$4.2 million for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Decrease of \$3.1 million tied to the transfer of Pharmacy to MCSD.
- ◆ Services & Supplies—net increase of \$73.4 million.
 - ◆ Increase of \$15.5 million for behavioral health treatment services for adults to help address identified ongoing unmet behavioral health service needs in the County, and allow people to live healthier and more productive lives. Programs being enhanced include the Biopsychosocial Rehabilitation services, SUD Residential & Withdrawal Management services in the South Region, Strength Based Case Management with a Transition Age Youth component for the North County, Peer Support services, and combined Hybrid SUD/MH services.
 - ◆ Increase of \$12.6 million for behavioral health treatment services for children, youth, and families. Additional services will increase funding for school-based outpatient treatment services for children as well increased mental health services for youth with high acuity needs in foster home settings.
 - ◆ Increase of \$11.7 million in support of long-term care (LTC) and hospital administrative bed costs. Appropriations will support the addition of 30 LTC beds, and provide rate adjustments within the LTC level of care to address mandated rate increases and align rates with market levels. Expansion of LTC services will allow clients to be placed in the proper lower levels of care to shift them from more expensive acute care settings.
 - ◆ Increase of \$7.6 million for Crisis Diversion services to include continued expansion of the Mobile Crisis Response Team (MCRT) and added Crisis Residential services. The MCRT services are intended to provide an alternative to dispatching law enforcement when an individual is having a mental health or substance use crisis.
 - ◆ Increase of \$7.5 million to support school-based screening program for children and youth of all ages funded through the County’s American Rescue Plan Act (ARPA) Framework. These services will use a multi-tiered approach which includes universal screening of students facilitated by middle school staff, regardless of the child’s insurance status.
 - ◆ Increase of \$7.4 million for IT projects to modernize electronic health records and data sharing.





- ❖ Increase of \$5.0 million for programs supporting homeless individuals with behavioral health conditions including efforts to support the crisis reduction strategy, on-site behavioral health screening, and increased tenant housing support.
- ❖ Increase of \$3.2 million for services to unserved and underserved populations with the establishment of a stand-alone Parolee Asservice Community Treatment (ACT) program and enhancements for services to the LGBTQ community. The targeted services will elevate level of care provided to these two unique populations.
- ❖ Increase of \$2.6 million to support a recuperative care project funded through the County's ARPA Framework. This is a joint effort with City of San Diego and the Housing Commission to address persons who are homeless and have a chronic SUD or co-occurring conditions in the City of San Diego.
- ❖ Increase of \$1.8 million primarily for cost-of-living adjustments to various contracts.
- ❖ Decrease of \$1.5 million due to a transfer from Pharmacy to Medical Care Services Department (MCSD) to enhance present and future pharmacy operations.
- ❖ Other Charges—increase of \$0.2 million for increased flex funding housing support provided in County operated clinics.
- ❖ Expenditure Transfer & Reimbursements—increase of \$2.9 million associated with increased Justice-related costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group. Since this is a reimbursement, it has the effect of \$2.9 million decrease in appropriations.

Revenues

Net increase of \$71.8 million

- ❖ Intergovernmental Revenue—increase of \$98.5 million.
 - ❖ Increase of \$53.2 million in Realignment revenue to support Salaries & Benefits and enhanced contracted mental health and substance use disorders (SUD) services based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services.
 - ❖ Net increase of \$20.0 million in federal and State mental health services funding driven by increased mental health services.
 - ❖ Increase of \$10.1 million to reflect funding under the County's ARPA Framework to support a recuperative care project and school-based screening program.
 - ❖ Increase of \$9.7 million in state funding for mental health and substance use disorder services primarily associated with residential and intensive outpatient treatment services.

- ❖ Increase of \$5.4 million in supplemental Substance Abuse Block Grant funding for temporary enhanced SUD services. The expanded SUD services are associated with a one-time allocation directly tied to COVID relief funding.
- ❖ Increase of \$4.5 million in Drug Medi-Cal revenues due to increased reimbursable units of services projections.
- ❖ Increase of \$1.4 million in supplemental Mental Health Block Grant funding for temporary enhance MH related services. The expanded MH services are associated with a one-time allocation directly tied to COVID relief funding.
- ❖ Decrease of \$5.8 in Realignment revenue tied to the transfer to MCSD.
- ❖ Charges for Current Services— net decrease of \$1.6 million
 - ❖ Decrease of \$1.5 million for one-time Intergovernmental Transfer (IGT) funded expenditures.
 - ❖ Decrease of \$1.2 million tied to the transfer to MCSD.
 - ❖ Increase of \$1.1 million due to an adjustment to transfer funding from Miscellaneous Revenues.
- ❖ Miscellaneous Revenues—decrease of \$1.1 million based on an adjustment to transfer funding to Charges for Current Services.
- ❖ Other Financing Sources – increase of \$1.0 million due to a transfer of Securitized Tobacco Settlement funds for psychiatric inpatient services to eligible Medi-Cal beneficiaries at Institute of Mental Disease (IMD) facilities.
- ❖ Use of Fund Balance—decrease of \$30.3 million. There is no amount budgeted.
- ❖ General Purpose Revenue Allocation—net increase of \$5.3 million
 - ❖ Increase of \$4.5 million to partially offset costs for planning purposes associated with anticipated salary and benefit increases and addition of new staff years noted above.
 - ❖ Increase of \$0.8 million to replace prior year one-time use of Fund Balance tied to Medication Assisted Treatment (MAT) services.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$6.3 million is the result of \$8.1 million increase primarily for planning purposes associated with anticipated salary and benefit increases offset by \$1.7 million decrease in Services and Supplies primarily tied to ending of one-time projects and \$0.1 million decrease in Expenditure Transfer & Reimbursement.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Alcohol and Other Drug Services	32.00	34.00	30.00	(11.8)	30.00
Mental Health Services	209.50	215.50	258.50	20.0	258.50
Inpatient Health Services	580.00	603.00	614.00	1.8	614.00
Behavioral Health Svcs Administration	185.00	261.00	305.00	16.9	305.00
Total	1,006.50	1,113.50	1,207.50	8.4	1,207.50

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Alcohol and Other Drug Services	\$173,205,615	\$171,197,906	\$178,388,985	4.2	\$183,939,090
Mental Health Services	480,051,767	495,300,770	553,775,205	11.8	551,105,635
Inpatient Health Services	93,867,957	108,477,445	113,345,992	4.5	111,878,584
Behavioral Health Svcs Administration	31,338,969	42,629,885	43,893,204	3.0	48,746,583
Total	\$778,464,308	\$817,606,006	\$889,403,386	8.8	\$895,669,892

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$125,621,157	\$148,933,029	\$150,040,811	0.7	\$158,098,675
Services & Supplies	662,249,570	678,985,283	752,387,393	10.8	750,681,079
Other Charges	20,000	20,000	230,000	1,050.0	230,000
Capital Assets Equipment	186,500	186,500	186,500	—	186,500
Expenditure Transfer & Reimbursements	(9,612,919)	(10,518,806)	(13,441,318)	27.8	(13,526,362)
Total	\$778,464,308	\$817,606,006	\$889,403,386	8.8	\$895,669,892





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$638,159,826	\$646,740,676	\$745,284,829	15.2	\$778,987,970
Charges For Current Services	67,262,556	66,202,425	64,601,232	(2.4)	62,164,597
Miscellaneous Revenues	27,559,578	27,520,872	26,387,327	(4.1)	1,387,327
Other Financing Sources	8,400,000	8,400,000	9,400,000	11.9	9,400,000
Fund Balance Component Decreases	6,340,116	—	—	—	—
Use of Fund Balance	—	30,274,801	—	(100.0)	—
General Purpose Revenue Allocation	30,742,232	38,467,232	43,729,998	13.7	43,729,998
Total	\$778,464,308	\$817,606,006	\$889,403,386	8.8	\$895,669,892



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 life-long 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 over 36,000 reports from the community about the safety and wellbeing of children, 24 hours a day, 7 days a week, representing nearly 62,600 children.
- ◆ **Core Operations** —ensure the safety and wellbeing of children by assessing and investigating allegations of abuse or neglect, assisting families with developing plans to safely maintain children at home, and placing 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 wellbeing and safety of the child are at the forefront.
- ◆ **Foster and Adoptive Resource Family Services (FARFS)** — support services to resource families (a relative, a close family friend, and foster families) and work with them for recruitment and retention.
- ◆ **Extended Foster Care (EFC)** —provide continued foster care benefits and services to over 420 youth annually who are 18 to 21 years of age to help support the youth’s transition toward adult independence.
- ◆ **Resource Family Approval (RFA)** —is a single unified, family-friendly, and child-centered process to foster or adopt a child/youth involved with CWS and/or probation; and



- ◆ **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 70 children from birth to 17 years of age are served at the Polinsky Children’s Center.
- ◆ **San Pasqual Academy** —provide approximately 50 foster youth ages 12-19 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.
- ◆ **Family First Prevention Services Act (FFPSA)** – CWS is shifting from focusing on foster care as the primary intervention for keeping children safe – to a family strengthening approach focused on preventing families from ever making formal contact with the child welfare system. Achieving these fundamental changes requires an innovative approach to not simply hone the current system but replace it with a more equitable and trauma-informed method. FFPSA also places restrictions on the use of congregate care settings across the United States, emphasizing and supporting children and youth to be placed in family settings.

CWS is committed to improving service delivery by identifying and implementing best practices that are culturally responsive, family-centered, child-focused, and trauma-informed such as addressing the challenges of disproportionality through the 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 1,630.00 staff years and a budget of \$430.9 million, which includes assistance payments. For more information about assistance payments, see Appendix D.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Screened 100% (1,200) of children ages 0–17, who were removed from the home and entered the foster care system under the supervision of the Juvenile Court for mental health needs in accordance with the California State standards and supported enhanced mental health services delivery for children and youth in out of home care. These efforts ensure that children have access to trauma-informed mental health services.
 - Placed 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 the statewide performance of 36%.
 - Maintained 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 children experience and may help lessen negative impacts on their school performance.

Living Safely

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Ensured 40.5% (437 of 1,080) of children removed from the home due to safety concerns with parents achieved permanency within 12 months to support family strengthening, maintaining the federal standard of 40.5%.

- Ensured 92% (345 of 375) 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.
- Increased 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 wellbeing.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed 82% (53,300 of 65,000) of calls to the Child Abuse Hotline to ensure timely assessments and response determination, increasing protection of children.
 - Issued the Customer Experience survey to all CWS customers and achieved a minimum average satisfaction rating of four (one to five scale).

Strategic Initiative Legend for Objectives

- Audacious Goal	- Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Place 45% (765 of 1,700) of foster care children with a relative or close non-family member to reduce disparity, support stability, and minimize trauma to children by maintaining their connections to familiar environments and strengthening families, exceeding the statewide performance of 36%.

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency
 - Short-Term: Communicate with employees regarding sustainability program updates, successes, and opportunities for improvement once a quarter through various two-way



communication methods, including video content, leadership and executive meetings, digital newsletters, and the use of sustainability ambassadors.

- Long-Term: Complete the transition of all Child Welfare Services case files to the Electronic Records Management System (ERMS), ensuring electronic use for reviewing, editing, scanning, and sending files and eliminating the need for paper case files.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
 - Short-Term: Continue implementing remote and hybrid work environments to reduce vehicle emissions and departmental footprint by conducting an office space assessment to develop a robust, inclusive teleworking policy that incorporates teleworking hubs, smart conference rooms, and laptops with remote connectivity and technical connectivity support.
 - Mid-Term: Support efforts to increase sustainability within all CWS contracts by promoting and encouraging CWS contractors to provide fiscally, culturally, and environmentally sustainable services and resources for children and families.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region
 - Short-Term: Complete 82% (53,300 of 65,000) of calls to the Child Abuse Hotline and ensure timely assessments and response determination to meet families' needs to strengthen and improve capacities to protect their children.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change
 - Increase by 10% (1,600 to 1,760) the number of resource families ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, and wellbeing.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments

- Ensure 92% (345 of 375) 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.
- 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, and maintain the federal standard of 40.5%.
- 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 the negative impact on their school performance.
- Ensure that 100% of eligible residents at San Pasqual Academy receive Independent Living Skills services to expand economic opportunities.



Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and the community at large, as well provide inclusive opportunities for justice-involved individuals to contribute to the region
 - Screen 100% (1,200) of children ages 0–17, who are removed from the home and enter the foster care system under the supervision of the Juvenile Court, for mental health needs following 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.

Related Links

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

- ◆ www.SdCounty.ca.gov/HHSA

For information about San Diego County Adoptions, go to:

- ◆ www.IAdoptU.org

For information about San Pasqual Academy, go to:

- ◆ www.SanPasqualAcademy.org








Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Children removed from home who are screened for mental health needs ^{1,3}	88% of 971	100% of 1,200	100% of 1,200	N/A	N/A
	Foster care child placed with relative or close non-family member ²	43% of 1,689	40% of 1,700	40% of 1,700	N/A	N/A
	Placement moves per 1,000 days for all children in Foster Care	4.7	4.12	4.12	N/A	N/A
	Children achieving permanency within 12 months	32% of 1,059	40.5% of 1,080	40.5% of 1,080	N/A	N/A
	Children who do not reenter foster care within 12 months of going home ³	91% of 308	92% of 375	92% of 375	N/A	N/A
	Resource Families ready and available to receive placement of foster children	1,453	1,600	1,600	N/A	N/A
	Completed calls to the Child Abuse Hotline ³	86% of 56,000	82% of 65,000	82% of 65,000	N/A	N/A
	Foster care child placed with relative or close non-family member	N/A	N/A	N/A	45% of 1,700	45% of 1,700
	Completed calls to the Child Abuse Hotline	N/A	N/A	N/A	82% of 65,000	82% of 65,000
	Resource Families ready and available to receive placement of foster children	N/A	N/A	N/A	1,760	1,760
	Children who do not reenter foster care within 12 months of going home	N/A	N/A	N/A	92% of 375	92% of 375
	Children achieving permanency within 12 months	N/A	N/A	N/A	40.5% of 1,080	40.5% of 1,080
	Placement moves per 1,000 days for all children in Foster Care	N/A	N/A	N/A	4.12	4.12
	Children removed from home who are screened for mental health needs	N/A	N/A	N/A	100% of 1,200	100% of 1,200

Table Notes

- ¹ Baseline projection was not met due to a change in methodology to focus on children entering the foster care system for the first time.
- ² The goal of 60% was 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.
- ³ The baseline projection was lowered due to operational impacts caused by the COVID-19 pandemic.

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

Staffing

Net increase of 99.00 staff years

- ◆ Increase of 68.00 staff years to support Emergency Response services. Staff years will support efforts to conduct emergency investigations on a 24/7 basis, quality supervision, timely consultation, responsive training, and collaborative program support for the daily investigations that Emergency Response (ER) Social Workers conduct.





- ◆ Increase of 10.00 staff years to the Placement Integration Unit to support quality placement efforts to locate relatives, maintain children in a familiar environment, and support the child's sense of safety, permanency, and well-being.
- ◆ Increase of 7.00 staff years to create the Department of Child & Family Well-Being to align the County's child abuse and neglect prevention efforts and support implementation of Family First Prevention Services Act (FFPSA).
- ◆ Increase of 6.00 staff years to ensure compliance with new statewide learning management system tracking, to address increased workload and expanded areas of coverage for contracted services, respite care, and eligibility.
- ◆ Increase of 5.00 staff years associated with the expansion of Family Strengthening & Prevention Initiative services, including expansion of the Review, Assess and Direct (RAD) teams and collaboration with the 2-1-1 San Diego CONNECT program for referrals to community-based services.
- ◆ Increase of 4.00 staff years to ensure the safety of youth entering foster care and those in placement transition and to meet additional State requirements for temporary shelter care facilities at Polinsky Children's Center.
- ◆ Decrease of 1.00 staff years due to a transfer to Administrative Support Services to support operational needs.
- ◆ Additionally, staff were transferred among related programs within CWS to manage operational needs.

Expenditures

Net increase of \$14.9 million

- ◆ Salaries & Benefits—net increase of \$6.2 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—increase of \$5.5 million.
 - ◆ Increase of \$3.2 million for implementation of the Family First Transition Act (FFTA) grant which is designed to provide one-time flexible funding to assist with the implementation of FFPSA programs including additional support for evidence based- child abuse prevention, mental health services and in-home parenting skill programs.
 - ◆ Net increase of \$1.9 million for operating costs associated with increased staffing, security guard services, and facilities costs, offset by the completion of a one-time IT project from the prior year.

- ◆ Increase of \$0.4 million for one-time software costs to enhance efforts to identify and provide appropriate level of care for children and families involved in investigations.
- ◆ Other Charges— Increase of \$0.5 million for cost of doing business rate increases for providers of mental health services.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$2.7 million associated with centralized General Fund support of one-time negotiated labor agreements. Since this is a transfer of expenditure, it has a net effect of a \$2.7 million increase in expenditure. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$14.9 million

- ◆ Intergovernmental Revenues—increase of \$32.5 million.
 - ◆ Increase of \$24.4 million in Realignment revenue, including available 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 support increases in Salaries & Benefits, Services & Supplies, and Other Charges noted above.
 - ◆ Net increase of \$4.9 million in social services administrative revenue allocations supporting the increases in staffing.
 - ◆ Increase of \$3.2 million in federal Family First Transition Act (FFTA) Grant revenue to fund costs noted above.
- ◆ General Purpose Revenue Allocation—net decrease of \$17.6 million.
 - ◆ Decrease of \$18.8 million mainly due to an increase in realignment revenue as noted above. The General Purpose Revenue was reallocated to other HHS Programs and will have no impact to services in CWS.
 - ◆ Increase of \$1.2 million to partially offset Salaries & Benefits and Services & Supplies tied to addition of new staff years noted above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$7.1 million is primarily the result of an increase of \$10.2 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases offset by a decrease of \$3.1 million in Services & Supplies associated with one-time projects.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Child Welfare Services	1,316.00	1,345.00	1,465.00	8.9	1,465.00
CWS Eligibility	63.00	63.00	63.00	—	63.00
Adoptions	113.00	123.00	102.00	(17.1)	102.00
Total	1,492.00	1,531.00	1,630.00	6.5	1,630.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Child Welfare Services	\$227,980,285	\$234,263,756	\$251,744,135	7.5	\$257,903,798
CWS Eligibility	5,663,796	5,628,764	5,791,691	2.9	6,125,651
CWS Assistance Payments	153,031,161	161,008,150	161,008,150	—	161,008,150
Adoptions	13,686,947	15,058,028	12,330,768	(18.1)	12,922,317
Total	\$400,362,189	\$415,958,698	\$430,874,744	3.6	\$437,959,916

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$172,047,884	\$179,800,258	\$186,063,248	3.5	\$196,310,128
Services & Supplies	73,315,413	75,874,595	81,349,603	7.2	78,187,895
Other Charges	155,025,455	163,002,444	163,488,456	0.3	163,488,456
Expenditure Transfer & Reimbursements	(26,563)	(2,718,599)	(26,563)	(99.0)	(26,563)
Total	\$400,362,189	\$415,958,698	\$430,874,744	3.6	\$437,959,916





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$681,211	\$681,211	\$681,211	—	\$681,211
Intergovernmental Revenues	367,089,091	384,039,628	416,541,720	8.5	423,626,892
Charges For Current Services	1,464,490	1,464,490	1,464,490	—	1,464,490
Miscellaneous Revenues	187,510	187,510	187,510	—	187,510
Fund Balance Component Decreases	2,250,000	—	—	—	—
Use of Fund Balance	2,886,550	—	—	—	—
General Purpose Revenue Allocation	25,803,337	29,585,859	11,999,813	(59.4)	11,999,813
Total	\$400,362,189	\$415,958,698	\$430,874,744	3.6	\$437,959,916



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 \$7.7 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Sustainable Environments/Thriving

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

 **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.

Strategic Initiative Legend for Objectives



○ - Audacious Goal
● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives

 **Sustainability**

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency
 - Continue to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.

- Conduct Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, then submit required materials to California State Department of Finance in a timely fashion.

Related Links

For additional information about the County Successor Agency, refer to the website at:

- ◆ www.sandiegocounty.gov/community/san-diego-county-oversight-board.html

For additional information about Gillespie Field, refer to:

- ◆ www.sandiegocounty.gov/dpw/airports/gillespie.html

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

Staffing

No staffing is included in the Adopted budget.

Expenditures

No significant changes.

Revenues

No significant changes.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Successor Agency	—	—	—	0.0	—
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Successor Agency	\$7,778,656	\$7,752,948	\$7,700,172	(0.7)	\$7,700,172
Total	\$7,778,656	\$7,752,948	\$7,700,172	(0.7)	\$7,700,172

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$30,000	\$20,000	\$20,000	—	\$20,000
Other Charges	2,320,600	2,316,673	2,303,479	(0.6)	2,303,479
Operating Transfers Out	5,428,056	5,416,275	5,376,693	(0.7)	5,376,693
Total	\$7,778,656	\$7,752,948	\$7,700,172	(0.7)	\$7,700,172

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Other Than Current Secured	\$2,350,600	\$2,336,673	\$2,323,479	(0.6)	\$2,323,479
Other Financing Sources	5,428,056	5,416,275	5,376,693	(0.7)	5,376,693
Total	\$7,778,656	\$7,752,948	\$7,700,172	(0.7)	\$7,700,172





Homeless Solutions and Equitable Communities

Mission Statement

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

Department Description

On July 1, 2021, the County of San Diego Board of Supervisors directed the establishment of the Department of Homeless Solutions and Equitable Communities (HSEC) within HHSA to ensure equity among all San Diegans, foster a community that is welcoming to new residents, and reduce homelessness in the region. Within HSEC are three offices working collectively to enhance the following services:

- ◆ Office of Homeless Solutions (OHS) —Coordinate services and community outreach to reduce homelessness by preventing at-risk individuals from becoming homeless and supporting those experiencing homelessness through the following services:
 - ◆ Services & Outreach —provide direct services through trauma-informed outreach, case management, and benefits support to persons experiencing homelessness.
 - ◆ Systems & Integration —oversee collaborative efforts to reduce homelessness across the County and ensure enterprise-wide actions are evidence-based and data-driven.
- ◆ Office of Equitable Communities (OEQC) —ensure equity among all San Diegans using a regional model to enhance community engagement and meet the needs of underserved communities through the following services:
 - ◆ Community Health & Engagement Team (CHET) — implement health initiatives by coordinating health services programs, resource development, research, and planning practices.
 - ◆ Community Health Workers (CHW) —engage and interact with the community to better understand the needs and the disproportionate impacts of public health threats.
 - ◆ Community Action Partnership (CAP) — empower economically disadvantaged individuals and families to achieve their highest level of self-sufficiency and well-being through community-based organizations contracted services.



- ◆ Regional Community Coordination (RCC) —enhance collective efforts of community groups and stakeholders in each region by hosting regional leadership team meetings and organizing collaborative efforts on health and social equity, economic inclusion, and poverty reduction efforts to ensure a welcoming region supportive of all residents.
- ◆ Office of Immigrant and Refugee Affairs (OIRA) —foster a community that is welcoming to new residents by serving as the regional expert and leader in immigrant and refugee affairs and provider of information, referrals, and resources, through the following activities:
 - ◆ Seek community stakeholder input and apply regional academic research, data, and best practices to advance equity and opportunity for immigrant and refugee populations.
 - ◆ Align efforts in the community to address the needs and challenges of the immigrant and refugee populations by regularly convening with community stakeholders and developing an OIRA Strategic Plan;
 - ◆ Enhance relationships with Binational Partners in supporting a healthy, safe, and thriving community in our California-Baja region.

Effective July 1, 2022, the Office of Strategy and Innovation transferred to Administrative Support from Homeless Solutions and Equitable Communities (HSEC) to enhance the alignment of the integrated functions within the Agency.

To ensure HHSA service regions and departments can provide critical and essential services, HSEC has 156.00 staff years and a budget of \$52.8 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Enhanced accountability and decision-making by leveraging data, strategies, and evidence-based practices to reduce homelessness, foster equity, and ensures refugees, immigrants, asylees, and others were welcomed and well-connected to services.
 - Achieved a 90% (94 of 104) graduation rate among the Resident Leadership Academy (RLA) cohort to support community leaders in identifying opportunities for improvement and implementing community projects to improve their neighborhoods’ health, safety, and well-being through RLA training and technical assistance programs.
 - Created a list of possible locations and outstation outreach sites for the Office of Immigrant and Refugee Affairs to support the community with general questions and connections to county and community resources, including available legal resources.
 - Launched and expanded homeless services into all regions of the County by adding over 30 new full-time employees to provide direct services through trauma-informed outreach, case management, and benefits support to persons experiencing homelessness.
 - Established the Housing Disability Advocacy Program (HDAP) to increase the income of people who can access Social Security benefits by providing outreach, case management, housing, and benefit advocacy services.
 - Secured federal funding to develop, create and evaluate a Community Health Worker Model to engage and connect with individuals, families, and community organizations to better care for and understand the services needed throughout the region.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensured 70% (35 of 50) of clients enrolled in Community Care Coordination (C3) for a minimum of 12 months secured permanent housing, exceeding the goal of 50%. C3 provides comprehensive care coordination, service navigation, and housing assistance to individuals with a serious mental illness who 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% (396 of 600) of Refugee Employment Services (RES) participants engaged in unsubsidized employment to support self-sufficiency and integration in their new home, consistent with federal reporting requirements
 - Built upon existing immigrant and refugee programs and services by engaging community stakeholders to develop a strategic plan to guide a yearly report to the Board of Supervisors.
 - Implemented the County’s first Framework for Ending Homelessness and redesigned the County’s Comprehensive Homeless Policy to ensure a coordinated approach to reducing homelessness in the county.
 - Redesigned the enterprise-wide collection of programmatic information regarding services and housing for people at risk of and experiencing homelessness to align with the Framework For Ending Homelessness.
 - Worked with Behavioral Health Services, community providers, and public agencies to expand support for persons experiencing homelessness, substance use disorders, or serious mental illness in high-concentration, high need areas.
 - Collaborated with housing authorities and cities across the region to reduce homelessness by expanding access to emergency, interim, and permanent housing.



Operational Excellence

- Provide modern infrastructure, innovative technology, and appropriate resources to ensure superior service delivery to our customers
 - Provided over 155,000 *Live Well San Diego* unique visitors (LiveWellSD.org) access to timely and relevant information and expanded the reach of *Live Well San Diego* education messages. Promoted access to the *Live Well San Diego* Open Performance Data and other community-level data





to engage partners and stakeholders to proactively identify and address community needs through demographic, economic, behavioral, and health information.

- Worked on a plan to create an easily navigable website in multiple languages with programs, services, and resources available to immigrant and refugee communities, including a central phone number to access services.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
- The County employee survey was not conducted in Fiscal Year 2021–22 due to administrative delays.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

support the community with general questions and connection to county and community resources, including available legal resources.

- Long-term: Expand economic enhancement opportunities in low-income communities by enrolling community members into programs to ensure that funding opportunities are available for community partners to help reduce poverty and increase economic inclusion.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Reduce staff commuting miles by maintaining a hybrid work schedule of at least one (1) day of telework per week.
 - Mid-term: Limit paper consumption by implementing double-sided copying and printing document to ensure electronic use for reviewing, editing, scanning, sending files to refrain from printing emails.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Ensure 50% (25 of 50) of participants enrolled in Community Care Coordination (C3) are permanently housed for a minimum of 12 months. C3 provides comprehensive care coordination, service navigation, and housing assistance to individuals with a serious mental illness who are homeless or at risk of homelessness and have been recently released from a local County jail.
 - Ensure 76% (38 of 50) of veterans enrolled in the Community Care Coordination for Veterans program are immediately placed in a housing solution upon reentering the community from a County detention or reentry facility.
- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Ensure 90% (90 of 100) Resident Leadership Academy (RLA) participants graduate the program by providing training and technical assistance to support community leaders in identifying and implementing community improvement projects that increase the health, safety, and well-being of their neighborhoods.
 - Ensure stakeholders are reached at the newly established central location and potential rotating or outstation outreach site for the office of Immigrant and Refugee Affairs to support the community with general questions and connection to County and community resources, including available legal resources.

2022–24 Objectives



Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Ensure 66% (396 of 600) of Refugee Employment Services (RES) participants are engaged in unsubsidized employment to support self-sufficiency, consistent with federal reporting requirements.
 - Build upon existing immigrant and refugee programs and services by engaging community stakeholders and developing a strategic plan to guide a yearly report to the Board of Supervisors.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all
 - Short-term: Participate as an active member of the Food System Initiative Working Group and Food Security meetings annually to gain awareness of needs in the community and ensure collaborations between programs that serve similar populations.
 - Short-term: Ensure stakeholders are reached at the newly established central location and/or outstation outreach sites for the Office of Immigrant and Refugee Affairs to

HOMELESS SOLUTIONS AND EQUITABLE COMMUNITIES

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensure 75% (75 of 100) of youth and young adults up through the age of 24 who are experiencing homelessness or at-risk of homelessness and are permanently housed have retained housing for at least six consecutive months.

- Develop baseline criteria and measures for direct outreach services by establishing metrics, dashboards, and regular reporting and evaluation for improvements.
- Continue to compile a County-wide inventory of services related to the Framework on Ending Homelessness, which includes expenditures, programs, and outcomes on a monthly basis.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.

Related Links

- ◆ www.LiveWellSD.org

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	C3 Participants Permanently Housed ^{1,6}	N/A	50% of 50	70% of 20	N/A	N/A
	Refugee Employment Services participants in unsubsidized employment ¹	N/A	66% of 600	66% of 600	N/A	N/A
	Unique visitors to the <i>Live Well San Diego</i> website ^{1,2}	N/A	140,000	155,000	N/A	N/A
	County staff understanding of how their work contributes to <i>Live Well San Diego</i> ^{1,2,3}	N/A	70%	N/A	N/A	N/A
	Refugee Employment Services participants in unsubsidized employment	N/A	N/A	N/A	66% of 600	66% of 600
	C3 Participants Permanently Housed	N/A	N/A	N/A	50% of 50	50% of 50
	C3 Veterans Permanently Housed ⁴	N/A	N/A	N/A	75% of 50	75% of 50
	RLA Graduation Rate ⁵	N/A	N/A	N/A	90% of 100	90% of 100

Table Notes

- ¹ In Fiscal Year 2021–22, these performance measures were transferred from Integrated Services, Community Action Partnership and Office of Strategy and Innovation under Administrative Support to the newly developed Homeless Solutions and Equitable Communities department.
- ² Effective July 1, 2022, the Office of Strategy and Innovation transferred from HSEC to Administrative Support to enhance the alignment of the integrated functions within the Agency.
- ³ The County employee survey was not conducted in Fiscal Year 2021–22 due to administrative delays.
- ⁴ In Fiscal Year 2022–23, this is a new measure to demonstrate focused efforts to reduce homeless veterans.
- ⁵ In Fiscal Year 2022–23, this is a new measure to demonstrate focused efforts to inspire community engagement.
- ⁶ In Fiscal Year 2022–23, the goal of C3 participants housed was exceeded due to a change in methodology.





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

Staffing

Decrease of 29.00 staff years

- ◆ Decrease of 42.00 staff years due to the transfer of the Office of Strategy and Innovation (OSI) to the Administrative Support Division to enhance the alignment of integrated functions within the Health & Human Services Agency (HHS).A).
- ◆ Decrease of 2.00 staff years due to a transfer to Public Health Services to support operational needs.
- ◆ Decrease of 1.00 staff year due to a transfer to Self-Sufficiency Services to support operational needs.
- ◆ Increase of 12.00 Community Health Workers to provide support for public health education and health promotion programs, facilitate access to services, and improve the quality and cultural competence of service delivery within the community. These positions will also provide critical services to communities disproportionately impacted by public health threats, including COVID-19.
- ◆ Increase of 2.00 staff years to provide support, case management, and community outreach efforts for safety net services and housing programs.
- ◆ Increase of 2.00 staff years to support administrative and operational needs, including strategy and business planning, facilities and information technology, and monitoring of contracted services and special projects.
- ◆ Additionally, staff were transferred among related programs within HSEC to manage operational needs.

Expenditures

Increase of \$4.8 million

- ◆ Salaries & Benefits—decrease of \$4.8 million
 - ◆ Decrease of \$7.0 million tied to the transfer of OSI to Administrative Support.
 - ◆ Increase of \$2.2 million for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—increase of \$19.4 million
 - ◆ Increase of \$10.0 million to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population.
 - ◆ Increase of \$7.0 million in the Housing and Disability Advocacy Program (HDAP), funded through a one-time State allocation available to spend over two years, that will be used to expand housing and service supports for people at risk of or experiencing homelessness.

- ◆ Increase of \$3.0 million in the Homeless Housing, Assistance and Prevention (HHAP) Program to provide funding for local housing and assistance programs that align with available State revenue guidelines.
- ◆ Increase of \$1.6 million for coordinated eviction prevention program contracts that will provide legal services, housing counseling, and outreach and prevention services to people at risk of or experiencing homelessness, funded through the County's ARPA Framework.
- ◆ Increase of \$1.0 million tied to the implementation of the Specialized Funding for Imminent Needs Program to address barriers to housing stability, funded through the County's ARPA Framework.
- ◆ Increase of \$1.0 million for Department of General Services (DGS) staff to support projects related to addressing homelessness, including \$0.6 million of costs funded through the County's ARPA Framework.
- ◆ Increase of \$0.8 million for the Centers for Disease Control and Prevention Community Health Workers for COVID Response and Resilient Communities grant to support the training and deployment of community health workers to respond to and build community resilience to fight COVID-19 through addressing existing health disparities.
- ◆ Increase of \$0.5 million for the Alternative Dispute Resolution program to provide mediation services for all San Diego County residents and the *Live Well San Diego* Exchange Program.
- ◆ Increase of \$0.5 million to conduct initial site studies for Compassionate Emergency Solutions and Pathways to the Housing project.
- ◆ Decrease of \$3.0 million primarily to align with completing the Whole Person Wellness (WPW) pilot program.
- ◆ Decrease of \$3.0 million primarily tied to a reduction in IT applications cost and office expenses due to the transfer of OSI to Administrative Support.
- ◆ Expenditure Transfer & Reimbursements—net increase of \$9.8 million associated with the centralized General Support funding supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of a \$9.8 million decrease in expenditures.
 - ◆ Increase of \$10.0 million to build service capacity in the region by partnering with cities to acquire shelters or locations to serve the homeless population.
 - ◆ Decrease of \$0.2 million for one-time negotiated labor agreements.

Revenues

Increase of \$4.8 million

- ◆ Intergovernmental Revenue—increase of \$9.7 million
 - ◆ Increase of \$7.0 million in State revenue for HDAP to fund estimated expenditures referenced above.



- ❖ Increase of \$3.5 million in Homeless Housing, Assistance and Prevention State grant revenue to support expenditures noted above.
- ❖ Increase of \$3.2 million to reflect funding under the County’s ARPA Framework to support the coordinated eviction prevention program, specialized funding for imminent needs program, and coordinated efforts with Departmental DGS support to address homelessness.
- ❖ Increase of \$1.1 million in Realignment revenue that will 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. These funds will support increases in Salaries & Benefits and Services & Supplies noted above.
- ❖ Increase of \$1.0 million for CDC and Prevention Community Health Workers for COVID-19 Response and Building Resilient Communities grant to align with the expenditure estimate above.
- ❖ Increase of \$0.5 million primarily tied to the CDC Health Disparities grant in support of increase contracted services.
- ❖ Decrease of \$2.8 million of federal and State revenues primarily tied to the transfer of OSI to Administrative Support.
- ❖ Decrease of \$2.3 million tied to the completion of the WPW program.
- ❖ Decrease of \$1.5 million in Community Services Block Grant revenue associated with the ending of the CARES funding augmentation.
- ❖ Charges for Current Services—decrease of \$0.9 million of State revenue primarily tied to the completion of the WPW program.
- ❖ Miscellaneous Revenues—decrease of \$0.1 million primarily tied to the transfer of OSI to Administrative Support.
- ❖ Use of Fund Balance—decrease of \$5.0 million. There is no amount budgeted.
- ❖ General Purpose Revenue Allocation—net increase of \$1.1 million
 - ❖ Increase of \$4.5 million to support programs in the HSEC department and Office of Immigrant and Refugee Affairs previously funded with one-time Use of Fund balance.
 - ❖ Increase of \$1.9 million tied to General Purpose Revenue reallocation from CWS to support increases in Salaries & Benefits and Services & Supplies.
 - ❖ Increase of \$1.3 million to support increases in Salaries & Benefits and Services & Supplies.
 - ❖ Decrease of \$6.6 million due to the transfer of OSI to Administrative Support.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$6.4 million as a result of a decrease of \$19.7 million in Services and Supplies primarily tied to contract services for emergency housing partnerships with various cities and HDAP partially offset by an increase of \$12.2 million in Expenditure Transfer & Reimbursements primarily associated with one-time funds for with emergency housing partnerships with various cities and \$1.1 million in Salaries & Benefits due to primarily for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Homeless Solutions and Equitable Communities Administration	—	10.00	14.00	40.0	14.00
Equitable Communities	—	42.00	53.00	26.2	53.00
Homeless Solutions	—	83.00	84.00	1.2	84.00
Immigrant and Refugee Affairs	—	5.00	5.00	—	5.00
Strategy and Innovation	—	45.00	—	(100.0)	—
Total	—	185.00	156.00	(15.7)	156.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Homeless Solutions and Equitable Communities Administration	\$—	\$2,699,626	\$2,624,552	(2.8)	\$2,729,534
Equitable Communities	—	12,976,102	14,124,302	8.8	14,500,691
Homeless Solutions	—	20,187,885	32,770,665	62.3	25,873,146
Immigrant and Refugee Affairs	—	2,000,000	3,259,711	63.0	3,302,603
Strategy and Innovation	—	10,132,630	—	(100.0)	—
Total	\$—	\$47,996,243	\$52,779,230	10.0	\$46,405,974

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$—	\$25,007,301	\$20,246,690	(19.0)	\$21,354,834
Services & Supplies	—	25,361,314	44,732,540	76.4	25,051,140
Expenditure Transfer & Reimbursements	—	(2,372,372)	(12,200,000)	414.3	—
Total	\$—	\$47,996,243	\$52,779,230	10.0	\$46,405,974





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$—	\$654,000	\$654,000	—	\$654,000
Fines, Forfeitures & Penalties	—	38,232	38,232	—	38,232
Intergovernmental Revenues	—	30,319,458	40,018,923	32.0	33,645,667
Charges For Current Services	—	3,556,830	2,672,145	(24.9)	2,672,145
Miscellaneous Revenues	—	92,180	—	(100.0)	—
Use of Fund Balance	—	5,040,940	—	(100.0)	—
General Purpose Revenue Allocation	—	8,294,603	9,395,930	13.3	9,395,930
Total	\$—	\$47,996,243	\$52,779,230	10.0	\$46,405,974



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 and Community Development Services (HCDS) provides housing stability for low-income and vulnerable populations throughout the region, helps improve neighborhoods through community development opportunities, and implements innovative housing initiatives. HCDS conducts significant community engagement and outreach in developing these programs and services. These services are funded by the U.S. Department of Housing and Urban Development, the State, and the County and carried out through the following programs:

Affordable Housing: Increase affordable housing opportunities (from 2,854 to 4,928 units by 2023) for low-to-moderate-income and special needs residents to reduce homelessness and those at-risk of homelessness through the following programs.

- ◆ No Place Like Home (NPLH) —provide funding to affordable housing developers to support the creation of Permanent Supportive Housing for persons experiencing homelessness with a serious mental illness.
- ◆ County Innovative Housing Trust Fund (IHTF) —increase affordable housing opportunities throughout San Diego County using local trust funds for the construction, acquisition, rehabilitation, and loan repayment of affordable multi-family rental housing;
- ◆ HOME Investment Partnership (HOME) —support the creation and preservation of multi-family affordable housing;
- ◆ County Owned Excess Properties —increase affordable housing opportunities for low-income and special needs populations using existing County-owned excess property; and
- ◆ Project-Based Vouchers (PBV) —support permanent supportive housing development in the region by making Project-Based Housing Choice Vouchers (PBVs) available as ongoing operating subsidies.

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;



- ◆ Regional Hotel Assistance Program (RHAP) —provide temporary housing for unsheltered individuals and families through local area hotels and motels while addressing the underlying issues causing their homelessness and eventually transitioning them into permanent and stable housing;
- ◆ Local Rental Subsidy Program (LRSP) —provides up to two years of rental assistance and case management services and allows stabilized hotel clients to transition into permanent housing; and
- ◆ Veteran Affairs Supportive Housing (VASH) —support homeless veterans by combining rental assistance through the Housing Choice Voucher (HCV), case management, and clinical services provided by the Department of Veterans Affairs (VA) at VA Medical Centers and community-based outreach clinics.

Community Development: Enhance community infrastructure and facilities to provide a suitable and sustainable living environment through the following programs:

- ◆ 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 low-interest loans to make needed improvements that will enable them to remain in their homes; and
- ◆ Housing Opportunities for People With AIDS/HIV (HOPWA) — supports low-income people living with HIV/AIDS and their families by providing affordable housing opportunities, housing assistance, and supportive services.

Housing Authority: HCDS also serves as the Housing Authority of the County of San Diego (HACSD), which provides monthly rental assistance for low-income families, emancipated youth, families participating in substance abuse treatment, and

chronically homeless veterans through the following programs: (For more information, please see the Housing Authority budget).

- ◆ Section 8 Housing Choice Voucher Program —provide long-term rental assistance to over 10,000 households each month, allowing very low-income families, veterans, the elderly, and the disabled to obtain decent, safe, and affordable housing;
- ◆ Tenant-Based Rental Assistance —provide short-term rental assistance for vulnerable populations that include persons experiencing homelessness in the county’s unincorporated areas, 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 156.00 staff years and a budget of \$83.4 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Provided rental assistance to 630 veteran households with active Veterans Affairs Supportive Housing (VASH). VASH program offers eligible homeless veterans, to whom the U.S. Department of Veterans Affairs refers, access to safe, decent, and affordable housing through rental assistance.
 - Recruited 200 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
 - 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 based on race or color, national origin, religion, sex, familial status, disability, and other protected classes.
 - Continued No Place Like Home efforts to build the capacity of supportive housing for persons experiencing or at risk of homelessness and who need mental health services. Awarded \$25 million in NPLH funding to six developments to create 130 permanent supportive housing units for persons experiencing homelessness who have serious mental illnesses, bringing the total No Place Like Home developments to 14.

Strategic Initiative Legend for Objectives

				
○	- Audacious Goal			
●	- Departmental Objective			

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - 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 based on race or color, national origin, religion, sex, familial status, disability, and other protected classes.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community
 - Procure development partners for three excess County lands to create affordable housing. The San Diego region faces a severe and chronic shortage of affordable housing



units that directly impacts housing insecurity and housing cost burden for lower-income households. The redevelopment of excess County-owned property into affordable homes is a valuable option for increasing housing opportunities in the region.

- Support the County's Framework for Ending Homelessness by collaborating with other County departments, adding to the regional supply of dedicated affordable housing, increasing the production of deeply affordable units, and creating more diverse and accessible housing in resource-rich neighborhoods.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income
 - Ensure remaining No Place Like Home (NPLH) funds are awarded to increase permanent housing for persons experiencing homelessness who have serious mental illnesses through the construction, acquisition, and rehabilitation of supportive housing units.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
 - Issue Notice of Funding Availability for Project-Based Section 8 Vouchers (PBVs) to support the creation of affordable housing developments in the region. PBV developments spur the growth of new affordable units in high opportunity areas, guarantee affordable units for decades, and provide supportive services to elderly and disabled populations



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all
 - Increase affordable housing opportunities for low-income and special needs populations using existing County-owned excess property.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-Term: Replace out-of-date fixtures and appliances at Public Housing sites with energy and water-efficient products/items.
 - Short-Term: Support teleworking for employees within the department through hybrid schedules, shared workspaces, and online meetings to reduce the departmental footprint and vehicle emissions.

- Short-Term: Promote proper recycling of e-waste such as printer and copier toner, cartridges, batteries, lightbulbs, and reduce paper consumption by implementing policies to reduce the printing of documents such as double-sided copying and the electronic use for reviewing, editing, scanning, and sending files.
- Mid-Term: Explore opportunities for educating Public Housing residents on sustainability practices, including water and energy saving.
- Long-Term: Improve sustainability by exploring opportunities to reduce paper communications to and from customers through paperless notifications and other transactions that could be handled through the online portal.



Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments
 - Provide rental assistance to 665 veteran households through the Veterans Affairs Supportive Housing (VASH) program. VASH program provides eligible homeless veterans, to whom the U.S. Department of Veterans Affairs refers, access to safe, decent, and affordable housing through rental assistance.
 - Engage 180 new landlords interested in renting to individuals experiencing homelessness, low-income residents, and other vulnerable populations. 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.
 - Procure development partners for three excess County properties to create affordable housing. The San Diego region faces a severe and chronic shortage of affordable housing units that directly impacts housing insecurity and housing cost burden for lower-income households. The redevelopment of excess County-owned property into affordable homes is a valuable option for increasing housing opportunities in the region.

Related Links

For additional information about Housing and Community Development Services, refer to the website at:

◆ www.SanDiegoCounty.gov/sdhcd

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◆ www.facebook.com/sdhcd





Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Rental Assistance provided to Veterans through Veterans Affairs Supportive Housing (VASH) program	654	665	630	N/A	N/A
	New landlords secured to rent to previously homeless individuals experiencing SMI ¹	223	150	200	N/A	N/A
	Random fair housing compliance site tests	36	40	40	N/A	N/A
	Random fair housing compliance site tests	N/A	N/A	N/A	40	40
	Rental Assistance provided to Veterans through the Veterans Affairs Supportive Housing (VASH) program	N/A	N/A	N/A	665	665
	New landlords secured to rent to previously homeless individuals experiencing SMI	N/A	N/A	N/A	180	180

Table Notes

¹ In Fiscal Year 2020–21, the number of new landlords interested in renting to persons experiencing homelessness was exceeded due to increased outreach via webinars.

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

Staffing

Net increase of 26.00 staff years

- ◆ Increase of 14.00 staff years supporting Housing Choice Voucher (HCV) programs to administer and issue additional housing vouchers awarded to the Housing Authority.
- ◆ Increase of 5.00 staff years to administer, coordinate, and monitor the County’s increasing affordable housing efforts for local, state, and federal programs.
- ◆ Increase of 4.00 staff years to support the administrative and financial oversight related to the HOME Investment Partnership – American Rescue Plan (HOME-ARP), HUD Cares Act programs, and various affordable housing grants which will require ongoing long-term monitoring and oversight.
- ◆ Increase of 3.00 staff years to provide IT and Fiscal support for increased workload in HCV, community development programs, and to streamline the document imaging process.

Expenditures

Net decrease of \$30.3 million

- ◆ Salaries & Benefits—net increase of \$2.5 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.

- ◆ Services & Supplies—net decrease of \$39.4 million.
 - ◆ Net decrease of \$38.8 million primarily tied to completion of prior year one-time affordable housing and homelessness investments.
 - ◆ Decrease of \$16.3 million associated with prior year one-time 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 \$11.9 million associated with one-time HOME-ARP funding to address the needs of persons experiencing homelessness or are at risk of homelessness by providing much needed funding for the development of affordable housing.
 - ◆ Increase of \$3.3 million tied to Tenant Legal Services for low-income households facing eviction funded through the County’s American Rescue Plan Act (ARPA) Framework.
 - ◆ Increase of \$0.5 million tied to Underwriting services to provide financial feasibility and overall capacity review for various affordable housing initiatives.
- ◆ Other Charges—increase of \$1.0 million in HUD entitlement programs to align with the anticipated Fiscal Year 2022–23 funding plan. HUD entitlement funds provide for a variety of services and projects throughout the County, including com-





munity improvement projects, affordable housing, services for persons experiencing homelessness, and housing and related services for persons with HIV/AIDS.

- ◆ Expenditure Transfer & Reimbursements—net decrease of \$5.6 million associated with centralized General Fund support. Since this is a reimbursement, it has a net effect of a \$5.6 million increase in appropriations for the following:
 - ◆ Decrease of \$8.5 million associated with the removal of prior year one-time costs for negotiated labor agreements and to align anticipated spending and funding sources for the County’s Hotel/Motel voucher program, Fair Housing, and Inclement Weather programs.
 - ◆ Increase of \$2.9 million for work associated with the Public Housing Physical Needs Improvement.

Revenues

Net decrease of \$30.3 million

- ◆ Intergovernmental Revenues—net increase of \$3.1 million.
 - ◆ Increase of \$11.9 million associated with federal HOME-ARP funding to address the needs of persons experiencing homelessness or are at risk of homelessness referenced above.
 - ◆ Increase of \$4.4 million to reflect funding under the County’s ARPA Framework, which includes \$3.3 million to support Tenant Legal Services and \$1.1 million for case management previously funded with centralized General Fund.
 - ◆ Increase of \$1.7 million in HUD entitlement and Housing Authority revenue to support program administration increases in Salaries & Benefits and Services & Supplies.

- ◆ Increase of \$1.4 million in HUD entitlement programs to align with the anticipated Fiscal Year 2022–23 funding plan.
- ◆ Decrease of \$16.3 million tied to the completion of one-time funding of CARES Act revenue issued by HUD under CDBG and ESG.
- ◆ Miscellaneous Revenue—decrease of \$31.8 million tied to prior year one-time funding for the Innovative Housing Trust Fund.
- ◆ Use of Fund Balance—decrease of \$3.9 million. There is no amount budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$2.3 million
 - ◆ Increase of \$1.0 million primarily associated with anticipated Salaries & Benefit increases.
 - ◆ Increase of \$0.8 million for additional affordable housing and operational support staff years.
 - ◆ Increase of \$0.5 million to fund Underwriting services for various affordable housing initiatives.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$16.0 million as a result of a decrease of \$29.9 million in Services and Supplies primarily tied to the ending of one-time projects, offset by an increase of \$12.9 million in Expenditure Transfer & Reimbursement associated with one-time funds for the County’s Hotel/Motel Voucher Program and Public Housing Physical Needs Improvement projects, and net increase of \$1.0 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases.



HOUSING & COMMUNITY DEVELOPMENT SERVICES

Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Housing & Community Development	130.00	130.00	156.00	20.0	156.00
Total	130.00	130.00	156.00	20.0	156.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Housing & Community Development	\$57,860,125	\$28,882,173	\$45,231,802	56.6	\$30,380,903
County Successor Agency - Housing	28,500	28,500	28,500	—	28,500
HCD - Multi-Year Projects	50,851,904	84,852,233	38,178,122	(55.0)	37,048,884
Total	\$108,740,529	\$113,762,906	\$83,438,424	(26.7)	\$67,458,287

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$15,621,449	\$16,478,815	\$18,932,195	14.9	\$19,972,324
Services & Supplies	79,355,504	111,539,377	72,138,486	(35.3)	42,218,220
Other Charges	28,168,101	4,352,426	5,372,268	23.4	5,372,268
Expenditure Transfer & Reimbursements	(14,404,525)	(18,607,712)	(13,004,525)	(30.1)	(104,525)
Total	\$108,740,529	\$113,762,906	\$83,438,424	(26.7)	\$67,458,287





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$4,591	\$4,591	\$4,591	—	\$4,591
Intergovernmental Revenues	71,723,801	70,718,159	73,802,266	4.4	58,516,367
Charges For Current Services	3,000	3,000	3,000	—	3,000
Miscellaneous Revenues	10,876,945	33,788,511	2,006,183	(94.1)	876,945
Use of Fund Balance	20,785,611	3,902,064	2,064	(99.9)	2,064
General Purpose Revenue Allocation	5,346,581	5,346,581	7,620,320	42.5	8,055,320
Total	\$108,740,529	\$113,762,906	\$83,438,424	(26.7)	\$67,458,287



Medical Care Services

Mission Statement

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

Department Description

The Medical Care Services (MCS) Department was established July 1, 2022, to oversee nursing and pharmacy operations, provide clinical expertise in an array of disciplines, and implement initiatives such as California Advancing and Innovating Medi-Cal (CalAIM) and Justice-Involved Health. Previously a division of Public Health Services, MCS is comprised of the following sections:

- ◆ Clinical Leadership —Provide clinical expertise and consultation across County programs, initiatives, and partnerships. MCS clinical leadership has been actively involved in the COVID-19 response, such as hosting a series of Medical Misinformation panels to address statements that could potentially be harmful to the community’s health.
- ◆ Nursing —formerly part of Public Health Services, provide direct clinical services at Public Health Centers such as immunizations and COVID-19 vaccines, as well as use evidence-based primary prevention through home visiting programs to improve child health outcomes, reduce disparities, and increase the well-being of San Diego County residents. The Office of Nursing Excellence develops and implements evidence-based practice standards to ensure quality nursing care through professional development opportunities, quality improvement, and quality assurance activities.
- ◆ Pharmacy —Previously part of Behavioral Health Services, pharmacy staff provide direct services for the San Diego County Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility, clinic services, and other programs. Coordinate with County programs to implement best practices and ongoing staff development to ensure patient safety and access to medications in the County’s pharmacies.
- ◆ San Diego Advancing and Innovating Medi-Cal (SDAIM) — Implement the components of CalAIM in San Diego County. CalAIM is a multiyear initiative launched by the State Department of Health Care Services (DHCS) to improve quality of life and health outcomes for Medi-Cal beneficiaries through whole-person care approaches and addressing social determinants of health. SDAIM is the local implementation of



CalAIM, which includes access to enhanced care management and community support for San Diego County’s Medi-Cal beneficiaries.

- ◆ Justice-Involved Health —Coordinate with justice-involved partners to address health-related concerns of the justice-involved population and the systems in which they access care. Whether physical or behavioral, health conditions are more prevalent among the justice-involved population, making this a high-risk population that often must navigate care through a fragmented system. Addressing the system of care and ensuring access to quality clinical services is an essential component to successful re-entry, contributing to the overall health and wellbeing of our community.

To ensure HHS service regions and departments can provide critical and essential services, MCS has 222.00 staff years and a \$41.6 million budget.

Strategic Initiative Legend for Anticipated Accomplishments	
	BBH
	LS
	SE/T
	OE
	- Audacious Vision
	- Enterprise Wide Goal
	- Department Objective

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

2021–22 Anticipated Accomplishments

Fiscal Year 2021–22 accomplishments for Medical Care Services Division can be located in the Public Health Services narrative.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

- Short-Term: Collaborate with stakeholders to increase equitable access to pharmacy services in County Public Health Centers through a pilot project that uses automated patient medication dispensing machine technology to eliminate transportation barriers by providing medications onsite, resulting in increased access to medications and ensuring sustainability through low operating costs.
- Short-Term: Support the implementation of SDAIM through funding opportunities for enhanced data exchange with Medi-Cal managed care plans. Funding will improve care coordination and better serve Medi-Cal beneficiaries in San Diego County.
- Mid-Term: Expand access to pharmacy services in at least one County Public Health Center through the automated patient medication dispensing machine pilot project.
- Long-Term: Using data and information collected during the pilot project, develop a plan to expand the automated patient medication dispensing machine program to at least one additional County Public Health Center to ensure expanded access to pharmacy services.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Ensure 95% (3,990 of 4,200) of patient encounters include pharmacy-based transition of care when admitted or discharged from the San Diego County Psychiatric Hospital or the Edgemoor Distinct Part Skilled Nursing Facility to improve patient outcomes. This will be carried out by integrating a clinical pharmacy program to ensure pharmacists evaluate current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and wellbeing through partnerships and innovation
 - Transform and strengthen Medi-Cal by facilitating the local implementation of CalAIM as San Diego Advancing and Innovating Medi-Cal (SDAIM) through collaboration with Managed Care Plans, other County departments, and community partner organizations. Development and approval of the SDAIM Roadmap will set the stage for expanding services, broadening Medi-Cal enrollment, and addressing social determinants of health to offer San Diegans a more equitable, coordinated, and person-centered approach to maximizing health and life trajectory.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region
 - Short-Term: Ensure nurses who attend the Public Health Nurse Residency and Nursing Essentials Programs rate their overall satisfaction with the program as 4.5 or higher (on a scale of 0-5). Ensuring high-quality training is essential for maintaining a highly skilled nursing workforce that staffs the County’s Public Health Centers, responds to public health emergencies, provides in-home visitation services, and many other essential programs serving clients.
 - Overall Satisfaction Rate with PHN Residency Program



Community

- Quality of Life: Provide programs and services that enhance the community through increasing the wellbeing of our residents and our environments
 - Review 100% (1,400) of Home Visiting Program referrals within one business day to ensure first-time mothers receive timely access to primary prevention, reduce disparities and improve child health outcomes. Linking first-time mothers with a nurse empowers them to feel prepared and supported to make positive, healthy choices and establish a solid foundation for years to come.

Related Links

For additional information about the programs offered by HHSA, go to:

- ◆ www.sandiegocounty.gov/hhsa

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

- ◆ www.LiveWellSD.org








Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Hospital Patients Receiving Pharmacy-Based Transitional Care ¹	N/A	N/A	N/A	95% of 4,200	95% of 4,200
	Overall Satisfaction Rate with PHN Residency and Nursing Essentials Program ¹	N/A	N/A	N/A	4.5	4.5
	Nursing Home Visiting Referrals Reviewed Timely (within 1 business day) ¹	N/A	N/A	N/A	100% of 1,400	100% of 1,400

Table Notes

¹ Effective July 1, 2022, Medical Care Services (MCS) Department was established to oversee nursing and pharmacy operations, provide clinical expertise in an array of disciplines, and implement initiatives such as California Advancing and Innovating Medi-Cal (CalAIM) and Justice-Involved Health.

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

Staffing

Net increase of 222.00 staff years

- ◆ Increase of 172.00 staff years due to a transfer from Public Health Services (PHS) establishing the Medical Care Services (MCS) Department to oversee nursing and pharmacy operations, provide clinical expertise in an array of disciplines, and implement initiatives such as California Advancing and Innovating Medi-Cal (CalAIM) and Justice-Involved Health.
- ◆ Increase of 21.00 staff years due to a transfer from Behavioral Health Services (BHS) enhance present and future Pharmacy operations.
- ◆ Increase of 13.00 staff years tied to the implementation of the CalAIM program.
- ◆ Increase of 8.00 staff years for Clinical and Nursing Support to address the operational aspects of nursing programs for regional clinic services, home visiting, Hansen’s Disease clinic, and other regional nursing programs.
- ◆ Increase of 8.00 staff years to augment Pharmacy staffing for program sustainability, to enhance the pharmaceutical services delivery to County programs in the Clinical Pharmacy and to support operational needs.

Expenditures

Net increase of \$41.6 million

- ◆ Salaries & Benefits—Increase of \$32.4 million.
 - ◆ Increase of \$28.4 million due to the transfer of existing staff from PHS and BHS as noted above.

- ◆ Increase of \$4.0 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net increase of \$9.2 million.
 - ◆ Increase of \$7.9 million due to a transfer of nursing and pharmacy services from PHS and BHS.
 - ◆ Increase of \$1.2 million primarily to bolster nursing and pharmacy operations, which includes IT and computer related projects to support monitoring needs, patient registration, and pharmaceutical care delivered through telecommunications, and investments in data solutions to support coordination with managed care plans and health consultants to support efforts of the newly created Office of Justice-Involved Health.
 - ◆ Increase of \$0.1 million in one-time project costs tied to a new appointment scheduling system for immunizations, testing, and other services provided at public health centers.

Revenues

Net increase of \$41.6 million

- ◆ Intergovernmental Revenues—net increase of \$27.5 million.
 - ◆ Increase of \$16.4 million tied to the transfer from PHS.
 - ◆ Increase of \$5.8 million in Realignment revenue tied to the transfer from BHS.
 - ◆ Increase of \$5.3 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 to costs in health and human services programs.
- ◆ Charges for Current Services—net increase of \$8.0 million in Intergovernmental Transfer (IGT) revenue primarily tied to the transfer from PHS and BHS.



MEDICAL CARE SERVICES

- ◆ Other Financing Sources—increase of \$0.5 million for immunization services and Nurse-Family Partnership program to provide nurse home visitation services to low-income and first-time mothers.
- ◆ General Purpose Revenue Allocation- increase of \$5.6 million primarily tied to the transfer of costs from PHS.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.3 million is the result of an increase of \$1.4 million in Salaries & Benefits for planning purposes associated with anticipated salary and benefit increases and decrease of \$0.1 million Services & Supplies associated with prior year one-time IT projects.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Medical Care Services	—	—	21.00	—	21.00
Admin	—	—	164.00	—	164.00
Nursing	—	—	30.00	—	30.00
Pharmacy	—	—	7.00	—	7.00
SDAIM	—	—	—	—	—
Total	—	—	222.00	—	222.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Medical Care Services	\$—	\$—	\$5,059,323	—	\$5,247,236
Admin	—	—	27,525,341	—	28,419,372
Nursing	—	—	7,631,579	—	7,849,457
Pharmacy	—	—	1,424,666	—	1,466,066
SDAIM	—	—	—	—	—
Total	\$—	\$—	\$41,640,909	—	\$42,982,131

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$—	\$—	\$32,449,483	—	\$33,875,705
Services & Supplies	—	—	9,191,426	—	9,106,426
Total	\$—	\$—	\$41,640,909	—	\$42,982,131

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$—	\$—	\$27,520,703	—	\$26,587,455
Charges For Current Services	—	—	7,994,098	—	7,994,098
Miscellaneous Revenues	—	—	3,959	—	3,959
Other Financing Sources	—	—	476,000	—	476,000
General Purpose Revenue Allocation	—	—	5,646,149	—	7,920,619
Total	\$—	\$—	\$41,640,909	—	\$42,982,131



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, infectious disease epidemics, foodborne outbreaks, climate change, 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 Land Use and Environment Group in developing the County’s Climate Action Plan, updating the Environmental Justice and Safety Elements of the General Plan, and developing the County’s Sustainability Plan.
- ◆ The Department of Environmental Health and Quality (DEHQ) to protect the public from foodborne illnesses, environmental hazards, and vector-borne diseases caused by 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 County Fire Authority to plan for, prepare, and respond to emergencies and natural disasters (e.g., Hazard Mitigation Planning, Partner Relay Program).
- ◆ Healthcare and community partners to address the elimination of HIV, hepatitis C, and Tuberculosis.

Since early 2020, PHS has been engaged in the response to the COVID-19 pandemic, coordinating with the entire County enterprise, community partners, hospitals and health care providers, city municipalities, and representatives across every sector. PHS continues to work to integrate medical resources and capacity; coordinate testing throughout the region,



including the County public health laboratory; provide for culturally competent case investigations and contact tracing, and direct the reporting of disease and critical data.

In all its efforts, PHS is focused on health inequities 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 due to 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, trainings were held to follow up with residents to help prevent the spread of disease. Data analysis and sharing are also integral to a health equity strategic approach in response to COVID-19. Data are frequently presented to the public, community sectors, and policymakers, including dashboards on the Coronavirus disease 2019 (sandiegocounty.gov) website. In this way, PHS helps keep the public informed and ensures that actions taken during the response are evidence-based. The Agency exceeded its ambitious goal to vaccinate 75% (approximately 3.1 million) of San Diego County residents, age five years and older. In fact, by February 2022, over 80% of the eligible population were fully vaccinated.

In addition to COVID-19 response efforts, PHS will continue its work to:

- ◆ **Strengthen its public health infrastructure** , maintain accreditation status, ensure staff is trained in the core competencies for public health professionals, work to secure funding for public health workforce and infrastructure, and demonstrate excellence in delivering the ten Essential Public Health Services. This work is critical to sustaining an effective response to COVID-19 and other emergencies and promoting health equity. Success also depends on continuing to build upon the strong collaborative spirit between the County and the community, as well as local city governments and the unincorporated areas.

rated areas, to respond to the COVID-19 pandemic. This approach is an important and effective strategic response to all public health matters—emergency and routine.

- ◆ **Advance major initiatives to combat infectious diseases**, which include the hepatitis C virus (HCV) and Tuberculosis (TB) elimination initiatives, both launched in the Fiscal Year 2018–19 and modeled after the Getting to Zero initiative – now in the 6th 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.
- ◆ **Join the fight against the opioid epidemic** in collaboration with Behavioral Health Services, Medical Care Services, and community partners through a cooperative agreement with the Centers for Disease Control and Prevention (CDC). Strategies include implementing surveillance to support prevention, promoting prescription drug monitoring programs, integrating State and local prevention and response efforts, establishing linkages to care, and supporting providers and health systems.
- ◆ **Address health inequities by prioritizing childhood lead poisoning, HIV infection and sexually transmitted diseases (STDs)**, infant mortality, latent Tuberculosis, and other conditions where data show significant disparities among different races and ethnicities, poverty levels, and communities. For example, the County participates in the statewide Perinatal Equity Initiative launched in 2018 to help address poor birth outcomes and inequities among African Americans through a community-driven campaign called “Black Legacy Now.”
- ◆ **Build a strong foundation for measurement and analysis**, to improve operational efficiencies, enhance program effectiveness and demonstrate community impact. This features the Live Well Health and Wellbeing Data System, which is readily accessible to the public and provides continuous data monitoring 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 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 nearly 400,000 new disease incidents of hepatitis A and C, measles, HIV, gastrointestinal, and other diseases. Of these further disease incidents, almost all the cases require additional investigation as part of the response to COVID-19. Test 56,000 specimens for diseases through the Public Health Laboratory, although the number of samples tested increased significantly (to almost 400,000) during the COVID-19 response. 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.

Effective July 1, 2022, the Medical Care Services Department (MCS D) will be established as a separate department due to an increased need to focus on CalAIM, the pharmacy, and Justice-Involved Health initiatives.

To ensure these critical services are provided, PHS has 730.00 staff years and a budget of \$216.4 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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



2021–22 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 receive preventive health examinations to identify and treat medical issues per timeframe and target established by the State.
 - Ensured that 82% (1,312 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. This is below target because some nurses were reassigned to COVID-19 related duties; also, dental exams were postponed, and appointments were not made due to social distancing recommendations
 - Ensured 80% (520 of 650) of refugees completed their health assessment within 90 days to identify health needs and facilitate access to the local health care system, as is the standard set by the California Refugee Program. Because the number of refugees initiating health assessment increased during the second half of the year, some capacity challenges resulted in falling short of the goal of 90%.
 - Efforts demonstrating retailers in compliance with youth access laws and local tobacco laws were not fully implemented in Fiscal Year 2021–22 due to administrative delays.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Assisted 9 new (total 50) 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
 - Conducted two out of four trainings of key emergency response functions to ensure staff is prepared to respond to emergencies, which is also a Federal and state priority because of the pandemic. This is fewer than anticipated because the staff was engaged in the response, which delayed the training rollout.
- 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 tested and reported within one business day to provide rapid diagnosis and treatment, consistent with federal standards.
- Immunized 100% (16,000) of children under 18 served at vaccination clinics in the Public Health Centers (PHCs) to protect them from diseases like 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; some of these children may lack a medical home.
- Connected 89% (62 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 96% (163 of 170) of reported cases of select communicable diseases (such as hepatitis A and meningococcal) within the 24 hours of receipt of the report so steps can be taken to prevent the spread of disease.
- Ensured 93% (223 of 240) of active TB cases were reported by the community to Public Health Services within one business day from the start of treatment to prevent further transmission.
- Ensured 95% (228 of 240) of active tuberculosis cases are tested for HIV, per CDC guidelines, working towards meeting the national TB program rate of 98%.
- Expanded the Harm Reduction Initiative at Public Health Centers across San Diego County and distributed over 320 naloxones (Narcan) kits to the community, ensuring access to life-saving treatments for the county's most vulnerable populations. These efforts were made through Medical Care Services Division collaborations that included Pharmacy, Justice-Involved Health, the Office of Nursing Excellence and Behavioral Health Services, and Public Health Services.
- Provided over 1,500 pregnant women and families over 5,300 face-to-face or telehealth visits with Public Health Nurses through case management efforts and ensured continued support to the COVID-19 response efforts.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Maintained 100% compliance (9 different lab licenses and permits) with federal and State accrediting requirements at the Public Health Services laboratory to protect community health and prevent the spread of disease.

- Ensured 99% (3,960 of 4,000) of children referred to California Children Services have their medical eligibility determined within the State required time frame of five business days to ensure that these children receive timely coverage and family-centered care coordination for serious physical limitations, chronic health conditions, and diseases.
- Strengthen our customer service culture to ensure a positive customer experience
 - Registered 97% (38,800 of 40,000) of birth certificates within ten days of birth to support accurate census data, exceeding the State goal of 80%.
 - Conducted 8 quality improvement projects to advance operational excellence through continuous improvement and engaged staff in identifying and resolving barriers to success.
 - Achieved an average satisfaction rating of 4.7 out of 5 in the Customer Experience Survey to all PHS customers, surpassing the goal of 4.0.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

whooping cough. PHCs serve children who were unable to get an appointment with their medical provider in time to get school-required vaccines; some of these children may lack a medical home.

- Ensure 88% (35 of 40) of infants served by the Black Infant Health program have a normal birth weight through services and supports provided to help parents develop life skills, learn strategies to reduce stress, and build social support in a culturally affirming environment and ultimately improving the health and legacy of the African-American community in San Diego County.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation
 - Ensure 85% (280 of 330) of retailers comply 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.

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Short-Term: Communicate with employees about sustainability program updates, successes, and opportunities for improvement a minimum of once a quarter, at senior staff meetings and the PHS newsletter, and other internal communications.
 - Short-Term: Continue to implement remote and hybrid work environments to reduce emissions and the office footprint as Public Health Services migrate to alternate and new facilities and maximize shared workspaces.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Mid-Term: Work with the Department of Purchasing and Contracting to develop a Board of Supervisor’s Policy to support for local, sustainable and equitable County food purchases.
 - Long-Term: Provide technical support to community-based organizations, local coalitions and cities to increase their capacity for healthy and equitable planning, including increasing natural landscaping where possible to reduce contributors to climate change.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Short-Term: Ensure 100% of new staff complete mandatory training on the National Incident Management System (NIMS) and the Incident Command System (ICS) to enhance responsiveness to public health emergencies (number of online training sessions depends on individual’s level and role).

2022–24 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Ensure that 90% (1,580 of 1,750) 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% (1,400 of 1,550) of children in out-of-home placement receive dental examinations to identify and treat dental issues per timeframes established by the State.
 - Ensure 90% (585 of 650) 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.
 - Immunize 99% (15,840 of 16,000) of children under 18 served at vaccination clinics at the Public Health Centers (PHCs) to protect them from diseases like measles and



Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments
 - Assist five new (from 50 to 55) 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.
 - Connect 84% (59 of 70) of clients with newly confirmed HIV diagnoses 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 170) of reported cases of select communicable diseases (hepatitis A and meningococcal) within the 24 hours of receipt of the report so steps can be taken to prevent the spread of disease.
 - Ensure 98% (235 of 240) of active TB cases are reported by the community to Public Health Services within one business day from the start of treatment to prevent further transmission, representing sustained performance above a statewide performance benchmark of 93%.
 - Ensure 90% (216 of 240) of active tuberculosis cases are tested for HIV, per CDC guidelines, working towards meeting the national TB program rate of 98%.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits
 - Maintain 100% compliance (nine different lab licenses and permits) with federal and State accrediting requirements at the Public Health Services laboratory to protect community health and prevent 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.
 - Register 95% (38,000 of 40,000) of birth certificates within ten days of birth to support accurate census data, exceeding the State goal of 90%.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence

- Conduct eight quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success.
- Conduct four training sessions on key emergency response functions to ensure staff is prepared to respond to emergencies, which is also a federal and State priority due to the pandemic.

Related Links

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

- ◆ www.sandiegocounty.gov/hhsa

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ <https://www.sandiegocounty.gov/hhsa/programs/phs/>

For more information about the *Live Well San Diego* Community Health Improvement Assessment (CHA), Community Health Improvement Plans (CHIP) and Regional Results Summaries, go to:

- ◆ <https://www.livewellsd.org/content/livewell/home/community>

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

- ◆ <http://www.livewellsd.org/content/livewell/home/Topics/health-equity/healthy-works.html>

For more information about public health accreditation, go to:

- ◆ <https://phaboard.org/>

For more information about Kresge Emerging Leaders in Public Health, go to:





- ◆ <https://kresge.org/elph>

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

- ◆ https://www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/

For additional information about the Top 10 *Live Well San Diego* Indicators and Data Portal, go to:

- ◆ <https://www.livewellsd.org/content/livewell/home/data-results/Indicator-Home.html>

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Timely preventive health examinations for children in out-of-home placements	91% of 1,702	90% of 1,900	90% of 1,900	N/A	N/A
	Timely dental examinations for children in out-of-home placements ¹	81% of 1,485	90% of 1,600	82% of 1,600	N/A	N/A
	Refugees completed the Health Assessment process within 90 days ^{1,5}	58% of 583	90% of 400	80% of 650	N/A	N/A
	Tobacco retailers in compliance with youth access laws ^{2,11}	N/A	N/A	N/A	N/A	N/A
	Infants who are breastfed until six months of age ⁸	69% of 73	61% of 200	N/A	N/A	N/A
	Live Well Market Retailer participants	41	46	50	N/A	N/A
	Activation of Public Health Emergency Response System for drills, exercises and actual responses ⁷	N/A	7	N/A	N/A	N/A
	TB samples tested and reported by lab within one business day ^{3,12}	97% of 994	95% of 2,200	95% of 2,200	N/A	N/A
	Emergency ambulance response times within established standards ⁸	93% of 206,398	N/A	N/A	N/A	N/A
	Children with age-appropriate vaccines	100% of 16,345	99% of 16,000	100% of 16,000	N/A	N/A
	Clients with newly confirmed HIV diagnosis with a medical visit within 30 Days ⁸	86% of 35	85% of 70	89% of 70	N/A	N/A
	Selected communicable diseases cases contacted/ investigations initiated within 24 hours ^{1,4}	98% of 151	100% of 170	96% of 170	N/A	N/A
	TB cases reported to PHS within one working day from start of treatment ¹	95% of 189	98% of 240	93% of 240	N/A	N/A
	Active TB cases tested for HIV ¹	96% of 191	90% of 240	95% of 240	N/A	N/A
	PHS laboratory compliance	100%	100%	100%	N/A	N/A
	CCS medical eligibility determined within five days	98% of 4,000	97% of 4,000	99% of 4,000	N/A	N/A
	Birth Certificates registered within 10 days of event ⁹	98% of 38,219	95% of 44,000	97% of 40,000	N/A	N/A
	Quality improvement projects ¹	2	8	8	N/A	N/A
	Timely Preventive Health Examinations for Children in Out-Of-Home Placements	N/A	N/A	N/A	90% of 1,750	90% of 1,900
	Timely Dental Examinations for Children in Out-Of-Home Placements	N/A	N/A	N/A	90% of 1,550	90% of 1,550
	Refugees Completed the Health Assessment Process Within 90 Days	N/A	N/A	N/A	90% of 650	90% of 650
	Children With Age-Appropriate Vaccines	N/A	N/A	N/A	99% of 16,000	99% of 16,000







Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Infants Served by Black Infant Health Program with a Normal Birth Weight	N/A	N/A	N/A	88% of 40	88% of 40
	Tobacco Retailers in Compliance with Youth Access Laws	N/A	N/A	N/A	85% of 330	85% of 330
	Live Well Market Retailer Participants	N/A	N/A	N/A	55	55
	Clients With Newly Confirmed HIV Diagnosis with A Medical Visit Within 30 Days	N/A	N/A	N/A	84% of 70	85% of 70
	Selected Communicable Diseases Cases Contacted/ Investigations Initiated Within 24 Hours	N/A	N/A	N/A	100% of 170	100% of 170
	TB Cases Reported to PHS Within One Working Day from The Start of Treatment	N/A	N/A	N/A	98% of 240	98% of 240
	Active TB Cases Tested For HIV	N/A	N/A	N/A	90% of 240	90% of 240
	PHS Laboratory Compliance	N/A	N/A	N/A	100%	100%
	CCS medical eligibility determined within five days	N/A	N/A	N/A	97% of 3,880	97% of 3,880
	Birth Certificates registered within 10 days of event	N/A	N/A	N/A	95% of 44,000	95% of 44,000
	Quality improvement projects	2	8	8	N/A	N/A

Table Notes

- ¹ The target/baseline was not met due to operational impacts caused by the COVID-19 pandemic.
- ² This is a new measure in Fiscal Year 2021–22 that captures progress towards implementing strategies to reduce tobacco use among youth.
- ³ The number of samples that come into the Public Health Laboratory for testing fluctuates from year to year.
- ⁴ 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 removed from Fiscal Year 2020–21 immediate response investigations. COVID-19 investigations are not included here.
- ⁵ 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. The Fiscal Year 2020–21 data are for the Federal Fiscal Year 2019–20 and include data from nearly 6 months of the COVID-19 pandemic. Estimates for the next two years have been revised upwards as more refugees, asylees, and parolees are expected to enter San Diego and receive health assessments.
- ⁶ Data are lagged and reflect results as of March of 2021. The number of clients tested was much lower due to the COVID-19 pandemic.
- ⁷ This measure of number of activations (drills, exercises, and actual responses) of the Public Health Emergency Response System was not relevant this year due to COVID-19. The response system was activated the entire year.
- ⁸ In Fiscal Year 2021–22, these performance measures have been transferred with the move of Emergency Medical Service to the Public Safety Group.
- ⁹ Although the target was exceeded in fiscal year 2020–21, the volume of birth certificates processed fluctuates from year to year.
- ¹⁰ This is a new measure in fiscal year 2022–23 that captures progress towards training key emergency response staff to ensure they are prepared to respond to emergencies, which aligns with Federal and State priorities. It is anticipated that only 2 training sessions will be completed in fiscal year 2022–23 because staff continue to be engaged in pandemic response.
- ¹¹ Efforts demonstrating retailers in compliance with youth access laws and local tobacco laws were not fully implemented in Fiscal Year 2021–22 due to administrative delays.
- ¹² In Fiscal Year 2022–23, this performance measure was retired. Alternative measure implemented for Black Infant Health Program.



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

Staffing

Net decrease of 107.00 staff years

- ◆ Decrease of 172.00 staff years due to a transfer to establish the Medical Care Services (MCS) Department.
- ◆ Decrease of 8.00 staff years due to a transfer to Administrative Support to centralize efforts to enhance IT infrastructure supporting public health programs.
- ◆ Increase of 24.00 staff years to support the transition of the Immunization Program from Contractor to In-House, transition of the local immunization registry system to the state registry system, increased capacity for immunization services, and response to vaccine preventable disease events.
- ◆ Increase of 11.00 staff years to bolster staffing infrastructure in programs such as Maternal Child and Family Health Service (MCFHS) programs, HIV and STD programs, Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM) programs, and disease surveillance programs.
- ◆ Increase of 8.00 staff years to support investigations and data analysis of infectious diseases and augment capacity in Office of Vital Records and Statistics.
- ◆ Increase of 8.00 staff years to augment staffing capacity for the TB Elimination and Contact Investigation Team to conduct surveillance and contact tracing for active TB cases.
- ◆ Increase of 7.00 staff years in California Children’s Services (CCS) unit to enhance case management.
- ◆ Increase of 5.00 staff years to support water quality testing that will reduce exposure to contaminated water and reduce potential illnesses in the community.
- ◆ Increase of 4.00 staff years to support the Clean Syringe Services Program and provide direct patient care in the STD clinics.
- ◆ Increase of 3.00 staff years to support the Getting to Zero Initiative oversee and lead the administration of funding requirements and develop clinic capacity to bill insurance companies and programs for STD Clinical services.
- ◆ Increase of 2.00 staff years due to a transfer from Homeless Solutions and Equitable Communities (HSEC) to support operational needs.
- ◆ Increase of 1.00 staff year to support expansion of services tied to the Office of Violence Prevention (OVP) program.
- ◆ Additionally, staff were transferred among related programs within PHS to manage operational needs.

Expenditures

Net decrease of \$161.4 million

- ◆ Salaries & Benefits—net decrease of \$14.7 million.

- ◆ Decrease of \$27.8 million due to the transfer of staff years to MCS and Administrative Support.
- ◆ Increase of \$13.1 million for planning purposes associated with anticipated salary and benefit increases and staffing increases noted above.
- ◆ Services & Supplies—net decrease of \$143.1 million.
 - ◆ Decrease of \$132.3 million tied to prior year one-time COVID-19 response efforts.
 - ◆ Net decrease of \$6.6 million tied to one-time costs to prevent, prepare for and respond to coronavirus and other infectious disease by supporting 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.
 - ◆ Decrease of \$6.1 million due to a transfer to MCS.
 - ◆ Decrease of \$3.0 million tied to one-time CDC Health Disparities contracts.
 - ◆ Net decrease of \$1.4 million due to removal of prior year one-time costs for Electronic Health Record project partially offset by Electronic Health Record for TB Clinic and Chronic Disease Surveillance and by Child Health Disability Prevention (CHDP) Electronic Records Management System.
 - ◆ Increase of \$4.2 million to establish and enhance preventive health service programs to immunize individuals against COVID-19 through the Immunization Local Assistance Grant funded program.
 - ◆ Increase of \$1.5 million for laboratory molecular sequencing supplies to enhance surveillance, monitoring and detection of infectious disease threats in the community.
 - ◆ Increase of \$0.6 million associated with HIV comprehensive services, including community readiness assessment for harm reduction services, benefits navigation, mobile application for Getting to Zero resources, and low barrier medical care.
- ◆ Capital Assets Equipment—net decrease of \$5.0 million.
 - ◆ Decrease of \$7.0 million tied to prior year one-time investment associated with COVID-19 efforts and funded with ELC.
 - ◆ Increase \$2.0 million for 2 Live Well on Wheels vehicles and a mobile Public Health Laboratory vehicle as approved by the Board of Supervisors on January 25, 2022 (07).
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.4 million in prior year one-time negotiated labor agreement previously funded with centralized General Fund supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of a \$1.4 million increase in appropriations.





Revenues

Net decrease of \$161.4 million

- ◆ Intergovernmental Revenues—net decrease of \$148.5 million.
 - ◆ Decrease of \$132.3 million in federal emergency response funding for COVID vaccination and T3 efforts.
 - ◆ Decrease of \$16.4 million due to a transfer to the new MCSD.
 - ◆ Net decrease of \$12.6 million primarily due to removal of prior year one-time ELC and ELC Expansion grants offset by one-time funding for 2 San Diego Live Well on Wheels vehicles, Mobile Public Health Laboratory vehicle, and Epidemiology SQL Server Database.
 - ◆ Decrease of \$3.0 million due to removal of one-time funds for CDC Health Disparities.
 - ◆ Increase of \$6.7 million of federal and State funds to support increases in staff years, Salaries & Benefits and Services & Supplies as noted above.
 - ◆ Increase of \$4.9 million in various public health revenues primarily tied to funds data integration, electronic health records and increases in various public health programs.
 - ◆ Increase of \$4.2 million in supplemental Immunization Local Assistance Grant funding to support activities related to COVID-19 vaccinations noted above.

- ◆ Charges for Current Services—decrease of \$12.9 million includes \$7.6 million transfer to MCSD and \$5.3 million due to prior year one-time projects funded by Intergovernmental Transfer (IGT) revenue.
- ◆ Other Financing Sources—decrease of \$2.0 million.
 - ◆ Decrease of \$1.6 million in Securitized Tobacco Settlement revenue due to a reallocation to other HSA programs.
 - ◆ Decrease of \$0.4 million due to a transfer to MCSD.
- ◆ General Purpose Revenue Allocation—net increase of \$2.0 million.
 - ◆ Increase of \$7.3 million primarily to support increases in Salaries & Benefits and Services & Supplies tied to addition of new staff years noted above.
 - ◆ Decrease of \$5.3 million associated with the transfer to MCSD due to organizational restructure.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$8.3 million is the result of a decrease of \$11.3 million in Services & Supplies primarily associated with anticipated completion of one-time grant funded services and \$2.0 million in Capital Assets Equipment for one-time purchase of 2 Live Well on Wheels vehicles and a mobile Public Health Laboratory vehicle partially offset by \$5.0 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases.

Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Administration and Other Services	30.00	47.00	49.00	4.3	49.00
Bioterrorism	18.00	28.00	27.00	(3.6)	27.00
Infectious Disease Control	123.25	134.25	153.25	14.2	153.25
Surveillance	104.00	220.00	230.00	4.5	230.00
Prevention Services	83.00	94.00	122.00	29.8	122.00
California Childrens Services	142.75	141.75	148.75	4.9	148.75
Regional Public Health Services	152.00	152.00	—	(100.0)	—
Medical Care Services Division	56.00	20.00	—	(100.0)	—
Total	709.00	837.00	730.00	(12.8)	730.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Administration and Other Services	\$12,327,817	\$15,963,754	\$15,047,310	(5.7)	\$13,860,908
Bioterrorism	4,471,918	5,645,250	7,044,534	24.8	6,240,231
Infectious Disease Control	35,812,980	39,113,829	42,595,172	8.9	43,428,991
Surveillance	24,338,130	222,917,336	83,399,083	(62.6)	75,215,637
Prevention Services	25,669,414	41,289,532	43,589,676	5.6	43,757,842
California Childrens Services	23,117,012	23,115,933	24,707,137	6.9	25,621,965
Regional Public Health Services	23,617,624	24,351,840	—	(100.0)	—
Medical Care Services Division	18,515,306	5,371,789	—	(100.0)	—
Ambulance CSA's - Health & Human Services	14,196,269	—	—	—	—
Total	\$182,066,470	\$377,769,263	\$216,382,912	(42.7)	\$208,125,574





Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$98,201,995	\$117,799,927	\$103,116,540	(12.5)	\$108,187,233
Services & Supplies	81,511,727	237,954,294	94,803,412	(60.2)	83,500,381
Other Charges	2,623,228	2,748,228	2,748,228	—	2,748,228
Capital Assets Equipment	88,000	20,673,646	15,714,732	(24.0)	13,689,732
Expenditure Transfer & Reimbursements	(358,480)	(1,406,832)	—	(100.0)	—
Total	\$182,066,470	\$377,769,263	\$216,382,912	(42.7)	\$208,125,574

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$2,348,672	\$—	\$—	—	\$—
Taxes Other Than Current Secured	32,533	—	—	—	—
Licenses Permits & Franchises	290,399	80,000	80,000	—	80,000
Fines, Forfeitures & Penalties	3,433,231	—	—	—	—
Revenue From Use of Money & Property	351,118	—	—	—	—
Intergovernmental Revenues	128,609,345	341,536,855	193,058,358	(43.5)	185,032,268
Charges For Current Services	17,698,164	16,822,013	3,953,410	(76.5)	3,722,162
Miscellaneous Revenues	865,406	520,686	516,727	(0.8)	516,727
Other Financing Sources	5,612,638	5,612,638	3,566,638	(36.5)	3,566,638
Fund Balance Component Decreases	2,850,000	—	—	—	—
Use of Fund Balance	2,310,356	—	—	—	—
General Purpose Revenue Allocation	17,664,608	13,197,071	15,207,779	15.2	15,207,779
Total	\$182,066,470	\$377,769,263	\$216,382,912	(42.7)	\$208,125,574



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 one million 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 solicits engagement from the community through different venues such as outreach events and advisory boards.

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.
- ◆ Office of Military & Veterans Affairs—supports the third-largest veteran population in the nation by connecting veterans and their families to benefits, counseling, and referral services.

Effective July 1, 2022, the Office of Military & Veterans Affairs (OMVA) transferred from Administrative Support to enhance the alignment of the integrated functions of SSS and OMVA. To deliver these essential services, SSS has 2,732.00 staff years and a budget of \$629.1 million, which includes assistance aid payments for residents. For more information about assistance aid payments, please see Appendix D.



Strategic Initiative Legend for Anticipated Accomplishments

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human 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
 - Processed 98% (27,440 of 28,800) 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%.
 - Processed 96% (162,240 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

SELF-SUFFICIENCY SERVICES

- Processed 97% (184,300 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%.
- Provided 50,000 seniors CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food insecure seniors.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
- Ensured 80,000 status reports and renewals 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.
- Issued the Customer Experience survey to all SSS customers and achieved a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Health and Human Services Agency Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies
 - Increase to 50,000 the number of seniors that receive CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food insecure seniors.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community

- 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%.
- Conduct 34,000 office, online, or phone interviews with veterans and their dependents with benefits counseling, information, and referral services.
- Process 10,000 compensation, pension claims, and college fee waivers to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency
 - Short-Term: Increase messaging to employees about sustainability program updates, successes, and opportunities for improvement through the bimonthly Eligibility Newsletter and various staff meetings to ensure two-way communication with staff.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all
 - Mid-Term: Seek ideas and recommendations to support legislative policies and collaborate with the Social Services Advisory Board (SSAB) and external stakeholders to enhance services that allow residents to transition to self-sufficiency.
 - Long-Term: Improve access to Self-Sufficiency Programs in collaboration with SSAB by implementing the thirty recommendations from the County's assessment.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
 - Short-Term: Continue to implement and support remote work environments, such as telework and virtual meetings, to reduce travel, emissions, and office footprints by reviewing office space to identify opportunities for shared locations and consolidation of office space.
 - Short-Term: Engage in more community outreach, including using the Live Well Mobile Office and promoting online services to County residents, reducing the need for individuals to travel to County locations, thereby reducing emissions and increasing equitable access to services.
 - Long-Term: In collaboration with DGS, design new construction and major renovations following green policies wherever possible. Upcoming renovations and construction include the Live Well Center at Chula Vista and the new Ramona Community Resource Center.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region





- Short-Term: Continue to provide multiple ways to offer essential services, including electronic, telephonic, in person, and via outreach, to ensure equitable access to services. Work with community partners by creating flyers and sharing virtual announcements to increase public awareness of these efforts and upcoming outreach events.
- Process 91% (153,790 of 169,000) of Medi-Cal applications timely, within 45 days, a key metric required by the State and assists families in meeting their health insurance needs. Target exceeds the State requirement of 90%.
- 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%.

- Ensure 80,000 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.
- Issue the Customer Experience survey to all SSS customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.

Related Links

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

◆ www.SanDiegoCounty.gov/HHSA

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

◆ www.LiveWellSD.org



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.






Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Timely processing of CalWORKs applications	99% of 20,766	96% of 28,000	98% of 28,000	N/A	N/A
	Timely processing of Medi-Cal applications	97% of 146,555	91% of 169,000	96% of 169,000	N/A	N/A
	Timely processing of CalFresh applications	98% of 193,253	92% of 190,000	97% of 190,000	N/A	N/A
	Seniors on CalFresh	63,587	47,000	50,000	N/A	N/A
	Status reports submitted through Benefits CalWIN	79,537	80,000	80,000	N/A	N/A
	Seniors on CalFresh	N/A	N/A	N/A	50,000	70,000
	Timely processing of CalWORKs applications	N/A	N/A	N/A	96% of 28,000	96% of 28,000
	Veterans compensation and benefits claims processed ¹	N/A	N/A	N/A	6,000	6,000
	Veterans and dependents interviews for benefits counseling and referral services ¹	N/A	N/A	N/A	24,000	24,000
	Timely processing of Medi-Cal applications	N/A	N/A	N/A	91% of 169,000	91% of 169,000
	Timely processing of CalFresh applications	N/A	N/A	N/A	92% of 190,000	92% of 190,000
	Status reports submitted through Benefits CalWIN	N/A	N/A	N/A	80,000	80,000

Table Notes

¹ Effective July 1, 2022, the Office of Military and Veterans Affairs (OMVA) transferred to Self Sufficiency Services (SSS) to enhance the alignment of the integrated functions of SSS and OMVA.

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

Staffing

Net increase of 119.00 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 2 years, SSS has added over 316,000 in new participants to its programs and continues to receive a record high of new applications each month. This includes a 40.5% participation increase to CalFresh and a 38% increase to Medi-Cal. Both of these programs 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. In addition, the increased staff years will also address workload impact associated with existing caseload due to the expiration of COVID-19 federal and State waivers.
- ◆ Increase of 20.00 staff years due to the transfer of the Office of Military & Veterans Affairs (OMVA) to Self Sufficiency Services (SSS) to enhance the alignment of integrated functions within the Health & Human Services Agency (HHSA).
- ◆ Increase of 1.00 staff year due to a transfer from Homeless Solutions and Equitable Communities to support operational needs.
- ◆ Decrease of 2.00 staff years due to a transfer to Administrative Support for operational needs.
- ◆ Additionally, staff were transferred among related programs within SSS to manage operational needs.

Expenditures

Net increase of \$17.6 million

- ◆ Salaries & Benefits—increase of \$8.3 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net increase of \$5.8 million.
 - ◆ Net increase of \$2.5 million in CalWORKs programs related to family stabilization referral services, homeless prevention, and services providing housing stability for families experiencing homelessness.
 - ◆ Increase of \$2.5 million for the expansion of the ¡Más Fresco! More Fresh Nutrition Incentive Program and Nutrition Incentives Beyond the Supplemental Nutrition Assistance Program (SNAP, also known as CalFresh) and expansion of food distribution with the two San Diego

Food Banks by increasing capacity of pre-packaged food boxes focused on locally sourced food, funded through the County’s American Rescue Plan Act (ARPA) Framework.

- ◆ Increase of \$2.1 million associated with reflecting OMVA operational costs previously budgeted in Administrative Support.
- ◆ Increase of \$0.8 million to align with anticipated spending on the Info Line 211 Access Support contract primarily due to expansion of services to support the Access Call Center with additional call agents and associated technology.
- ◆ Decrease of \$1.4 million due to a technical budget adjustment to reflect a transfer to Other Charges to align with a payment process change for transportation benefits to General Relief clients.
- ◆ Decrease of \$0.7 million primarily for the CalWORKs Home Visiting Initiative (HVI) to align to the anticipated Fiscal Year 2022–23 HVI program allocation and current service levels.
- ◆ Other Charges—net decrease of \$1.1 million.
 - ◆ Decrease of \$8.5 million to remove one-time costs for the COVID-19 Positive Recovery Stipend Program which has completed.
 - ◆ Decrease of \$3.2 million in General Relief benefit payments to align with caseload trend with no impact to services.
 - ◆ Increase of \$4.0 million in Child Care Program Stage One benefit payments to align with caseload trend.
 - ◆ Increase of \$2.8 million in CalWORKs Welfare to Work benefit payments to align with caseload trends.
 - ◆ Increase of \$2.1 million for Family Stabilization benefit payments to align with an allocation increase.
 - ◆ Increase of \$1.4 million due to a technical budget adjustment to reflect a transfer from Services & Supplies to align with a payment process change for transportation benefits to General Relief clients.
 - ◆ Increase of \$0.3 million in Cash Assistance Program for Immigrants (CAPI) benefit payments to align with caseload trends.
- ◆ Expenditure Transfer & Reimbursement—decrease of \$4.6 million associated with the removal of centralized General Fund for prior year one-time negotiated labor agreements. Since this is a transfer of expenditure, it has a net effect of a \$4.6 million increase in appropriations.

Revenues

Net increase of \$17.6 million

- ◆ Intergovernmental Revenues—net increase of \$10.9 million.





- ❖ Increase of \$7.6 million in Realignment revenue to support increases in Salaries & Benefits and Services & Supplies.
- ❖ Increase of \$4.8 million in social services State and federal administrative revenue associated with anticipated growth in the Medi-Cal allocation supporting increases in staffing and operating cost.
- ❖ Increase of \$4.0 million in State and federal revenue funding to align with estimated CalWORKs Child Care Stage One benefit payments.
- ❖ Increase of \$2.5 million in ARPA revenue to support the Framework Food Assistance component mentioned above.
- ❖ Increase of \$2.1 million in State and federal revenue for the Family Stabilization Program tied to an allocation increase.
- ❖ Increase of \$0.3 million in State revenue for Cash Assistance Program for Immigrants.
- ❖ Decrease of \$8.5 million in prior year one-time federal stimulus funds for the COVID-19 Positive Recovery Stipend Program.
- ❖ Decrease of \$1.9 million in social services State and federal administrative revenue tied to an anticipated decrease of the CalWORKs single allocation and to align with the estimated expenditure level.
- ❖ Use of Fund Balance—decrease of \$3.3 million. There is no amount budgeted.
- ❖ General Purpose Revenue Allocation—increase of \$10.0 million
 - ❖ Increase of \$6.3 million to partially offset Salaries & Benefits and Services & Supplies increases noted above. The existing general purpose revenue was reallocated from Child Welfare Services.
 - ❖ Increase of \$3.7 million due to the transfer of OMVA from Administrative Support.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$14.8 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Health Care Policy Administration	2.00	—	—	—	—
Eligibility Operations Administration	268.00	280.00	—	(100.0)	—
Self-Sufficiency Administration	—	—	292.00	—	292.00
Regional Self-Sufficiency	2,259.00	2,333.00	2,418.00	3.6	2,418.00
Office of Military & Veterans Affairs	—	—	22.00	—	22.00
Total	2,529.00	2,613.00	2,732.00	4.6	2,732.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Health Care Policy Administration	\$7,534,019	\$6,723,323	\$5,992,036	(10.9)	\$5,992,036
Eligibility Operations Administration	55,812,739	55,837,573	—	(100.0)	—
Self-Sufficiency Administration	—	—	60,070,008	—	61,940,639
Assistance Payments	259,974,420	295,484,170	285,310,166	(3.4)	285,310,166
Regional Self-Sufficiency	227,484,166	253,461,735	273,164,375	7.8	285,957,150
Office of Military & Veterans Affairs	—	—	4,556,603	—	4,702,165
Total	\$550,805,344	\$611,506,801	\$629,093,188	2.9	\$643,902,156

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$235,779,481	\$258,364,414	\$266,629,463	3.2	\$281,438,431
Services & Supplies	106,120,715	137,107,538	142,872,943	4.2	142,872,943
Other Charges	208,905,148	220,658,537	219,590,782	(0.5)	219,590,782
Expenditure Transfer & Reimbursements	—	(4,623,688)	—	(100.0)	—
Total	\$550,805,344	\$611,506,801	\$629,093,188	2.9	\$643,902,156





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fines, Forfeitures & Penalties	\$3,800,000	\$3,800,000	\$3,800,000	—	\$3,800,000
Revenue From Use of Money & Property	248,605	248,605	248,605	—	248,605
Intergovernmental Revenues	504,916,270	566,354,540	577,259,509	1.9	592,068,477
Charges For Current Services	270,000	270,000	270,000	—	270,000
Miscellaneous Revenues	2,204,385	1,792,677	1,792,677	—	1,792,677
Other Financing Sources	1,000,000	1,000,000	1,000,000	—	1,000,000
Use of Fund Balance	5,831,386	3,300,000	—	(100.0)	—
General Purpose Revenue Allocation	32,534,698	34,740,979	44,722,397	28.7	44,722,397
Total	\$550,805,344	\$611,506,801	\$629,093,188	2.9	\$643,902,156





County of San Diego

Land Use and Environment Group

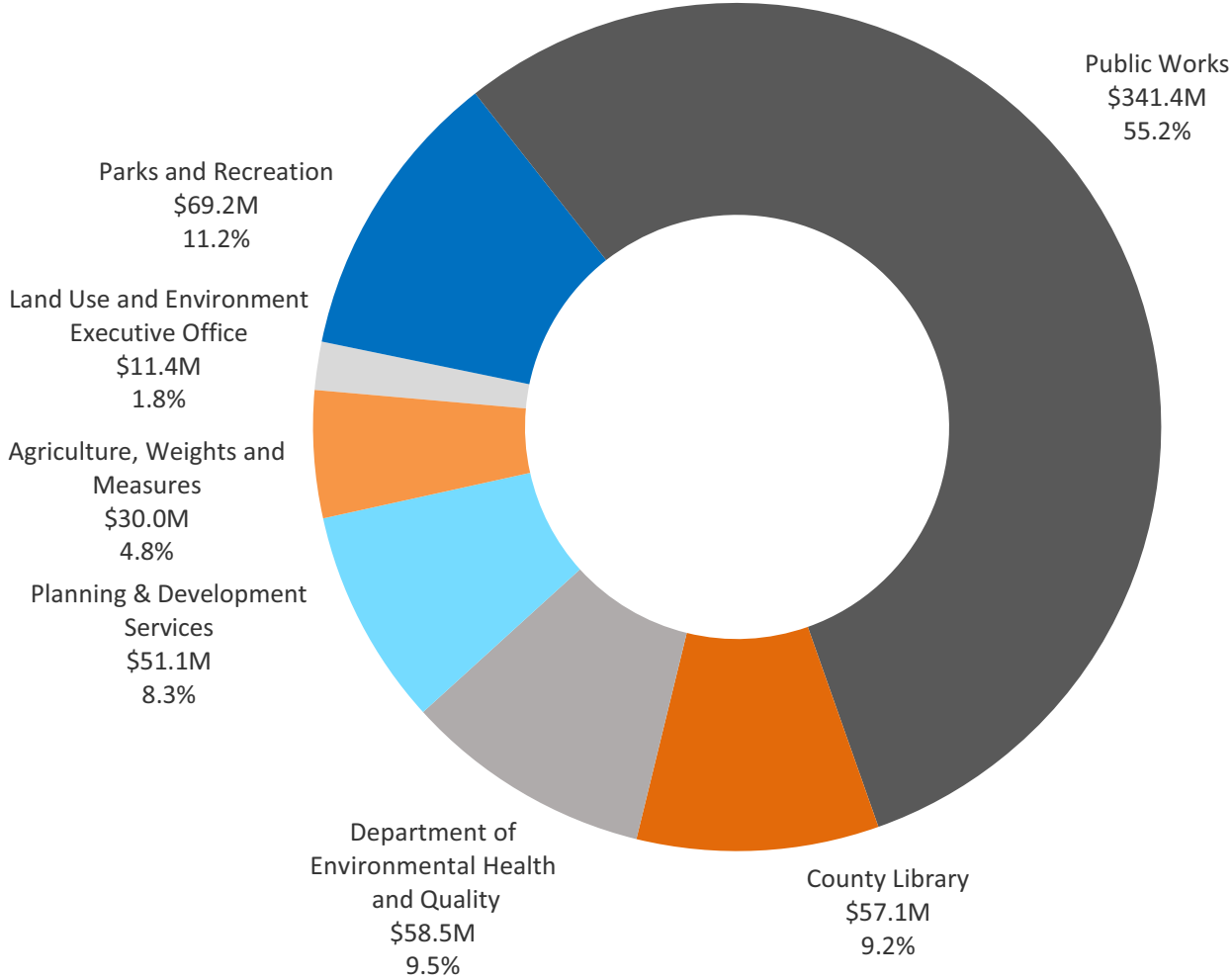
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Land Use and Environment Group at a Glance

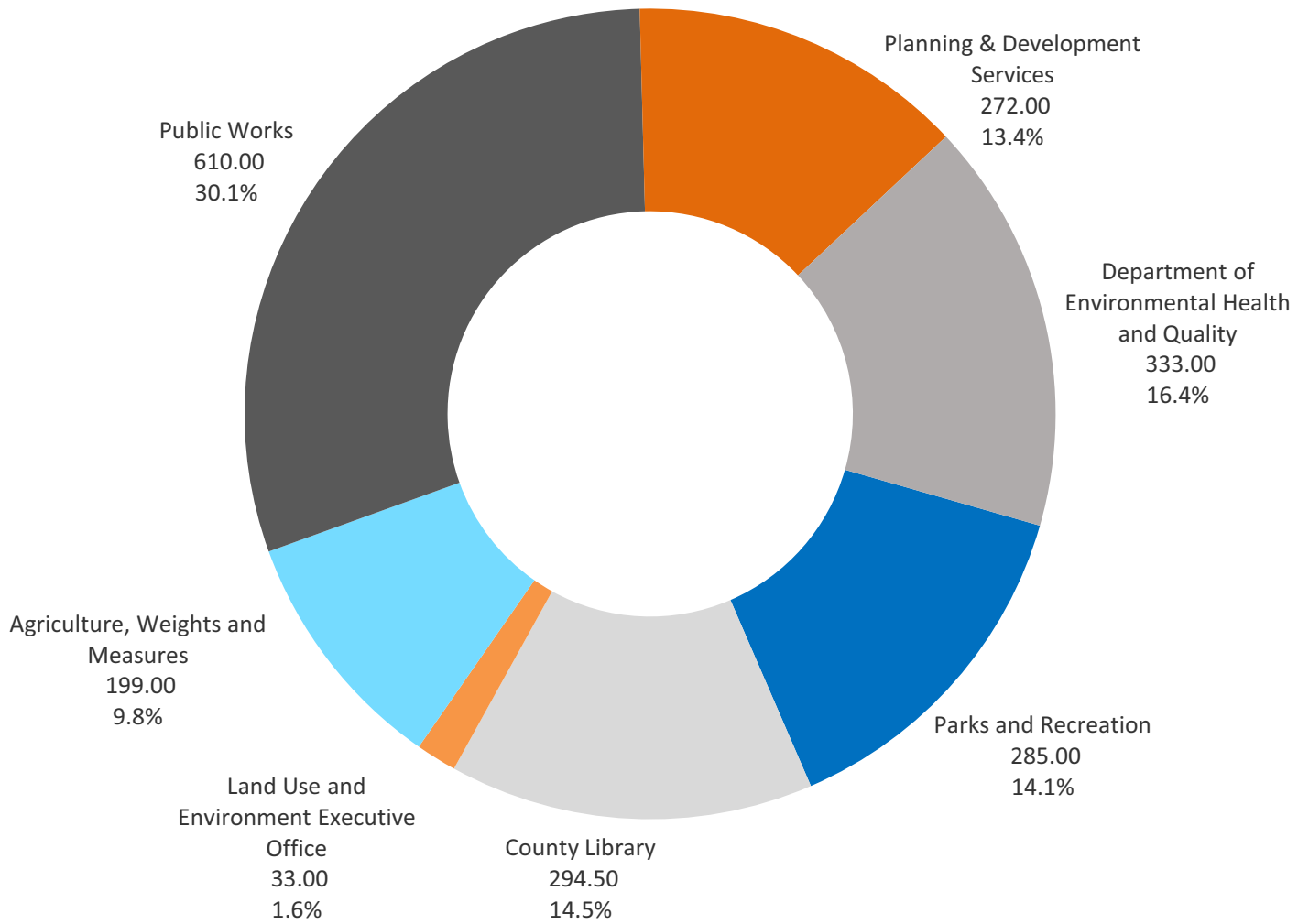
Recommended Budget by Department

Budget by Department
Fiscal Year 2022-23: \$618.7 million



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2022-23: 2,026.50 staff years



Land Use and Environment Group Summary & Executive Office

Mission Statement

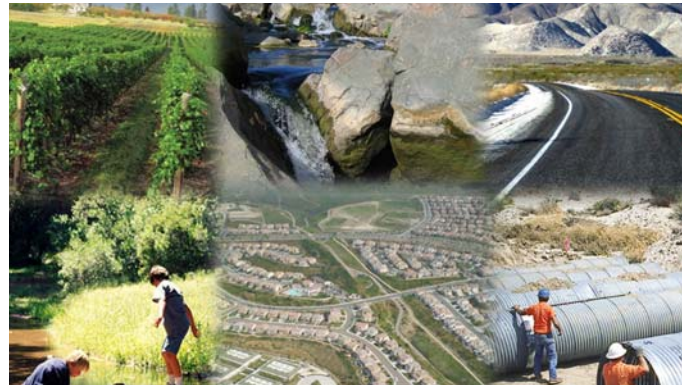
The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County’s efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

Group Description

The Land Use and Environment Group (LUEG) protects and promotes an equitable, healthy environment for the residents and visitors of San Diego county. LUEG departments work collaboratively with constituents, community and advocacy groups, environment, economic, labor, workforce, 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.

To ensure these critical services are provided, the Land Use and Environment Group has 2,026.50 staff years and a budget of \$618.7 million.

In Fiscal Year 2021–22 the County of San Diego underwent a large organizational shift with the majority of the members of the Board of Supervisors being newly elected. This marked the first time in two decades there are five sitting Supervisors who have been in office for two years or less. As the County looks toward the future, it was clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the policy initiatives of the Board of Supervisors. The County began a new strategic planning process in the Summer of 2021, which included convening a Strategic Planning Team. The 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as an extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year. The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. This process also included a reimagining of the County’s governance documents include the Vision Statement, Mission Statement, and Values. There are new Strategic Initiatives, and Audacious Goals that



go along with each to guide the departments in outcome-based goal setting that aligns with the County’s Vision. Additional information on the new strategic alignment can be found at in the Strategic Framework and Alignment section.

Strategic Framework and Alignment

LUEG programs and services are centered around the County’s Strategic Framework, which guides our work through the Strategic Initiatives of Sustainability, Equity, Empower, Community, and Justice. These initiatives, along with the County’s Values of Integrity, Equity, Access, Belonging, Excellence, and Sustainability are at the core of what we do and help us toward our vision of a just, sustainable, and resilient future for all.

LUEG Departments

- ◆ Agriculture, Weights and Measures
- ◆ 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



Protecting and Promoting Public Health

Protecting and promoting the health and safety of residents is another LUEG pillar. Whether it is protecting residents from the harmful effects of water pollution or monitoring and treating 1,500 known mosquito breeding sites to prevent disease, LUEG

will continue to protect public health with an emphasis on underserved communities. We also collaborate closely with the Health and Human Services Agency to identify and respond to emerging public health risks and provide residents with education, resources, and opportunities to proactively protect their health and well-being.

We provide intergenerational programs through our parks and libraries that create interest in the environment and sustainability, encourage people to spend time outside and create opportunities for increased social interaction. Through the StoryTrails program, parks and libraries place stories in English and Spanish along park trails to encourage reading and promote outdoor activities. The addition of several pickleball courts at park locations throughout the County offers expanded opportunities to residents of all ages to be active.

We ensure safe beach and bay water by utilizing the best technology of sampling and testing to track water pollution and notify the public when it is not safe to enter the water. In 2021, a total of 6,500 recreational water samples were collected and evaluated across 70 miles of San Diego county coastline to protect beachgoers and their communities. The County's coastal water quality program is also the first in the nation to be approved by the U.S. Environmental Protection Agency to use a new rapid testing method that will provide same-day sampling results. The water running through the Tijuana River Valley is internationally known for its ongoing sewage and trash flows affecting water quality in the valley and beaches, and threatening community health in adjacent communities. To help protect people, LUEG tests and reports the water quality at nine South County beaches daily. We inform the public about conditions seven days a week through a community hot line, interactive website, social media, press releases, beach signage, and public notices of water contact advisories or closures.

LUEG led a comprehensive regional study that identified 27 potential projects to address the environmental, public health, and safety concerns stemming from cross-border sewage flows. LUEG departments have been able to utilize this study to secure federal and State funding for three priority projects. The County has also been at the forefront of bringing national attention to this issue by passing a joint resolution recommending federal action to eliminate cross-border flows, declaring pollution in the Tijuana River Valley a public health crisis, and regularly coordinating with officials at the local, State, and federal levels to ensure the South Bay community receives adequate funding to address these longstanding concerns. Through these efforts, the region has already seen an influx of federal and State funding, including \$300 million in federal funds appropriated through the U.S. Environmental Protection Agency and \$20 million in State funds appropriated through the California Environmental Protection Agency. LUEG departments work with federal, State, and

local stakeholders to ensure the designated funds result in water quality improvements, minimized flooding risks, and reduced beach closures in South Bay communities.

LUEG also works to protect and promote public health by inspecting more than 4,000 public swimming pools, more than 15,000 food facilities, and over 460 facilities with radioactive materials/x-ray machines to ensure the safety of the public, workers, and the environment. We also collect approximately 175 tons of household hazardous waste from residents in the unincorporated area to ensure safe disposal, as well as inspect solid waste, composting, and recycling facilities to ensure health and safety to surrounding communities. LUEG provides 24/7 emergency response to more than 400 radiological, biological, and chemical emergencies through its regionwide Hazardous Incident Response Team to quickly and efficiently address, investigate, and mitigate emergency hazardous situations to keep residents and visitors safe. LUEG also works to limit the public's exposure to industrial hazardous materials such as acids, chemicals, oil, and radioactive material. We do this through education and outreach, the permitting of 14,000 facilities, and conducting routine inspections of at least 7,500 facilities across the region on an annual basis.

Ensuring a robust food system is central to public health. LUEG helps to promote this by leading the *Live Well San Diego* Food System Initiative (FSI) and collaborating 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. To provide safe food donation and improved food security in the region in 2021, LUEG had a total of 150 charitable feeding organizations registered and permitted, an increase from 114 in 2020.

Through our annual assessment of community needs, LUEG identifies opportunities to improve food access in underserved communities through outlets such as certified farmers markets and community supported agriculture organizations. By analyzing different demographic databases, we identify locations where we need to improve equitable access to locally grown produce among communities in need.

Addressing Housing Affordability

The County continues to collaborate with the community and industry partners to increase the supply of safe and affordable housing within the unincorporated areas. This includes the County reducing builder permitting times and costs; reviewing best practices; and overhauling and modernizing land development policies and regulations. To help facilitate greater equity when it comes to new homes, the County updated its General Plan Housing Element to incorporate an Inclusionary Housing Program. This requires new housing developments to set aside a





percentage of units at or below the region’s median income level to support equitable and fair housing opportunities in the unincorporated communities. The plan was last updated in July 2021 with new goals and policies and identified programs for development to meet the unincorporated area’s housing needs. Some of the programs are focused on reducing barriers to housing developments, exploring options to streamline senior assisted living facilities, and updating the Zoning Ordinance to include objective design guidelines that provide clarity and transparency during the design review process.

In addition, LUEG has focused on approving permits for Accessory Dwelling Units (ADUs) in the unincorporated area, which provide affordable housing options for residentially zoned properties that have an existing single-family home. ADUs help support intergenerational living, fill a housing need gap, and also create potential for rental income for property owners. LUEG has streamlined and incentivized ADUs by developing pre-approved plans for ADUs to save applicants over \$15,000 in costs and has waived permit and impact fees for ADUs, saving an additional \$12,000 to \$15,000 per unit.

LUEG programs also help homeowners increase their sustainability and fight climate change. Since 2020, the County has waived more than \$2 million in fees to encourage green building efforts and the installation of solar power in the unincorporated area. This has the co-benefit of reducing energy costs for residents. LUEG will also identify opportunities to expand incentives and remove barriers to increase eco-friendly affordable housing projects. Both of these efforts support the Regional Decarbonization Framework by ensuring housing has a focus on energy efficiency and climate resilience.

Maintaining Consumer Confidence and Advancing Economic Opportunity

LUEG departments provide services that increase consumer confidence and create a fair and equitable marketplace. This includes regionwide inspections of more than 15,000 restaurants and food facilities to ensure where you eat is safe, and we invest more than \$5 million each year to inspect the accuracy of 30,000 scales and pumps to ensure you get what you pay for at stores and gas stations. We also inspect organic produce to ensure its authenticity, pest control companies for compliance with pesticide rules, certified farmers markets and produce stands for accuracy, as well as 40,000 safety inspections of buildings, and thousands of stormwater run-off prevention systems in the unincorporated area. Collectively, LUEG departments conduct approximately 530,000 inspections annually to ensure your safety and confidence in goods and services.

To support economic opportunity for more people, especially in communities historically impacted by the criminalization of marijuana before its legalization in California, the Board directed the development of a comprehensive Socially Equitable Cannabis Permitting Program for the unincorporated community. This ini-

tiative 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 and access to business opportunities. LUEG is developing an updated Zoning Ordinance and license permitting system to accompany the effort.

LUEG also crafted an ordinance that advances economic opportunity for cooking enthusiasts in the region to earn a living cooking from their homes. Known as the Microenterprise Home Kitchens Ordinance, or MEHKOs, this new governing document was developed in collaboration with the community, government and business groups that held 50 meetings including 4 public workshops available in different languages. MEHKOs provides the opportunity for our community members to share their culture and traditions through food and cooking and provide opportunities for our community to engage and learn about our diverse residents in the San Diego region.



Sustainability

Tackling the Climate Crisis

Sustainability is core to the County’s philosophy, and it is a primary focus for all Land Use and Environment Group (LUEG) programs. Our commitment to sustainable practices and solutions is reflected through our services across the region and is widely incorporated into internal County operations. From the individual departmental sustainability plans that work to reduce our carbon footprint, and the County’s Climate Action Plan measures to reduce greenhouse gas (GHG) emissions, to the innovative Regional Decarbonization Framework that will guide our region to a goal of zero carbon emissions, the County tangibly contributes to climate action through comprehensive and data-driven solutions. Collectively, our efforts strive to create a safe, resilient, and natural environment for current and future generations.

Departmental Sustainability Goals

In support of these sustainability goals, LUEG is leading an enterprise-wide effort with each County department in developing a data-driven sustainability plan to ensure their operations are aligned with County efforts to reduce our carbon footprint through greater recycling, lower energy use, and greater stewardship of our natural resources. This is a uniform approach for the organization, but each department’s plan is unique in identifying new strategies to implement in the short and long term to achieve more sustainable departmental operations. By ensuring the County’s 18,000+ employees are working in ways that maximize sustainability, our improved operations will contribute to a healthier, resilient, and thriving community. As part of short-term implementation, LUEG departments will be converting existing fleet vehicles that are due for replacement to electric vehicles (EV) including bookmobiles, installing EV charging equipment at new parks where feasible, and assessing options for installing solar panels and/or battery back-up for County road



stations and wastewater facilities. Mid- to longer term implementation and commitments will take further assessment and research. LUEG will continue guiding County departments in identifying and implementing long-term sustainability strategies.

In addition, LUEG led and is currently implementing the County's Teleworking and Alternate Work Schedule Initiative, which is a great example of how a large employer like the County can make a tangible contribution to the creation of a more sustainable community. A part of this effort includes reviewing office spaces and identifying where shared spaces, or work hubs can be utilized which connects with our sustainability goals. Last year, LUEG teleworking saved more than 4.4 million miles of driving, which reduced 1,270 metric tons of emissions. This equates to the amount of energy used by 247 average single family homes in one year. We achieved this while continuing our excellent LUEG customer service in all of our programs.

Regional Decarbonization Framework

Recognizing that climate change cannot be addressed in silos, and that we can achieve more if we all work together in the region, LUEG is leading the development of the Regional Decarbonization Framework (Framework), which is a science-based approach to identify our region's opportunities for greater climate action efforts moving forward collaboratively. The Framework has been formed in partnership with the University of California, San Diego (UC San Diego) School of Global Policy and Strategy and its team of experts. The goal is to reach zero carbon emissions through changes in the areas of transportation, electricity, buildings, and land use by mid-century. The Framework is separate from but complements ongoing climate action planning efforts by local governments. It is an integrated Framework that includes a scientifically modeled technical report, local policy analysis, workforce study and specific pathways forward. These key components are described in more detail below:

- Technical report led by UC San Diego provides assessments of greenhouse gas (GHG) emissions and science-based pathways to reduce carbon emissions in the areas of transportation, electricity, buildings, and land use, throughout the region. This will also include a chapter that analyzes the climate policies of local jurisdictions called the Local Policy Opportunity analysis by the University of San Diego School of Law's Energy Policy Initiatives Center (EPIC). This will identify local commitments to reducing GHGs in Climate Action Plans and ways they can close the gaps that hinder reaching zero carbon emissions in the region by mid-century.
- Workforce development study authored by leading national experts in the area of climate-related workforce development and green jobs that will provide a comprehensive and coordinated regional strategy to address the workforce needs resulting from labor market changes related to the Frame-

work. These strategies will guide our region in creating economic development, good paying local jobs, and a just transition to a green economy.

- Implementation pathways will build off the findings in the Local Policy Opportunity analysis, conducted by EPIC. The County will work collaboratively with other local governments, agencies, and stakeholders to co-develop specific plans, policies and programs that yield mid-century zero carbon emissions. To center equity through fair treatment and meaningful involvement of historically marginalized communities, as well as the demographic and geographical diversity of the San Diego region, the County will partner with Community Based Organizations and community members with a clear focus on impacting the decisions made at every step of the analysis and implementation of the Framework. The technical experts from UC San Diego and EPIC will also continue to collaborate on implementation moving forward.

Regional collaboration is the cornerstone of the Framework. The County is committed to working with local governments, agencies, organizations, and residents for the benefit of all San Diego area residents and visitors who deserve a more sustainable and equitable quality of life. Work will continue throughout the year to co-create programs and policies for implementation that will collectively guide our region, local governments, agencies, business, labor and environmental groups, and stakeholders to a zero carbon and resilient future.

Updating the Climate Action Plan

LUEG is leading the preparation of the County's revised Climate Action Plan (CAP) and Supplemental Environmental Impact Report to reduce GHG emissions in the unincorporated areas and from County operations. The unincorporated community is home to over 500,000 residents, which makes it the second largest jurisdiction by population in the region and larger than the states of Rhode Island and Delaware combined in land area. Therefore, the CAP identifies specific actions the County will take to achieve GHG reductions for our unincorporated communities and County facilities related to energy, the built environment and transportation, solid waste, water and wastewater, agriculture, and conservation. The County's updated CAP will be shaped by ongoing community input and based on the most current data. The spirit of the CAP is to achieve bold and equitable climate action in tangible ways that are measurable and to ensure climate resiliency for generations to come. Our CAP team will work closely with the County's newly established Office of Sustainability and Environmental Justice to help identify the climate needs of environmental justice (EJ) communities in the unincorporated areas. The updated CAP will consider the input received from EJ communities and prioritize CAP measures that address those needs through climate investments. Concurrent with the work to update the CAP, the County continues to implement 26 proven GHG-reducing measures such as diverting solid waste,





installing on-site renewable energy systems such as solar panels at our facilities, planting trees, and by acquiring and preserving open space and agricultural lands which collectively reduced over 182,000 metric tons of GHG emissions in 2021. This is equal to the emissions from nearly 39,000 gas powered vehicles driven for a full year.

Protecting Natural Resources

Protecting natural resources is one of the LUEG pillars. When it comes to water, we prevent pollution from entering storm drains through our Watershed Protection Program and by using trash capture devices. The County as a whole has committed approximately \$200 million to stormwater run-off management over the past five years. In addition to public education, drainage facility cleaning, and a robust compliance inspection program, a key area of investment is green stormwater infrastructure, which includes the Green Streets program. These community projects maintain public infrastructure and provide environmental benefits. They reduce run-off to improve water quality, enhance pedestrian safety, and beautify neighborhoods through more green spaces. Thirty potential opportunities for green infrastructure projects have been identified, including many in historically underserved communities.

San Diego county is one of the most biodiverse regions in the nation due to its large variety of plants, native bees, birds, reptiles, and mammals. We work to protect this valuable natural resource through the County’s Multiple Species Conservation Program (MSCP), which preserves land, protects sensitive habitats, and maintains open space. These important protections have been in place since 1998 with the approval of the South County MSCP. Since then, the County has acquired, managed, or funded 8,300 acres of open space in South County. In addition, since 2001 the County has acquired and managed 7,500 acres for both the draft North County MSCP and the proposed East County MSCP. Collectively, the County owns and/or manages approximately 42,300 acres within all three MSCP areas and has committed \$213 million (\$118 million in County funds and \$95 million in partner funds) toward the acquisition and stewardship of land across the San Diego region. Our work does not stop there. As more land is acquired, resources will be needed for the ongoing stewardship of these lands to preserve and protect habitat for endangered, threatened, and sensitive species.

LUEG also preserves agricultural land through the Purchase of Agricultural Conservation Easements (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. The protection of natural resources 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 takes resources, communication, and teamwork.

In the San Diego region, 224,549 acres of land are occupied by the agricultural industry for orchards, vineyards, and the cultivation of field and specialty crops. There are nearly 5,100 farms in the San Diego region, and approximately 70% are considered small, as they operate on less than 10 acres, while over 40% of agricultural producers are women. Our county also has the highest concentration of organic farmers in the United States with more than 350 U.S. Department of Agriculture Certified Organic growers generating over \$71 million in total annual organic product sales. The highest yielding crops grown in the San Diego region are nursery and cut flowers, avocados, oranges, lemons, and fruit trees. LUEG will continue to partner with stakeholders and the public to protect our agricultural industry and eradicate invasive pests in protection of this valuable natural resource.



Community

Enhancing Community Engagement

Ensuring our stakeholders have the information they need to engage and provide feedback on the programs and services that affect their community is a key LUEG priority. We engage in a robust outreach process that is based on transparency and includes informing, involving, and collaborating with stakeholders with the goal of empowering them so they can confidently participate and have equal access in the decision-making process.

Engaging and informing stakeholders every step of the way nurtures meaningful collaboration, from project initiation to implementation. All departments meet and engage regularly with diverse range of stakeholders such as our 28 community planning and sponsor groups, labor unions, environmental justice organizations, Tribal nations, business groups, community-based organizations, universities, and more. LUEG’s outreach practices recognize that community engagement involves two-way communication between staff and stakeholders. Our practice is to make language translations and interpretation services available in the County threshold languages to ensure that language is not a barrier to participation.

LUEG projects and services can span regionwide, whether we are conducting routine restaurant inspections at your favorite local eatery or unveiling a new regional park. Our success doesn’t just mean that we completed the project but that throughout the process we collaborated and partnered with the communities we serve. Whether it’s a project proposed in the unincorporated area or a regionwide service provided by LUEG, we make every effort to ensure the community has a voice. We endeavor to communicate in the manner that is best suited for the community we are working with whether that be through local commu-



nity newspapers, technology such as dedicated project webpages, or social media applications. Our use of technology including applications and online services provides greater access to LUEG services so the public can conduct business with the County 24/7. This includes scheduling inspections, submitting building permit applications, submitting insect samples to the agricultural lab, checking water quality at their favorite surf spots, requesting trail permits, or downloading books from our e-library. Through our outreach efforts we will continue to inform and cultivate valued partnerships to provide the support needed to maximize the public involvement in LUEG initiatives. We are adding resources to focus on expanded public outreach and cultivating relationships to ensure all community members have a seat at the table and have the opportunity to provide input on policy trends, best practices and programs.

To continually improve our outreach and communication efforts, LUEG regularly conducts groupwide assessments of its services. This helps us better understand the needs of those we serve and where to adapt those services. We also track data that helps guide decisions concerning tangible quality-of-life programs for residents and visitors such as water quality testing, public health protection and consumer confidence.

Maintaining Public Infrastructure

Providing and maintaining safe, reliable, and sustainable public infrastructure in the unincorporated area requires a significant investment annually. LUEG makes sure that the roads, walkways, bikeways, airport runways, traffic signals, culverts, and guardrails reliably support the active mobility of our communities. The 4,000 lane miles of roads in the unincorporated area support commerce, emergency vehicles, resident and business travel, and tourists. It is important to us that they are safe and of a good quality to reduce vehicle road impacts. The eight County airports we operate provide air travel for passengers, as well as support emergency operations during wildfires. LUEG is also at the forefront of airport sustainability, developing plans that reduce GHG emissions across all County airports.

The flood control channels, sewer systems, and water districts we operate and maintain in unincorporated communities support the everyday needs and the health and safety of our residents and visitors. To make it safer to bike, skate, walk or run in our unincorporated communities, LUEG conducted a Pedestrian Gap Analysis to assess our sidewalk needs. To further support equity, LUEG combined this analysis with potential roadway improvement projects in underserved and environmental justice communities to ensure safety for all road users. This analysis provides LUEG a guide to prioritize funding in areas with the

highest need and collaborate with the community as safety improvement projects for sidewalks and roadways are identified, reviewed, and completed each year.

Improving Quality of Life

In response to the COVID-19 public health emergency, LUEG transformed its services to meet the needs of County customers by offering virtual inspections, and counter services, and expanding online access to the government meetings, programs, and services. Our digital library, which is the second largest in California, allowed access to library resources at home for all ages, including a wide variety of e-books and magazines, audio downloads, video downloads, and access to premium databases, as well as training courses via Lynda.com. Our roll out of the Instant Digital Library Card Service also allowed residents to immediately access the library’s digital connection and resources. Over 4.5 million downloads were recorded from the digital library for customer use of e-books, audiobooks, and magazines.

In addition to expanding virtual services, LUEG is committed to providing opportunities for accessible and safe recreational spaces for residents and visitors of all ages and abilities. Through operating 33 library branches and 152 parks, LUEG provides public gathering spaces that strengthen the social fabric of the community and encourage community interaction. These spaces enhance physical and emotional wellness, and foster creativity among the region’s diverse communities. LUEG is also supporting literacy in underserved communities by installing, filling, and replenishing 100 Little Free Libraries to encourage reading and helping families begin their own libraries.

LUEG’s Library High School Program provides guided educational opportunities for adults through an accredited high school diploma program for individuals aged 19 or older. Students are able to complete their high school educational requirements online, and graduate with a high school diploma and career certificate in one of eight career areas, including childcare and education, commercial driving, food and hospitality, general career preparation, home care professional, hospitality and leisure, office management, retail customer services, and security professional.

Access to online information and resources is a fundamental part of life today. This was reinforced even more during the COVID-19 pandemic and related stay-at-home orders that increased isolation. However, not all residents have access to the internet based on their proximity to fiber optic or data cables that support it or personal income restrictions. To provide access to those resources, and to support the County’s commitment to open and transparent government and engaging more people directly in the decisions that affect them, LUEG has sharpened its focus on bridging the digital divide in the region. LUEG partnered with the San Diego Association of Governments (SANDAG) and California Department of Transportation (Caltrans) to develop strategy and action plan that leads to rapid broadband deployment





and increased broadband adoption in the region. LUEG is also working with SANDAG and Caltrans on the State Route 67 to add the cable needed to expand broadband connectivity as part of planned road work. This will increase access to high-quality broadband service for 225,000 rural and tribal communities.

Working with a consultant, LUEG will further assess what is needed to ensure equitable, reasonably priced broadband to people so they can access government proceedings, telehealth options, support remote work and digital literacy, and promote a digital economy in our unincorporated communities. This will be achieved by collaborating internally to create a community survey to better understand their needs and current satisfaction with internet speed and bandwidth. This assessment will ultimately help deliver digital equity to our unincorporated communities.

Our libraries are also working to bridge the digital divide as they play a critical role in providing free access to internet services and resources in the communities we serve. Using data from the National Telecommunications and Information Administration from the United States Department of Commerce, which maps the extent of the digital divide to the census tract level, LUEG has estimated that there are 7,400 households in our service area that do not have internet access nor a smartphone or computer to access the internet. Therefore, through a \$4.2 million grant awarded from the federal Emergency Connectivity Fund, LUEG will be providing 7,400 laptops and mobile internet hotspots to households that lack computers and internet access, and in doing so bridging the digital divide.



Leveraging Justice, Equity, Diversity, Inclusion and Belonging

LUEG is committed to ensuring its data-driven programs and services reflect and advance justice, equity, diversity, inclusion, and belonging. We ensure these values are at the forefront of all planning, implementation, communication, and outreach. LUEG has also made these important tenets the focus of its leadership meeting and six working groups that address internal and external culture and bias. The groups found ways to 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 diversifying LUEG websites and graphics, reevaluating minimum qualifications to improve equity within the recruitment process, building a stakeholder database for outreach and engagement that acknowledges the diversity of each community LUEG serves, and implementing the County's language access policy across LUEG for translation of documents and online services. LUEG will

continue to focus on advancing justice, equity, diversity, inclusion, and belonging of staff, thus enabling LUEG departments to provide the highest level of service for its diverse customers.

Through our libraries, LUEG ensures equitable access to learning and literacy by providing library materials in 12 world languages including English, Spanish, Arabic, Chinese, French, German, Hindi, Japanese, Korean, Farsi, Russian, and Vietnamese for print, multimedia, and online formats to support lifelong learning. Our libraries also provide programming in multiple languages to inform and enlighten customers of all ages. LUEG supports the citizenship process by providing citizenship training classes and applications support to permanent legal residents in partnership with Jewish Family Service of San Diego. To increase access to learning and future personal and professional opportunities, our libraries offer English as a Second Language tutoring in an environment that empowers adults. With a focus on equity and inclusion, these programs are a few examples of how our libraries are creating a sense of belonging for our residents.

To ensure the County is meeting the needs of its most underserved communities, LUEG departments analyzed their programs and services and commitment to equity and addressing disparities in service delivery. Each department utilized Geographic Information Systems (GIS) and collected, compiled, and evaluated data at the census tract level to better understand the diverse populations that LUEG serves and identify solutions to bridge service gaps. Some examples of the ways we are closing those service gaps and achieving better outcomes for the communities we serve include partnering with hazardous material facilities in underserved communities to reduce the risk of an accidental release that could affect the health, safety, and environment of the neighborhood, as well as rethinking the placement of electric vehicle charging stations and solar panels in underserved communities. Continued evaluation and monitoring will occur as departments implement programs to ensure the needs are being met for our underserved communities.

Transparency & Accountability

LUEG works to ensure our programs and services are meeting the needs of our community members and seeks to improve accountability and transparency through conducting Community Needs Assessments. Each LUEG department has assessed programs and services, identified gaps, and is working to implement solutions to address those gaps in programs and services as a result of the assessments. As an example, with our Retail Food Program, we identified violation trends in underserved communities and utilized outreach strategies to assess the preferred languages spoken in the area, in order to provide focused education to bring facilities into compliance. Since, we have collected information on preferred languages from nearly 50% of all food facilities and will continue to collect over the next year until all facilities have a preferred language designation. Additionally, we are creating a map of the facilities with one or more violations



that are considered by the Centers for Disease Control and Prevention to be major risk factors for foodborne illness and overlaying it with the preferred language data that is available to extend focused training and outreach to those facilities and better serve our diverse community. Ensuring transparency and accountability allows the public to collaborate, provide input, and help shape government policies and programs to serve the needs of our diverse communities.

Another example of our Community Needs Assessments is with our Direct Marketing Program which evaluated federal, State, and local data sources to identify areas in underserved communities that could benefit from increased outreach and technical assistance at Certified Farmers Markets (CFM) and for Community Supported Agriculture (CSA) organizations, which sell local produce, to improve food security in communities. With this analysis, we are working to expand CFMs and CSAs in underserved communities, as well as increase acceptance of nutrition assistance programs, such as CalFresh through an Electronic Benefit Transfer (EBT) card. An EBT card is used the same way you would use a debit or ATM card and having this accepted at more CFMs and CSAs will increase access to healthy, local produce to low income families and individuals.

Innovation

Aligned with evidence-based policy making, LUEG monitors and utilizes metrics to assist departments in making data-informed decisions on services and programs that impact our quality of life. This includes beach and bay water quality testing, protecting public health, and building consumer confidence. The metrics are posted on the LUEG Open Performance website, which ensures transparency and convenient public access to LUEG data and the progress we make. We are increasing our efforts in data collection and analysis to improve outcome-based performance measures that support evidence-based, data-driven decision making and resource allocation to ensure community needs are met.

Our “Team LUEG” approach leverages interdepartmental efforts in the areas of workforce development; communication and outreach; data and service delivery; and customer and stakeholder engagement. Team LUEG is comprised of all LUEG departments, and we commit to a “service before self” philosophy to seamlessly meet varying customer needs. LUEG will continue to improve communication and foster inclusion across departments and business groups to ensure strong collaboration through participation in Team LUEG and the LUEG Compliance Team. As many LUEG departments are regulatory in nature, the LUEG Compliance Team takes on and resolves large, complex compli-

ance cases by uniting departments to address them, such as unpermitted commercial operations or remedy unsafe living situations.

LUEG continuously monitors new regulations, policies, technologies, and initiatives so we are prepared to adapt to changes in the regulatory environment and improve service to customers. LUEG’s programs and services focus on providing and delivering integrated and comprehensive programs and services centered on data, equity, environmental and climate justice, transparency, and accountability. LUEG will continue to be proactive and involved in the development and implementation of federal, State, and regional regulations. LUEG also will maintain communication and coordination with other jurisdictions throughout the State to advocate for common interests. Additional resources in LUEG departments will focus these efforts across all programs and services, ensuring that we continue to provide responsive and effective service delivery to our customers.



Environmental and Climate Justice

LUEG is leading a regional effort to focus on environmental and climate justice. The goal is to reduce exposures to health hazards in underserved communities. This effort will be led by the County’s new Office Sustainability and Environmental Justice (OSEJ). This office will advance equity and environmental justice in the communities that have been disproportionately impacted by environmental burdens and related health problems in the past. It will be a uniquely positioned, regionally focused office serving the entire region, not just the unincorporated area. It will assess environmental concerns inside the home and in neighborhoods, particularly factors that exacerbate the concentration of pollution such as stationary and mobile sources of air pollution, toxic hotspots, GHG emissions, the urban heat island effect, sub-standard housing, a lack of access to healthy food, lack of transportation options, poor quality neighborhood infrastructure such as broadband and connectivity, and a historic deficiency in open space and recreational amenities.

OSEJ will serve as a liaison and advocate for unincorporated area residents, as well as educate the public on health disparities in communities throughout the region and communicate environmental justice issues more broadly in the entire region. A regional working group will be established with multi-jurisdictional agencies, such as the Port of San Diego and the San Diego County Air Pollution Control District, as well as cities and our tribal governments. In addition to collaborating and serving as an advocate, OSEJ is developing data tools and indicators to track and monitor, as well as support environmental justice communi-





ties across the region. One tool, the GIS StoryMap, will help guide communities along with regional and local governments in the decision and policy making process.

These efforts will assist Environmental Justice communities in building coalitions so that they can self-organize on environmental and climate related issues (such as the Regional Decarbonization Framework and Climate Action Plans). OSEJ does not have regulatory or enforcement authority. It will serve as a community advocate and liaison that collaborates with departments within the County, as well as other federal, State, and regional regulatory agencies to implement environmental protection and remedy environmental disparities and injustices.

In 2021, LUEG also prepared an amendment to the Environmental Justice (EJ) Element of the County’s General Plan, that identifies additional underserved communities in the unincorporated area, 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 underserved communities. As the County’s General Plan guides community development in the unincorporated communities, setting the long-term vision for housing, jobs, infrastructure, and public services, the EJ Element will help ensure that we are promoting fair treatment for people of all races, cultures, and incomes when it comes to having access to safe and livable communities, and providing opportunities for community engagement. Collaboratively OSEJ and LUEG will work together to further refine criteria to identify environmental justice communities in unincorporated areas, as well as develop and expand indicators to ensure decision making is data-driven.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- ◆ www.sandiegocounty.gov/lueg

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

Staffing

Increase of 12.00 staff years.

- ◆ 2.00 staff years to support the implementation of the Regional Decarbonization Framework
- ◆ 6.00 staff years for the newly established Office of Sustainability and Environmental Justice to ensure sustainability and environmental justice considerations are prioritized

- ◆ 4.00 staff years to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation

Expenditures

Net increase of \$3.2 million

- ◆ Salaries & Benefits—increase of \$3.0 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above
- ◆ Services & Supplies— increase of \$3.2 million
 - ◆ Increase of \$0.2 million to provide consultant contracts, information technology and facility costs associated with the Office of Sustainability and Environmental Justice
 - ◆ Increase of \$3.0 million for a one-time consultant contracts for the implementation of the Regional Decarbonization Framework
- ◆ Expenditure Transfer & Reimbursements - increase of \$3.0 million for costs related to the implementation of the Regional Decarbonization Framework. Since this is a transfer of expenditures, it has a net effect of \$3.0 million decrease in expenditures. This central funding is supported by resources in Countywide Finance Other

Revenues

Net increase of \$3.2 million

- ◆ Charges for Current Services—increase of \$0.6 million to support additional staffing within the Executive Office
- ◆ Use of Fund Balance—decrease of \$0.8 million. No unassigned General Fund fund balance is budgeted.
- ◆ General Purpose Revenue Allocation—increase of \$3.4 million to support the addition of 12.00 staff years as noted above and services & supplies costs for the Office of Sustainability and Environmental Justice.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$0.3 million includes \$3.0 increase in Expenditure Transfer & Reimbursements due to the completion of centralized support by resources in the Countywide Finance Other for Regional Decarbonization Framework; and \$0.3 million in Salaries and Benefits primarily for planning purposes associated with anticipated salary and benefit increases. An offsetting decrease in Services and Supplies is due to completion of projects as noted above.





LAND USE AND ENVIRONMENT GROUP SUMMARY & EXECUTIVE OFFICE

Group Staffing by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Land Use and Environment Executive Office	13.00	21.00	33.00	57.1	33.00
Agriculture, Weights and Measures	179.00	179.00	199.00	11.2	199.00
Air Pollution Control District	164.00	—	—	—	—
County Library	284.50	286.50	294.50	2.8	294.50
Department of Environmental Health and Quality	309.00	313.00	333.00	6.4	333.00
Parks and Recreation	235.00	249.00	285.00	14.5	285.00
Planning & Development Services	232.00	237.00	272.00	14.8	272.00
Public Works	540.00	570.00	610.00	7.0	610.00
Total	1,956.50	1,855.50	2,026.50	9.2	2,026.50

Group Budget by Department					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Land Use and Environment Executive Office	\$6,015,662	\$8,179,531	\$11,379,322	39.1	\$11,644,046
Agriculture, Weights and Measures	26,059,698	26,854,405	29,988,231	11.7	29,824,268
Air Pollution Control District	80,103,984	—	—	—	—
County Library	52,646,411	57,619,413	57,056,498	(1.0)	58,253,860
Department of Environmental Health and Quality	55,717,387	55,110,579	58,547,212	6.2	61,025,533
Parks and Recreation	56,571,445	60,143,540	69,172,266	15.0	66,961,514
Planning & Development Services	47,703,184	50,548,411	51,145,187	1.2	51,744,322
Public Works	324,232,943	355,732,542	341,369,315	(4.0)	306,753,994
University of California Cooperative Extension	1,029,971	1,191,992	—	(100.0)	—
Total	\$650,080,685	\$615,380,413	\$618,658,031	0.5	\$586,207,537





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Land Use and Environment Executive Office	13.00	18.00	22.00	22.2	22.00
Office of Sustainability and Environmental Justice	—	3.00	11.00	266.7	11.00
Total	13.00	21.00	33.00	57.1	33.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Land Use and Environment Executive Office	\$6,015,662	\$6,879,531	\$7,829,322	13.8	\$8,094,046
Office of Sustainability and Environmental Justice	—	1,300,000	3,550,000	173.1	3,550,000
Total	\$6,015,662	\$8,179,531	\$11,379,322	39.1	\$11,644,046

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$2,698,919	\$4,323,080	\$7,281,548	68.4	\$7,546,802
Services & Supplies	2,942,628	4,020,805	7,292,436	81.4	4,291,906
Expenditure Transfer & Reimbursements	(175,885)	(164,354)	(3,194,662)	1,843.8	(194,662)
Operating Transfers Out	550,000	—	—	—	—
Total	\$6,015,662	\$8,179,531	\$11,379,322	39.1	\$11,644,046





LAND USE AND ENVIRONMENT GROUP SUMMARY & EXECUTIVE OFFICE

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$1,372,730	\$1,016,739	\$1,661,965	63.5	\$1,661,965
Fund Balance Component Decreases	77,016	75,244	75,244	—	75,244
Use of Fund Balance	550,000	851,492	—	(100.0)	—
General Purpose Revenue Allocation	4,015,916	6,236,056	9,642,113	54.6	9,906,837
Total	\$6,015,662	\$8,179,531	\$11,379,322	39.1	\$11,644,046



Agriculture, Weights and Measures

Mission Statement

Promote public health and safety, food security, agricultural trade, consumer confidence, and a sustainable environment for the San Diego region. Bring together education and research resources to help individuals, families, businesses, and communities address agricultural, environmental, horticultural, and public health issues.

Department Description

Agriculture, Weights and Measures (AWM) protects human health and safety and fosters a sustainable environment. AWM supports the region’s \$1.8 billion agricultural industry and ensures an equitable marketplace. AWM conducts over 340,000 inspections annually to provide important services that support public health and safety, a resilient food supply, agricultural trade, consumer confidence, and a sustainable environment.

AWM enacts these programs through an equitable lens and implements community needs assessments to ensure accessibility for all community members, and with a focus on both environmental and fiscal sustainability. In Fiscal Year 2021–22, AWM conducted community needs assessments to identify trends and provide targeted education and outreach to businesses in underserved communities. In Fiscal Year 2022–23, in addition to enhancing quality of life for the community, AWM is committed to its workforce and recognizes how vital they are to achieving these goals. It seeks to empower staff by creating opportunities for engagement, training and development, and professional growth.

AWM, along with other County departments, works with the University of California Cooperative Extension (UCCE), a non-regulatory agency, to conduct educational programs and applied research through a partnership with the University of California and the U.S. Department of Agriculture. To clearly show programmatic alignment, operational costs and overall performance, University of California Cooperative Extension (UCCE) section in the Operational Plan has been incorporated in Agriculture, Weights and Measures’ section. 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.



To ensure these critical services are provided, Agriculture, Weights and Measures has 199.00 staff years and a budget of \$30.0 million.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Facilitated greater access to AWM and other County services by providing an informational booth to a different Certified Farmers Market every quarter.
 - Partnered with County Health and Human Services Agency (HHSA) to increase the acceptance of Electronic Benefit Transfer (EBT) among Community Supported Agriculture (CSA) operations by 5% (increased acceptance to 1 CSA out of 22) 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 Needs Assessment to address food insecurity.

- Partnered with University of California Cooperative Extension (UCCE) and HHSA to provide outreach materials and information into threshold languages through CSAs to consumers on the services that AWM and the County provide. Protected California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms.
- Protect California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms
 - Supported 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 threshold languages most spoken in the region, 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.

ulations and measured the success of the outreach by achieving a 20% improvement in results from pre- and post-testing of the training material.

- Developed outreach materials specific to pesticide laws and regulations related to cannabis and industrial hemp cultivation requirements. Provided two outreach workshops with language access to current and potential cultivators.
- Conducted 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.
- Partnered 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 learned 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 consisted of an informational handout, a presentation, and updates to the AWM website. Outreach handouts and presentations have been made available in Spanish, and the website has translation provided by Google Translate.



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% (179) 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 protect residents in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.
 - ◆ Monitored structural fumigations by conducting 42 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-related complaints within two business days and completed related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
 - Developed and implemented an outreach plan with language access for registered businesses that conduct general structural pest control headquartered in San Diego County to increase knowledge on laws and regulations. Increased comprehension of pesticide safety laws and reg-



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 by providing education and services that promote and provide safe and high-quality agricultural products.
 - ◆ Protected the integrity of the organic label by working with Cdfa to provide one pilot outreach training with language access 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
 - ◆ Increased the number of assessments of Certified Producers by 40% more (from 10 to 14) to verify organic origin and/or that they grew the produce being sold at Certified Farmers Markets to promote consumer confidence and a fair marketplace at Certified Farmers Markets.
 - Completed mandated annual inspections of registered commercial weighing and measuring devices that have the greatest economic impact on consumers. Completed 100% of inspections of retail gas pumps, retail water dispensers,





jewelry scales, computing scales, and counter scales (approximately 29,000 devices) and 84% (624 of 743) taximeter inspections (inspections did not start until the end of August 2021 due to COVID restrictions) to ensure devices are operating correctly and customers are not overcharged; and prevent undercharges that could cause financial harm to the businesses. This goal helps ensure that consumers and businesses are confident that commercial transactions are fair and accurate.

- To further confidence and continued use of recycling locations, increased the compliance rate of recycling locations (approximately 64 total locations) that pay out the correct amount of money to customers selling recyclable beverage containers by at least 2% from 54 (85%) to 55 (87%).
 - ◆ Completed 100% (99) of mandated inspections of scales used by all registered recycling locations to ensure accuracy.
 - ◆ Conducted undercover test sales of recyclable beverage containers at 100% (64) of recycling locations currently registered in the region.
- To ensure business understanding of price accuracy requirements and further ensure accuracy in consumer transactions, AWM increased compliance on businesses in the price verification programs that received a reinspection due to previous overcharge by 2% (85% to 87%).
 - ◆ Provided 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.
 - ◆ Increased regulatory interaction and visibility with those noncompliant businesses to ensure they receive more frequent initial inspections. Established the initial inspection frequency based on compliance history that would allow for more than one inspection within the required 3.3 year frequency.
- Supported 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.
 - ◆ Ensured plant shipments sent from regulated local nurseries arrive at their destinations free from live immature life stages of Light Brown Apple Moth (LBAM) that would cause shipment rejections. Conducted monthly site inspections at participating nurseries to ensure 100% are free from LBAM.
 - ◆ Ensured 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.

- Improved understanding of nursery stock regulations and foster compliance by increasing outreach to small nurseries.
 - ◆ Ensured 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 was the first year of a two-year goal. Enhanced the quality of the environment by focusing on sustainability, pollution prevention, and agricultural trade through enhanced outreach and engagement.
 - ◆ To support language access, assigned certified bilingual staff to conduct inspections and translated three program outreach informational handouts to support language access.
- 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 24 pictorial posts to social media of pests found on incoming shipments in English and Spanish.
 - ◆ Ensured both new Agricultural Detector Dog teams were fully proficient at all 13 local parcel facilities historically serviced by these teams (USPS, FedEx, and UPS).
 - ◆ The Agricultural Detector Dog Teams conducted 20 United States Post Office inspections to prevent the introduction of invasive pests through parcel facilities.
 - ◆ To promote timely pest detection, supervisors conducted two internal quality control evaluations to ensure that 100% of 28 field staff demonstrate accurate and efficient placement of insect traps.



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Supported the Justice, Equity, Diversity, and Inclusion (JEDI) 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 JEDI Initiative included discussion of the diverse community served and how to increase customer satisfaction for all members of the community.
 - ◆ All AWM employees completed the Five-Day Challenge on Equity, Diversity, and Inclusion through Learning Management System (LMS) to become more culturally competent so that Team AWM is more inclusive, engaged, and innovative.



- ◆ All hiring managers and interview panelists completed training through LMS prior to participating in the hiring and selection process. This ensured consistency and fairness in hiring and promoting the most qualified applicants.
- ◆ Maintained the JEDI 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 (OERJ), and Employee Resource Groups’ resources at employee events and meetings.
- Supported staff engagement and commitment in obtaining State licenses by providing opportunities to attend preparatory trainings.
- Conducted 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
 - Developed 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. Provided 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. AWM has taken the opportunity to include supervisors in the development of the five year financial forecast, operational plan, and fee development and hopes to expand their knowledge of the financial concepts by keeping them involved in these critical projects. Strengthened our customer service culture to ensure a positive customer experience.
- Strengthen our customer service culture to ensure a positive customer experience
 - Developed five checklists provided to customers in requested languages so they may better implement applicable measures to achieve regulatory compliance.
 - Developed 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.
 - Continued 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; JEDI; data needs; and positive customer experience. Team LUEG and the various LUEG Working groups is comprised of all LUEG departments and aims at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. AWM provided expertise and perspective through interdepartmental communications and involvement in meetings on common LUEG priorities.
- 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. AWM provided insight and feedback on compliance issues that concerned agricultural operations and the accuracy of commercial transactions at retailers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Performed a pilot project that analyzes the effectiveness of using glyphosate-alternative herbicides for County weed management programs.
 - ◆ AWM and UCCE partnered with the County Departments of Public Works and Parks and Recreation to select sites and develop a pilot project that assessed the efficacy and cost of utilizing non-glyphosate alternatives for County weed management projects.
- Develop, maintain, and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Promoted justice, 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.
 - Expanded department commitment to Justice, Equity, Diversity, and Inclusion (JEDI) by identifying programs and processes that require changes to provide the highest level of service for AWM’s customers; utilizing community assessment methods to identify the community needs; and training staff on JEDI 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*
 - Engaged 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





has helped bring AWM’s essential work on Weed Control Alternative Pilot Project, COVID-19 personal protection equipment, community needs assessments, technological innovations with inspection applications, and many other efforts into a common space that can benefit other departments.

- Developed and provided an internal quarterly newsletter that highlights activities, exercises, work habits, and reminders of upcoming events that align with the county-wide wellness program.
- Increased Trauma-informed services as part of the County culture. AWM employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure AWM employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of *Live Well San Diego*. All current employees have been tasked with completing “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course, and moving forward, all new employees are required to complete the training.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.

- Partner with County Health and Human Services Agency (HHSA) to increase the acceptance of Electronic Benefit Transfer (EBT) among Community Supported Agriculture (CSA) and Certified Farmers Markets (CFM) operations by 10% (increase the number of CFMs and CSAs that accept public benefits from 7 total organization to 12) to provide more opportunities for the underserved to obtain healthy locally grown produce and assist in food security. This is a component of a Community Needs Assessment to address food insecurity.
 - ◆ Ensure that purchase of fresh fruit and vegetables using public benefits increases by \$2,500 among CFMs. This amount reflects an increase of 1,000 servings of fresh fruit and vegetables to those using public benefits.
 - ◆ Provide outreach to underserved communities in the threshold languages about the greater access to Community Supported Agriculture (CSA) and CFMs through EBT acceptance. Outreach includes door hangers distributed by Pest Detection staff and information flyers distributed to the community at CFMs.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Increase consumer confidence and protect against unfair business competition in underserved communities by reducing price overcharges for customers at retail businesses. Utilize industry feedback to increase Price Verification compliance by 2.6% (from 79.5% to 82.1%) of regulated retail businesses operating in the underserved communities of Rolando, City Heights, and El Cajon, as specified in the Community Needs Assessment. This will reduce the gap in compliance between these underserved communities and our regional average compliance (87.3%).
 - ◆ To address discrepancies in overcharge frequencies in underserved communities, provide quarterly virtual outreach with language access services to regulated businesses with recent Price Verification non-compliances of charging more than the lowest posted price to enhance their regulatory awareness relating to price accuracy. Pre and post-tests will be provided to measure the outcomes.
 - ◆ Complete two community outreach events open to public attendance and directed towards underserved communities. Outreach events will communicate our values and mission as well as inform the attendees on what steps may be taken in the event of an overcharge, up to and including filing a complaint with the Price Verification Program.

2022–24 Objectives



Equity

AWM applies an equitable lens in service delivery and program design to provide opportunities for underserved communities. This includes conducting Community Needs Assessments that are related to the Direct Marketing, Pesticide Regulation, and Price Verification Programs which will address food insecurity, public health and safety, and price accuracy in the underserved communities. Looking at the regulatory program data overlayed with underserved community data, AWM identified opportunities for enhanced community engagement, outreach, and language translation in these communities. In accordance with the County’s strategic initiative on equity, AWM will:

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.



- Collaborate with County departments on the development of the County’s Cannabis Program as it relates to AWM program areas.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Protect California citrus from invasive agricultural pests and diseases to ensure continued opportunities for residents and farmers to grow citrus.
 - 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 efforts will focus on citrus quarantine requirements to reduce the spread of citrus pests and diseases during the harvesting, transportation, and distribution of citrus fruit.



Sustainability

Sustainability is at the forefront of AWM’s regulatory program implementation and supporting operations. AWM is dedicated to meet the needs of the regulated industry and the community. In accordance with the County’s strategic initiative on equity, AWM will:

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Protect individuals and businesses within underserved communities from price overcharges and unfair business competition, which further drive inequity by harming those who have the lesser capability for hidden financial burdens. Complete 100% of mandated annual inspections of registered commercial weighing and measuring devices that have the greatest economic impact on consumers. These devices include retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales and counter scales (approximately 30,000 devices).
 - Address historic economic and environmental inequities and reduce landfill waste by ensuring beverage container recyclers pay out the correct amount of money to customers by maintaining or improving on the previous three-year average compliance for beverage container recyclers (85% compliance for 62 locations). Beverage container recycling can supplement the underserved residents’ income and promote public interest in recycling.
 - ◆ Complete 100% (99) of mandated inspections of scales used by all registered recycling locations to ensure accuracy. Ensure scales are sealed visibly to ensure public confidence of our services and equitable practices of recyclers.

- ◆ Conduct undercover test sales of recyclable beverage containers at 100% (64) of recycling locations currently registered in the region to inhibit recycling businesses from engaging in unfair practices that may drive inequity and discourage recycling.
- Improve local industry’s understanding and foster compliance of nursery stock regulations by increasing outreach to small production nurseries, with a focus on underserved owners and operators.
 - ◆ 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 second year of a two-year goal. To support language access, assign certified bilingual staff to conduct inspections, while educating underserved farmers on compliance and programs that may benefit them or their employees.
 - ◆ Translate outreach and informational handouts into threshold languages to further support language access.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Conduct at least three bilingual outreach events in underserved communities on the Invasive Shot Hole Borer (ISHB) Tree Removal Program and the cost-free removal of infested trees that can reduce fire risks and improve environmental sustainability and as a result have ten property owners agree to tree removal.
 - Host two unwanted pesticide disposal events that benefit the community and the environment by safely removing an additional 10,000 pounds of potentially hazardous, unneeded, and outdated pesticides from agricultural and other commercial operations.
 - Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Reduce water use by examining alternatives to current practices for vapor submeter leak test. Leak tests currently involve using gallons of water, reused for several batches of submeters. Alternatives must be effective, more sustainable, and meet regulatory requirements.
- ◆ Create a sustainability team to coordinate sustainability trainings, receive feedback and track implementation
- ◆ Send divisional staff in charge of purchasing to an Environmentally Preferable Purchasing (EPP) training.





Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Mid-term: Reduce disposable bottle use by installing water bottle refill stations at all AWM offices.
- ◆ Long-term: Develop a plan to convert 50% of AWM’s fleet of 125 vehicles to electric or plug-in hybrid power within 5 years, with an anticipated conversion of 20% (25 vehicles) in the next two years. Also coordinate with County Department of General Services to ensure a corresponding plan is in place for necessary electric vehicle charging infrastructure.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Promote consumer confidence in local fruit, vegetables, and nursery stock production.
 - ◆ Increase Organic inspections at retail locations by 20% (65 to 78) to promote consumer protection particularly in the underserved communities with underlying health conditions. Protect local and statewide organic farmers by ensuring the integrity of the organic label.
 - ◆ Minimize the financial burden imposed by unfair marketing practices. Outcome of retail inspections will be posted quarterly on AWM website detailing inspection procedures and results to allow for transparency and promote local consumer confidence.
 - ◆ Enhance consumer confidence of local produce sold at Certified Farmers Markets by increasing the number of assessments of the production practices of local Certified Producers operating in these Markets by 14% (from 14 to 16). These assessments enhance routine compliance activities.
 - Support the San Diego region’s \$1.2 billion ornamental nursery and cut flower industry’s capacity for agricultural export by mitigating economic and environmental impacts from invasive agricultural pests and by increasing public awareness about these pests in underserved communities.
 - ◆ Ensure that 100% of export plant shipments from the San Diego region arrive at destination counties in California without any viable life stages of the Glassy-winged Sharpshooter insect. Ensuring that exports are pest-free will enhance economic activities for California’s farmers and decrease the need of pesticide use at the destination.
 - Mitigate the introductions of invasive pests that cost the California agricultural industry and the public more than \$3.0 billion annually to control and increase the cost of food and goods to underserved communities.
 - ◆ Educate and enhance public stakeholders’ awareness about invasive agricultural pests by creating an additional 24 pictorial posts of the pests found on incoming shipments to social media. These posts will be done in the threshold languages. to further support language access.
- ◆ Ensure the two Agricultural Detector Dog Teams inspect 1,000 packages containing plant material such as fruits, vegetables, potted plants, cuttings, flowers and other agricultural products at FedEx, UPS, and Ontrac parcel facilities.
- ◆ Ensure the Agricultural Detector Dog Teams conduct a total of 25 United States Post Office visits and inspect 500 packages for potential hitchhiking pests in parcels containing plant material such as fruits, vegetables, potted plants, cuttings, flowers and other agricultural products.
- ◆ Ensure the timely detections of designated invasive agricultural pests by maintaining 80% of trap inspections within the recommended reinspection timeframe for Gypsy Moth and Japanese Beetle. Early detection of pests reduces their potential spread and minimizes the money and resources that need to be spent on eradication.
- Utilize the expertise of UCCE, a non-regulatory agency, to conduct educational programs and applied research that will further enhance efforts to protect and promote agricultural and natural resources. UCCE will complete the following objectives:
 - ◆ UCCE staff to provide administrative assistance for 30 projects, grants and contracts with a total value of \$1.1 million. UCCE academics will provide research, education and outreach in local issues of public concern in agriculture, natural resources, home and health.
 - ◆ Improve business and risk management skills of local agricultural producers. Conduct educational and research activities focusing on business, financial management and risk management strategies through a minimum of three outreach activities. This can include workshops, presentations, online publications, webinars or one-on-one consultations.
 - ◆ Improve market access and expand market opportunities for agricultural producers in San Diego County via agricultural tourism, direct marketing, and value-added activities (i.e., farmers markets, farm stands, festivals, fairs, corn mazes, weddings, and tours to assist with increasing business confidence). Conduct three outreach activities to agricultural producers via workshops, presentations, online publications, webinars or one-on-one consultations.
 - ◆ Conduct pest management education and outreach for groups such as pest management professionals, school Integrated Pest Management coordinators, landscape professionals and contractors, agricultural programs via



four activities such as meetings, workshops, educational presentations, publications or digital media.

- ◆ 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 and cider apples via four activities such as organized meetings, educational presentations, publications or digital media.
 - ◆ Identify problems and potential solutions for agricultural water and agricultural production systems and land in San Diego County via two trainings and 12 outreach activities such as workshops, field demonstrations, web-based information, train-the-trainers or publications.
 - ◆ Identify problems and potential solutions to challenges caused by endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego production agriculture, natural resources and urban environments through a minimum of three outreach activities such as workshops, presentations, publications and reports, or production of informational materials.
 - ◆ Provide unique 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.
- Environment: Cultivate natural environments for residents, visitors and future generations to enjoy.
 - Promote bee health and public safety in collaboration with stakeholders.
 - ◆ Recommend guidelines for Live Bee Relocation that provide options and methods to residents that will help reduce proliferation of invasive and aggressive bees. This multi-language Guide would be distributed to 1,000 residences through outreach door hangers, social media posts on all platforms, and a link on the AWM website
 - 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 total interactions through consultations, educational exhibits, and workshops.
 - Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - 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 seeks to provide 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.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Ensure 100% of AWM’s Contracting Officer’s Representatives (COR) attend all required training, as assigned, to strengthen contract management activities.
 - 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. Divisions will be able to apply programmatic and fiscal understanding to the annual Cost Recovery Proposal.
 - Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.



Community

AWM enhances quality of life for all San Diego residents and visitors by implementing regulatory programs that protect public health, safety, and the environment. AWM offers language access through translation in the eight prominent area languages in communication processes and outreach events. Information is available on the AWM website including guidance and program documents, and when needed, language interpretation is provided for individual business operators. AWM focuses on continuous improvement and leverage technology to improve program operations and service delivery. In accordance with the County’s strategic initiative on community, AWM will:

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - As part of AWM’s Awareness Campaign, develop a survey and ask 100 consumers and 25 businesses about their awareness of AWM and its services. Re-survey audiences at 6, 9, and 12 months to document increased awareness of





AWM's programs and services among consumers, residents, stakeholders, and community members. Produce new outreach materials including a short video, door hangers, postcards, and brochures in threshold languages to highlight AWM services. Outreach materials will be available through AWM's website and social media platforms and distributed by staff directly to community members.

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Ensure that 10 staff are trained on the Agricultural Damage Assessment Application, to ensure that agricultural damages during a disaster can be quickly and decisively reported and allow commercial growers access to recovery related services.
 - Train employees within the first year of their employment, 100% of all new permanent, full-time AWM employees 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
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. While providing career coaching, job skills and development for future employment. Host four youth interns in our Pest Identification Lab to learn about agriculture through cross-training and job shadowing. The benefit to the youth interns will be the development of job skills that will empower them to meet the needs of employers in the agriculture, science and technology sectors.
- Communications: Create proactive communication that is accessible and transparent.
 - To increase knowledge on laws and regulations, develop and implement virtual outreach with language access for approximately 430 registered businesses that conduct general structural pest control headquartered in San Diego County. Increase regulatory awareness 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 farmers.

Increase industry's regulatory awareness of pesticide safety requirements by 20% as measured by comparing pre- and post- training test results.

- Conduct eight fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields. Increase fieldworkers' regulatory awareness of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results.
- Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
- Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Continue collaboration with HHSA to provide outreach and application assistance for nutritional assistance programs at Certified Farmers Markets and Community Supported Agriculture. This collaboration will assist in acceptance of Electronic Benefit Transactions (EBT), providing increased availability of local healthy foods to communities with food insecurity.
 - AWM's Integrated Pest Control program has partnered with California Invasive Plant Council as well as various local and State agencies, and Borrego Springs Revitalization Committee in the removal, suppression, or eradication of the invasive weed *Volutaria*. Continue collaboration to increase efforts in obtaining Right-Of-Entry forms needed to conduct weed management on private property, by 15% (from 48 to 55).
 - Honey Bee Protection Program continues to partner with UCCE's Master Beekeeper Program to connect backyard beekeepers and property owners to ensure proper care of managed bees and assist with bee relocation services. The Program will provide two email communications annually to registered beekeepers in the region to promote this partnership and provide informational resources.
 - Pesticide Regulation Program continues to partner with the California Department of Pesticide Regulation to host additional unwanted pesticide disposal events that benefit the



community by safely removing potentially hazardous, unwanted, and outdated pesticides from agricultural operations.

- Leveraging UCCE’s unique relationship with the community and their expertise, AWM and other County departments will utilize UCCE to provide information and engage the community in programs that can inspire change. UCCE will complete the following two objectives:
 - ◆ Enable youth to reach their full potential as confident leaders of character who contribute and are connected to their communities. 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. 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.
 - ◆ Provide coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs with 950 volunteers contributing 90,000 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.
- Leverage UCCE’s distinctive knowledge and community relationships to provide educational programs and resources that will promote well-being of residents. UCCE will complete the following objectives:
- Conduct nutrition education for 300 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 the behavioral changes of a minimum of 320 individuals, which impacts multiple family members behaviors related to food resource management practices, nutrition and food safety practices, and positive dietary changes.
- Conduct nutrition education for 1,000 children and youth from low-income and limited-resource families via a minimum of 12 workshops (consisting of at least 6 hours for each workshop series) to promote nutrition and physical activity for a healthy lifestyle that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease.
 - ◆ Assess a minimum of 480 individuals behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.



AWM is focused on empowering its workforce and operations by providing opportunities for staff growth, training and development, ensuring excellence in customer service, and securing continuity of operations. Collaborating with regulated businesses, stakeholder industry groups, community partners, and other counties in the State, AWM fosters new ideas, implements best practices, and pursues innovation for operational excellence. AWM maintains program and fiscal integrity, transparency and accountability through reports, disclosures and audits, and sharing data with the public. Internally, AWM engages employees by holding multiple engagement meetings where information, ideas, perspectives are shared, such as departmental and divisional all staff meetings, and ensuring regular supervisor and staff meetings occur. Supervisors participate in ride-alongs with field staff to provide guidance, enhance their working relationships and provide professional development. AWM also engages employees by sharing divisional updates, kudos, and information. In accordance with the County’s strategic initiative on empower, AWM will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 AWM’s diverse customers.
 - Expand department commitment on Justice, Equity, Diversity and Inclusion (JEDI) by identifying programs and processes that require changes to provide the highest level of service for AWM’s customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on JEDI to increase awareness and inclusivity when serving AWM’s diverse customers.
 - Increased trauma-informed services as part of the County culture. AWM’s employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure AWM’s employees are equipped to deliver trauma-informed service, they are encouraged to engage and inte-





grate the shared vision of *A just, sustainable, and resilient future for all*, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.

- ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
- Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights AWM efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring AWM essential work into a common space that can benefit other departments.
- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
 - ◆ Continue to engage management during 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.
- Support staff engagement and commitment in obtaining the required State licenses needed to perform regulatory work and for promotions by providing opportunities to attend preparatory trainings.
- Conduct three trainings for new supervisory employees to learn more about leadership competencies, recruitment, retention, and professional development to facilitate productive transitions to new roles.
- Support the County’s Electric Vehicle Roadmap for a sustainable future by conducting two trainings for AWM inspectors on Electric Vehicle Charging Station (EVCS) regulations. Attendees will be prepared to identify regulated devices, address customer questions, and ensure EVCS are accurately charging consumers to ensure confidence in the EVCS marketplace.
- Continue to expand the online services available to customers to allow for customer convenience and processing efficiency.

- Provide training opportunities, innovative technology, and supportive resources to ensure superior service delivery to our customers.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of the County’s shared vision of *A Just, Sustainable, and Resilient Future for All*.
- Workforce: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Achieve program-wide implementation of the cloud-based data management application, CalTrap, among 100% (38) of Pest Detection staff. The new technology replaces paper-based record keeping and streamlines pest detection activities that prevent the spread and establishment of invasive agricultural pests.
 - Expand the Submeter Customer Application pilot to 20% (232 of 1,160) of submeter customers to increase the ease at which customers schedule, deliver, and pick up submeters for inspection. AWM’s submeter lab inspects tens of thousands of submeters, which are used to separately measure the utility usage for each tenant in a multi-family or multi-use building. The Submeter customer application allows for convenient and fast drop off and pick up of submeters for testing while avoiding issues of incomplete customer information.
 - Create outreach for structural fumigation companies to increase the number of companies utilizing the existing online Structural Fumigation Notice of Intent system from 83% to 90% to increase efficiency and to reduce staff hours required to enter and manage the Notice of Intents received by email and fax.
 - Develop and implement a mobile application for inspectors to be used during Price Verification inspections, which ensure consumers aren’t being overcharged. The Price Verification Application will replace the currently used scanners, which are bulky, expensive, and do not allow for undercover inspections, with a cell phone application with the same functionality.

 Justice

AWM implements agricultural, weights and measures programs in a fair and equitable manner in all communities throughout the region. AWM enforces laws and regulations consistently and fairly. AWM is focusing on enhanced outreach and community engagement in underserved areas to identify and assist potentially noncompliant businesses and ensure equitable protection of residents and the environment. In accordance with the County’s strategic initiative on community, AWM will:

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, imple-



mentation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked degree of protection from environmental and health hazards.



- Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide professional development opportunities to youths from underserved communities in the region.
- Contribute to environmental justice and protect all residents in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.
 - ◆ Monitor structural fumigations for termite control by conducting 42 undercover surveillance inspections, 284 unannounced field inspections and employee safety and business records inspections of all companies headquartered in the county that conduct structural fumigations. Structural fumigation inspections promote human health and safety through outreach, education and enforcement.
 - ◆ Respond to pesticide-related complaints within 2 business days and complete related investigations in an average of 73 days, surpassing the State’s guideline of 120 days. The compressed investigation timeline ensures complaints are timely addressed.

- ◆ Increase the number of inspections conducted with Maintenance Gardener Businesses by 25% (from 22 to 28 inspections). The increased inspections will provide more compliance assistance to these businesses and help promote the safe use of pesticides in communities and pesticide applicator safety.
- Environmental: Ensuring equal access to decision – making processes that create healthy environments in which to live, learn and work.
 - Develop and maintain through community and stakeholder engagement, a detailed County Integrated Pest Management plan that is robust and adaptive, and available for review by the community to promote transparency on County pest control activities throughout the region.
 - Create and post to the AWM website a quarterly pest management topic that elaborates on a specific type of County pest control work and a selected invasive pest and allow for a forum where the community can make Integrated Pest Management (IPM) suggestions related to their home use. Allow for community and civic engagement where community members can get ideas specific to their situations.

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- ◆ <https://www.sandiegocounty.gov/awm/>

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Structural Fumigation Undercover Inspections ¹	33	36	42	N/A	N/A
	Average number of days to complete pesticide-related complaint investigations	102	73	73	N/A	N/A
	Undercover recyclable beverage container test sales at CRV recyclers	100% of 59	100% of 66	100% of 64	N/A	N/A
	Annual number of initial and new install inspections for these registered retail devices:					
	Fuel meters	93.2% of 21,612	100% of 20,687	100% of 20,948	N/A	N/A
	Taximeters ²	0% of 665	100% of 697	84% of 743	N/A	N/A
	Water dispensers	96.0% of 1,353	100% of 1,323	100% of 1,315	N/A	N/A
	Computing scales	87.6% of 5,677	100% of 5,676	100% of 5,742	N/A	N/A
	Counter scales	77.9% of 986	100% of 1,019	100% of 957	N/A	N/A





Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Jewelers Scales	54.3% of 247	100% of 254	100% of 250	N/A	N/A
	Sales at Certified Farmers Markets using Public Benefits ³	N/A	N/A	N/A	\$2,500	\$2,500
	UCCE staff provide administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ⁴	N/A	N/A	N/A	30 projects/ \$1,100,000	30 projects/ \$1,100,000
	UCCE research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability ⁴	N/A	N/A	N/A	4 projects	4 projects
	Undercover recyclable beverage container test sales at CRV recyclers	N/A	N/A	N/A	100% of 64	100% of 64
	Annual number of initial and new install inspections for these registered retail devices:					
	Fuel meters	N/A	N/A	N/A	100% of 20,948	100% of 20,948
	Taximeters ²	N/A	N/A	N/A	100%of 743	100%of 743
	Water dispensers	N/A	N/A	N/A	100% of 1,315	100% of 1,315
	Computing scales	N/A	N/A	N/A	100% of 5,742	100% of 5,742
	Counter scales	N/A	N/A	N/A	100% of 957	100% of 957
	Jewelers Scales	N/A	N/A	N/A	100%of 250	100% of 250
	UCCE provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety ⁴	N/A	N/A	N/A	300 families	400 families
	UCCE Staff provide coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours) ⁴	N/A	N/A	N/A	950 vol/ 90,000 hours	1,000 vol/ 110,000 hours
	Structural Fumigation Undercover Inspections	N/A	N/A	N/A	42	42
	Average number of days to complete pesticide-related complaint investigations	N/A	N/A	N/A	73	73

Table Notes

¹ Fiscal Year 2021–22 goal was exceeded by 6 undercover inspections and a new goal was established for Fiscal Years 2022–23 and 2023–24 due to increased fumigation activity within the region.

² Fiscal Year 2021–22 goal was not met due to taximeter inspections did not start until the end of August due to the operational impacts caused by the COVID-19 pandemic.



³ New goal added for Fiscal Year 2022–23 to track the amount of sales occurring at Certified Farmers Markets using Public Benefits

⁴ University of California Cooperative Extension (UCCE) section in the Operational Plan has been incorporated in AWM to clearly show programmatic alignment, operational costs and overall performance.

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

Staffing

Increase of 20.00 staff years

- ◆ Increase of 4.00 staff years in the Pest Detection division for operational needs
- ◆ Increase of 11.00 staff years in the Integrated Pest Management division
- ◆ Increase of 4.00 staff years to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation
- ◆ Increase of 1.00 staff year to meet new Electric Vehicle Charging Station testing mandate

Expenditures

Net increase of \$3.1 million

- ◆ Salaries & Benefits— increase of \$1.3 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—increase of \$1.1 million due to the structural changes resulting in UCCE now being included in the AWM budget (\$0.9 million) and an increase in Contracted Services related to the language access translation services contract (\$0.1 million) and the increase in Agriculture (\$0.1 million) due to increased costs of goods for pesticide application.
- ◆ Operating Transfers Out – increase of \$0.7 million due to one-time Major Maintenance/Capital Outlay projects scheduled for completion in the 2022–23 fiscal year.

Revenues

Net increase of \$3.1 million

- ◆ Licenses Permits & Franchises— increase of \$0.2 million due to the increase in budgeted revenue related to cost recovery proposals.
- ◆ Intergovernmental Revenues— increase of \$1.3 million primarily due to an overall increase in State supplemental funding.
- ◆ Charges for Current Services— increase of \$0.2 million due to an increase in pesticide management projects.
- ◆ Use of Fund Balance—decrease of \$0.3 million due to completed projects. No unassigned General Fund fund balance is budgeted.
- ◆ General Purpose Revenue Allocation – increase of \$1.7 million due to structural changes resulting in UCCE now being included in the budget for AWM (\$0.9 million) and the increase in staff years (\$0.8 million).

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$0.2 million includes a decrease of \$1.0 million in Operating Transfers Out due to the completion of Major Maintenance/Capital Outlay projects in the prior fiscal year.

An offsetting increase of \$0.7 million primarily for planning purposes associated with anticipated salary and benefit increases; and \$0.1 million in Services and Supplies due to increased costs of goods for pesticide application.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Agriculture, Weights and Measures	179.00	179.00	199.00	11.2	199.00
Total	179.00	179.00	199.00	11.2	199.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Grazing Advisory Board	\$8,700	\$8,700	\$8,700	—	\$8,700
Agriculture, Weights and Measures	26,032,998	26,827,705	29,961,531	11.7	29,797,568
Fish and Wildlife Fund	18,000	18,000	18,000	—	18,000
Total	\$26,059,698	\$26,854,405	\$29,988,231	11.7	\$29,824,268

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$21,476,310	\$21,984,965	\$23,306,110	6.0	\$24,007,147
Services & Supplies	4,321,388	4,852,440	5,990,121	23.4	6,150,121
Other Charges	255,000	25,000	25,000	—	25,000
Capital Assets Equipment	15,000	—	—	—	—
Expenditure Transfer & Reimbursements	(358,000)	(358,000)	(358,000)	—	(358,000)
Operating Transfers Out	350,000	350,000	1,025,000	192.9	—
Total	\$26,059,698	\$26,854,405	\$29,988,231	11.7	\$29,824,268



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$3,748,882	\$4,170,496	\$4,351,417	4.3	\$4,351,417
Fines, Forfeitures & Penalties	96,000	86,000	86,717	0.8	86,717
Intergovernmental Revenues	11,810,110	13,294,125	14,634,962	10.1	14,154,543
Charges For Current Services	841,384	667,000	830,000	24.4	830,000
Miscellaneous Revenues	15,000	11,000	12,259	11.4	12,259
Fund Balance Component Decreases	252,158	252,158	252,158	—	252,158
Use of Fund Balance	1,190,439	267,901	10,700	(96.0)	10,700
General Purpose Revenue Allocation	8,105,725	8,105,725	9,810,018	21.0	10,126,474
Total	\$26,059,698	\$26,854,405	\$29,988,231	11.7	\$29,824,268



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 strategic initiatives of Sustainability, Community, Justice, Equity, and Empower. 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

As a trusted community partner, the San Diego County Library (Library) supports learning, engagement, literacy, and inspiration through its 33 branch libraries, two mobile libraries, five Library-to-Go kiosks, 40 Little Free Libraries, and the second-largest digital library in California. Library services include providing information in 12 languages in print, multimedia, 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 in multiple languages to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

To ensure these critical services are provided, the Library has 294.50 staff years and a budget of \$57.1 million.

- The library is sensitive to individuals’ needs and focuses on creating accessibility for all through our programs and services that support the health of the community. To support increased access to early learning opportunities, and in partnership with San Diego State University and the Bay Area Discovery Museum, the Library redesigned the Kindergarten Gear Up (KGU) program to reflect our diverse communities through materials, books, and lessons. This is a 10-session school readiness program for children and families that would not receive a preschool experience otherwise. KGU provides an opportunity for children and caregivers to identify developmental goals and foster confidence to better prepare for the rigors of kindergarten.
- In partnership with the Southern California Library Cooperative and paid for by the California State Library, the Library developed a website to share the new KGU curriculum with libraries throughout California. Through programs like KGU, the Library continued to demonstrate our commitment to supporting early learning in San Diego and throughout the region.
- Using data collected through our annual assessment of community needs for the El Cajon Library, we discovered that 7.9% of the region’s total homeless population lives in El Cajon. To support this community, the library provided a full-time social worker to conduct outreach, engagement, and connection to needed support and services for library patrons experiencing homelessness. The social worker and branch staff worked with 2-1-1 San Diego and the East County Homeless Taskforce to provide resources for emergency shelter, food banks, medical assistance, and transportation.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments



Building Better Health

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

- In partnership with Feeding San Diego and other community-based organizations, the Library planned to provide meals to youth under the age of 18 in high-need and rural communities during the summer months at 11 branches but were unable to do so due to the operational impacts of the COVID-19 public health emergency.
- Children had access to the Summer Learning Program through activity books distributed at branches and through community partners at meal distribution sites, which encouraged exciting learning activities and reading challenges to help continue learning while children were not in school. Funding for the activity books came from the California State Library’s Lunch at the Library grant.



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% (8) of all new permanent, full-time Library employees were trained to respond to emergencies, either within their classification’s scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergencies. The training expands employee engagement in providing residents with services if called upon.
 - The Library increased employee engagement by broadening staff knowledge and skills through quarterly meetings with the security managers from each library branch, including active shooter drills and tabletop scenarios.
 - Participated in LUEG Recovery Teams to increase the readiness of staff 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
- One measure the Library used to determine if 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. The Library goal is 6.0 checkouts per item per year. The Library average annual circulation this reporting year was 5.5 checkouts per item.
- Supported 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. Provided County residents with access to community rooms by working with the Department of General Services to increase community room capacity and capability in all new library buildings. Offered reservations to community rooms at 25 libraries.

- ◆ Community gathering spaces are a cornerstone of engagement and accessibility to our neighbors. The Library provided County residents with access to community rooms by working with the Department of General Services to increase community room capacity and capability in new library buildings. While the Library has continued to increase community room capacity through the Capital Improvement Needs Assessment process (2,500 square feet of new community room space 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. Also, CalFire operated COVID-19 testing and vaccination out of the community room in Borrego Springs.

- The Library offered a variety of programs during the COVID-19 public health emergency. The Library worked with its partners to offer programs in support of *Live Well San Diego*, civic engagement, culture, the arts, diversity, inclusion, and reading based on individual community branch needs assessments. These programs allowed the Library to increase community engagement, share cultural experiences, educate the public on a wide variety of topics, and encourage residents to connect with one another to build a sense of community.
- In mid to late 2022, the Library plans to resume a partnership with Jewish Family Service to offer U.S. Citizenship classes and application support in underserved multilingual communities for immigrants and refugees. The library anticipates serving up to 40 participants in Fiscal Year 2022–23.
- The Library continues to collaborate with the Registrar of Voters (ROV) in support of the efforts to conduct fair, secure elections to promote civic engagement and educate the public on the voting process. The Library provided convenient access to voters by having all 33 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 the Library’s mission to serve communities.
- In support of the County’s Employee Resource Groups’ (ERG) goal of providing an opportunity for employees to enhance cultural awareness, the Library supported workforce outreach and promoted County initiatives through participation in collaborative efforts with ERGs. Collaboration with ERGs reflects our commitment to advance equity, diversity, inclusion, and belonging. This year, we encouraged employee engagement by providing meeting space for ERG groups and by providing access to digital copies of



book club books. Reaching diverse audiences through community engagement is a core value and supports the Library’s mission of education and civic engagement.

- The Library High School program promoted pathways to careers by offering an accredited high school diploma program to San Diego County residents ages 18 and older. Forty-two students completed their high school educational requirements in an online program, available at LibraryHighSchool.org, and matriculated with a high school diploma and career certificate in one of eight career areas. These areas include Child Care and Education, Commercial Driving, Food and Hospitality, General Career Preparation, Home Care Professional, Hospitality and Leisure, Office Management, Retail Customer Service, and Security Professional.
- In mid to late 2022, the Library plans to resume language learning opportunities for non-English speaking adults through the English as a Second Language (ESL) tutoring program. The Library provides space and resources to volunteers trained by the Laubach Literacy Council of San Diego. The library anticipates serving up to 50 adult learners through this program.
- In mid to late 2022, the Library plans to resume some adult literacy learning opportunities by reconnecting existing volunteers and learners. The library anticipates serving up to 30 tutors and adult learners through virtual tutoring opportunities. The California State Library Literacy Services grant helps provide everyday access to free books and audio/visual resources and creates a practical and productive learning environment that empowers adults to achieve their full potential as family and community members.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - The Library 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 the Library capacity to meet these goals.
 - ◆ Completed a schedule of 51,153 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. The Library expanded hours of operation, adding evenings and weekends to provide wider access starting April 11, 2022.
 - ◆ The Library’s annual foot traffic count of 518,802 people using physical library services demonstrated accessibility. The goal of 500,000 people visiting our libraries was not met due to the operational impacts of the COVID-19 public health emergency.

- ◆ To support environmental sustainability and 24-hour access, the Library provided digital library resources, including e-books, audio downloads, video downloads, and access to premium databases, with digital library resource usage of an average of 3.64 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 (an online career courses platform), Overdrive e-magazines, and a wide range of new digital titles for kids, teens, and adults. Through these efforts, the Library obtained new customers through the Instant Digital Card Service and other marketing efforts. As a result, there was a 5% increase (200,000) in digital circulation during the COVID-19 public health emergency.
- ◆ There were 1.073 million annual visits to the Library Virtual Branch at sdcl.org. The goal of 2.5 million visits was not met due to the operational impacts of the COVID-19 public health emergency, as well as a disruption in statistics collection during the transition from the old website to the new website.
- ◆ To foster community engagement, the Library offered 226 virtual programs, which were viewed 1,164 times. Our customary goal of 26,000 in-person programs was not met due to the operational impacts of the COVID-19 public health emergency.
- In an effort to increase accessibility for community payment options, the Library implemented a new cashiering system to allow customers to make credit card payments at all library branch locations. This updated technology and infrastructure improved cash management and internal controls throughout the library system and maximized customer service and efficiency.
- With the goals of accessibility, transparency, and community engagement, the Library developed a new website to promote the Library’s collection and services to the community. The website launched July 16, 2021, highlighted the Library’s values of diversity, inclusion, and belonging, and also maximized usability, access, and provided more opportunities for the Library to engage with the community.
 - Highlighted major SDCL branch events through publicity, media coverage, and photography.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provided customers 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 Library programs.



- Ensured superior customer services by being responsive to their needs, by professional, courteous, attentive, and knowledgeable staff, as measured by achieving an average overall customer satisfaction rating of 4.92 or higher (on a scale of 1 to 5, with 5 being “excellent”).
- A vital service of the Library is to help people read, enjoy materials in languages that reflect their communities and/or support their knowledge, and understanding of the languages they are learning. The Library offered library print materials in 12 world languages, identified based on U.S. Census data, including English, Spanish, Arabic, Chinese, French, German, Hindi, Japanese, Korean, Farsi, Russian, and Vietnamese. 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 seeks to provide a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
- Provide consistent, visible leadership on Justice, Equity, Diversity, and Inclusion (JEDI):
 - ◆ The Library prioritized justice, equity, diversity, and inclusion (JEDI) by regularly discussing the importance of these values in staff meetings at all levels of the department, including in “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. In addition, we created an employee-run Racial and Social Justice Committee made up of staff at all levels to evaluate all aspects of our organization through a lens of equity. The committee focused on evaluating three essential functions of the library: programming and engagement, collection, and training and recruitment.
 - ◆ Library staff routinely discussed the importance of diversity, inclusion, cultural competence, and equity as keys to the Library’s success. Regularly included JEDI 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 the Library’s services and collections reflect the diversity of San Diego County’s population. Our print and digital materials are offered in 12 languages. Offered staff training to enhance education and awareness of JEDI. Strongly supported staff participation in Employee Resource Groups, activities, and events.

- ◆ The Library encumbered funding for a series of internal grant opportunities initiated by staff throughout the organization and focused on JEDI programming for our customers. Program planning is underway and we will launch these initiatives in Fiscal Year 2022–23.
- The Library partnered with the San Diego County Department of Parks and Recreation (DPR) and municipal parks departments to provide programs and services that created interest in the environment and sustainability while cultivating a curiosity for learning. The StoryTrails program placed 38 stories in English and Spanish along park trails to encourage a love of reading and introduced the library to a new audience. The Library promoted outdoor activities by including five of DPR’s virtual hikes videos on the Summer Learning Challenge platform and created book lists and Storytime Shorts videos to celebrate DPR’s programs.
- 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 in response to the awareness of individuals who have experienced trauma in their lives. The Library employees were encouraged to understand the impacts of trauma to best serve vulnerable and at-risk people, as well as promoting self-care, self-awareness, and resiliency in traumatic times. To ensure that the Library employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all new employees (8) were required to complete the “Growing Resiliency within a Trauma-Informed Lens Learning 101” online training course.
- ◆ By the end of this training, staff were able to: (1) Describe trauma and resiliency; (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. The courses will work toward increasing employee engagement in skill building and harm reduction techniques.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.



2022–24 Objectives



Equity

The Library understands the important role libraries can play in providing equitable access to services. We are a community center where residents can find the information they require, get referrals to needed services, and access a variety of library programs to further their education.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Provide access to needed social services through partnerships with organizations like La Maestra, United Way, MAAC, and many others. Organizations set up information tables in library branches to answer questions and assist with referrals to programs like CalFresh, MediCal, Covered California, and more.
 - Continue partnership with Jewish Family Service of San Diego (JFSSD) to provide citizenship training classes and application support to permanent legal residents. The Library anticipates serving up to 40 participants.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Offer an accredited high school diploma program to 30 qualifying adults aged 18 and older. Students will complete their high school educational requirements in an online program, available at LibraryHighSchool.org, and matriculate with a high school diploma and career certificate in one of nine career areas: Child Care and Education, Commercial Driving, Food and Hospitality, General Career Preparation, Home Care Professional, Hospitality and Leisure, Office Management, Retail Customer Service, and Security Professional.



Sustainability

The Library commits to supporting the County’s comprehensive move toward greater sustainability for San Diego’s future through energy efficient efforts and activities, the promotion of programs provided by other departments, and through sustainable building efforts.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation.
 - Partner with County departments and provide space to share public messaging about sustainability, climate and environmental justice initiatives such as the Climate Action Plan and Zero Net Energy buildings.

- Continue to implement environmentally sustainable practices within the department, including electrification of building systems wherever possible, branches running off solar energy, tightening building system controls, using recycled and recyclable paper whenever possible, and committing to green purchases.
- Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the County-wide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Hold “Director’s Sustainability Message” at biweekly All Hands meeting – will cover a wide variety of sustainability goals and initiatives
- ◆ Partner with DPR and PDS on “Library Tree Canopy” project - invest \$75K towards the planting of new trees in order to decrease shade gaps and increase green spaces
- ◆ TRUE Advisor Certification for select facilities staff in order to increase zero waste efforts

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Support Zero-Carbon Efforts: Electrification of building systems where appropriate as assets reach end of life. (long-term)
- ◆ SEED (Social Economic Equity Design) Certification Program for select staff. (mid-term)
- ◆ Convert mobile outreach to a Zero Emission Vehicle to provide library services to the community where they live and gather without consuming GHG. (mid-term)
- Support environmental and climate justice and the economic vitality of individuals and families by sharing library materials across communities. The Library advances literacy through the circulation of fiction and non-fiction in physical and digital forms to be enjoyed by customers.
- Resiliency: Ensure the capability to respond and recover to the immediate needs of individuals, families, and the region.
 - 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 seeks to provide a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
 - Train employees within the first year of their employment, 100% of all new permanent, full-time Library employees to respond to emergency situations either within their classi-



fication’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.

- Measure the library customer interest in borrowing materials. Combined with digital library downloads, it allows the Library to see how circulation is moving between physical and digital items. The annual circulation determines if library materials are current and relevant to the needs and interests of a dynamic community. The Library anticipates circulating a total of 9,150,000 library items.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Ensure 100% (34) of designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
 - The Library will continue to create customer focused policies that focus on equity and remove barriers to using library services such as the elimination of overdue fines and automatic material renewals.
 - Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.



Community

As the epicenter for many San Diego communities, the Library is a trusted space for people to gather, learn and find verified resources and support. We are a place where residents can learn new skills, make new friends, and experience art and culture in a space that belongs to everyone.

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Civic engagement is one of the Library’s guiding principles and is essential to the services we provide. The Library will continue to prioritize civic engagement by providing current information, diverse programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - We will support voting and civic engagement by continuing our strong partnership with the Registrar of Voters (ROV) to promote election messaging and voter registration, col-

lect mail ballots at all 33 branches during elections, and provide community room spaces to act as voting centers and poll worker training sites.

- Ensure that 100% of public information for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, and other opportunities to maximize resources through community partnerships to benefit the region. Offer services in non-English languages and translations of information to ensure residents have every opportunity to make informed decisions.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Provide Library programs that enhance the community by bringing free services to all residents, with an additional focus on underrepresented and high need communities. Libraries are a place where people of all ages can combine learning and reading with fun and excitement, exposing them to new experiences and creating lifelong learners.
 - Promote early childhood literacy by reintroducing Kindergarten Gear Up (KGU), a 10-session school readiness program to children and families that would not receive a preschool experience otherwise. KGU provides an opportunity for children and caregivers to identify developmental goals and foster confidence to better prepare for the rigors of kindergarten. The Library anticipates serving up to 200 participants.
 - The Library supports literacy in underserved communities by working with community partners including schools, community-based organizations, County departments, and municipalities to install, fill, and replenish 40 Little Free Libraries in underserved neighborhoods throughout the region. This Fiscal Year 2022–23, we will add an additional 60 Little Free Libraries for a total of 100 throughout the county. Through this endeavor, we bring books into our neighborhoods to encourage reading and help families begin their own libraries.
 - Provide a Summer Learning Program designed to support literacy and combine learning opportunities with entertainment and community engagement while preventing the effects of “Summer Slide” learning loss during the summer break at all 33 branch locations in San Diego County. Summer Learning is designed to encourage reading for all ages, but especially for kids and teens, many of whom have struggled with reading during the past two years. In addition to programs offered during the summer, all kids and



teens receive an activity book with reading activities in it and a free book to take home as a prize. The Library anticipates serving up to 17,000 participants.

- Continue to engage with the community by participating and facilitating in meaningful conversations with local partners through community meetings and collaborative councils. We will continue to work closely to share ideas for programming, grants and other opportunities to maximize resources throughout the region. Partnerships and participation are unique to each branch and each community we serve and include, Farm Worker CARE coalition, KPBS One Book, One San Diego, Latino Book and Family Festival, Jewish Family Services as well as local organizations like branch Friends of the Library groups, social clubs, and other community-based groups. The Library anticipates hosting up to 100 community outreach events.
- Promote other County departments outreach efforts through marketing and using library spaces to conduct workshops and community forums. This effort increases the accessibility of information and services to residents where they live, work and play.
- Offer a variety of library programs for all ages at all library branches. The Library will work with its partners to offer programs at all library branches around the topics of a just, sustainable, and resilient future for all, civic engagement, culture, and the arts, diversity, and inclusion, and reading. The Library anticipates holding up to 26,000 programs.
- Empower the County’s ERGs goal to provide an opportunity for employees to enhance cultural awareness, support workforce outreach, and promote County initiatives through participation in events in partnership with ERGs. Reaching diverse audiences through community engagement is a core value and supports the Library’s mission of education and civic engagement.
- Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. Host 14 youth interns in 6 library branches to connect youth to the benefits of library service and working with their communities.
- Provide adult literacy learning opportunities by reconnecting existing volunteers and learners. The California State Library Literacy Services grant helps provide everyday access to free books and audio/visual resources and creates a practical and productive learning environment that empowers adults to achieve their full potential as family and community members. The Library anticipates providing up to 30 tutoring opportunities.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Partner with the 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. The Library will host programs with DPR at libraries or parks and will share monthly DPR promotions through social media.



Empower

The Library is committed to providing services that focus on justice, equity, diversity, and inclusion both for our customers and our staff. We invest in our workforce and operations through training and professional development to ensure that library staff feel comfortable in their work and can provide reliable and compassionate service to the public.

- Strengthen County service delivery within our branch locations and 24/7 kiosks, by providing the fastest internet in the region, library programs, community gathering spaces, and professional research assistance and reading recommendations.
- Continue to update the Library’s website to maximize customer usability and access to library resources.
- Capture and tell the Library’s stories by highlighting major branch events through publicity, media coverage, and photography.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 the Library’s diverse customers.
 - Expand department commitment on Justice, Equity, Diversity and Inclusion (JEDI) by identifying programs and processes that require changes to provide the highest level of service for the Library’s customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on JEDI to increase awareness and inclusivity when serving the Library’s diverse customers.
 - Increased trauma-informed services as part of the County culture. Library employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-



care, self-awareness, and resiliency in traumatic times. To ensure Library employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of *A just, sustainable, and resilient future for all*, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.

- ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
- Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights the Library’s efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring the Library’s essential work into a common space that can benefit other departments.
- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
- Supervisors continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
- Provide “Service Beyond the Branch” which delivers educational and literacy opportunities at the neighborhood level with targeted outreach for underserved communities. Service Beyond the Branch takes Library services and materials to the customer without the need to visit one of the Library facilities.

- A vital service of the Library is to help people read and enjoy materials in languages that reflect their communities and/or support their knowledge and understanding of languages they are learning. The Library will continue to 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, Farsi, Russian, and Vietnamese.

 Justice

Our libraries provide safe space and resources to all residents. The Library strives to be an inclusive place where those experiencing adversities and can find inclusive opportunities to learn, grow, and become a part of the community.

- As identified in the El Cajon Community Needs Assessment, The Library will partner with HHS Behavioral Health Services in a 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.
- The Santee Branch will work with Los Colinas Detention Center to provide books for incarcerated individuals for pleasure reading and to read to their children during in-person and virtual visits. When the individuals leave, they are given the opportunity to receive a library card and information about the services that the library provides.
- Within the first year of their employment, 100% of all new permanent, full-time Library employees will be trained to respond to emergencies, either within their classification’s scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergencies. The training expands employee engagement in providing residents with services if called upon.


Related Links

For additional information about SDCL, refer to the website at:

- ◆ www.sdcl.org/

Follow SDCL on Facebook at:

- ◆ www.facebook.com/sdcountylibrary

Performance Measures		2020–21	2021–22	2021–22	2022–23	2023–24
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Annual average circulation per item ¹	8.10	6.00	5.50	N/A	N/A
	Library High School graduates ²	30	30	42	N/A	N/A
	Adult literacy tutorings ³	-	70	30	N/A	N/A








Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	SDCL digital library resource usage per capita ⁴	2.60	2.35	3.64	N/A	N/A
	Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁵	4.75	4.75	4.75	N/A	N/A
	Annual visits to the Library (previously: 'Annual count of foot traffic at the library') ⁶	3,496,034	2,500,000	518,802	N/A	N/A
	Library hours open ⁷	94,598	125,240	51,153	N/A	N/A
	Average overall customer satisfaction rating ⁸	4.92	4.60	4.92	N/A	N/A
	Annual SDCL programs ⁹	20,084	26,000	226	N/A	N/A
	Annual SDCL Virtual Branch visits ¹⁰	1,073,088	2,500,000	1,073,088	N/A	N/A
	Library High School graduates ²	N/A	N/A	N/A	30	30
	Citizenship Classes participants ¹¹	N/A	N/A	N/A	40	40
	Annual circulation of all library items ¹²	N/A	N/A	N/A	9,150,000	10,300,000
	Adult literacy tutorings ³	N/A	N/A	N/A	30	70
	Annual SDCL programs ⁹	N/A	N/A	N/A	26,000	26,000
	Annual SDCL Virtual Branch visits ¹⁰	N/A	N/A	N/A	N/A	N/A
	Summer Learning participants ¹³	N/A	N/A	N/A	17,000	17,000
	Kindergarten Gear Up participants ¹⁴	N/A	N/A	N/A	200	200
	Community Outreach Events ¹⁵	N/A	N/A	N/A	100	100
	Annual visits to the Library (previously: 'Annual count of foot traffic at the library') ⁶	N/A	N/A	N/A	1,931,250	5,000,000
	Digital Library downloads ¹⁶	N/A	N/A	N/A	4,651,128	5,581,354
	Free Wi-Fi sessions ¹⁷	N/A	N/A	N/A	262,200	262,200
	Public-use Computer access ¹⁸	N/A	N/A	N/A	134,619	134,619

Table Notes

¹ Annual average circulation per item represents how relevant the materials are to customers. A higher average means that the materials in the collection are meeting customers' needs. The Fiscal Year 2021–22 Actual annual average circulation is lower than the Fiscal Year 2021–22 Adopted level due to a 5% increase to the digital circulation caused by the COVID-19 public health emergency.

² 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. The Fiscal Year 2021–22 Actual number of graduates is higher than the Fiscal Year 2021–22 Adopted Level due to the increase in interest for the Library High School program.

³ 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 2021–22 Actual number of literacy tutorings is lower than the Fiscal Year 2021–22 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.

⁴ Measures the use of premium databases, e-books, audiobooks, magazines, and video downloads by library customers, and represents the penetration of digital library resources in the community. The Fiscal Year 2021–22 Actual level is higher than the Fiscal Year 2021–22



- 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 5% increase in digital circulation caused by the COVID-19 public health emergency.
- ⁵ 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.
- ⁶ 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 2021–22. Actual number of visitors is lower than the Fiscal Year 2021–22 Adopted level due to the closure of library branches caused by the COVID-19 public health emergency.
- ⁷ Library hours open represents the overall level of accessibility that the community has to the library branches and kiosks. The Fiscal Year 2021–22 Actual number of hours open is lower than the Fiscal Year 2021–22 Adopted level due to the closure of library branches caused by the COVID-19 public health emergency.
- ⁸ 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.
- ⁹ 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 2021–22 Actual number of programs is lower than the Fiscal Year 2021–22 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.
- ¹⁰ 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 2021–22 Actual virtual branch visits is lower than the Fiscal Year 2021–22 Adopted level due to lower website traffic caused by the COVID-19 public health emergency. This measure is discontinued effective Fiscal Year 2022–23
- ¹¹ The library works with a trusted community partner to expand citizenship class offerings in underserved communities, using data to identify where the service is most needed. By offering additional services to participants, such as free eligibility screenings and application filing, the library helps remove barriers to accessing these important information services. The Fiscal Year 2022–23 Recommended Citizenship program is set for 40 participants.
- ¹² Annual Circulation of All Library Items measures library customer interest in borrowing materials. Combined with Digital Library Downloads, it allows SDCL to see how circulation is moving between physical and digital items and see if use ultimately stays the same, albeit in a different format. The Fiscal Year 2022–23 Recommended Annual Circulation is set at 9,150,000.
- ¹³ Every summer, students particularly those from low-opportunity communities face a decline in reading and academic skills called the "summer slide" and SDCL offers a Summer Learning/Reading program meant to minimize this long-term negative impact. We also offer this program in rural areas that offer little to no other learning opportunities as well as offering the content in multiple languages. The Fiscal Year 2022–23 Recommended Summer Learning programs is set for 17,000 participants.
- ¹⁴ The first five years are critical in children's development with school readiness programs directly linked to higher academic success and college admission, however 38.7% of children in California eligible for preschool are not enrolled. This program seeks to balance this inequity both in high-need and rural communities where residents may have little access to school readiness programs. The Fiscal Year 2022–23 Recommended Kindergarten Gear Up program is set for 200 participants.
- ¹⁵ Community Outreach Events measures the number of events attended by library staff outside of the library including school visits, tabling events, and presentations for community groups. The Fiscal Year 2022–23 Recommended Community Outreach Events is set for 100.
- ¹⁶ Measures the use of e-books, audiobook and magazine downloads by library customers. Usage of digital library resources is contained within Annual Circulation of All Library Items, and illustrates the portion of annual circulation that is represented by digital usage. The Fiscal Year 2022–23 Recommended Digital Library downloads is set at 4,651,128.
- ¹⁷ The Library offers free public Wi-Fi, 24/7, to residents with no library card required. Measures the cumulative use of all the library branches Wi-Fi, inside and outside (via interior and exterior wireless access points). A session is each time a library customer connects to the Library's Wi-Fi network, whether on their personal laptop, a library use only laptop, or any other internet capable device. The Fiscal Year 2022–23 Adopted Wi-Fi sessions is set at 262,200.
- ¹⁸ The Library offers the use of desktop PCs during open business hours for up to 4 hours per day, subject to demand. Customers are able to extend their sessions, if needed. A session is measured each time a public internet desktop PC is used. The Fiscal Year 2022–23 Recommended Public-Use Computer Access is set at 134,619.



³ New goal added for Fiscal Year 2022–23 to track the amount of sales occurring at Certified Farmers Markets using Public Benefits

⁴ University of California Cooperative Extension (UCCE) section in the Operational Plan has been incorporated in AWM to clearly show programmatic alignment, operational costs and overall performance.

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

Staffing

Net increase of 8.00 staff years

- ◆ 4.00 staff years to support Library Operations & Administration, Professional & Technical Support Services, and Branch Operations
- ◆ 4.00 staff years to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation

Expenditures

Net decrease of \$0.6 million

- ◆ Salaries & Benefits—increase of \$1.5 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net decrease of \$2.5 million
 - ❖ Decrease of \$4.3 million for the completion of one-time and major maintenance projects
 - ❖ Increase of \$1.8 million for facilities and Interdepartmental costs
- ◆ Other Charges—decrease of \$0.1 million due to the completion of sprinter van procurement
- ◆ Capital Assets Equipment—decrease of \$0.4 million due to the completion of capital projects
- ◆ Operating Transfers Out—increase of \$0.9 million in transfers to the Major Maintenance Capital Outlay Fund (MMCOF) due to an increase in MMCOF projects

Revenues

Net decrease of \$0.6 million

- ◆ Taxes Current Property— increase of \$2.1 million in revenue from property taxes
- ◆ Intergovernmental Revenues— increase of \$0.1 million in California State grant revenues
- ◆ Use of Fund Balance— net decrease of \$2.8 million for a total of \$6.0 million in County Library Fund balance for one-time projects:
 - ❖ \$2.5 million for the purchase of books and library materials
 - ❖ \$1.7 million to support MMCOF and major maintenance projects
 - ❖ \$0.6 million to procure information technology hardware
 - ❖ \$0.3 million to provide matching funds for public donations for Library materials
 - ❖ \$0.3 million to support racial & social justice community initiatives
 - ❖ \$0.3 million to procure automated book sorters for the La Mesa and Ramona libraries
 - ❖ \$0.1 million for costs associated with a social worker at the El Cajon Library
 - ❖ \$0.1 million to procure two laptop kiosks for the Poway and Vista libraries
 - ❖ \$0.1 million to procure furniture, fixtures, and equipment at Library facilities

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.2 million. Increase of \$1.6 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases. Increase of \$0.9 million in Services & Supplies is due to major maintenance improvement projects and a decrease of \$1.3 million in Operating Transfers Out is due to completion of one-time MMCOF projects.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Library Operations and Administration	21.50	19.50	22.50	15.4	22.50
Library Professional & Technical Support Service	40.50	42.50	45.50	7.1	45.50
Library Branch Operations	222.50	224.50	226.50	0.9	226.50
Total	284.50	286.50	294.50	2.8	294.50

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Library Operations and Administration	\$6,056,011	\$7,259,148	\$6,639,121	(8.5)	\$6,775,539
Library Professional & Technical Support Service	18,510,129	20,806,978	20,751,086	(0.3)	20,701,200
Library Branch Operations	28,080,271	29,553,287	29,666,291	0.4	30,777,121
Total	\$52,646,411	\$57,619,413	\$57,056,498	(1.0)	\$58,253,860

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$29,649,004	\$30,646,762	\$32,164,882	5.0	\$33,790,244
Services & Supplies	21,647,407	25,687,651	23,175,616	(9.8)	24,103,616
Other Charges	100,000	100,000	—	(100.0)	—
Capital Assets Equipment	660,000	730,000	360,000	(50.7)	360,000
Operating Transfers Out	590,000	455,000	1,356,000	198.0	—
Total	\$52,646,411	\$57,619,413	\$57,056,498	(1.0)	\$58,253,860



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$38,632,870	\$41,760,079	\$43,848,082	5.0	\$45,602,007
Taxes Other Than Current Secured	603,400	622,128	653,235	5.0	679,363
Revenue From Use of Money & Property	105,000	105,000	105,000	—	105,000
Intergovernmental Revenues	3,473,521	5,830,083	5,912,083	1.4	5,912,083
Charges For Current Services	538,112	238,112	238,112	—	238,112
Miscellaneous Revenues	553,821	293,821	293,821	—	293,821
Use of Fund Balance	8,739,687	8,770,190	6,006,165	(31.5)	5,423,474
Total	\$52,646,411	\$57,619,413	\$57,056,498	(1.0)	\$58,253,860





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

The Department of Environmental Health and Quality (DEHQ) implements environmental and public health regulations in over 40 diverse program areas to protect public health, promote environmental justice, safeguard environmental quality, and enhance the quality of life for residents and visitors. DEHQ empowers business operators and the public through education to increase environmental awareness, illness prevention, regulatory compliance, and engagement with the community.







DEHQ implements and conducts enforcement of local, State and Federal environmental laws when necessary to protect public and environmental health. DEHQ accomplishes this by preventing foodborne illness through restaurant, market, food vendor and other food facility inspections, with the goal of reducing risks that contribute to foodborne diseases. DEHQ conducts mosquito surveillance and control at identified breeding sites and educates the community about steps they can take to reduce mosquito breeding around their homes to help reduce mosquito-borne diseases, like West Nile Virus, from being transmitted. DEHQ inspects businesses and works with them to gain compliance to ensure hazardous materials and waste are properly managed and focuses on environmental justice in underserved communities that may be impacted by unpermitted facilities. To ensure water is safe for public recreation, DEHQ collects water samples at beaches and bays, including the Tijuana River Valley, so the public is informed when bacteria levels exceed State standards and there is a health risk if recreating in the water.

DEHQ enacts these programs through an equitable lens and implements community needs assessments to ensure accessibility for all community members, and with a focus on both environmental and fiscal sustainability. In addition to enhancing quality of life for the community, DEHQ is committed to its workforce and recognizes how vital they are to achieving these goals. It seeks to empower staff by creating opportunities for engagement, training and development, and professional growth.



DEHQ has 333.00 staff years and a budget of \$58.5 million to enhance public health by preventing disease and protect the environment.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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.
 - ◆ Responded to 100% (250) of food-borne illness complaints within 3 business days to investigate and identify potential sources of illness and prevent additional illnesses from occurring.
 - ◆ Continued to investigate 100% (10) of confirmed vector-borne disease referrals from County PHS within 1 business day.

- ◆ Continued 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. Collected or evaluated more than 6,500 beach water samples annually.
- ◆ Performed daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation.
- ◆ Informed 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.
- ◆ Continued to investigate 100% (15) 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).
- ◆ Continued to register and permit 150 charitable feeding organizations to promote safe food donation and improve food security in the region for those who need it, which was an increase from 114 registered or permitted organizations in 2020.
- ◆ Ensured 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.
- ◆ Notified 100% (132) 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.
- ◆ Completed 100% (25) of State-mandated water system inspections. We 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.
- 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 (600) complaint-based green swimming pools within three business days to reduce or eliminate mosquito breeding sources.
 - ◆ Regularly monitored and treated, as needed, 100% (1,600) of known mosquito breeding sites to reduce mosquito populations.
- ◆ Monitored mosquito populations through biweekly trappings at 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
- Implemented community needs assessments in the Certified Unified Program Agency (CUPA), which regulates hazardous materials business plans and inventory, and Food Program, which enforces state regulations during inspections of retail food facilities, to better understand the diverse and unique needs of operators, stakeholders and communities, to better protect public health.
 - ◆ Created program outreach materials for the community and food facility operators, including brochures, applications, and guidance documents, and translated them into the five threshold languages.
 - ◆ Created a project plan for community engagement by utilizing data analysis to identify and map potential unpermitted facilities.
 - ◆ Dedicated staff resources in a special project unit to begin outreach and make contact with potential unpermitted businesses to bring them into compliance.
 - ◆ Collected preferred language data from half of permitted food facilities in the region.



Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster.
 - Within the first year of their employment, 100% (25) of all new permanent, full-time 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.



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - DEHQ is the CUPA for San Diego County. We are responsible for regulation of hazardous materials business plans and inventory. DEHQ ensures 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 reviewed 90% (3,960 of 4,400) 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.

- ◆ Notified 100% (4,400) of CUPA facilities with outstanding violations to increase the compliance rate and ensure safer communities throughout the region.
- ◆ Ensured 65% (5,785 of 8,900) of CUPA facilities subject to Hazardous Materials Business Plan requirements re-certified 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.
- ◆ Identified (150) unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout the San Diego region. This enables DEHQ to guide the unpermitted facilities toward compliance and get permitted to ensure safe communities and consistent regulation of all facilities.
- 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). These trainings help raise public health awareness on making informed decisions about where and when it is safe for water contact. Classes were offered in all threshold languages as needed to be inclusive of the communities' need.
- Collaborated with County departments on the development of the County's Socially Equitable 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
 - Identified a mobile application opportunity to improve DEHQ's business processes and enhancements for a positive customer experience.
 - Implemented a mobile application to inspect temporary food facilities at special events that resulted in an annual time savings of nearly 600 hours.
- Align services to available resources to maintain fiscal stability
 - Recommended updates to DEHQ fees and the Mosquito, Vector, and Disease Control Benefit Assessment, to ensure full cost recovery for services in compliance with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery, while continuously implementing business process efficiencies for DEHQ and its customers.

- Continued employee participation in financial literacy training for at least 20% (58 of 290) 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, which included messages translated in all threshold languages.
 - Offered stakeholder and technical outreach sessions in all threshold languages through the use of simultaneous translations and live caption language translations.
 - 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 seeks to provide 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
 - Promoted justice, equity, diversity, and inclusion (JEDI) 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.
 - Efforts to recruit a diverse workforce that is reflective of the communities we serve – value bilingual and cultural competencies as skill sets and providing opportunities to staff to use these skills to serve customers, advertising/promoting job opportunities through publications and



online forums that reach minorities, diverse interview panels, marketing/outreach job materials use photos that reflect workforce diversity.

- Expanded department commitment on justice, equity, diversity and inclusion (JEDI) by: identifying programs and processes that require changes 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 JEDI 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, obtained 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 the County culture due to the increased number of individuals who may have experienced trauma in their lives. DEHQ employees were encouraged to understand the impacts of trauma 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 (25) completed the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - The learning outcomes of the Growing Resiliency within a Trauma-Informed Lens course was to: (1) Describe trauma and resiliency; (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.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.

2022–24 Objectives



DEHQ applies an equitable lens in service delivery and program design to provide opportunities for underserved communities. This includes conducting community needs assessments in the hazardous materials, retail food and vector control programs. Looking at the regulatory program data overlaid with underserved community data, DEHQ identified opportunities for enhanced community engagement, outreach, education and language translation in these communities. DEHQ is also implementing Board direction to temporarily authorize (two years) a microenterprise home kitchen operations program, which provides an economic opportunity for communities of color, ethnically diverse, and woman-owned businesses to start a home-based, small scale food business and share their culture through retail food service to the community. In accordance with the County’s strategic initiative on equity DEHQ will:

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Proactively educate food permit holders on major risk factor violations that lead to foodborne illness through outreach and during annual inspections. Respond to 100% of food-borne illness complaints within three business days to reduce and prevent occurrences of foodborne illnesses that cause morbidity and mortality within San Diego County.
 - Provide timely response to complaints or requests for service to prevent and control vector-borne diseases. Vector Control continues to investigate 100% of confirmed vector-borne disease referrals from County PHS within one business day.
 - 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).
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - In partnership with County PHS, implement Polymerase Chain Reaction (PCR) as an alternative beach water quality testing method for faster sample analysis (i.e., less than 24 hours).
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Collaborate with County departments on the development of the County’s Socially Equitable Cannabis Program as it relates to DEHQ program areas.





- Implement a Community Needs Assessment in the Vector Control Program, which protects public health by educating people about vectors (pests that transmit disease) and how to protect against the diseases they carry, to identify service gaps and needs in the underserved communities to better understand the diverse and unique needs of the public and better protect public health.



Sustainability

Sustainability is at the forefront of DEHQ’s operations and regulatory program implementation. DEHQ is dedicated to meeting current resident and customer resource needs with a view toward how to continue to meet the needs for generations to come. DEHQ is focusing on sustainability by actively responding to protecting public health from impacts of climate change through beach water quality monitoring and vector surveillance. DEHQ aligns its resources to ensure long-term fiscal stability. In accordance with the County’s strategic initiative on sustainability DEHQ will:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Implement comprehensive strategies in the DEHQ Departmental Sustainability Plan to align with County sustainability goals and ensure internal practices are environmentally sustainable.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
 - Collect weekly ocean and bay water samples for the 70 miles of the San Diego County coastline, to notify the public when water quality exceeds State health standards, to protect public health and mitigate potential occurrences of recreational water illness.
 - Notify the public within three hours when ocean water has bacteria levels above health standards established in State law and may cause illness, using multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories or closures.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
 - 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 seeks to provide 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.
- Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the County-wide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Evaluate Environmentally Preferable Purchasing policy to determine all areas of applicability and areas for continued improvement/expansion.
- ◆ Continue to ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable, and compostable supplies.
- ◆ Convert existing fleet vehicles due for replacement to Electric Vehicles (EV) where possible to reduce emissions from gasoline powered vehicles.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Mid-term: Use of a sustainability consulting firm to assist with department-level policy, metric setting, and development of tools for implementation of sustainability practices and tracking systems.
- ◆ Long-term: Develop an implementation plan for departmental medium and heavy-duty fleet conversion to EV to ensure that sufficient charging infrastructure will be developed to support vehicle equipment loads, usage, and range.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Continue employee participation in financial literacy training for at least 20% (67 of 333) of DEHQ staff, to increase staff’s understanding of the individual and collective contribution to the County’s fiscal stability.
 - Ensure 100% (8) of DEHQ’s designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
 - Continue Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with public health and environmental regulations for non-profit and charitable organizations operating retail



food service, swimming pools, housing, temporary events in the community and accessory dwelling unit septic system permits in the unincorporated communities to incentivize additional housing.

- Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.



Community

DEHQ enhances quality of life for all San Diego residents and visitors by implementing regulatory programs that protect public health, safety, and the environment. This includes reducing food-borne illness where you eat, preventing accidental releases of hazardous chemicals, conducting surveillance, monitoring and control of mosquitoes and vermin that can cause disease, and protecting groundwater from failing septic systems. DEHQ offers community meetings with live translation in the prominent area languages where there is a new mandate, programmatic change, or when programmatic feedback is needed to aid in implementing a new program or improve an existing program. Educational information is available on the DEHQ website including guidance and program documents, and when needed, language interpretation is provided for individual business operators. Through collaboration, partnership, and meaningful conversations, DEHQ incorporates input and feedback for improved program and service delivery. DEHQ supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County’s strategic initiative on community, DEHQ will:

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to 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.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Provide education to the public on the allowable paths for charitable feeding operations; collaborate with charitable feeding organizations to provide outreach to their partner network and continue to register and permit charitable feeding operations to promote safe food donation in the region.
 - Proactively perform comprehensive vector borne disease surveillance to monitor and detect vector disease risks to public health through routine placement of traps and test-

ing of vectors, including mosquitoes, rodents, and ticks. These vector disease risks include but are not limited to West Nile virus (WNV), Zika virus, hantavirus, and tularemia.

- Ensure that the annual incidence of locally acquired WNV mosquito-borne disease remains below 1 WNV case per 100,000 persons per calendar year to protect public health.
- Initiate investigation of all complaint-based green swimming pools within three business days to reduce or eliminate mosquito breeding sources.
- Monitor mosquito populations through biweekly trappings at 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
- Regularly monitor and treat, as needed, 100% of known mosquito breeding sites to reduce mosquito populations.
- DEHQ is the Certified Unified Program Agency (CUPA) for the County of San Diego. The CUPA continues to regulate and permit more than 14,200 facilities that generate hazardous waste, medical waste, and/or are subject to a Hazardous Materials Business Plan. Routine oversight of these facilities protects public health and the environment by ensuring facilities maintain trained staff who are familiar with their emergency response plan and by ensuring that hazardous waste and medical waste is properly managed, stored, and disposed.
- Review 100% of the information items submitted through the California Environmental Reporting System (CERS) by CUPA facilities. The CUPA strives to review CERS submittals within 30 calendar days of receiving them. Timely review and processing ensure emergency responders obtain the most current information as to the types of hazardous materials present during incidents they are called to assist with, and that the public is aware of the chemical hazards present in their communities.
- Notify all CUPA facilities with outstanding violations of their compliance status and the necessary corrective actions to increase the compliance rate to at least 90% and promote safer communities throughout the region.
- Ensure 100% of CUPA facilities subject to Hazardous Materials Business Plan requirements are reminded to re-certify their Business Plan in CERS to ensure emergency responders have access to the most current information about the quantities and types of chemicals and hazardous materials onsite.
- Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. While providing career coaching, job skills and development for future employment. Host 1 youth intern in DEHQ to introduce youth to the environmental health field and connect them to the





benefits of enhancing quality of life for residents through public health, safety, and environmental regulatory programs DEHQ implements.

- Communications: Create proactive communication that is accessible and transparent.
 - Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
 - Continue to monitor, analyze, and evaluate the results of the Food Program community needs assessment to make data-driven decisions. Implement an ongoing process to provide translation services and focused outreach and education at food facilities that have higher rates of CDC risk factor violations.
 - 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 threshold languages.



Empower

DEHQ is focused on empowering its workforce and operations by providing opportunities for staff growth, training and development, ensuring excellence in customer service, and securing continuity of operations. Collaborating with regulated businesses, stakeholder industry groups, community partners, staff, and other environmental/public health agencies in the State, DEHQ fosters new ideas, implements best practices, and pursues innovation for operational excellence. DEHQ maintains program and fiscal integrity, transparency and accountability through reports, disclosures and audits and sharing data with the public, such as food facility inspection grades, hazmat facility compliance, and beach water quality monitoring results. Internally, DEHQ engages employees by holding multiple engagement meetings where information, ideas, perspectives are shared, such as quarterly virtual coffee meetings with the director's office, departmental and divisional all staff meetings, and ensuring regular supervisor and staff meetings occur. Quarterly, DEHQ managers participate in field staff ride-alongs to engage directly with staff level team members and gain firsthand insight regarding their

daily work. DEHQ also engages employees by sharing news, kudos, and information via monthly e-mail news bulletins. In accordance with the County's strategic initiative on empower, DEHQ will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 Justice, Equity, Diversity and Inclusion (JEDI) by: identifying programs and processes that require changes 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 JEDI to increase awareness and inclusivity when serving DEHQ's diverse customers.
 - Increase trauma-informed services as part of the County culture. DEHQ employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DEHQ employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees are required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
 - ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
 - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DEHQ efforts in equity/diversity, noteworthy projects, and shared



resources. The newsletter will help bring DEHQ’s essential work into a common space that can benefit other departments.

- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
- Supervisors continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Identify a mobile application opportunity to improve DEHQ’s business processes and enhancements for a positive customer experience.

 Justice

DEHQ implements public and environmental health programs in a fair and equitable manner, in all communities throughout the region. DEHQ enforces environmental laws and regulations consistently and justly. DEHQ is focusing on enhanced outreach and community engagement in underserved areas to identify potentially unpermitted businesses and bring them into compliance and ensure equitable protection of public health and the environment.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, imple-

mentation, and enforcement of environmental laws, regulations, and policies, with an urgent focus on communities of color and low-income communities, recognizing they historically lacked the same degree of protection from environmental and health hazards.

- Perform daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation and collaboration with local jurisdictions. Notify beachgoers within 24 hours of sample results utilizing multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories or closures.
- Continue the community needs assessment in the CUPA, and evaluate, analyze, and identify potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within underserved communities to decrease the risk for hazardous materials releases and mismanagement of hazardous waste. The CUPA guides them toward compliance by bringing them under permit to ensure safe communities, a safe environment, and consistent regulation of all facilities.
- Contact at least 120 potential unpermitted facilities with education on how to comply with hazardous waste, medical waste, and hazardous materials requirements, offering translation when needed by business operators. Proactive identification of potentially unpermitted facilities allows the CUPA to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities.

Related Links

For additional information about the Environmental Quality, refer to the website and Facebook page at:

- ◆ www.sdcounty.ca.gov/deh
- ◆ www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529










Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people ¹	0 cases per 100,000 for Calendar Year 2021	<1.0 cases per 100,000 for Calendar Year 2022	0 cases per 100,000 for Calendar Year 2021	N/A	N/A
	Increase the overall compliance rate for Unified Program facilities with violations at or above 90% ²	90%	90%	90%	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) ²	11	1000%	10	N/A	N/A
	Respond to 100% of food-borne illness complaints within 3 business days to reduce and prevent occurrences of foodborne illnesses that cause morbidity and mortality within San Diego County. ³	N/A	N/A	N/A	100%	100%
	Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people ¹	N/A	N/A	N/A	<1.0 cases per 100,000 for Calendar Year 2022	<1.0 cases per 100,000 for Calendar Year 2023
	Contact at least 120 potential unpermitted facilities with education on how to be in compliance with hazardous waste, medical waste, and hazardous materials requirements to allow the CUPA to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities. ³	N/A	N/A	N/A	120	120
	Notify the public within 24 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. ³	N/A	N/A	N/A	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law

Table Notes

¹ The State reports the disease levels on a calendar year frequency.

² This measure will be discontinued in Fiscal Year 2022–23 due to the continued success in achieving the measure.

³ This is a new measure added in Fiscal Year 2022–23.



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

Staffing

Net increase of 20.00 staff years.

- ◆ Increase of 1.00 staff year in the Food and Housing Division to implement the Board directed Microenterprise Home Kitchen program in Fiscal Year 2021–22.
- ◆ Increase of 6.00 staff years in DEHQ Administration to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation
- ◆ Increase of 1.00 staff year in the Vector Control Program to continue community engagement and to help with identifying, prioritizing, and addressing community needs, especially among the underserved communities in the region
- ◆ Increase of 4.00 staff years in the Food and Housing Division to address the plan check workload increases and to reduce turnaround time when the final plan check inspection is requested. This also benefits the community by providing equity to operators who cannot afford to pay for Expedited Plan Review or After-Hours Inspections to receive faster service
- ◆ Increase of 7.00 staff years in the Hazardous Materials Division to focus on environmental justice efforts in underserved communities that may be impacted by unpermitted facilities, as well as support for medical waste registration, increases in hazardous materials business plan checks, and hazardous materials facilities permit growth
- ◆ Increase of 1.00 staff year in the Land and Water Quality Division to meet the land development Business Process Reengineering commitment to customer requests for shorter review times

Expenditures

Net increase of \$3.4 million

- ◆ Salaries & Benefits— Net increase of \$3.4 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above
- ◆ Services & Supplies— Net increase of \$0.1 million
 - ◆ Increase of \$0.6 million in costs in translation services, facility costs, IT costs and supplies for new employees
 - ◆ Decrease of \$0.5 million in contracted services due to reduction in Vector Habitat Remediation Program payments and cancelled major maintenance projects

- ◆ Capital Assets Equipment— Capital Assets Equipment— decrease of \$0.1 million in emergency response equipment related to a lower Urban Area Security Initiative (UASI) grant allocation

Revenues

Net increase of \$3.4 million

- ◆ Licenses, Permits & Franchises—increase of \$12.0 million due to \$9.2 million in fee revenue previously covered by the American Rescue Plan Act (ARPA) funds in Fiscal Year 2021–22, \$2.2 million permit fee revenue increase related to the department’s Fiscal Year 2022–23 Cost Recovery Proposal, and \$0.6 million permit fee revenue increase due to business recovery from COVID-19
- ◆ Intergovernmental Revenues—decrease of \$9.2 million due to ARPA funds ending for waiver of restaurant industry annual permit fees, waiver of temporary events permits, and fee revenue loss
- ◆ Charges for Current Services—increase of \$0.8 million
 - ◆ Increase of \$0.6 million in Third Party Reimbursement to use more Hazardous Materials Settlement Trust Fund to support Certified Unified Program Agency (CUPA) program
 - ◆ Increase of \$0.2 million in Service to Property Owners and Plan Check and Field Inspection account related to service increases
- ◆ Fund Balance Component Decreases—decrease of \$0.8 million in General Fund Commitment due to less DEHQ reserves needed for COVID-19 revenue loss
- ◆ Use of Fund Balance— net decrease of \$0.1 million. No Unassigned General Fund fund balance is budgeted
- ◆ General Purpose Revenue Allocation – increase of \$0.7 million to fund 5.00 FTEs in DEHQ Administration to address Board directed services to meet public needs through outreach, communication, and Community Needs Assessments and to account for labor cost increases in the Beach and Bay and the Community Events programs.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$2.5 million. Increase of \$2.4 million in Salaries and Benefits primarily for planning purposes associated with anticipated salary and benefit increases and \$0.1 million in Services and Supplies related to major maintenance improvement projects for office configuration.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Department of Environmental Health and Quality	309.00	313.00	333.00	6.4	333.00
Total	309.00	313.00	333.00	6.4	333.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Department of Environmental Health and Quality	\$55,717,387	\$55,110,579	\$58,547,212	6.2	\$61,025,533
Total	\$55,717,387	\$55,110,579	\$58,547,212	6.2	\$61,025,533

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$40,586,081	\$40,653,876	\$44,073,902	8.4	\$46,448,223
Services & Supplies	15,132,785	14,098,957	14,189,588	0.6	14,293,588
Other Charges	152,096	114,574	118,550	3.5	118,550
Capital Assets Equipment	1,064,453	590,000	462,000	(21.7)	462,000
Expenditure Transfer & Reimbursements	(1,218,028)	(346,828)	(296,828)	(14.4)	(296,828)
Total	\$55,717,387	\$55,110,579	\$58,547,212	6.2	\$61,025,533





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$24,241,379	\$19,121,032	\$31,130,523	62.8	\$34,002,299
Fines, Forfeitures & Penalties	—	257,000	257,000	—	257,000
Intergovernmental Revenues	4,864,484	13,495,805	4,279,871	(68.3)	4,315,104
Charges For Current Services	20,645,749	18,785,523	19,606,833	4.4	19,194,856
Fund Balance Component Decreases	1,877,639	909,674	126,240	(86.1)	—
Use of Fund Balance	1,896,635	113,161	—	(100.0)	—
General Purpose Revenue Allocation	2,191,501	2,428,384	3,146,745	29.6	3,256,274
Total	\$55,717,387	\$55,110,579	\$58,547,212	6.2	\$61,025,533



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 and water, rich biodiversity, and access to open space. DPR implements the Multiple Species Conservation Program that acquires hundreds of acres for conservation annually, protecting species, habitat and smart development in the region. The County continues to expand its award-winning park system, which features over 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 285.00 staff years, a budget of \$69.2 million and a robust volunteer program with a value of more than \$2.0 million.



2021–22 Anticipated Accomplishments



Building Better Health

A community needs assessment was completed to identify customer needs and priorities in order to better address disparities in customer service. Combining these results with DPR’s Capital Improvement Model, which analyzes the recreational needs of a community and amenities are available, allows the department to initiate and prioritize park improvements, host dozens of live and virtual events, form strategic partnerships to expand recreation opportunities, and connect with new recreational and fitness audiences.

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
 - DPR utilized the Capital Improvement Model and Comprehensive Needs Assessment to identify the gaps in DPR’s underserved communities and increased opportunities for public recreation by constructing 20 new park improvements or programs to meet expanding recreational needs including:
 - ◆ Playground replacements at 6 parks - Agua Caliente in Julian, Flinn Springs in El Cajon, Hillside in El Cajon, Lakeside Ballfields in Lakeside, Otay Lakes in Chula Vista, and Vallecito in Julian, which provides communities with new equipment.
 - ◆ Installation of playground shade structures at Flinn Springs in El Cajon, Hilton Head in El Cajon, Lamar Spring Valley and Steele Canyon in El Cajon to provide shade.
 - ◆ Improvements at Don Dussault in Fallbrook to provide a new playground, exercise stations and accessible pathways in a densely populated Fallbrook neighborhood, Otay Lakes Recreational Amenities in Chula Vista, which constructed new climbing boulders in the Otay community and for the adjacent

Strategic Initiative Legend for Anticipated Accomplishments	
	BBH
	LS
	SE/T
	OE
	- Audacious Vision
	- Enterprise Wide Goal
	- Department Objective

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

campground as well as a Joint Exercise of Powers Agreement with Alpine Union School District to provide sports fields in park deficient Alpine.

- Improved mental and physical health by connecting the public to opportunities to be outdoors. Trail monitors have counted over 250,000 trail users in the first five months since they were installed.
- Facilitated 15 events at the Santa Ysabel Nature Center in Santa Ysabel. DPR hosted 15 events at the Santa Ysabel Nature Center with 250 people in attendance to educate visitors on the history of the site and the natural resources it preserves for future generations.
- Created 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. In partnership with the Parks Society, a 501(c)(3) non-profit organization that supports DPR goals, activities and programs through funding and donations, DPR created a first-time camping program to begin in April 2022.
- DPR partnered with San Diego County Library (SDCL) to provide programs and services that created interest in the environment and sustainability while cultivating a curiosity for learning through the StoryTrails program. Five DPR locations hosted the StoryTrails program. DPR also partnered with SDCL to promote five of DPR's virtual hikes as part of SDCL's Summer Learning Challenge platform, and SDCL worked with young visitors to create book lists and Storytime short videos to celebrate DPR's Green Friday (celebrating park and open space on the day after Thanksgiving) and Dia de los Muertos events.
- Provided 5,500 residents opportunities to experience parks throughout the County by hosting 33 in-person Summer Movies in the Park events, and increased access to this program by hosting four virtual Summer Movies at Home events and 2 drive-in movies.
- Expanded opportunities for an additional 5,000 youth and adults (15,000 total) to participate in healthy activities (soccer, softball, and lacrosse) through the programming of sports activities at the newly completed Fallbrook Horse Creek Ridge Sports Park.
- Expanded opportunities for an additional 500 older adults (3,000 total) to be actively engaged through the sport of pickleball at Borrego Springs Park in Borrego Springs, Fallbrook park in Fallbrook, Felicita park in Escondido, Guajome park in Oceanside and Lindo Lake park in Lakeside. Playing pickleball improves physical and mental health, motivates people to be outside, and creates opportunities for increased social interaction.



Living Safely

Supporting a healthy, safe and thriving San Diego community is a priority for DPR and this past fiscal year is no exception. Disaster training remains a mandatory part of the onboarding process, so all staff are prepared to respond to an emergency, and with a focus on Personal Protective Equipment (PPE) education for field staff. During the pandemic, team members found innovative ways to refresh programs in accordance with public safety measures.

- Encouraged and promoted 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%(29) 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% (107)of Advanced Recovery Initiative (ARI) employees were trained on safety and required personal protective equipment. Employees are trained to support in shelter management and local assistance centers after emergency situations like earthquakes .
 - Participated in LUEG Recovery Teams to assist with Damage & Safety Assessment and Debris Management after an emergency event such as an earthquake to increase the readiness of staff in emergency situations.
- After the COVID-19 Public Health Emergency related restrictions were lifted to allow public gatherings, DPR expanded the SD Nights (San Diego/Safe Destination Nights) program to add five more field trips for youth from underserved communities to visit open space preserves and participate in onsite interpretation programs and guided trail hikes. In addition, expanded the program to include five 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

DPR remains committed to protecting the land and natural and cultural resources that are uniquely San Diego DPR is providing the necessary protection and analysis to bolster native vegetation, expand wildlife corridors and prevent unnecessary waste.





Also important are efforts to enhance Accessibility for All through Americans with Disabilities Act (ADA) upgrades, program refreshes, and new outlets for civic engagement.

- 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 at 69 preserves and educating the public on its value through passive recreational activities.
 - ◆ Completed monitoring for 22 species in 20 preserves by the end of Fiscal Year 2021–22. The species-specific monitoring will provide the data necessary to inform decision-making related to adaptive management and verify the preserve lands provide the habitat and conditions necessary to ensure species survival.
 - ◆ Increased the amount of conserved land by 500 acres from 56,131 parkland acres owned and effectively managed to 56,631 acres by the end of Fiscal Year 2021–22. Conservation of natural resources through land acquisitions protects sensitive species and habitat and reduces greenhouse gas emissions.
 - ◆ Increased the trail inventory by 4 additional miles, for a total of 384 miles of trails managed in the County Trails Program by the end of Fiscal Year 2021–22. Will expand by another 4 miles to 388 miles by the end of Fiscal Year 2022–23, thereby increasing recreational opportunities through use of trails.
 - ◆ Supported the implementation of the County’s greenhouse gas emissions reduction targets by planting 3,500 trees annually. The trees will sequester 178,000 pounds of carbon dioxide (CO2) annually as they mature, which is the equivalent reduction of CO2 emissions that comes from 10,015 gallons of gasoline being consumed.
 - ◆ Analyzed each community and used DPR’s equity-based Capital Investment Model to identify and prioritize the implementation of capital improvement projects. Analysis was focused on increased access to nature, community spaces and providing a diversity of new recreational opportunities by constructing two new parks or trails within 0.5 miles of homes. This approach complies with the General Plan’s goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 residents in the unincorporated communities. As a result of that analysis, capital projects have shifted to address community need more effectively. For example, construction will begin on two segments of the Sweetwater Loop and Lonny Brewer Leash Free Area 2 will be completed in the next Fiscal Year.
 - ◆ In support of the Excellence in Accessibility Plan and to support Access for All, completed the sixth year of the ADA Transition Plan at two parks, Guajome Regional

Park in Escondido and Sweetwater Regional Park in Bonita, so users of all abilities can experience recreational activities. Improvements included accessible parking, pathway improvements, and accessible restroom enhancements.

- ◆ Increased access to recreation by replacing outdated playgrounds at five parks including Agua Caliente in Julian, Flinn Springs in El Cajon, Lakeside Ballfields in Lakeside, Otay Lakes in Chula Vista and Vallecito in Julian. These included ADA improvements to increase Access for All at these five parks.
- ◆ Increased Park sustainability and reduced carbon footprint by increasing the use of light-emitting diode (LED) lights in five parks including Stelzer Ranger Station in Lakeside, Potrero Restroom and Agua Caliente Spa in far East County, Heise Park Restroom in Julian, and Sweetwater Lane Concession Building in Spring Valley. LED lights use up to 75% less energy and function up to 10 times longer than their incandescent counterparts.
- ◆ Created and promoted diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges through public engagement in 25 community and stakeholder meetings to gather input on DPR projects.
- Engaged 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. Teenagers participated in two DPR-led community meetings (Jackie Robinson YMCA & Malcolm X Library) to discuss programs the community would like to include in the Outdoor Equity Grant in Fiscal Year 2021–22. The grant will lead to the creation of programs that bring teenagers from underserved urban communities to parks they do not usually visit (e.g., Joshua Tree National Park, Lake Morena County Park and Cuyamaca State Park) to connect them to the benefits of outdoor recreation.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - To protect vernal pools in the Ramona Grasslands, DPR removed infestations of exotic invasive weeds. DPR is working with DPW to install a stormwater trash capture system at Sweetwater Lane Park in Spring Valley, and to design stormwater retention basins at Estrella Park in Spring Valley.
 - Increased sustainability and prevented potential pollution in the Tijuana River Valley watershed by implementing 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 Valley study, which was completed in March 2020 to identify projects that could address flows of sewage, sediment, and trash. DPR



removed at least 5,000 invasive plants from over 2 acres of the Tijuana River Valley Campground. Each plant can produce 250,000 seeds that can germinate in 12 hours, impacting native plants and the ecosystem.



Operational Excellence

Supplementing existing resources plays a part in DPR’s approach to do less with more, without sacrificing customer service. A big part of this equation is the management of hundreds of volunteers and thousands of volunteer hours, culminating in a cost avoidance of \$2.5M. Partnering with other County teams made it possible for DPR to offer expanded programs and services, and the addition of no-cost virtual and low-cost multi-lingual communications helped DPR expand customer reach. The diversity within DPR’s workforce continues to grow as outreach expands, and career paths are forged for staff at all levels of the organization with a steady focus on justice, equity, diversity and inclusion.

- Align services to available resources to maintain fiscal stability
 - Updated 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.
 - Ensured 100% (17) of DPR designated Contracting Officer’s Representatives (COR), attend COR I or COR II training as assigned, to improve contract management.
 - Conserved financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.5 million. Through volunteer service, participants learn about environmental stewardship, and our efforts to protect and preserve the land we manage. Staff guide these experiences, helping volunteers to become educated, inspired and active ambassadors for parks and for their communities.
 - Partnered 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. SDCL provided services and information at the Live Oak Park Anniversary Event, and SDCL and DPR have partnered to install 20 mini libraries in parks.
- Develop, maintain, and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Promoted Justice, Equity, Diversity, and Inclusion (JEDI) 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; sustain-

ing 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.

- DPR is creating a program to provide transportation (thanks to a Park Society Donation) for underserved youth/families to visit DPR parks and preserves with plans to start the program through the Monarch School that serves homeless youth
- Expanded department commitment on Justice, Equity, Diversity, and Inclusion (JEDI) by identifying programs and processes that require changes to provide the highest level of service for DPR’s customers; utilizing community assessment methods to identify the community needs; and training staff on JEDI 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*
 - Produced 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, presented information in English and Spanish, using translations by Spanish-speaking staff. In videos, activated closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produce a video in Spanish. For project outreach materials, demographic information about the community informs the threshold languages.
 - Produced three additional video interviews with park staff to promote the “Day in the Life” informational video series at DPR facilities. Added the videos to the Virtual Recreation Center, with text descriptions that can be translated to any language using Google Translate. Activated closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produced a video in Spanish, featuring Spanish-speaking park staff.
 - Increased trauma-informed services as part of the County culture. DPR employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPR employees are equipped to deliver trauma-informed service, they were encouraged to engage and integrate the shared vision of *Live Well San Diego*. Moving forward, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.





- ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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
 - Implemented innovative solutions at three additional parks to gain greater knowledge of park visitorship. Five new trail counters were installed across the parks system. In addition, the department began analyzing big data to gain further insights to customer needs.
 - Implemented 250 automated satisfaction surveys to registered customers at the conclusion of their campground stay to improve customer satisfaction .
 - Enhanced Parks and Recreation Asset Management System (PRAMS) to increase value of the asset inventory data. DPR staff has begun using the Asset Collector Application for PRAMS Collectors. The new app allows staff to use their County-issued smartphone to collect and record park assets which are then synced directly to the PRAMS system.
- Expanded the Online Education Program for teens (also known as Park-ology) to share information about the local environment, the recreation industry and San Diego’s cultural history, virtually, for web and mobile users. The first module (Play) is complete and being tested while the other two (Nature, People) are in production – all content written in sync with Next Generation Science Standards. Once the full program is live, DPR will be able to track participation as well as educate youth about the services we provide, the properties we manage, the programs we run and the actions we take to support the environment. This is one additional customer touchpoint in which we can expand service and support, and where we can relay key messages with future generations of park ambassadors.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.

2022–24 Objectives



Equity

DPR is a champion for change when it comes to providing equitable and accessible health opportunities and park experiences to all residents and visitors. Needs assessment surveys, public meetings and day-to-day customer interactions identify gaps in service based on barriers like language, culture, geographic location and mobility, and this information helps to guide future park programming. Efforts to reach more people, more often, in their preferred places and in their preferred manner have changed the way DPR serves our community and will continue to transform outreach, offerings and communications.

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Analyze each community and use DPR’s equity-based Capital Investment Model to identify and prioritize the implementation of capital improvement projects. Analysis is focused on increasing access to nature, community spaces and providing a diversity of new recreational opportunities by constructing two new parks or trails within 0.5 miles of homes. This approach complies with the General Plan goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 residents in unincorporated communities.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Increase sustainability and potential pollution prevention in the Tijuana River Valley watershed by completing the Tijuana River Valley Regional Park Invasive Species Removal and Restoration Plan and initiating construction for the Smuggler’s Gulch Improvements Project. 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.
 - Expand opportunities for up to 1,000 additional older adults (5,000 total) to be physically and socially active through the sport of pickleball by providing additional courts in renovated tennis courts in DPR parks and by providing equipment available for checkout at no cost to the participant. Playing pickleball improves physical and mental health, motivates people to be outside, and creates opportunities for increased social interaction.
 - Provide access to open space preserves to families experiencing homelessness by providing transportation and programs to youth and their families by working through the schools serving many of these families to connect them to the DPR Programs.



- Identify opportunities to connect with San Diego’s homeschooled audience, by creating DIY curriculum that will bring them to parks on weekdays. Mirror content after Discovery Program, that provides California Dept. Of Education Science Curriculum through DPR Park Ranger visits to elementary school classes, with a broader list of participating parks.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low-income communities.
 - Parking passes for DPR Regional Parks provide a lower cost regular access to parks compared to daily parking fees. Marketing of parking passes will be increased to promote this option to the public in underserved communities that could benefit from annual parking passes. DPR will track single and multiple park parking passes by zip code and individual parks to determine the communities that purchase and benefit from parking passes. DPR will sell over 900 parking passes in Fiscal Year 2022/23 and 1,000 parking passes in Fiscal Year 2023/24.



Sustainability

DPR is committed to balancing recreation opportunities with efforts to protect and preserve our region’s land, vegetation, wildlife and natural resources. Efforts to recycle, reduce, reuse and reform processes are in play at all DPR-managed parks, preserves and facilities. This is in line with the County’s Climate Action Plan, state and federal requirements, and partner agency initiatives to sustain local wildlife. Programs designed to educate residents and boost volunteerism support these efforts while expanding the number of residents that can experience DPR’s Parks and programs.

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Provide college/career readiness and financial literacy programs at the Lakeside and Spring Valley Teen Centers and through SD Nights events to help increase awareness of fiscal responsibility and economic sustainability. Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
 - Expand the implementation of the County’s greenhouse gas emissions reduction targets by planting 3,500 trees by partnering with outside agencies and grant programs. The trees will sequester 178,000 pounds of CO2 annually as they mature, which reduces greenhouse gas emissions to the equivalent of 223,675 miles driven by the standard passenger vehicle.

- Where possible, implement E-Bike patrols for trails and campgrounds that are currently patrolled by gas-powered utility vehicles. A minimum of 10 parks will complete the transition in the first year.
- Increase park sustainability and reduce carbon footprint by installing a minimum of one dual charging electric vehicle car charger at two parks that are determined to have most impact to electric car owners. This supports the County EV Roadmap goals, County CAP GHG emissions reductions efforts and the state’s goal, which is to increase zero emission vehicle ownership and the installation of charging infrastructure. Install a photovoltaic system at a minimum of one park.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
 - Transform a natural area in Kumeyaay Valley Park by eradicating nonnative trees in a sustainable and efficient manner. This program will also reduce the wildfire fuel for this area.
 - Increase opportunities for public recreation in underserved communities by constructing 10 new park improvements or programs to meet expanding recreational needs. DPR will utilize data analyzed through its Capital Improvement Model and Comprehensive Needs Assessment to identify the gaps and prioritize projects in DPR’s underserved communities.
 - Improve mental and physical health by connecting the public to opportunities to be outdoors.
 - ◆ Facilitate a minimum of 25 events hosted at the Santa Ysabel Nature Center in Santa Ysabel, including a minimum of 2 advisory group meetings, to provide an opportunity for youth and adults living in urban settings to connect with nature by visiting a facility for educational activities while surrounded by an open space preserve.
 - ◆ Host 25 families as part of a first-time camping customer program that provides camping equipment and setup assistance from park staff at 2 County campgrounds to increase access to camping for residents who may not be able to purchase their own equipment to provide the opportunity to learn about nature through the camping experience.
 - ◆ Expand opportunities for 2,000 youth and adults to participate in healthy activities through the programming of sports activities at the newly opened San Luis Rey Park.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Preserve the region’s natural resources by conserving, monitoring, and restoring land and educating the public on its value through recreational activities.





- ◆ Expand the species monitoring program from 20 preserves to 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, to 57,131 by the end of Fiscal Year 2022–23 and to 57,631 by the end of Fiscal Year 2023–24, which will increase conservation of natural resources and provide additional opportunities for residents to engage in recreational interests. Conservation of natural resources through land acquisitions protects sensitive species and habitat and reduces greenhouse gas emissions.
- ◆ Increase the trail inventory by 4 additional miles annually, for a total of 388 miles of trails managed in the County Trails Program by the end of Fiscal Year 2022–23 and 392 miles by the end of Fiscal Year 2023–24, thereby increasing recreational opportunities through use of trails.
- ◆ Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges through public engagement for project development in 36 community advisory and stakeholder meetings.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
 - 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 seeks to provide 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.
 - Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the County-wide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Assess purchasing trends and identify areas to improve selections for greater sustainability.
- ◆ Evaluate and create a plan for conversion of fleet to hybrid/electric vehicles.

- ◆ Determine which office functions may be opportunities for paperless operation (e.g., billing, scheduling, payroll, etc.).

Mid-and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Mid-term: Where feasible and applicable, work with Department of General Services to install EV charging equipment and infrastructure at facilities, road stations, etc. in alignment with departmental EV implementation. Sites are prioritized based on various factors, including public need, access, the type of facility and the number of residents that could benefit from these facilities.
- ◆ Long-term: Convert 50% of gas-powered tools to electric power to reduce GHG emissions.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Ensure 100% (15 of 15) of designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
 - Conserve financial resources by recruiting and training people to assist in providing services to the public through parks as volunteers.
 - Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.



Community

DPR builds community every day by attracting diverse individuals and groups to a portfolio of over 150 park properties. Programs engage, entertain, and inspire while providing opportunities for residents to connect. Public meetings and surveys provide outlets for community conversation, with virtual options for those who can’t participate in person. Recreation opportunities have been re-envisioned to be more inclusive of underserved youth and other underrepresented populations. DPR actively seeks new ways to equitably distribute health and safety resources while exposing more people to the physical, social and emotional benefits that parks provide.

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.



- Empower youth by encouraging civic engagement. Create youth advisory positions for County advisory boards like County Services Areas to increase youth involvement in their local government. These youth who volunteer their time will assist adult appointed members and DPR staff in making sure to include youth opinion in the planning of park facilities and programs.
- Create Free Speech Event guidelines in all threshold languages to provide information to the public on how public forums can be held on County property.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Train employees within the first year of their employment, 100% of all new permanent, full-time 36 employees 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.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. Host 40 youth interns in 8 DPR parks to connect youth to the benefits of parks and recreation and the benefits of providing service to the public.
 - Provide 20 field trips for youth from underserved communities to visit natural outdoor areas and participate in onsite interpretation programs and host guided trail hikes. In addition, expand the program to include five program site visits by park rangers to educate and motivate teenagers to visit the natural environment. DPR will also provide language translation in all the County threshold languages on the field trips where applicable. The program provides teenagers with a safe place for recreation and enrichment during critical evening and weekend hours and is intended to build safe communities and to reduce youth gang and criminal activity.
 - Organize five trips or events, partnering with other recreation agencies to connect urban residents to the outdoor environment. Collaborate with the Park Society for funding and support.
 - Increase access to recreation by replacing outdated playgrounds at various parks throughout the county. Playgrounds are replaced based on their current condition and community use. In the next fiscal year, the playgrounds replaced include Otay Lakes in Chula Vista, Dos Picos in Ramona and William Heise in Julian.
- Provide exceptional service delivery and equitable recreational opportunities to increase Accessibility for All by implementing the Americans with Disability Act Transition Plan, which prioritizes the order of improvements made for each fiscal year. Two parks, Lake Morena in Campo and William Heise in Julian, have been prioritized for accessibility in this fiscal year.
- Help ensure people of all abilities can safely enjoy the facilities of the La Chappa Ball Fields by planning and completing accessible improvements and enhancements, while also creating a functional and enjoyable experience for all park visitors.
- Communications: Create proactive communication that is accessible and transparent.
 - Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
 - Publish timely and accurate park development project updates to sdparks.org, in addition to temporary closures, safety issues, major maintenance, and other projects that can affect customer experiences. Text on sdparks.org can be easily translated into multiple languages using the Google Translate option.
 - Continue to create print materials like public meeting notices and program guides in the County’s threshold languages. For longer-term publications, like trail challenges and all-parks brochures, work with translation companies to provide content in all County threshold languages. Make all print material content available on sdparks.org so it can be easily translated into customers’ preferred language using the Google Translate option.
 - Produce at least three program-related bi- or multi-lingual videos for DPR’s YouTube channel. Activate closed captioning for the hearing impaired and explore other options to ensure videos are accessible in multiple languages.
 - Produce at least three video interviews with park staff as part of a “Day in the Life” informational video series designed to showcase and encourage diversity in those applying for DPR roles. Clearly explain the roles, the application process and the career paths for a variety of jobs. Activate closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produce a video





in Spanish, featuring Spanish-speaking park staff. Add the videos to the Virtual Recreation Center on sdparks.org, with text descriptions that can be translated to any language using Google Translate. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Work with community partners and the Food Access Initiative to create two new community gardens to increase connectivity of the public to their parks while providing the opportunity to grow their own healthy fruit and vegetables.
- Partner with non-profit organizations to provide shared programming such as a monthly family environmental education program in partnership with the Nature Collective at San Elijo to 300 underserved youth with educational opportunities throughout the park system.
- Leverage grant funding through community partnerships to provide a restoration project to benefit the community and park system. For example, partnering with the Nature Collective DPR will seek a grant that will fund the Nature Collectives work to improve a trail in DPR’s Guajome Regional Park in Oceanside
- Partner with mountain bike groups and businesses to create a new trail challenge for mountain bikers to encourage them to explore trails throughout the DPR Park System.
- Work in tandem with the County’s Land Use and Environment Group, as well as environmental partners like Volcan Mountain Foundation, San Dieguito River Park Conservancy, San Diego County Parks Society, and others to provide educational programs and to recruit volunteers for DPR events to support Earth Month (April).
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Conserve financial resources by coordinating with volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.55 million. Through volunteer service, participants learn about environmental stewardship, and our efforts to protect and preserve the land we manage. Staff guide these experiences, helping volunteers to become educated, inspired and active ambassadors for parks and for their communities.



Empower

DPR sees staff as its greatest resource and has prioritized recruiting, providing support for, and maintaining a well-rounded staff team. DPR’s team are educated, informed, and empowered to be leaders and subject-matter experts, as well as innovators. DPR works to provide this team with curriculum to highlight diversity,

identify individual talents and fine-tune skill sets to supplement certification requirements, and additional workshops to ensure all staff are ready to serve in an emergency which is key to supporting regional safety efforts.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 Justice, Equity, Diversity and Inclusion (JEDI) by: identifying programs and processes that require changes to provide the highest level of service for DPR’s customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on JEDI to increase awareness and inclusivity when serving DPR’s diverse customers.
 - Increase trauma-informed services as part of the County culture. DPR’s employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPR’s employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
 - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPR’s efforts in equity/diversity, noteworthy projects, and shared



resources. The newsletter will help bring DPR's essential work into a common space that can benefit other departments.

- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - DPR will post public meeting notes and videos within three days of a public meeting event and share links on sdparks.org and DPR social media channels to ensure all people have ready access to information.
 - By August 1, 2022 DPR will publish a year-in-review infographic highlighting Development, Resource Management, Finance and Operations accomplishments over the past fiscal year. DPR will also publish a high-level org chart on sdparks.org that provides up-to-date details on department leadership, to include names, titles and contact information.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Deploy innovative solutions at three additional parks to gain greater knowledge of park visitation.
 - Continue to solicit feedback from campers via automated customer service surveys; collect at least 250 additional responses from registered campers, log responses, analyze trends, and take action to improve experiences for future park guests.
 - 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. Complete the 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.
 - Continue to expand the Online Education Program for teens (also known as Park-ology) to share new information about the local environment, the recreation industry and San Diego's cultural history. This web-based, mobile-friendly program will contain three modules when complete; currently, one is done (Play) and the other two (Nature and People) will launch in the coming fiscal year. Once the full program is live, DPR will be able to track participation as well as educate youth about the services we provide, the properties we manage, the programs we run and the actions we take to support the environment. This is one additional customer touchpoint in which we can expand service and support, and where we can relay key messages with future generations of park ambassadors.

- As part of the Comprehensive Tree Program DPR has completed four park tree inventory using Tree Plotter system. DPR will complete tree inventory for 12 additional parks while continuing to add locations of all newly planted trees to our cloud-based software for the benefit of generating accurate reports and statistics on diversity, maintenance, and risk management of the tree population.

 **Justice**

Transparency is key in holding open, honest and fair conversations with the people DPR serves. Clear communication and equal access to the information DPR shares helps people make informed decisions – as residents and as participants of recreational programs. DPR will continue to streamline communication processes while holding staff accountable for these efforts to expand community conversation and investment in park programs and properties.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities, recognizing they historically lacked the same degree of protection from environmental and health hazards.
 - To encourage civic engagement DPR will develop an online calendar that the public can access that identifies all public meetings where DPR staff is presenting information and taking public input to encourage civic engagement.
- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Continue to 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.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:





- ◆ www.sdcounty.ca.gov/parks

Follow us on Facebook and Twitter at:

- ◆ www.facebook.com/CountyofSanDiegoParksandRecreation
- ◆ twitter.com/sandiegoparks
- ◆ Instagram: <https://www.instagram.com/sandiegoparks/>





Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Protect and preserve the regions natural resources through the number of parkland acres owned and effectively managed	56,131	56,631	56,631	N/A	N/A
	Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program	380	384	384	N/A	N/A
	Plant additional trees to decrease greenhouse gases in the environment	4113	3500	3500	N/A	N/A
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	\$2.15	\$2.5	\$2.5	N/A	N/A
	Protect and preserve the regions natural resources through the number of parkland acres owned and effectively managed	N/A	N/A	N/A	57,131	57,631
	Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program	N/A	N/A	N/A	388	392
	Plant additional trees to decrease greenhouse gases in the environment	N/A	N/A	N/A	3500	3500
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	N/A	N/A	N/A	\$2.55	\$2.55

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

Staffing

Increase of 36.00 staff years

- ◆ Increase of 15.00 staff years in the Operations and Resource Management Divisions to support the Multiple Species Conservation Plan
- ◆ Increase of 11.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded park facilities in Calavo, Lindo Lake, Waterfront Park and the new Park Circle Community Facility District
- ◆ Increase of 3.00 staff years to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation.
- ◆ Increase of 4.00 Staff years in the Development and Resource Management Divisions to support Capital Projects.
- ◆ Increase of 3.00 staff years in the Administration Division to support all divisions, park operations, park development, and conservation.

Expenditures

Net increase of \$9.0 million

- ◆ Salaries & Benefits— increase of \$3.5 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above
- ◆ Services & Supplies— increase of \$9.1 million
 - ◆ Increase of \$3.5 million due to a Fire Mitigation Grant from the San Diego River Conservancy
 - ◆ Increase of \$2.5 million due to increased support for the Multiple Species Conservation program
 - ◆ Increase of \$1.3 million for IT, utility, and fleet costs
 - ◆ Increase of \$0.9 million for one-time projects including supporting efforts to address transboundary flow issues in the Tijuana River Valley, and initial stewardship for Rancho Lilac Preserve
 - ◆ Increase of \$0.5 million for increased daily operational needs of existing and new County park facilities
 - ◆ Increase of \$0.3 million to support the Safe Destination Nights Program
 - ◆ Increase of \$0.1 million due to new major maintenance projects



- ◆ Expenditure Transfer & Reimbursements—Increase of \$4.6 million associated with one-time costs related to Comprehensive Tree Program, Accessibility for All ADA Transition Plan, Smugglers Gulch Dredging, Water Conservation Maintenance Projects, Small Water Systems Facility Condition Assessment. Since this is a transfer of expenditures, it has a net effect of \$4.6 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Operating Transfers Out—Increase of \$1.0 million due to one-time Major Maintenance Capital Projects.

Revenues

Net increase of \$9.0 million

- ◆ Taxes Current Property—Increase of \$0.1 million based on projected property tax revenue.
- ◆ Revenue from Use of Money & Property – decrease of \$0.2 million due to the transfer of revenue from Rents & Concessions to Park & Recreation Fees for CSA 138.
- ◆ Charges for Current Services—increase of \$1.3 million due to anticipated increase in camping use.
- ◆ Miscellaneous Revenues – Increase of \$3.5 million due to a Fire Mitigation grant from the San Diego River Conservancy.

- ◆ Other Financing Sources—increase of \$0.1 million due to increased support for County Service Areas (CSA) and Community Facilities District parks including the additional staff year described above.
- ◆ Use of Fund Balance— net decrease of \$3.5 million for a total of \$0.8 million budgeted:
 - ◆ \$0.5 million of Parks Special Districts Funds fund balance for increased costs in facility management.
 - ◆ \$0.3 million Park Land Dedication Ordinance Fund balance for various parks expansion projects.
- ◆ General Purpose Revenue Allocation—increase of \$7.7 million primarily due to the addition of 36.00 staff years described above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$2.2 million includes a decrease of \$8.0 million in Services & Supplies for completed one-time projects ; and \$1.4 million in Operating Transfers Out due to the completion of Major Maintenance Capital Projects.

An offsetting increase of \$2.6 million in Salaries & Benefits primarily for planning purposes associated with anticipated salary and benefit increases; and \$4.6 million increase in Expenditure Transfer & Reimbursements due to completion of one-time costs supported by resources in Countywide Finance Other as noted above.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Parks and Recreation	235.00	249.00	285.00	14.5	285.00
Total	235.00	249.00	285.00	14.5	285.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Parks and Recreation	\$48,835,859	\$52,888,981	\$61,589,724	16.5	\$59,600,012
Park Land Dedication	1,105,700	1,135,700	1,135,700	—	799,700
Park Special Districts	5,438,124	4,652,100	4,918,568	5.7	4,990,247
Parks Community Facilities Districts	1,191,762	1,466,759	1,528,274	4.2	1,571,555
Total	\$56,571,445	\$60,143,540	\$69,172,266	15.0	\$66,961,514

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$28,629,480	\$30,794,869	\$34,249,911	11.2	\$36,827,736
Services & Supplies	25,596,678	25,774,171	34,871,376	35.3	26,959,046
Other Charges	120,500	275,500	275,500	—	275,500
Expenditure Transfer & Reimbursements	(1,756,900)	—	(4,550,000)	—	—
Operating Transfers Out	3,981,687	3,299,000	4,325,479	31.1	2,899,232
Total	\$56,571,445	\$60,143,540	\$69,172,266	15.0	\$66,961,514



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$3,044,037	\$3,406,579	\$3,537,544	3.8	\$3,560,069
Taxes Other Than Current Secured	18,250	18,800	18,800	—	18,800
Licenses Permits & Franchises	11,000	750,000	750,000	—	750,000
Fines, Forfeitures & Penalties	250	250	250	—	250
Revenue From Use of Money & Property	1,225,500	1,489,008	1,253,008	(15.8)	1,253,008
Intergovernmental Revenues	2,219,013	3,482,860	3,530,342	1.4	3,530,342
Charges For Current Services	7,291,745	7,848,133	9,154,383	16.6	9,057,236
Miscellaneous Revenues	853,698	740,817	4,190,817	465.7	740,817
Other Financing Sources	2,583,687	2,729,000	2,790,479	2.3	2,848,708
Fund Balance Component Decreases	582,753	582,753	582,753	—	582,753
Use of Fund Balance	5,049,274	4,302,189	821,812	(80.9)	570,811
General Purpose Revenue Allocation	33,692,238	34,793,151	42,542,078	22.3	44,048,720
Total	\$56,571,445	\$60,143,540	\$69,172,266	15.0	\$66,961,514



Planning & Development Services

Mission Statement

Through operational excellence and attention to customer service, we strive to balance community, economic and environmental interests to ensure the highest quality of life for the public in the unincorporated region of San Diego County.

Department Description

Planning & Development Services 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 works with a variety of stakeholders including community, economic, and environmental interests to foster greater connection and engagement in our efforts. PDS is responsible for long-range planning, which guides 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 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.

To ensure these critical services are provided, Planning & Development Services has 272.00 staff years and a budget of \$51.1 million.



2021–22 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% (4) of all new permanent, full-time PDS employees were trained to respond to and assist in emergency situation reviews, 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
 - Updated the Safety Element of the General Plan 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 included preparation of a climate change vulnerability assessment, which helped identify the unincorporated region's exposure to effects of climate change and the sensitivity of population groups and community assets to climate change effects. The element also included development of climate adaptation and resilience strategies meant to protect people and infrastructure that are the most vulnerable to the effects of climate change
 - Balanced community, economic and environmental interests through the review and decision of permits for discretionary projects.
 - ◆ Reviewed 458 discretionary projects for decision that could include approval or denial to ensure communities were designed with safe and appropriate infrastructure, emergency response services, community character, and parks and trails.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- Reduced 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.
 - ◆ Promoted safe, livable, and sustainable communities through the review of 18,272 building plans to ensure that structures met safety, sustainability, and energy efficiency requirements per building code. PDS exceeded the original goal of 10,500 due to an unexpected surge in submitted plans.
 - ◆ Conducted 46,302 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. The original goal of 28,000 inspections was surpassed due to an increase in workload.
- Addressed 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% (1,135 of 1,258) of the cases.
 - ◆ Resolved 61% (1,652 of 2,707) of code compliance-related cases within a one-year period of opening a case, exceeding our goal of 60%.
 - ◆ Inspected 86% (956 of 1,107) of complaints within 5 business days. The original goal of 75% was exceeded due to the emphasis placed on the importance of quick responses to ensure we provide prompt customer service.
 - ◆ Resolved 70% (74 of 107) of debris and waste complaints within six months of initial notice to the property owner meeting our goal of 70%.
 - ◆ Updated 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 translating three informational documents into the threshold languages for use on the PDS website.
- Implemented strategies to support and encourage housing production in the unincorporated region through the Report on Options to Improve Housing Affordability and direction from October 10, 2018, through additional incentives to diversify housing products, and regulatory reforms to address outdated or inconsistent regulations.
 - ◆ Completed first round plan reviews for new single-family dwelling building permit applications within an average of 21 business days following submittal. The goal of 15 days was not met due to impacts of closing the in-person Permit Center for the prior year due to COVID-19 restrictions and an associated backlog.
 - ◆ Provided timely customer service by completing first round review of site plan and boundary adjustment applications within an average of 22 business days following submittal. The goal of 20 business days was not met for major use permits due to staffing fluctuations.
 - ◆ Completed first round review of land development grading plans and final map applications within an average of 45 business days following submittal. The PDS goal of 20 days was not met due to a surge in workload and an associated backlog.
 - ◆ Developed preliminary North County Multiple Species Conservation Plan (MSCP) Plan Area, Preserve Design, and Covered Species list. Engaged with various stakeholders and property owners. Public outreach notices were translated into the threshold languages and live Spanish interpretive services were provided to expand inclusivity. The MSCP will help to conserve species and habitat while streamlining development in certain areas.
- Improved customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates as part of a communication plan to ensure a robust stakeholder engagement process to the County General Plan, development regulations, and procedures.
 - ◆ Brought the draft Alpine Community Plan to the Board of Supervisors for consideration and prepared the draft update to the Valley Center Community Plan and Twin Oaks Community Plan to improve consistency with the 2011 General Plan, including holding public stakeholder outreach meetings, preparing a dedicated project website, and attending Community Planning Group meetings.
 - ◆ Prepared an amendment to the Environmental Justice Element of the General Plan. The amendment identifies additional underserved 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 underserved communities.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Collaborated with County departments in the development of a socially equitable cannabis program, including updating the County Zoning Ordinance, licensing, and permitting to allow cannabis retail, cultivation, manufacturing, distribution, and ingestible cannabis products for both medical and adult-use of marijuana.





- ◆ Implemented business process reengineering and streamlining items such as a self-certification program, final engineering flexibility, and CEQA evaluation requirements 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.
- ◆ Implemented seven self-certification programs to reduce processing times and costs for applicants, including commercial tenant improvements, single family minor grading permits, private roads, minor grading permits for pad only, residential driveways, traffic control permits, and landscape plans.
- ◆ Presented options to the Board of Supervisors regarding permit streamlining for land development projects. The options included possible changes to the County’s California Environmental Quality Act (CEQA) Guidelines. On August 18, 2021, the Board approved updates to the County’s Guidelines for Determining Significance for Hydrology and Surface Water Quality (Guidelines) which created a more user-friendly document and provided options to reduce time and costs associated with project discretionary review. The Guidelines now include two options that project applicants can use including allowing for a planning-level project design analysis for stormwater quality and flood analyses or a final engineering-level analysis during the discretionary permit review phase.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program, which supports the local agricultural industry and the preservation of community character, with 570 acres of agricultural easements purchased in the fiscal year. Since program adoption in 2012, the County has preserved 3,040 acres of agricultural land in the unincorporated area.
 - Implemented process streamlining for renewable energy projects in the unincorporated area based on Board direction.
 - Continued to implement the 2018 Climate Action Plan (CAP) and reduce greenhouse gas (GHG) emissions as reported in the 2020 CAP Annual Progress Report. Initiated an update to the CAP and Supplemental Environmental Impact Report that will be comprehensive and legally enforceable, does not rely on the purchase of carbon offsets to meet emission reduction targets, uses updated data and modeling, emphasizes 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 the Governor’s Executive Order B-55-

18).Initiation of the update has included comprehensive engagement strategies that has resulted in robust engagement including 41 meetings (7 workshops and 34 smaller one-on-one or stakeholder group meetings) for 48 hours of engagement.

- Implemented 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 locations of vehicle charging infrastructure, and identify priority locations for public charging infrastructure throughout the unincorporated area.
- Updated available online consumer information for new and used EV for residents, businesses, and private fleets by launching the regional Electric Vehicle (EV) Consumer Guide website. This resource offers general and technical online education and support on EV-related topics to consumers in the San Diego region. This resource also provides a consolidated source of consumer-friendly information on the benefits and costs of EV ownership, available vehicle and charger purchase incentives, charger options and installation procedures, a fuel cost comparison calculator, and access to a vehicle search and comparison tool. To improve the user experience and accessibility, the website provides information for a diverse range of users (i.e., low-income residents, residents of multi-family developments, large families) and utilizes enhanced website design components to facilitate translation of all website content.
- Conducted community needs assessments related to location placement of electric vehicle charging stations, graffiti reduction, and placement of residential roof mount solar photovoltaic systems. Initial data analysis was done to determine if we could develop programs to help reduce graffiti and increase roof mount residential solar photovoltaic and electric vehicle charging stations in underserved communities in the unincorporated area, taking into account the diverse and unique needs of all stakeholders. These programs can have both financial and community benefits but can also be a financial burden to homeowners and renters. PDS completed data analysis to assist in developing programs that seek to reduce the burden on homeowners, with the lens of promoting change in underserved communities.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Updated 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.



- Continued employee participation in financial literacy training for at least 15% of PDS staff (43 of 238) to increase understanding of the individual and collective contribution to the County’s fiscal stability.
- Ensured 100% (8 of 8) of PDS designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
- Continued to ensure fiscal stability by regular monitoring of expenditures and ensuring cost-efficiency.
- Strengthen our customer service culture to ensure a positive customer experience.
 - Continued to expand the online services available to customers to allow for customer convenience and processing efficiency.
 - Continued 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 seeks to provide a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
 - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may impact the quality of life for residents.
 - Ensured a positive customer experience:
 - ◆ Maintained the voluntary code compliance rate at 90% (572 of 632) through ongoing education and outreach methods in place of citations, civil penalties, and abatements.
 - ◆ Maintained an average turnaround time of 17 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 new applications after in-person counter operations reopened from the Covid-19 closure.
 - ◆ Maintained an average Permit Center counter wait time of 21 minutes or less once the Permit Center reopened.
 - Updated website for ease of use by customers and stakeholders and added 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
 - Maintained Justice, Equity, Diversity and Inclusion (JEDI) 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; offered trainings to enhance education and awareness; sustained 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.
- Expanded commitment on Justice, Equity, Diversity, and Inclusion (JEDI) by identifying programs and processes that require change to provide the highest level of service for PDS’ customers; using community needs assessment methods to identify the community needs; and training staff on JEDI to increase awareness and inclusivity when serving 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 .
 - ◆ Supervisors continued 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
 - Promoted community participation and input into land development projects, policies, and the development of community and subregional plans by preparing comprehensive outreach plans that ensure the department is engaging, informing, and making information accessible to the public.
 - ◆ 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 .
 - ◆ Improved public engagement and transparency in public noticing for discretionary project reviews by sending all notices translated in the threshold languages.
- 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 were able to: (1) Describe trauma and resiliency; (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.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.

2022–24 Objectives



Equity

PDS applies an equitable lens in service delivery and program design to provide opportunities for underserved communities. This includes conducting community needs assessments in our building services, code compliance and sustainability programs. This also includes developing programs and policies such as socially equitable cannabis and housing related programs that will expand opportunities for previously marginalized communities and provide housing opportunities to meet the needs of the community. In accordance with the County’s strategic initiative on equity, PDS will:

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Plan, build, and maintain safe, sustainable communities to improve the quality of life for all residents.
 - Implement the adopted and State Department of Housing and Community Development-certified General Plan Housing Element.
 - Implement options directed by the Board of Supervisors on the small lot subdivision ordinance, by-right development program (including mixed use and commercial sites as a consideration as part of the feasibility analysis), and

senior/assisted living development (exploring the feasibility of developing a program that would facilitate/remove barriers to senior and assisted living housing development).

- Protect community quality of life by supporting and encouraging safe and efficient housing production and attainability in the unincorporated area.
- Prepare a housing construction cost study that assesses the various factors that drive the cost of new housing construction in the unincorporated area and the region and identify approaches to reduce those costs by Fiscal Year 2022–23.
- Increase the production of housing by increasing the number of homes built in the unincorporated area by 700 units.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Evaluate specific benefits that could be established for communities impacted by large infrastructure projects such as renewable energy projects and other new developments and mechanisms to achieve those benefits, including but not limited to prevailing wage requirements, local hire requirements, and job outreach to underserved communities.
 - Prepare an amendment to the Environmental Justice (EJ) Element of the General Plan that incorporates additional identification criteria, broadening the application of EJ principles (e.g., improving public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities) for underserved communities.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Collaborate with County departments on the development of the County’s Cannabis Program as it relates to PDS program areas.



Sustainability

Sustainability is at the forefront of PDS’s operations and regulatory program implementation. PDS is dedicated to meeting current resident and customer resource needs with a view towards how to continue to meet the needs for generations to come. PDS is focusing on sustainability by actively planning for the preservation of safe buildings and the environment from the impacts of climate change through the Climate Action Plan Update, conservation efforts, and programs to reduce dependence on fossil



fuels. PDS aligns its resources to ensure long-term fiscal stability. In accordance with the County’s strategic initiative on sustainability PDS will:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
- Continue to mitigate greenhouse gas emissions and prepare for the effects of climate change by developing regulations and guiding principles to reduce the risk of climate change and limit the negative impacts of climate change on the environment.
- Continue to prepare and update the Climate Action Plan (CAP) and Supplemental Environmental Impact Report (SEIR) to bring forward for Board consideration in Fiscal Year 2023–24 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, emphasizes environmental justice and equity, is shaped by community input, and will achieve at a minimum California Globing Warming Solutions Act of 2006 (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.
- As part of the CAP SEIR, develop Smart Growth Alternatives for the Board’s consideration that would further reduce vehicle miles traveled from new development.
- Implement the Electric Vehicle Roadmap, including efforts to transition the County’s fleet to electric vehicles as technologically feasible and consistent with business needs, evaluate County facilities for opportunities to site additional vehicle charging infrastructure, and identify priority locations (e.g., highly-traveled areas, east-west corridors, areas servicing low-income residents and communities exposed to air pollutants, workforce centers, public right-of-way options, etc.) for public charging infrastructure throughout the unincorporated area.
- Reduce dependence on fossil fuels by approving the installation of 60,000 kW (7,500 solar photovoltaic permits) of residential renewable energy from solar photovoltaic permits.
- Bring Organic Materials Ordinance (OMO) update to the Board for consideration in 2022. This program will allow for more opportunities to compost organic materials at community gardens, farms, and commercial entities in the unincorporated County. The OMO will provide more flexibility for communities to divert organic waste from landfills, resulting in lower GHG emissions and better use of natural resources.
- Implement actions regarding Vehicle Miles Traveled (VMT), including updates to the County’s Transportation Study Guide, as well as environmental analysis of transit opportunity areas to balance the needs of congestion manage-

ment, reduction of greenhouse gas (GHG) emissions, infill development, and improve public health through more active transportation such as walking and biking.

- Identify opportunities to expand incentives and remove barriers to increase green affordable housing development and rehabilitation, such as but not limited to fee waivers, expedite plan review, and technical assistance.
- Convert gas fleet vehicles to hybrid/electric vehicles in accordance with the County EV Roadmap to increase sustainability and reduce greenhouse gas emissions.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Continue to prepare a North County Multiple Species Conservation Plan (MSCP) for Board consideration in Fiscal Year 2025-26 that provides a long-term, regional habitat conservation program focused on balancing habitat and species protection with recreation, development, and agricultural activities.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - Continue implementation of the Purchase of Agricultural Conservation Easement (PACE) program to support the local agricultural industry and carbon sequestration, by preserving at least 443 acres of agricultural land each year.
 - Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Incorporate information on sustainability policies, plans, and practices into presentations for all new employees, contractors, vendors, and consultants working in the facility.
- ◆ Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.
- ◆ Establish a system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Mid-term: Analyze ways to encourage consultants, contractors, and grantees to conform to the County’s paper policy.
- ◆ Long-term: Investigate ways to provide educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County mission.





- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
 - 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 seeks to provide 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.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Ensure 100% of designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
 - Continue Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with Accessory Dwelling Unit (ADU) (waiver of plan check, permit, and impact fees associated with the construction of ADUs to encourage housing availability), Homeowner Relief Act (HRA) (waives fees for minor permits such as water heater replacement and residential roof mount solar photovoltaic to encourage sustainability practices and ensure health and safety codes are followed), plan check and permit fee waivers for wildfire survivors, urban agriculture incentives (fee waivers for small-scale agricultural production contracts in exchange for a potential property tax benefit) and fee reductions for green building (using innovative building techniques to minimize or eliminate adverse impacts on the environment). These fee waiver and reduction programs will provide economic opportunities and economic stimulus to help make permits more attainable for those in underserved communities while still ensuring that projects are inspected to ensure that life and safety is upheld.
 - Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.



Community

PDS enhances the quality of life for the unincorporated area by implementing programs that encourage participation, protects the safety of residents, and the sustainability of communities. This includes keeping communities safe and sustainable by updating and implementing programs such as the Safety Element and the review of permit applications for life, safety, and sustainability codes. PDS provides robust stakeholder outreach that includes multiple means of participation and provides live translation services. Through collaboration, partnership, and meaningful conversations, PDS incorporates input and feedback for improve program and service delivery. PDS also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County’s strategic initiative on community, PDS will:

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Expand public input, participation, and transparency in Planning Commission hearings by allowing both in-person and telephonic participation by the public and providing live simultaneous interpretation services so the public can offer feedback on land use projects more easily.
 - Update PDS website for transparency, open government, and ease of use by customers and stakeholders to increase civic engagement and add translation service capability to frequently used documents.
 - Promote community participation and empower stakeholder to get involved in land development projects, policies, and the development of community and subregional plans by offering stakeholder sessions in all threshold languages using simultaneous language translations, in formats that include large and small workshops, discussions with community members, and meeting stakeholders in their space.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Update the Safety Element of the General Plan in 2023 in conjunction with the Multi-Jurisdictional Hazard Mitigation Plan, (a regional hazard mitigation plan with over 20 participating public agencies) and identify residential communities in the unincorporated area that do not have at least two emergency evacuation routes in coordination with related State efforts.



- Implement the adopted Safety Element by conducting a more detailed hazard analysis as community plans are updated and explore the feasibility of programs to reduce the exposure of people and property to hazards, focusing first on fire and flooding.
- Train employees within the first year of their employment, 100% of all new permanent, full-time PDS employees 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.
- Quality of Life: Provide programs and services that enhance the community though increasing the well-being of our residents and our environments.
 - Ensure that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
 - Review 100% (anticipated 400) of discretionary projects to ensure communities are designed with safe and appropriate infrastructure, emergency response services, and parks and trails.
 - Promote safe, livable, and sustainable communities by reviewing 100% of building plans (estimated 15,000) to ensure that structures meet safety, sustainability, and energy efficiency requirements per building code.
 - Conduct an estimated 40,000 building inspections to ensure structures are constructed in accordance with approved building plans and applicable building safety codes to ensure the life and safety of residents and visitors is preserved.
 - Create safe and livable communities by addressing code compliance concerns through a variety of means, including education and outreach, to help ensure compliance without the need for escalated enforcement in at least 90% of the cases.
 - Inspect code compliance complaints within 5 business days 80% of the time.
 - Resolve 70% of debris and waste complaints within 6 months of initial notice to the property owner.
 - Expand department commitment to Justice, Equity, Diversity, and Inclusion (JEDI) by implementing programs and processes stemming from community needs assessments conducted to improve quality of life (graffiti removal), actively combat climate change, and promote equity through strategically focusing implementation of electric vehicle charging stations and installing solar panels in underserved communities.
 - Expand commitment on Justice, Equity, Diversity, and Inclusion (JEDI) by identifying programs and processes that require change to provide the highest level of service for

PDS customers, focusing on community needs assessments and training staff on targeted universalism (setting universal goals and using targeted processes based upon how different groups are situated within structures, cultures, and across geographies to achieve those goals) to increase awareness and inclusivity when serving PDS’ diverse customers.

- Pursue policy and program change for healthy, safe, and thriving environments to positively impact residents.
- Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships opportunities to youth from underserved communities in the County. While providing career coaching, job skills, and development for future employment. PDS will host 8 youth interns to connect youth to the benefits of providing services to the public and attain knowledge about sustainability practices.
- Communications: Create proactive communication that is accessible and transparent.
 - Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
 - Engage the Fallbrook community and encourage participation in developing a new streetscape plan, revisions to the Zoning Ordinance and the Fallbrook Community Design Guidelines to begin the process of revitalizing downtown Fallbrook.



PDS is focused on empowering its workforce and operations by providing opportunities for staff growth, training, and development, ensuring excellence in customer service, and securing continuity of operations. PDS maintains program and fiscal integrity, transparency and accountability through reports, disclosures, and audits. Including sharing data with the public such as building permits issued, discretionary applications received, inspections reports, and land use property information. Internally, PDS engages employees by holding multiple engagement meetings where information, ideas, and perspectives are shared such as





departmental and divisional all staff meetings, and bi-weekly supervisor/employee one-on-one sessions. In accordance with the County’s strategic initiative on empower, PDS will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
- Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 department commitment on Justice, Equity, Diversity, and Inclusion (JEDI) by identifying programs and processes that require changes to provide the highest level of service for PDS customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on JEDI to increase awareness and inclusivity when serving PDS diverse customers.
- Increase trauma-informed services as part of the County culture. PDS employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure PDS employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
- Engage employees and solicit feedback to create a positive workplace experience under the County’s Employee Engagement Initiatives.

- Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletters that highlights PDS’ efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring PDS essential work into a common space that can benefit other departments.
- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
- Supervisors continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Contribute to housing production and attainability through timely and efficient plan reviews by completing first round residential building plan reviews in 15 business days and maintaining an average Permit Center counter wait time of 20 minutes or less.
 - Complete first round site plans, boundary adjustments, and major use permit (cellular sites) reviews in 20 business days or less.
 - Complete first round Land Development grading plan and final map reviews in 20 business days or less.
 - Improve customer service and provide equitable access to information by increasing consistency and ease of interpretation of County planning documents through periodic updates to the County General Plan, land use regulations, and procedures.
 - Continue to expand the online services available to customers to allow for increased transparency, customer convenience and processing efficiency, helping to contain costs of permit processing, and reducing GHG emissions.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conduct stakeholder outreach in all threshold languages using simultaneous translations and commence environmental review process related to updating the Grading, Clearing and Watercourse Ordinance and address agricultural and residential clearing and grading requirements, thresholds, and permit processes.



 **Justice**

PDS implements land use programs in a fair and equitable manner, in all communities throughout the unincorporated area. PDS implements environmental justice policies consistently and justly. PDS is focusing on enhanced outreach and community level engagement in underserved communities to ensure policy decisions are being made to address the needs of the communities and ensuring equitable protection for all. In accordance with the County’s strategic initiative on justice, PDS will:




- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.

- Analyze unique community needs and leverage community needs assessments, to include an analysis of racism as a public health crisis, environmental justice, and data-driven policy proposals to ensure future land use decisions address the specific needs of the community.
- Implement Environmental Justice Element strategies and policies that improve public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities in underserved communities; and identify additional criteria in defining underserved communities.

Related Links

For additional information about Planning & Development Services, refer to the website at:

◆ www.sdcountry.ca.gov/pds

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Review proposed building plans to ensure structures are properly and safely designed ¹	100% of 12,075 plans	100% of 10,500 plans	100% of 18,272 plans	N/A	N/A
	Assist customers navigating the building permit and inspection process by explaining code requirements and exploring options to achieve compliance ²	100% of 64,129 customers	100% of 44,000 customers	100% of 71,202 customers	N/A	N/A
	Conduct building inspections during construction to ensure structures are built in accordance with approved building plans ³	100% of 40,729 inspections	100% of 28,000 inspections	100% of 46,302 inspections	N/A	N/A
	Increase the production of housing by increasing the number of homes built in the unincorporated County ^{4/ sup}	817	600	1044	N/A	N/A
	Resolve debris and waste complaints within 6 months of initial notices to the property owner	69%	70%	70%	N/A	N/A
	Inspect complaints within 5 business days 50% of the time ⁵	82%	75%	86%	N/A	N/A
	Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program ⁶	70.1	443	570	N/A	N/A
	Average turnaround time for first review of residential building plans (in business days) ¹	27	15	17	N/A	N/A
	Average Permit Center counter wait time (in minutes) ⁷	N/A	20	21	N/A	N/A
	Average Permit Center counter transaction time for residential permits (in minutes) ⁸	N/A	30	34	N/A	N/A
	Maintain a 90% voluntary compliance rate on closed code cases ⁹	92%	90%	90%	N/A	N/A









Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Increase the production of housing by increasing the number of homes built in the unincorporated County ⁶	N/A	N/A	N/A	700	700
	Reduce the dependence on fossil fuels by approving the installation of 60,000 kW of residential renewable energy from solar photovoltaic permits. ¹⁰	N/A	N/A	N/A	60,000	60,000
	Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program ¹⁰	N/A	N/A	N/A	443	443
	Review proposed building plans to ensure structures are properly and safely designed ¹	N/A	N/A	N/A	100% of 15,000 plans	100% of 15,000 plans
	Conduct building inspections during construction to ensure structures are built in accordance with approved building plans ³	N/A	N/A	N/A	100% of 40,000 inspections	100% of 40,000 inspections
	Resolve debris and waste complaints within 6 months of initial notices to the property owner	N/A	N/A	N/A	70%	70%
	Inspect complaints within 5 business days 50% of the time ⁵	N/A	N/A	N/A	0.8	0.8
	Average turnaround time for first review of residential building plans (in business days) ¹	N/A	N/A	N/A	15	15
	Average Permit Center counter wait time (in minutes)	N/A	N/A	N/A	20	20

Table Notes

- ¹ The Fiscal Year 2021–22 anticipated goal was exceeded due to an unexpected surge in new work.
- ² This measure was removed from the Fiscal Year 2022–23 adopted operational plan. The Fiscal Year 2021–22 anticipated goal was exceeded due to an unexpected surge in new work.
- ³ The Fiscal Year 2021–22 anticipated goal was exceeded due to an unexpected increase in new workload and new large projects.
- ⁴ The Fiscal Year 2021–22 anticipated goal was exceeded due to an expansion of criteria for the program.
- ⁵ The Fiscal Year 2021–22 anticipated goal was exceeded due to process improvements and the use of consultants
- ⁶ The Fiscal Year 2021–22 anticipated goal was exceeded due to an expansion of criteria for the program.
- ⁷ 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.
- ⁸ This measure was removed from the Fiscal Year 2022–23 adopted operational plan. 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. The Fiscal Year 2021–22 anticipated goal was exceeded due to an unexpected surge in new work.
- ⁹ This measure was removed from the Fiscal Year 2022–23 recommended operational plan.
- ¹⁰ This measure was added to the Fiscal Year 2022–23 recommended operational plan.

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

Staffing

Net increase of 35.00 staff years

- ◆ 8.00 staff years in Code Compliance to support increased public outreach and education and sustained increased workload.

- ◆ 8.00 staff years in Long Range Planning to support Transportation and Housing priorities.
- ◆ 7.00 staff years in Administration and Project Planning to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation.
- ◆ 6.00 staff years in Land Development and Building Services to support sustained increased workload



- ◆ 2.00 staff years in Administration to support fiscal stability and information technology
- ◆ 2.00 staff years in Sustainability Planning to support the implementation of the Climate Action Plan and regional sustainability
- ◆ 2.00 staff years in Project Planning and Administration to support departmental efforts related to California Environmental Quality Act (CEQA)

Expenditures

Net increase of \$0.6 million

- ◆ Salaries & Benefits— net increase of \$5.0 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net increase of \$9.7 million.
 - ◆ Increase of \$6.5 million in consultant contracts for one-time projects related to Climate Action Plan Update, General Plan Update, Transportation, and Housing
 - ◆ Increase of \$1.6 million in Contracted Services in one-time project funding for the Purchase of Agricultural Conservation Easements (PACE) program
 - ◆ Increase of \$1.5 million in Public Liability Insurance Premium due to increased litigation claims
 - ◆ Increase of \$0.2 million in Special Departmental Expense related to increased number of applicants benefitting from the use of Accessory Dwelling Unit fee waivers
 - ◆ Increase of \$0.1 million in facilities costs related to increased Department of General Services staff and costs
 - ◆ Increase of \$0.1 million in vehicle costs related to the purchase of hybrid/electric-powered fleet vehicles to replace gas-fueled vehicles
 - ◆ Increase of \$0.1 million in Facility Management Real Property ISF Costs related to the purchase and preservation of agricultural easements supporting the PACE program
 - ◆ Decrease of \$0.2 million in Professional & Specialized Services due to the completion of Code Compliance public health abatements
 - ◆ Decrease of \$0.1 million in Temporary Contract Help due to completion of the support for the Safe Reopening Compliance program
 - ◆ Decrease of \$0.1 million in general office supplies due to reduction in printing, office supplies, legal notices, and mileage reimbursements
- ◆ Capital Assets Equipment—decrease of \$0.1 million due to completion of IT project and purchase of associated hardware.

- ◆ Expenditure Transfer & Reimbursements—increase of \$14.0 million associated with one-time costs related to Climate Action Plan Update, Transportation, PACE Program, ADU Fee Waiver Program and General Plan Update and reimbursements for GIS mapping services to General Fund departments. Since this is a transfer of expenditures, it has a net effect of \$14.0 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$0.6 million

- ◆ Licenses, Permits & Franchises—increase of \$1.0 million due to increased demand for services and approved increases in building permit fees, partially offset by fee waiver permits and to align with current fiscal year projections in permit revenue.
- ◆ Intergovernmental Revenues— decrease of \$0.1 million from SANDAG grants for Valley Center and Alpine Community Plan updates and for the remainder of work to be completed on the Casa de Oro Specific Plan.
- ◆ Charges for Current Services— increase of \$1.7 million due to increased demand for services; approved increases in plan check fees for building plan checks and to align with current fiscal year projections in plan check revenue.
- ◆ Use of Unassigned General Fund fund balance—decrease of \$6.7 million. No General Fund fund balance budgeted.
- ◆ General Purpose Revenue Allocation— increase of \$4.7 million to support the addition of 28.50 staff years as noted above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$ 0.6 million includes an increase of \$2.8 million in Salaries & Benefits for planning purposes associated with anticipated salary and benefit increases; and increase of \$12.7 million in Expenditure Transfer & Reimbursements due to completion of centralized support by resources in the Countywide Finance Other for one-time projects related Climate Action Plan Update, Transportation, PACE Program, ADU Fee Waiver Program and General Plan Update and reimbursements for GIS mapping services to General Fund departments.

An Offsetting decrease of \$14.9 million in Services in Supplies is due to completion of one-time projects related to Housing Affordability initiatives, ordinance updates, and PACE.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Administration	21.00	22.00	32.00	45.5	32.00
Long Range and Sustainability Planning	34.00	38.00	48.00	26.3	48.00
Project Planning	57.00	55.00	55.00	—	55.00
Land Development	26.00	26.00	28.00	7.7	28.00
Building Services	55.00	57.00	62.00	8.8	62.00
Code Compliance	25.00	26.00	34.00	30.8	34.00
LUEG GIS	10.00	9.00	9.00	—	9.00
SanGIS COSD	4.00	4.00	4.00	—	4.00
Total	232.00	237.00	272.00	14.8	272.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Administration	\$6,672,620	\$5,930,490	\$7,216,135	21.7	\$7,709,826
Long Range and Sustainability Planning	9,043,251	9,347,183	10,058,479	7.6	9,154,154
Project Planning	8,870,593	9,764,765	8,681,433	(11.1)	8,967,364
Land Development	5,112,744	5,541,695	6,073,428	9.6	6,454,359
Building Services	11,072,224	12,102,511	11,058,554	(8.6)	10,923,692
Code Compliance	4,374,410	5,363,386	5,479,788	2.2	5,800,471
LUEG GIS	1,511,372	1,468,330	1,580,536	7.6	1,648,956
SanGIS COSD	1,045,970	1,030,051	996,834	(3.2)	1,085,500
Total	\$47,703,184	\$50,548,411	\$51,145,187	1.2	\$51,744,322

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$33,503,688	\$35,864,335	\$40,880,543	14.0	\$43,728,338
Services & Supplies	14,608,584	15,173,164	24,834,845	63.7	9,927,198
Capital Assets Equipment	100,000	100,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	(509,088)	(589,088)	(14,570,201)	2,373.3	(1,911,214)
Total	\$47,703,184	\$50,548,411	\$51,145,187	1.2	\$51,744,322



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$3,511,799	\$5,612,082	\$6,655,410	18.6	\$6,755,410
Fines, Forfeitures & Penalties	334,886	384,886	384,886	—	384,886
Revenue From Use of Money & Property	10,000	10,000	10,000	—	10,000
Intergovernmental Revenues	1,531,739	2,422,548	2,337,870	(3.5)	1,310,753
Charges For Current Services	13,831,886	15,936,478	17,597,455	10.4	18,261,035
Miscellaneous Revenues	80,000	80,000	80,000	—	80,000
Fund Balance Component Decreases	2,420,298	422,070	422,070	—	422,070
Use of Fund Balance	5,966,873	6,739,615	—	(100.0)	—
General Purpose Revenue Allocation	20,015,703	18,940,732	23,657,496	24.9	24,520,168
Total	\$47,703,184	\$50,548,411	\$51,145,187	1.2	\$51,744,322



Public Works

Mission Statement

Preserve, enhance, and promote quality of life and public safety through the responsible development of reliable and sustainable infrastructure and services.

Department Description

The Department of Public Works (DPW) is responsible for providing 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 special district administration.



To ensure these critical infrastructure and sustainability services are provided DPW has 610.00 staff years and a budget of \$341.4 million.



within their classification’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergencies.

- ◆ Completed the annual Continuity of Operations Plan (COOP) update and annual training to prepare staff for emergencies and to provide critical response and recovery operations to keep our communities safe.
- ◆ Participated in LUEG Recovery Team to increase the readiness of staff in emergency situations.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Expanded roadside mowing program to a total of 800 lane miles while County Fire worked to improve evacuation route accessibility. In addition, DPW and County Fire completed an updated mowing list, completed public outreach to all planning and sponsor groups in the unincorporated area, and performed increased roadside mowing to provide improved safety for roadway users.
 - Received Board approval for Palomar Airport Master Plan to make the airport safer. The Master Plan includes other improvements within the fence-line of the airport and a plan to create a new airport sustainability plan. The new Palomar Master Plan includes being a B-II enhanced facility now with the potential to become a D-III modified standards compliance facility in the future with a runway extension of 200 feet with an allowance of a variance up to 10%, if needed.
 - To improve resiliency during a power outage, DPW implemented a pilot project to expand the ability for traffic signals to operate more than 24 hours independently during an extended power outage. DPW collaborated with a local company to furnish and install an extended battery backup solution at an intersection that is cutting-edge technology for this unincorporated region.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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
 - To support emergency response, DPW took the following recovery related actions:
 - ◆ Trained employees within the first year of their employment, 100% (19) of all new permanent, full-time DPW employees to respond to emergencies, either



- Completed Community Needs Assessment that will be used when engaging the community to ensure policies, practices and projects are equitable. Many communities have been historically underserved. Staff further evaluated projects in underserved communities and developed a framework and analysis to assist with their prioritization. Completed assessments in multiple asset categories for all unincorporated communities to determine project priority rankings for many projects.
 - ◆ DPW completed three special projects relating to the community needs assessment.
 - ◆ As part of the effort to improve the transportation system and enhance the safety of all roadway users, a Local Roadway Safety Plan (LRSP) was completed by the Department of Public Works. The LRSP provides a framework for analyzing, identifying, and prioritizing roadway safety improvements on local roads to reduce severe injury and fatal collisions. The prioritization factors included underserved communities, environmental justice areas, severe injury and fatal collisions, and incorporation of the Healthy Places Index and CalEnviroScreen criteria. As part of the next step in implementation, DPW initiated preliminary engineering reviews for the top two intersections and roadway segments identified in the unincorporated area.
 - ◆ Completed the Pedestrian Gap Analysis (PGA) study, as part of the County’s Active Transportation Plan, reviewed sidewalks, and sidewalk gaps throughout the unincorporated region. The PGA prioritized locations of need based on proximity to pedestrian generators including libraries, schools, and parks. The results of the PGA project were utilized to provide an overlay in the Geographic Information System (GIS) system that helps the department to identify areas where roadway improvement projects need to be developed in the underserved and environmental justice communities with higher fatal and severe injury collisions. The PGA helped focus on prioritization of funding to improve safety for all road users. Improvements to the program were made by including a layer for underserved communities in the priority evaluation. Additional segments of sidewalks are reviewed each year through project prioritization and completed as funding is available. Staff coordinated with the community as projects are developed.
 - ◆ Completed identification of service gaps in the County’s ALERT (Automated Local Evaluation in Real-Time) Flood Warning System, which provides notification to emergency responders when flooding conditions arise. We prioritized three locations to install sensors to close coverage gaps to benefit underserved communities.
 - ◆ Enhanced multilingual customer’s ease of use of translating written documents into the threshold languages, according to census tracts, for both mailout and publishing on our websites. Instructions are posted on the website on how to have documents translated into other languages.
- Enhanced road safety by maintaining good County roadway infrastructure, improving transportation facilities, and reducing negative impacts to vehicles.
 - ◆ Implemented the fifth year of a multi-year program to improve the County’s Pavement Condition Index (PCI) to 70, which is considered a good pavement condition. Based on increased funding in Fiscal Year 2021–22, a PCI of 66 (pending results to be determined in March 2022) was met to continue to provide safer and improved roadways. To further ensure the accuracy of our network data, DPW performed a network-wide pavement condition assessment of the almost 2,000 centerline miles of roadways in the unincorporated area to inspect and collect actual PCI data for each road segment. This information was used to update the Pavement Management Software, called StreetSaver, to provide more accurate projections.
 - ◆ Continued to take a proactive approach to enhance Accessibility for All on County maintained roads. DPW Improved and installed pedestrian ramps in 57 locations to meet Americans with Disabilities Act (ADA) standards. To contribute to the County’s fiscal stability, DPW installed these ramps in conjunction with the multi-year road resurfacing program.
 - ◆ Participated in County website accessibility training and implemented the following for greater accessibility by the hearing and visually impaired:
 - ◆ Using YouTube for video hosting, which provides closed captions for the hearing impaired.
 - ◆ Using the Insite scoring system tool on Web Content Accessibility Guidelines (WCAG) to aid webpage authors in evaluating and improving the accessibility of their websites.
 - ◆ Instructing webpage authors to include descriptions in alternative text fields for pictures that describe images, making them more understandable and the information more accessible to all users. (This is distinguished between titles within pictures, which are only accessible to those that are not visually impaired.)
- Maintained safe and reliable drinking water supplies for underserved communities.



- ◆ Improved the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard. DPW operates, maintains, and make improvements to the water system to meet State Waterworks Standards. Completed critical upgrades to meet health and safety regulatory requirements, including starting construction of a new groundwater well and treatment system. Initiated additional improvements, including 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.
- ◆ Supported the Campo Water Maintenance District by initiating design of water system improvements to increase system reliability to reduce costs for the rate payers and improve system performance.
- ◆ Initiated a financial study to evaluate options for operating the water system at Camp Lockett to support the Camp Lockett Redevelopment Plan.
- Minimized health risks to the public and protected the environment by operating the sanitary sewer system with zero Sanitary Sewer Overflows that reach surface waters.
 - ◆ Optimized operations and maintenance based on findings from a system-wide condition assessment.
 - ◆ Cleaned 390 miles of 12-inch diameter or smaller sewer lines to prevent overflows from clogs, which met the annual goal.
 - ◆ Inspected the entire County-maintained sewer system using closed-circuit television cameras (CCTV) between January 2018 and March 2021. The information from that inspection was used this year to improve access to remote maintenance holes, remove extensive root growth into sewer lines, and rehabilitate degraded maintenance holes. The District did not meet our annual goal of televising 25 miles of sewer because that level of CCTV inspections was not required this year since the entire system had just been inspected over the last 3-years.
 - ◆ Expanded the use of in-line monitors at critical sewer locations to provide early warning of potential overflows in each of the Sanitation District’s eight service areas.
- Ensured County bridges are safe for public use by identifying and addressing hazards in a proactive manner.
 - ◆ Ensured funding requests were submitted for 100% of the 208 County bridges that are eligible for repair or replacement under the Federal Highway Bridge Program based on inspections that were performed to evaluate the condition of the bridges and ensure timely repairs are made to maintain the confidence of the traveling public.

- Worked with local law enforcement agencies, other agencies, and road maintenance crews to provide safe, reopening of roads within 24 hours after an emergency 100% of the time. This met the goal of 100%, by implementing an immediate response to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees, or vehicle accidents.
- Sustained an efficient inspection and maintenance program at County airports that achieved a 98% runway availability rate for five of the County’s largest airports, which exceeded the goal of 95%. Ensuring runways are available for to aircraft is essential for emergency responders, local, regional and international businesses and aviators.
- Maintained County storm drains to minimize the risk of trapped trash and debris, and unauthorized personnel in open storm drain culverts.
 - ◆ Continued design to meet the goal to retrofit 40 storm drain facilities in the unincorporated area to reduce trash and debris and control access into the storm drain systems.



Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - To reduce climate impacts and strengthen climate resilience within our internal operations, DPW initiated a departmentwide Sustainability Plan. The final plan identifies and prioritizes existing sustainability programs and introduces a new program for research and implementation.
 - ◆ Improved roadway infrastructure to support the County’s green house gas (GHG) reduction measures and enhance safety, accessibility, and walkability on County-maintained roads.
 - ◆ Designed and began construction of two traffic signals in the communities of Rainbow and Fallbrook. Completed design of eight traffic signals and working through the procurement process. These eight traffic signals are planned to be constructed in Fiscal Year 2022–23. Initiated the design of eight additional traffic signals remaining on the Traffic Signal Priority List. The construction of traffic signals helps reduce GHG by decreasing vehicle idle times by reducing vehicular delay and prioritizing peak traffic flows and enhancing road users’ safety.
 - ◆ Upgraded pedestrian pushbuttons at existing traffic signals with ADA compliant audible devices and upgraded equipment at five intersections to improve signal timing, which met the targeted goal and available funding. These upgrades enhance the safety of visually impaired road users to cross the intersections safely.



- ◆ Engaged with schools on an annual basis to promote DPW’s Safe Routes to School program and identified safety enhancements such as reflective crosswalks, updated signage, and installation of sidewalks in close proximity to schools.
- ◆ Constructed new sidewalks at multiple locations identified in the Pedestrian Gap Analysis. These projects resulted in approximately 1,900 feet of sidewalk that enhanced pedestrian safety, accessibility, and walkability of those living in the unincorporated communities, and included the addition of ADA accessible curb ramps.
- ◆ Added over 24 miles of bicycle lanes, including in underserved communities, to support the County’s greenhouse gas (GHG) reduction. These new bike lanes increase accessibility measures and enhances safety along County-maintained roads.
- Engaged businesses, residents, and County staff to promote clean water and improve water quality by achieving a 17% reduction in the volume of water that enters County storm drains. Specifically, this reduction occurred for flows that occur during dry weather conditions and therefore are largely from human-generated sources such as urban runoff. This reduction is important, because it moves the County forward toward achieving the State-mandated requirement of eliminating flows during dry weather conditions. To assess the achievement of this objective, the County manages a network of flow measurement devices across multiple County storm drains.
- Completed a Green Streets Clean Water Plan (GSMP) to support water quality improvement and sustainability through the implementation of vegetation, manufactured soil, permeable pavement, and other features that are designed to treat stormwater runoff in the roadway right-of-way. The plan establishes criteria to identify and rank potential project opportunities based on anticipated environmental and other co-benefits. Environmental benefits include water quality improvements (removing pollutants), flood management (offsetting peak flows), and potential for habitat creation and enhancement (planting native vegetation). Other co-benefits include addressing underserved community needs, increased sidewalk connectivity, creation of green space, and supporting traffic safety improvements. The plan will be completed in the Spring of 2022 and identified 30 potential project opportunities to be considered for future construction. Completed construction of the Sweetwater Lane Park Trash Capture (\$1.0 million) green infrastructure project, which met the construction goal of Fall 2021.
- Initiated construction of the following green infrastructure projects. These projects were selected based on the potential to remove pollutants, the need to address priority water quality conditions identified in Water Quality Improvement Plans, and as green/gray infrastructure pilots projects. One of the projects (Mapleview) is also located in and will directly benefit an underserved community.
 - ◆ Goldentop Rd. Modular Wetland/Trash Capture (\$0.9 million)
 - ◆ San Marino Dr. Green Street/Trash Capture (\$1.7 million)
 - ◆ Mapleview St. Biofiltration/Channel Restoration (\$3.9 million)
- Continued design of the Los Coches Low Flow Runoff Diversion to Sewer (\$0.9 million). The project did not meet the construction goal of Spring 2022 due to additional collaboration with stakeholders.
- Obtained approval for the construction of Rainbow Green Streets (4 locations) (\$11.3 million) project in Spring 2021, exceeding the goal of Fall 2021 and keeping the project on track for construction to be completed by the end of 2023. When complete, this project will remove pollutants from stormwater runoff to improve water quality in Rainbow Creek, an impaired water body with pollutant reduction requirements (a Total Maximum Daily Load or TMDL) for nitrogen and phosphorus. The project will also include new green spaces and sidewalks to promote walkability in the area.
- Protected public health associated with water recreation, ensuring that 98% of County storm drain outfalls (645 of 656) in watersheds subject to the Bacteria Total Maximum Daily Load (TMDL) were free of human fecal waste during dry weather conditions, which did not meet the goal of 100%. To assess the achievement of this objective, the County monitors storm drain outfalls in the San Luis Rey River, San Dieguito River, San Diego River, and Los Peñasquitos Creek Watersheds for the presence of genetic biomarkers specific to human fecal waste in the water. Follow-up investigations are conducted to mitigate identified sources.
- Enhanced the environment and improve water quality in the region, by performing stormwater inspections using skilled and certified staff to facilitate stormwater 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 and other pollutants that impair water quality. These inspections also helped increase industry knowledge of stormwater best management practices (BMPs).
- Continued to divert waste from landfills, meet State mandates, and promote sustainable management of resources by implementing measures to meet the Board-approved waste diversion goals of 75% by 2025 and 80% by 2030.



- ◆ Implemented new franchise agreements with franchise waste and recycling haulers with expanded recycling, education, technical assistance, and reporting requirements.
- ◆ Increased recycling awareness and participation, by staff providing promotional materials and outreach to underserved communities and across unincorporated areas through presentations and collaborations with school districts, libraries, community partners, and public and County-sponsored events. Presentations and outreach materials were offered in threshold languages.
- ◆ Provided 500 outreach/compliance visits including inspections, trainings, site visits, community events, and school presentations for 5,000 attendees annually, which met the outreach goal of 500 visits but did not meet the goal of 15,000 attendees. COVID precautions and limitations have significantly reduced the program’s ability to conduct school presentations, resulting in fewer attendees.
- Maintained closed landfills and burn sites to protect public health and the environment.
 - ◆ Provided monitoring through routine inspections at each of the closed solid waste disposal facilities and tracked notices of violation. Three notices of violation were received, which is more than the goal of zero. One violation was due to elevated methane levels in perimeter monitoring probes, which were mitigated with the repair of the landfill gas extraction system in Fiscal Year 2021–22. The second violation was due to exposed debris, which was remediated by debris removal and improving site security. The third violation was due to an anomaly in the landfill gas system controls and was resolved through a system reboot.
 - ◆ Enhanced landfill gas monitoring systems to include real-time notifications, which will allow any system malfunctions to be immediately identified and addressed.
 - ◆ Completed cleanup of the San Pasqual burn site, which was partially funded by a California Department of Resources Recycling and Recovery (CalRecycle) grant. Cleanup of the site removed the potential threat to the environment and public health and will eliminate the need for future maintenance.

Recovery while continuously implementing opportunities to gain business process efficiencies for DPW and its customers.

- ◆ DPW conducted extensive property owner engagement in the Permanent Road Division Program to discuss recommendations to enhance customer service, transparency, and improved private road conditions. Stakeholder outreach was completed to all property owners through multiple virtual public meetings, workshops, and a survey to request feedback on how to improve services. Staff surveyed other special district programs similar to the County’s PRD Program to benchmark services and determine best practices.
- ◆ Reduced property owner rates by 86% in the Street Lighting District based on energy cost savings of 2,447,106 KWh/Year from the LED retrofit project. The GHG emissions savings is 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 to provide waivers for Special Drainage Area fees for accessory dwelling units in the unincorporated area. This makes it easier for property owners to construct these structures, especially in underserved communities.
- Ensured 100% (56) of DPW-designated Contracting Officer’s Representatives (CORs) completed the Department of Purchasing and Contracting’s COR Certification Program as assigned to improve contract management.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
 - Initiated a departmentwide infrastructure project prioritization process for capital improvements and major maintenance for all programs with infrastructure needs. This process assesses technical merits, safety, liability, and incorporates the needs of traditionally underserved communities.
 - Maintained an effective map checking system to provide 100% of map reviews (3,600) and comments within 20 working days for professional submittals of Records of Survey and Corner Records. This supported planning, development, infrastructure, and services that strengthen the local economy and increase consumer and business confidence.
 - Initiated a pilot program to improve inspection of roadways. This program is a more proactive preventative maintenance effort to enhance safety and reduce liability concerns. DPW has initiated an IT solution to use artificial intelligence through a vehicle-mounted camera system to identify potholes along county roadways. This solution will reduce the number of customer complaints about potholes and provide an improved roadway surface.



Operational Excellence

- Align services available to resources to maintain fiscal stability
 - Developed DPW land development fees for Board consideration in April 2022 to ensure full cost recovery for services in compliance with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost



- Initiated development of an enterprise project management software solution. The software offers information sharing to view project schedules, financial information, deliverables, scopes, schedules, and milestones for the capital program portfolio of public works projects at various stages of development.
- 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 seeks to provide a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
 - ◆ Participated in discussions on Business Process Re-Engineering, Community Needs Assessment and quarterly newsletter.
 - Ensured strong inter- and intra-departmental collaboration through continued participation in the LUEG Compliance Team. Through biweekly meetings to share updates and lessons-learned, this multi-disciplinary team uses a consistent and coordinated approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
 - Participated in County website accessibility training and implemented the following for greater accessibility by the hearing and visually impaired:
 - ◆ Using YouTube for video hosting, which provides closed captions for the hearing impaired.
 - ◆ Using the Insite scoring system tool on Web Content Accessibility Guidelines (WCAG) to aid webpage authors in evaluating and improving the accessibility of their websites.
 - ◆ Instructing webpage authors to include descriptions in alternative text fields for pictures that describe images, making them more understandable and the information more accessible to all users. (This is distinguished between titles within pictures, which are only accessible to those that are not visually impaired.)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Promoted Justice, Equity, Diversity, and Inclusion (JEDI) 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; offered trainings to enhance education and awareness; sustained a workforce development team that was open to

every employee (and who were encouraged to participate); and strongly supported staff participation in Employee Resource Groups, activities, and events. This helped employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff became better prepared to maintain exceptional service levels for DPW’s diverse customers.

- Expanded department commitment to JEDI by identifying programs and processes that required changes to provide the highest level of service for DPW’s customers; utilized community assessment methods to identify the community needs; and trained staff on JEDI to increase awareness and inclusivity when serving DPW’s diverse customers.
 - ◆ JEDI team met on a bi-monthly basis to discuss methods to implement for cultural awareness to share departmentwide.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
- Increased trauma-informed services as part of the County culture. DPW employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPW employees are equipped to deliver trauma-informed service, they were encouraged to engage and integrate the shared vision of *Live Well San Diego*. Moving forward, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.



2022–24 Objectives



Equity

DPW applies an equitable lens in service delivery and program design to provide economic opportunities for underserved communities. In accordance with the County’s strategic initiative on equity DPW will:

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovations
 - DPW, together with the City of San Diego and the San Diego County Water Authority, will continue to support Integrated Regional Water Management (IRWM) with resourcing and leadership time. IRWM helps connect underserved communities to State resources for multi-benefit water projects.
 - DPW will continue to support the South County Environmental Justice Task Force, whose purpose is to address cross-border flows of trash and sewage.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community
 - Plan, build, and maintain safe sustainable community to improve the quality of life for all residents.
- Economic Opportunity: Advance opportunities of economic growth and development to all individuals and the community
 - Require DPW construction contractors on projects over \$1,000,000, or over \$25,000 for single-craft projects, to utilize a skilled and trained workforce to expand apprenticeship opportunities and provide their employees time off for absences due to medical and other specified conditions.
 - Require DPW lessees to utilize a skilled and trained workforce for construction projects over \$1 million, or over \$25,000 for a single-craft project; to pay prevailing wages to construction contractors on projects over \$1,000,000; and to provide their employees and contractors time off for absences due to medical and other specified conditions.
 - Provide fee waivers for Special Drainage Area fees for accessory dwelling units, making it easier for property owners to construct these structures, especially in underserved communities.



Sustainability

DPW programs undertake actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and reduce GHGs. In accordance with the County’s strategic initiative on sustainability, DPW will:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Improve roadway infrastructure to support the County’s GHG measures and enhance safety, accessibility, and walkability on County-maintained roads with a focus on underserved communities in the unincorporated area.
 - Construct 10 traffic signals at previously designed intersections from the Traffic Signal Priority List and initiate design for additional 8 intersections remaining on the Traffic Signal Priority List in Fiscal Year 2022–23. The construction of traffic signals helps reduce GHG emissions by decreasing vehicle idle times and reducing vehicular delay, as well as prioritizing peak traffic flows.
 - Increasing Accessibility for All, upgrade pedestrian push-buttons at existing traffic signals with ADA-compliant devices and upgrade equipment at five intersections to improve signal timing.
 - Construct sidewalks in multiple underserved communities identified in the PGA. When completed, these projects will enhance pedestrian safety, accessibility, and walkability.
 - Add bicycle lanes along County-maintained roads to provide facilities for all road users and to continue implementation of the adopted regional bicycle plan. All projects are evaluated for the feasibility of the installation of new or improved bike lanes.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Continue to implement programs to improve water quality, meet State mandates, and promote sustainable management of resources.
 - Achieve 100% of County storm drains free of persistent flows from human-generated sources such as irrigation runoff, which can transport pollutants to streams, rivers, and bays. This will occur by reducing the volume of prohibited runoff entering County storm drains as mandated by the State, by engaging businesses, residents, and County staff to incorporate water smart features and best practices.
 - Ensure that 100% of County storm drain outfalls in watersheds subject to the Bacteria Total Maximum Daily Load are free of sewage during dry weather conditions to protect public health associated with water recreation.



- Implement projects on public and private property to capture or treat stormwater runoff from an additional 500 acres in the unincorporated area by June 2024.
- Retrofit County storm drains with trash capture devices to achieve the State-mandated target of 8,000 gallons of trash collected per year by 2030, and sponsor watershed cleanup events to collect at least 1 ton of trash per year.
- Perform stormwater inspections using skilled and certified staff to ensure 100% compliance with the Municipal Separate Storm Sewer System (MS4) permit for private development and capital improvement project construction, as well as residential, municipal, commercial, and industrial land uses. These ongoing inspections help increase industry knowledge of stormwater best management practices.
- Move toward more sustainable internal operations to contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- ◆ Investigate options and cost for installation of solar panels and/or battery back-up for outlying facilities at Road Stations and wastewater facilities.
- ◆ Work with General Services to install EV charging equipment at Road Stations in alignment with Department implementation plans where feasible.
- ◆ Convert existing fleet vehicles due for replacement in Fiscal Year 2022–23 to EV where possible.

Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:

- ◆ Mid-term: Implement an Airport Sustainability Management Plan for the County’s eight airports to reduce resource consumption, environmental impacts, and GHG emissions while promoting social responsibility. The plan will help streamline resources, coordinate interdepartmental initiatives, engage stakeholders, and establish guiding principles for all sustainability-related activities. The plan will address facilities and operations both under the County’s control and those that are not - such as aircraft operations and private vehicles. The plan will align with the County’s Climate Action Plan and Regional Decarbonization Framework and be fully compliant with local, State, and federal requirements, plans, programs, and best practices. The time to complete the plan is approximately 24 months at an estimated cost of \$800,000.

- ◆ Long-term: Implement a 5-year plan to reduce GHG by increasing the department’s fleet to hybrid/electrified vehicles to 37% (140 out of 375) by Fiscal Year 2026-27. Fleet conversion will include mostly mid-sized SUVs and trucks and some construction equipment like forklifts.
- Sustain the vision of the Green Streets Clean Water Plan by designing four new green street projects by Spring 2023 and complete the construction of seven green infrastructure projects by Spring 2024. Two green street projects are already completed, so there will be a total of nine green streets projects completed by 2024. These projects will reduce pollutants from stormwater runoff, resulting in cleaner streams, rivers, and bays. The projects will also provide additional green spaces to reduce the heat island effect, create or enhance habitat for local wildlife and pollinators, and sequester carbon.
- Continue to divert waste from landfills, meet State mandates, and promote sustainable management of resources by implementing measures to meet a waste diversion goal of 80% by 2030.
 - ◆ Increase recycling awareness and participation through inspections and/or provision of technical assistance to 500 sites annually. Through these site visits and technical assistance, implement or improve 400 recycling programs annually.
 - ◆ Through collaboration with franchise waste collectors and the County’s enhanced collector agreement updated in 2021, increase the overall waste diversion rate for materials hauled by these collectors to 38% for Calendar Year 2022.
- Maintain closed solid waste disposal facilities to protect public health and the environment.
 - ◆ Provide monitoring and proactive maintenance program, with a goal of zero notices of violation.
 - ◆ Continue to explore options for future cleanup and extended use of sites, including an assessment of environmental justice and opportunities in traditionally underserved communities.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
 - 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 seeks to provide 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.
- Train employees within the first year of their employment, 100% of all new permanent, full-time employees 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.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
 - Ensure 100% of designated Contracting Officer’s Representatives (CORs), attend COR I or COR II training as assigned.
 - Continue Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with increasing inventory of affordable housing.
 - Review office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.
- Enhance GIS capabilities to identify and prioritize improvements to assets and services in underserved communities, with an emphasis on road, pedestrian, and flood hazard safety.
- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness, and regional readiness to respond to a disaster.
 - Within the first year of their employment, 100% of all new permanent, full-time DPW employees will be trained to respond to emergencies, either within their classification’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergencies.
 - Address gaps in the ALERT flood hazard warning system in underserved areas by analyzing locations of existing rain, stream and lake-level gages, and engaging with DPW road crews and emergency agencies to assess areas of concern. Explore opportunities to integrate the ALERT system notifications into the County’s Office of Emergency Services bilingual SD Emergency Application and navigation apps.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Participate in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. While providing career coaching, job skills and development for future employment. Host 2 youth interns in DPW’s Watershed Protection and Solid Waste Planning & Recycling programs to connect youth to the benefits of providing service to the public
 - Continue to implement a project prioritization process that assesses technical merits, safety, liability, and incorporates the needs in traditionally underserved communities.
 - Maintain County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety, and improve accessibility to transportation facilities.
 - ◆ Implement the sixth year of a multi-year program to improve the County’s Pavement Condition Index (PCI) to 70. Based on the projected funding for Fiscal Year 2022–23, a goal to achieve a PCI of 68 has been set to continue to provide safer and improved roadways.
 - ◆ Improve and install pedestrian ramps to meet ADA standards in conjunction with DPW’s multi-year road resurfacing program.
 - ◆ Conduct outreach with relevant stakeholders and community members to further understand areas to improve transportation accessibility.
 - Maintain safe and reliable drinking water supplies for underserved communities.



Community

DPW enhances the quality of life for the unincorporated area by implementing programs that encourage participation, protects the safety of residents, and the sustainability of communities.

DPW leverages infrastructure data overlaid with underserved community data to identify opportunities for enhanced community engagement, outreach, education and language translation in these communities. Through collaboration, partnership, and meaningful conversations, DPW incorporates input and feedback for improve program and service delivery. DPW also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County’s strategic initiative on community, DPW will:

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Expand stakeholder engagement across all programs, including, but not limited to, coordination with Community Planning and Sponsor Groups, advisory groups, and the public during project planning, prioritization, and implementation.



- ◆ Improve the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard. DPW took ownership of the deteriorated water system from the bankruptcy court and will operate, maintain, and make improvements to the water system to meet State Waterworks Standards. Work this year will include construction of a new well and development of improvements that include a new water storage tank, 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 planning and implementing improvements to provide operational efficiencies and enhance the safety, reliability, and sustainability of the community water system, and complete 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 that reach surface waters.
 - ◆ Clean 390 miles of 12-inch diameter or smaller sewer lines to prevent overflows from clogs.
 - ◆ Inspect 25 miles of high-risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs. High risk locations prioritized based on a number of factors, including proximity to a water way or other critical community resources.
 - ◆ 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 hazards 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 for funding for a Capital Improvement Program project to proactively conduct any necessary work to maintain the safety of the traveling public.
 - ◆ DPW road crews, continue working with law enforcement and other agencies, 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.
 - ◆ At County airports, continue to sustain an efficient inspection and maintenance program that achieves at least a 95% runway availability rate at the five largest airports, which supports emergency responders, local, regional, and international businesses and aviators.

- ◆ 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. This will continue to support planning, development, infrastructure, and services that strengthen the local economy and increase consumer and business confidence.
- Communications: Create proactive communication that is accessible and transparent.
 - Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.

 Empower

DPW empowers its workforce and operations by providing opportunities for staff development and securing continuity of operations for critical road, drainage, sewer, and water infrastructure. DPW fosters new ideas, implements best practices, and pursues innovation through collaboration with stakeholders, community partners, staff, and other public works agencies. DPW engages employees by holding meetings where information, ideas, perspectives are shared, such as annual meetings with the director, departmental and divisional “all hands” meetings, and regular supervisor and staff meetings. In accordance with the County’s strategic initiative on empower, DPW will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Promote Justice, Equity, Diversity, and Inclusion (JEDI) 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 becomes better prepared to maintain exceptional service levels for DPW’s diverse customers.



- Expand department commitment to JEDI by identifying programs and processes that require changes to provide the highest level of service for DPW’s customers; utilizing community assessment methods to identify the community needs, and training staff on JEDI to increase awareness and inclusivity when serving DPW’s diverse customers.
- Increase trauma-informed services as part of the County culture. DPW employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPW’s employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (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.
- Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPW’s efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DPW’s essential work into a common space that can benefit other departments.
- Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
 - ◆ Continue to engage management during 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.
- Promote employee professional development, technical competence, and leadership effectiveness through a robust training and safety program.
 - ◆ Support staff development by providing opportunities to attend preparatory training for required licenses and certificates.
 - ◆ Ensure 100% of DPW designated Contracting Officer Representatives (COR) attend COR I or COR II training as assigned to improve contract management.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Identify audit recommendations and implement program enhancements to maintain transparency and fiscal integrity.
 - ◆ The County uses special districts as a funding mechanism to provide services, such as private road maintenance, flood control, sanitation, and landscape services. Continue to implement strategic plans to ensure revenues are adequate for services and analyze impacts in traditionally underserved communities.
 - ◆ Enhance transparency and accountability by posting special district budgets and customer rates online with translation options.
 - Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conduct a cost-benefit analysis using contractors or in-house staff for road paving and water quality infrastructure maintenance.
 - Engage in LUEG-wide communication effort to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPW’s efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DPW essential work into a common space that can benefit other departments.

 Justice

DPW supports the County’s commitment to create a more sustainable community for residents and visitors by undertaking actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and combat climate change.





- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
 - DPW will continue to support the South County Environmental Justice Task Force, whose purpose is to address cross-border flows of trash and sewage.



Related Links

For additional information about the DPW, refer to the website at:

www.sdcounty.ca.gov/dpw

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 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%	N/A	N/A
	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%	N/A	N/A
	To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons	0	0	0	N/A	N/A
	Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the Countys five largest airports which support emergency responders, local, regional, and international businesses and aviators	95%	95%	98%	N/A	N/A
	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	65 PCI	64 PCI	66 PCI	N/A	N/A
	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.) ¹	17%	100%	17%	N/A	N/A
	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.) ¹	N/A	N/A	N/A	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	N/A	N/A	N/A	0	0



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
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.		N/A	N/A	N/A	100%	100%
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.		N/A	N/A	N/A	100%	100%
Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the Countys five largest airports which support emergency responders, local, regional, and international businesses and aviators		N/A	N/A	N/A	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		N/A	N/A	N/A	68 PCI	69 PCI

Table Notes

¹ While the Fiscal Year 2021–22 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 2022–23. 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: 2021–22 to 2022–23

Staffing

Net increase of 40.00 staff years

- ◆ Increase of 32.00 staff years in the Road Program
- ◆ Increase of 6.00 staff years to support Capital Improvement Program (CIP).
- ◆ Increase of 4.00 staff years in Department Administration to support financial services and information technology.
- ◆ Increase of 4.00 staff years due to position transfers to Road Program from various DPW Programs.
- ◆ Increase of 3.00 staff years to support environmental review and compliance.
- ◆ Increase of 3.00 staff years to support Permanent Road Division (PRD) Management.

- ◆ Increase of 3.00 staff years to support Litter Abatement & Vegetation Management.
- ◆ Increase of 3.00 staff years to support Road Crew Program.
- ◆ Increase of 2.00 staff years to support Road Resurfacing Program to implement the Pavement Condition Index (PCI) to 70.
- ◆ Increase of 1.00 staff year to support Fleet Management.
- ◆ Increase of 1.00 staff year to support Land Development projects in Traffic.
- ◆ Increase of 1.00 staff year to support Transportation Program.
- ◆ Increase of 1.00 staff year to comply with Working Families Ordinance requirements for contractors and leases.
- ◆ Net increase of 8.00 staff years in General Fund Activities Program



- ❖ Increase 7.00 staff years to support increased efforts in community engagement, policy development and implementation, and data analysis to support evidence-based decision making and resource allocation.
- ❖ Increase 2.00 staff years to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements.
- ❖ Decrease 1.00 staff year due to a position transfer to the Road Program.
- ❖ Increase of 2.00 staff years in the Airports Program to support Airport operations.
- ❖ Increase of 1.00 staff year in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste and achieve 75% waste diversion by 2025.
- ❖ Decrease of 2.00 staff years in the Wastewater Management Program due to transfer of staff to Road Program.
- ❖ Decrease 1.00 staff year in Closed Landfill Program due to position transfer to the Road Program.

Expenditures

Net decrease of \$14.4 million

- ❖ Salaries & Benefits— net increase of \$5.3 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ❖ Services & Supplies—Net increase of \$15.9 million.
 - ❖ Increase of \$22.4 million
 - ❖ \$13.7 million in contracted road services and consultant contracted services in the Road Program
 - ❖ \$2.8 million in professional & specialized consultant contracts in the Flood Control District
 - ❖ \$1.6 million in inter-departmental support from other County departments
 - ❖ \$1.3 million in contracted services, including continued support for Airports Program sustainability initiatives
 - ❖ \$1.0 million in professional & specialized consultant contracts in the Sanitation District
 - ❖ \$1.0 million in County support cost related to information technology, utilities, fleet, and facility management
 - ❖ \$0.6 million in Public Liability Insurance Premium
 - ❖ \$0.4 million in major maintenance projects for Closed Landfills.
 - ❖ Decrease of \$6.5 million
 - ❖ \$3.8 million decrease in completion of one-time projects for contracted services for Traffic, Recycling and Watershed Protection Programs.
 - ❖ \$1.4 million decrease due to the completion of one-time routine major maintenance improvements
 - ❖ \$0.6 million decrease in equipment rentals and hauling costs due to the completion of a project to cleanup a closed solid waste disposal site
- ❖ \$0.3 million decrease in maintenance of equipment to align budgets with historical actual cost
- ❖ \$0.2 million decrease in Airports Programs fire suppression services contract
- ❖ \$0.2 million decrease in Street Lighting District contracted services due to completion of one-time improvements projects \$1.8 million due to the completion of one-time transfer from the Watershed Protection Program to the Flood Control District for capital projects
- ❖ Other Charges—Net decrease of \$0.5 million.
 - ❖ Decrease of \$0.8 million due to right-of-way costs from completion of Road Program projects.
 - ❖ Decrease 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 \$0.3 million due to equipment depreciation in the Equipment ISF Program
- ❖ Capital Assets/Land Acquisition— Net decrease of \$13.7 million.
 - ❖ Decrease of \$14.4 million for capital projects in the Sanitation District
 - ❖ Increase of \$0.6 million for capital projects in the Airports Program
 - ❖ Increase of \$0.1 million for Harmony Grove Village Community Facilities District for capital improvements
- ❖ Capital Assets Equipment—Net Decrease of \$1.3 million
 - ❖ Decrease of \$1.4 million in Airports Program due to the one-time purchase of Aircraft Rescue and Fire Fighting (ARFF) truck
 - ❖ Decrease of \$0.1 million due to one-time purchase of Lab equipment
 - ❖ Increase of \$0.2 million for Transportation equipment
- ❖ Expenditure Transfer & Reimbursements – increase of \$9.4 million for costs related to the Watershed Protection Program, design and construction of pedestrian sidewalks and bike lanes at select locations, and improvements to the Live Oaks Springs Water Systems and Campo Water Systems Districts. Since this is a transfer of expenditures, it has a net effect of a decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ❖ Operating Transfers Out — Net decrease of \$10.7 million.
 - ❖ Decrease of \$9.8 million in Operating Transfers Out from the General Fund due to the completion of one-time transfers to the Road Program for new bike lanes and sidewalks, Live Oaks Springs Water and Campo Water Systems Districts for improvement projects and from Watershed Protection Program to the Sanitation District for capital projects
 - ❖ Decrease of \$1.0 million due to the completion of one-time vehicle purchases in the Equipment ISF Program



- ◆ Increase of \$0.1 million in the Road Program for the purchase of vehicles

Revenues

Net decrease of \$14.4 million

- ◆ Taxes Current Property—Increase of \$0.3 million primarily due to projected taxes from property owners for Harmony Grove Village Community Facilities District, Flood Control District, Permanent Road Division and Street Lighting District.
- ◆ Taxes Other Than Current Secured— Decrease of \$1.4 million due to the reduction TransNet-funded projects in the Road Fund.
- ◆ Revenue from Use of Money & Property—Net increase of \$0.8 million
 - ◆ Increase of \$0.8 million in vehicle usage rental revenue in the Equipment ISF Program
 - ◆ Increase of \$0.6 million in revenue from rents, leases, and landing fees in County Airports
 - ◆ Decrease of \$0.6 million in revenue from Interest on Deposits to align budget with historical actuals
- ◆ Intergovernmental Revenues—Net increase of \$20.7 million
 - ◆ Increase of \$26.1 million
 - ◆ \$19.9 million in the anticipated gas tax receipts from the Highway User's Tax Account and Road Repair Accountability Act of 2017
 - ◆ \$3.1 million for Ramona Airport median paving funded by Cal Fire
 - ◆ \$2.5 million for ARPA infrastructure projects
 - ◆ \$0.6 million in State grant funds for the Road Program's Green Streets projects
 - ◆ Decrease of \$5.4 million
 - ◆ \$3.6 million decrease in Federal grant funding due to completed capital projects in Airport Enterprise Fund
 - ◆ \$0.6 million decrease due to the reduction of co-permittee reimbursement revenue for the Watershed Protection Program
 - ◆ \$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 in Federal Community Development Block Grant revenue
 - ◆ \$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 \$3.3 million.
 - ◆ Increase of \$4.7 million
 - ◆ \$2.1 million in sewer service charges in the Sanitation District due to proposed rate increase of the Five-Year Sewer Service Rate Package
 - ◆ \$0.9 million for work funded by Road Program
 - ◆ \$0.5 million for work funded by Airport Enterprise Fund
- ◆ \$0.3 million 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
- ◆ \$0.3 million for work funded by Inactive Waste Fund
- ◆ \$0.3 million for work funded by Permanent Road Division
- ◆ \$0.2 million for work funded by General Fund
- ◆ \$0.1 million for Contributions from Property Owners for the bond proceeds to fund improvements in the Harmony Grove Community Facilities District
- ◆ Decrease of \$1.4 million
- ◆ \$0.7 million for anticipated decrease in work for Flood Control projects
- ◆ \$0.6 million in Services to Property Owners primarily due to proposed rate reduction in Street Lighting District due to efficiencies in the use of LED lights
- ◆ \$0.1 million in Other Charges Current Services due to reduction in Environmental Trust Fund
- ◆ Other Financing Sources—Net decrease of \$10.7 million
 - ◆ Decrease of \$10.9 million
 - ◆ \$9.9 million for one-time transfers for General Fund Program for projects that require capitalization
 - ◆ \$1.0 million in Equipment ISF Program due to completion of one-time vehicle and equipment purchases
 - ◆ Increase of \$0.2 million for transfer to Equipment ISF Program for equipment purchases in the Road Program
- ◆ Fund Balance Component Decreases— Decrease of \$1.4 million due to the reduced use of the Committed Road Fund balance associated with the \$28.0 million General Fund contribution for the Road Resurfacing program.
- ◆ Use of Fund Balance— Net Decrease of \$27.0 million. A total of \$37.2 million is budgeted.
 - ◆ \$37.2 million from various DPW funds for one-time projects
 - ◆ \$7.1 million for depreciation expense and major maintenance in the Airports Program
 - ◆ \$6.9 million for capital improvement projects and depreciation expense in the San Diego County Sanitation District
 - ◆ \$4.5 million for road maintenance in the Permanent Road Divisions
 - ◆ \$4.8 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
 - ◆ \$1.0 million for equipment purchase and information technology projects for Wastewater Management
 - ◆ \$4.9 million for capital improvement projects in the Road Program
 - ◆ \$1.0 million for a traffic engineer consultant in the Road Program
 - ◆ \$4.0 million for a Culvert Comprehensive and Major Maintenance Plan in the Road Program



- ❖ \$0.7 million for mitigation land purchases in the Road Program
- ❖ \$0.7 million for asset management improvements in the Street Lighting District
- ❖ \$0.4 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
- ❖ \$0.5 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 \$1.0 million due to required retirement contributions and the addition of 9.00 new staff in the General Fund Activities Program to ensure compliance with the stormwater Bacteria TMDL requirements (2.00 staff years) and support the Policy, Data, and Outreach departmental efforts (7.00 staff years).

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

A Net decrease of \$34.6 million includes a decrease of \$31.6 million in Services & Supplies primarily due to the projected completion of one-time projects related to the stormwater TMDL program and one-time projects funded by the DPW General Fund; a decrease of \$16.8 million in Capital Assets/Land Acquisitions due to decrease in capital projects; decrease of \$18.1 million in Operating Transfers Out due to the completion of transfer from the DPW General Fund for one-time projects; and decrease of \$0.8 million in Capital Assets Equipment due to the completion of vehicle and equipment purchases.

An offsetting increase of \$4.7 million in Salaries & Benefits for planning purposes associated with anticipated salary and benefit increases; \$27.6 million in Expenditures Transfer & Reimbursements due to completion of the centralized support by resources in the Countywide Finance Other for Watershed Protection Program, design and construction of pedestrian sidewalks and bike lanes at select locations, and improvements to the Live Oaks Springs Water Systems and Campo Water Systems Districts; and \$0.4 million in Other Charges due to depreciation expense related to the capitalization of assets.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Road Program	369.00	383.00	415.00	8.4	415.00
Solid Waste Management Program	21.00	25.00	25.00	—	25.00
General Fund Activities Program	63.00	71.00	79.00	11.3	79.00
Airports Program	39.00	37.00	39.00	5.4	39.00
Wastewater Management Program	48.00	54.00	52.00	(3.7)	52.00
Total	540.00	570.00	610.00	7.0	610.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Road Program	\$157,130,964	\$167,276,459	\$185,814,823	11.1	\$179,278,127
Solid Waste Management Program	10,987,857	10,487,720	10,272,777	(2.0)	10,300,720
General Fund Activities Program	42,650,042	44,455,952	22,576,094	(49.2)	23,317,081
Airports Program	19,454,939	25,497,844	26,440,480	3.7	20,027,790
Wastewater Management Program	12,712,552	12,564,889	12,339,889	(1.8)	11,556,766
Sanitation Districts	43,063,433	61,560,684	48,917,071	(20.5)	36,091,768
Flood Control	9,000,667	7,273,473	9,584,278	31.8	6,044,246
County Service Areas	326,480	392,247	384,748	(1.9)	407,590
Street Lighting District	2,715,403	2,838,156	2,360,430	(16.8)	2,253,455
Community Facilities Districts	2,549,561	924,271	1,020,195	10.4	975,127
Permanent Road Divisions	4,742,045	7,036,147	6,220,530	(11.6)	1,762,324
Equipment ISF Program	18,899,000	15,424,700	15,438,000	0.1	14,739,000
Total	\$324,232,943	\$355,732,542	\$341,369,315	(4.0)	\$306,753,994



Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$81,488,205	\$86,544,795	\$91,869,882	6.2	\$96,605,786
Services & Supplies	189,455,047	204,780,453	220,678,453	7.8	189,101,182
Other Charges	14,549,370	13,124,867	12,592,905	(4.1)	13,020,448
Capital Assets/Land Acquisition	14,432,465	33,433,000	19,766,478	(40.9)	2,900,200
Capital Assets Equipment	9,352,300	6,440,800	5,156,700	(19.9)	4,296,000
Expenditure Transfer & Reimbursements	—	(18,264,514)	(27,640,981)	51.3	—
Operating Transfers Out	14,955,556	29,673,141	18,945,878	(36.2)	830,378
Total	\$324,232,943	\$355,732,542	\$341,369,315	(4.0)	\$306,753,994

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$7,287,637	\$7,696,777	\$8,041,024	4.5	\$8,327,652
Taxes Other Than Current Secured	10,072,202	12,424,597	11,052,771	(11.0)	10,644,271
Licenses Permits & Franchises	6,061,000	6,000,000	6,000,000	—	6,000,000
Fines, Forfeitures & Penalties	80,200	80,323	80,458	0.2	80,458
Revenue From Use of Money & Property	25,799,085	26,229,559	27,013,122	3.0	27,674,925
Intergovernmental Revenues	99,339,412	120,147,175	140,872,153	17.2	133,967,695
Charges For Current Services	69,750,745	70,663,506	73,933,578	4.6	76,083,681
Miscellaneous Revenues	970,350	786,250	815,150	3.7	786,150
Other Financing Sources	15,018,556	29,673,141	18,945,878	(36.2)	830,378
Fund Balance Component Decreases	13,693,596	4,492,541	3,096,914	(31.1)	2,582,605
Use of Fund Balance	63,354,179	64,176,454	37,187,439	(42.1)	24,937,666
General Purpose Revenue Allocation	12,805,981	13,362,219	14,330,828	7.2	14,838,513
Total	\$324,232,943	\$355,732,542	\$341,369,315	(4.0)	\$306,753,994



University of California Cooperative Extension

Mission Statement

Provide education and research resources from the University of California, and U.S. Department of Agriculture and the County to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.

Department Description

Since 1957, the County of San Diego and the University of California Cooperative Extension (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.

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.

To clearly show programmatic alignment, operational costs and overall performance, the UCCE section in the Operational Plan has been incorporated in the Agriculture, Weights and Measures' section.



2021–22 Anticipated Accomplishments

Some UCCE 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 in-person meetings, trainings and outreach events which began in March 2020 and have continued through 2021–22.



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
 - Conducted nutrition education for 185* 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. Over 90% of the adult nutrition workshops were conducted in Spanish.
 - ◆ Assessed the behavioral changes of a minimum of 148* individuals which impacts multiple family members' behaviors related to food resource management practices, nutrition and food safety practices, and positive dietary changes.
 - Conducted nutrition education for 1,000 children and youth from low-income and limited-resource families via 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.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- ◆ Assessed 480 individuals' behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
- UCCE staff provided administrative assistance for 33 projects, grants and contracts with a total value of \$1.2 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
 - Enrolled 750* youth and adults in the 4-H program and provided 10 training activities to assist in delivering positive youth development experiences to youth ages 5-19 years old which supports youth to reach their full potential as confident leaders of character who contribute and are connected to their communities. Local 4-H information has been translated into Spanish, including new enrollment procedures, and can be found on the UCCE website. 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.
 - Provided leadership training experiences to 75 4-H youth to gain leadership skills and abilities, which contributes to improved college readiness and developing a qualified workforce.
 - Conducted pest management education and outreach for groups such as pest management professionals, school Integrated Pest Management coordinators, landscape professionals and contractors, agricultural programs, etc. via four activities.
 - UCCE staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs with 935* volunteers contributing 85,500* 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
 - Improved business and risk management skills of local agricultural producers by conducting educational and research activities focusing on business and financial management and risk management strategies through three outreach activities.
 - 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 outreach activities to agricultural producers.

- Introduced new or alternative crops, production techniques and systems to commercial agricultural operations in the San Diego region, such as pitahaya (Dragon Fruit), blueberries, hops, coffee, cider apples, etc. via four activities.
- Supported the development and revisions of policies, legislation and regulations that would affect the County and are related to UCCE subject matter expertise such as agriculture, natural resources, youth development and nutrition.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Identified problems and potential solutions for agricultural water and land in San Diego County via two trainings and one outreach activity. Water quality resources for agriculture has been translated into Spanish and can be found on the UCCE website.
 - 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. Conducted workshop seminar for growers and farm workers in Spanish.
 - 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 2,400 office consultations, educational exhibits, and workshops. Various handouts, including UC Pest Notes relating to Integrated Pest Management issues and some online curricula, has been translated into Spanish. Additionally, a number of workshops were conducted in Spanish as well.
 - As needed, provided 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 Agriculture and Natural Resources (ANR).





- Identified problems and potential solutions when managing land and conserving natural resources and sensitive species via five activities. Provided outreach and 2-day workshop on Pala Reservation to Pala Band of Mission Indians.
- Provided 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 the Department of Parks and Recreation and Agriculture, Weights and Measures.

2022–24 Objectives

To clearly show programmatic alignment, UCCE objectives are included in the Agriculture, Weights and Measures section.

Related Links

For additional information about the University of California Cooperative Extension refer to the website at:

◆ www.sandiegocounty.gov/fha

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

Effective Fiscal Year 2022–23, UCCE budget has been incorporated in Agriculture, Weights and Measures’ section to clearly show programmatic alignment, operation costs and overall performance.

Staffing

No change in staff years.

Expenditures

Decrease of \$1.2 million.

Revenues

Decrease of \$1.2 million.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Effective Fiscal Year 2022–23, UCCE budget has been incorporated in Agriculture, Weights and Measures’ section to clearly show programmatic alignment, operation costs and overall performance.



Operational Excellence

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Land Use and Environment Group Summary.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2022–23 Recommended Budget
University of California Cooperative Extension	—	—	—	0.0	—
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
University of California Cooperative Extension	\$1,029,971	\$1,191,992	\$—	(100.0)	\$—
Total	\$1,029,971	\$1,191,992	\$—	(100.0)	\$—

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$1,029,971	\$1,191,992	\$—	(100.0)	\$—
Total	\$1,029,971	\$1,191,992	\$—	(100.0)	\$—

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Use of Fund Balance	\$160,000	\$322,021	\$—	(100.0)	\$—
General Purpose Revenue Allocation	869,971	869,971	—	(100.0)	—
Total	\$1,029,971	\$1,191,992	\$—	(100.0)	\$—



County of San Diego

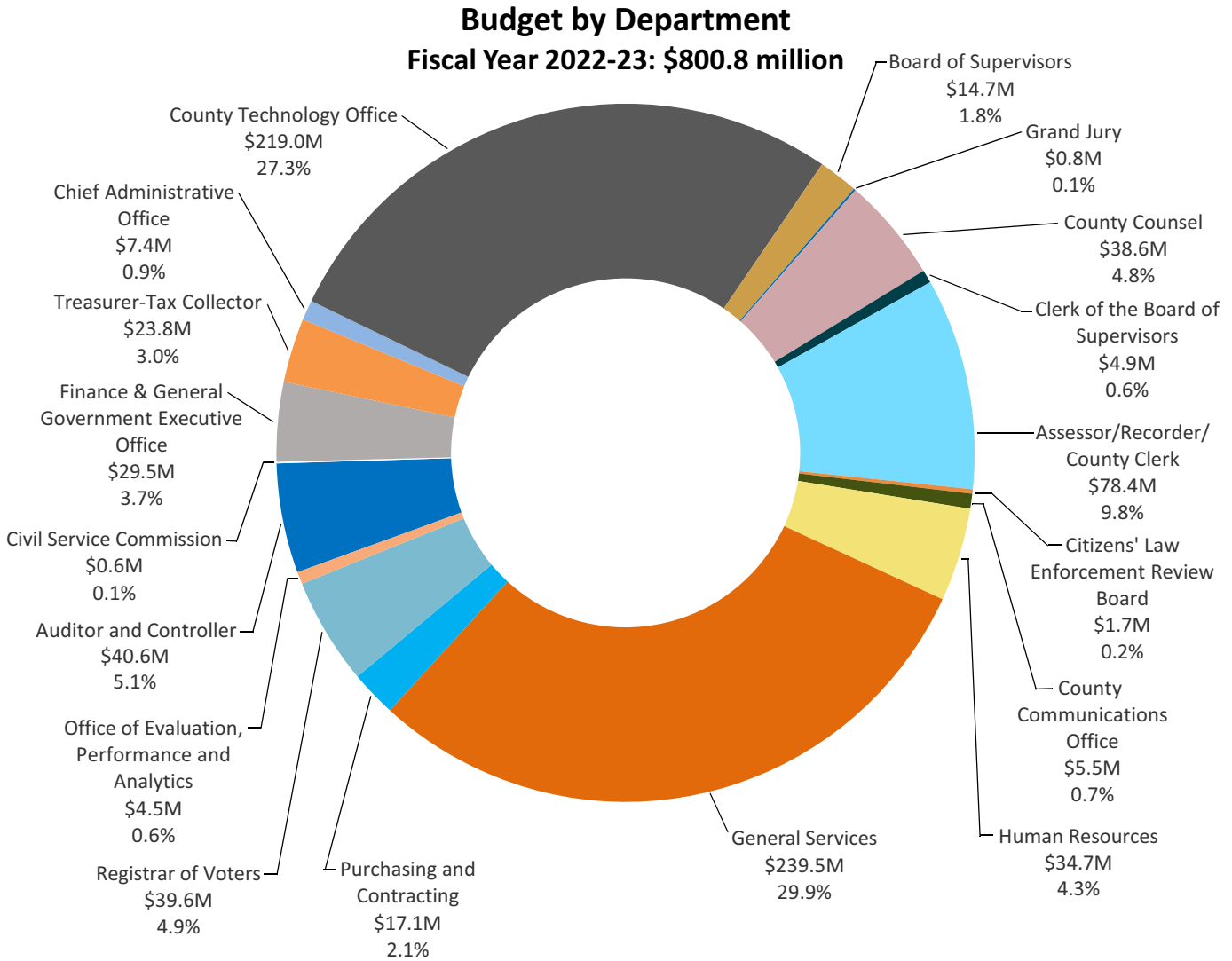
Finance and General Government Group

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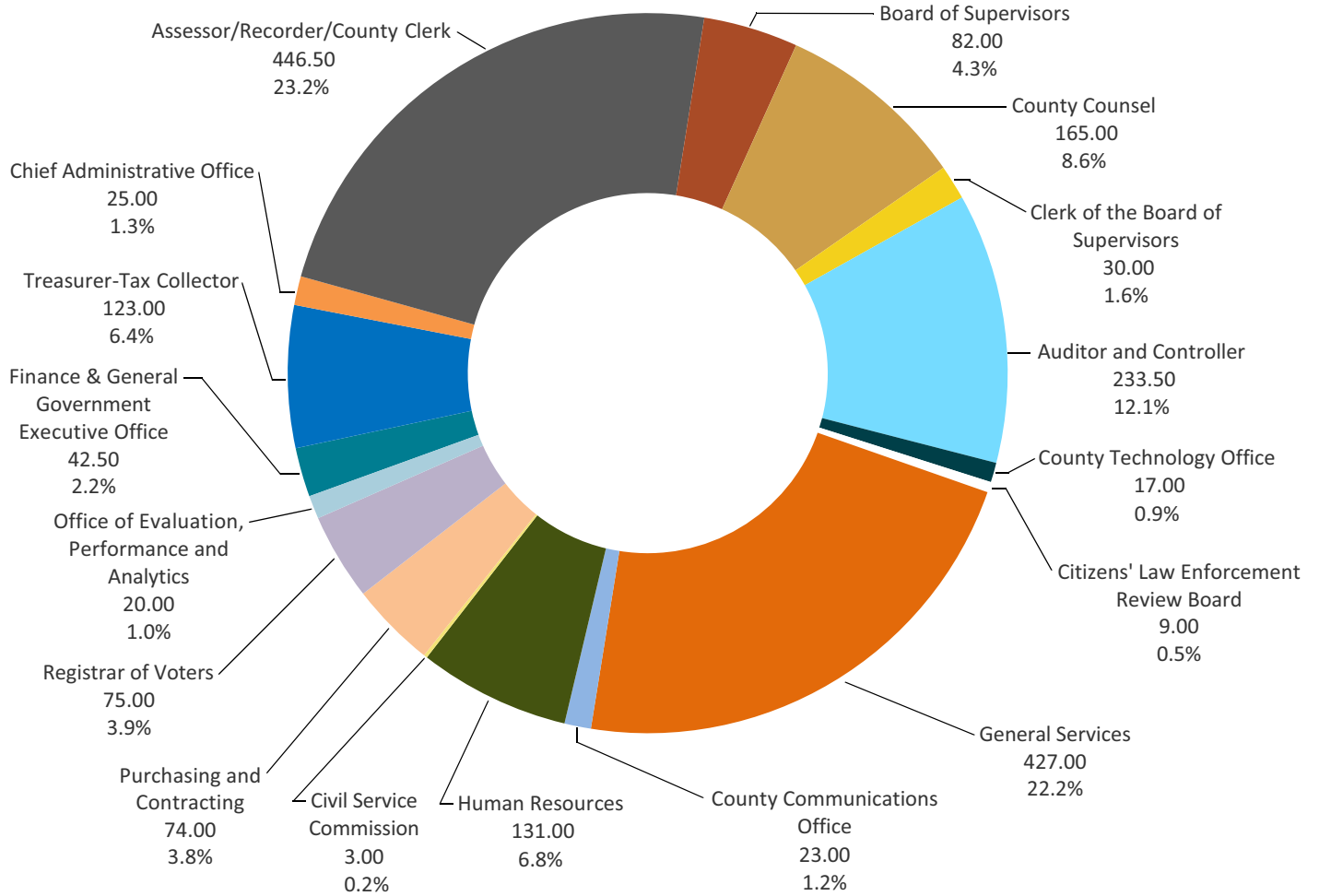
Finance and General Government Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2022-23: 1,926.50 staff years



Finance and General Government Group Summary & Executive Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

Group Description

The Finance and General Government Group (FGG) provides critical infrastructure, essential support services, and a wide range of public services that impact all San Diego County communities and residents. These public services include voter registration and elections, passport applications, vital records, marriage licenses and related services, and the dissemination of accurate and timely information about County issues and programs to the public.

FGG maintains and continually strengthens the financial and operational backbone of County operations and is responsible for providing enterprise level human resource services, information technology infrastructure, communications and media relations, legal counsel, legislative program, compliance, facilities and fleet management, major maintenance and capital improvement projects, procurement and contracting, and financial reporting and management. FGG also leads programs that ensure government accountability and transparency, which include the activities of the Office of Ethics and Compliance, Grand Jury, Civil Service Commission, and the Citizens' Law Enforcement Review Board.

*The FGG Executive Office is led by the County's Chief Financial Officer and is currently comprised of three units: the Executive Office, Office of Financial Planning, and Data and Performance Analytics Unit. On August 17, 2021 (8) and October 5, 2021 (20), respectively, the Board of Supervisors directed assessments of arts and culture and economic development in the San Diego region. These assessments identified a need for a new office to coordinate regional efforts and provide programmatic oversight. Starting in Fiscal Year 2022–23, a new **Office of Economic Development & Government Affairs (EDGA)** will be formed in the FGG Executive Office. This office will manage the County's legislative, arts and culture, economic development and prosperity, and grants programs.*

*The **Economic Development and Prosperity division** of EDGA will create and implement a vibrant economic development strategy to position the County as a regional leader in driving inclusive economic growth and community development. This includes creating a regional Comprehensive Economic*



Development Strategy, facilitating new grant opportunities for the region, and connecting with underrepresented communities to support prosperity for all.

EDGA will also coordinate and expand on existing County initiatives and programs supporting arts and culture and create future opportunities for the region. This includes instituting an Arts and Culture Commission, working with community advocates to achieve equity in access to arts and culture, and seeking new funding opportunities.

A newly established Grants Office within EDGA will administer grant programs including Neighborhood Reinvestment, Community Enhancement, and others that focus on non-profit organizations, community-based organizations, and the everyday needs of San Diego communities.

Lastly, the Legislative arm of EDGA will track and monitor all State and federal legislation that impacts County operations or is of interest to the Board of Supervisors, and proactively seek legislative opportunities to improve County services and the well-being of San Diego residents and communities. This division also maintains the County's Legislative Program, which includes Legislative Sponsorship Proposals, Priority Issues and Policy Guidelines to authorize engagement in the State and federal legislative processes.

Strategic Framework and Alignment

In Fiscal Year 2021–22 the County of San Diego underwent a large organizational shift with the majority of the members of the Board of Supervisors being newly elected. This marked the first time in two decades that all five sitting Supervisors had been in office for their first term. As the County looks toward the future, it was clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the policy initiatives of the Board of Supervisors. The County began a new strategic planning process in the Summer of 2021, which included convening a Strategic Planning Team.

The 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as an extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year. The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. This process also included a reimagining of the County's governance documents include the Vision Statement, Mission Statement, and Values. There are new Strategic Initiatives, and Audacious Goals that go along with each to guide the departments in outcome-based goal setting that aligns with the County's Vision.

In the County's Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. Audacious Goals assist departments in aligning with and supporting the County's Vision and Mission. In addition, department objectives demonstrate how departments contribute to the larger Audacious Goals. For more information on the new 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
- ◆ Office of Evaluation, Performance and Analytics
- ◆ Purchasing and Contracting
- ◆ Registrar of Voters

FGG 2022–24 Priorities

FGG provides services to internal and external customers based on the following principles that align with the County's Strategic Initiatives of Equity, Sustainability, Community, Empower, and Justice:

- ◆ 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 community engagement efforts to inspire civic engagement and ensure an inclusive and 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.
- ◆ Model the use of an equity and belonging lens in the design, decision making, and implementation in all that we do by prioritizing racial justice, health equity, economic opportunity, environmental protection, community centered criminal justice, government transparency, and fundamental changes to County operations.
- ◆ Embed sustainability as part of the County culture and support departments in footprint reduction efforts.
- ◆ Advance regional economic development and inclusive growth by dismantling barriers to opportunities in traditionally underserved communities and underutilized businesses.



Equity

FGG is committed to applying an equity lens to County programs and services to ensure that underserved communities have equitable opportunities. In this light, the Office of Equity and Racial Justice in collaboration with the Office of Financial Planning developed the County's first Budget Equity Assessment Tool and process. The Budget Equity Assessment Tool was implemented for this Fiscal Year 2022–23 budget cycle with every County department completing the tool to better understand how their resource allocation impacts Black, Indigenous and People of Color (BIPOC) and low-income and other historically underrepresented communities. The process will continue to evolve and improve and help guide departments with critically analyzing the impacts of budgetary decisions and informing future allocation strategies that eliminate inequalities and improve outcomes for all.

Expanding economic opportunities, particularly in traditionally underserved communities and underutilized businesses, is another priority for FGG. Once formed, the new Office of Economic Development & Government Affairs will develop a Com-





prehensive Economic Development Strategy in collaboration with community partners and facilitate partnerships with community-based organizations to support the growth of small and diverse businesses in the region.

Removing language barriers is critical to ensuring equitable access to services and resources. FGG will be establishing a central point of coordination for all County departments to develop culturally sensitive, accurately translated, and literacy level appropriate communications that meet the needs of San Diego's multilingual and diverse communities. Access to critical services and information will be further enhanced by the Digital Services Initiative. Digital Services will make the County's online and web-based resources, including public documents, policies, plans, meetings, and hearings, more readily accessible to the public through enhanced search capabilities and the implementation of a multilingual framework. The program will also strengthen the County's data architecture and improve information management.

The Citizens' Law Enforcement Review Board will renew efforts to reduce disparities and disproportionality by analyzing overall trends related to deaths in custody and discrimination allegations to determine whether these trends suggest disparate and disproportionate treatment and inform future policy and procedure development.



Sustainability

Sustainable practices and policies continue to be embedded in all FGG operations and program design. County facilities are more and more green with each passing year. In Fiscal Year 2021–22, FGG oversaw the reduction of the County's total energy consumed, or Energy Use Intensity (EUI), and greenhouse gas emissions (GHG) by 1.5% and 1%, respectively. This trend is expected to keep pace and continue into Fiscal Years 2022–23 and 2023–24 even while the level of County services and workforce grows over the same period. Concurrently, General Services will expand the County's electric vehicle (EV) infrastructure, which will allow more departments to reduce their carbon footprint by replacing aging vehicles with EVs.

FGG is also leading and coordinating several internal countywide sustainability efforts, including the consolidation and reduction of the County's space and vehicle requirements. An updated Zero Carbon Plan for County operations will replace existing policy and a Water Conservation Plan will position the County to be more resilient and better equipped to respond to current and future drought challenges.

FGG departments have committed to identifying ways to decrease their footprint and developing enterprise-wide staff training on sustainability topics to empower and encourage employees to use sustainable practices in their daily activities. Several departments have also committed to continuing and

expanding teleworking schedules and virtual services to reduce vehicle miles traveled by both employees and customers, initiated efforts to implement electronic business processes and forms to reduce paper use, and will review their contracts and purchases to identify areas for more environmentally friendly purchasing.



Community

In collaboration with community leaders and organizations, FGG will develop and implement a Community Engagement Strategy to put community engagement at the center of County operations and embed it in County culture. The new strategy would be responsive to feedback and provide meaningful opportunities to participate in deliberations and the decision-making process, build trust and enhance access, and serve as a catalyst for positive community-driven change in policies and programs. These efforts will be led by a new community engagement manager in the County Communications Office, who will also provide coordination and support to County groups and departments.

The newly formed Office of Economic Development & Government Affairs will also play a central role in creating new opportunities for San Diego communities to engage and participate in the region's art and culture scene. An Arts and Culture Commission will be established to work with community advocates to improve equity in access and representation in arts and culture.

In Fiscal Year 2022–23, FGG is also investing in the implementation of the vote center model to support civic engagement and opportunities for individuals to use their voice, their vote, and their experience to impact change. Under the vote center model, every registered voter in San Diego County will automatically receive a ballot in the mail and have options for how to return their ballot: by mail, to a secure drop box, or vote in person at any vote center. This model mirrors the process used by the Registrar of Voters in the November 2020 presidential general and September 2021 gubernatorial recall elections and continues it for future elections starting with the June 2022 gubernatorial primary election.



Empower

Transparency and accountability are core to all aspects of FGG's business and service delivery model. A new Public Records Act Unit will be established to function as a central point of contact for all Public Records Act requests. This service will make it easier for the general public to obtain government records and increase transparency into County processes.

The Office of Evaluation, Performance and Analytics is currently under development and will institute enterprise-wide data standards and governance, cross-departmental data sharing, and performance analytics to inform the Board of Supervisors and



County leadership in making evidence-based policy decisions. The office will be led by the County's new Chief Evaluation Officer.

Justice

In Fiscal Year 2022–23, FGG will continue to support the development and implementation of the County's Social Equity Program for Commercial Cannabis that will address the harms that were caused by the war on drugs and over-criminalization of marijuana.

Securing additional resources for the County Counsel Office is also a priority for FGG in the coming year to ensure that all departments are adequately supported for their legal advice and risk mitigation needs. County Counsel will facilitate countywide environmental justice efforts by assisting departments in creating policies that improve environmental outcomes for all communities and comply with applicable laws.

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- ◆ www.sandiegocounty.gov/fg3

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

Staffing

Net increase of 10.50 staff years

- ◆ Increase of 16.50 staff years for the newly created Office of Economic Development & Government Affairs (EDGA) as follows:
 - ◆ 8.50 staff years for the legislative program, including federal policy representation in Washington DC, local program oversight, and analysis and support for EDGA;
 - ◆ 3.00 staff years for the Economic Development and Prosperity division of EDGA to implement countywide economic coordination and arts and culture initiatives;
 - ◆ 5.00 staff years for a Grants Office to oversee the County's Community Enhancements, Neighborhood Reinvestment Program, and other selected programs.

EDGA staffing level will be achieved through the addition of 7.00 new staff years, transfer of 4.50 staff years from the CAO's Office of Strategy & Intergovernmental Affairs, transfer of 2.00 staff years from Auditor and Controller, and internal transfer of 3.00 staff years from the FGG Executive Office's Office of Financial Planning.

- ◆ Decrease of 3.00 staff years to reflect internal transfer of positions from the FGG Executive Office's Office of Financial Planning to EDGA as described above.
- ◆ Decrease of 3.00 staff years to reflect transfer of positions currently under the FGG Executive Office's Data Performance and Analytics Unit to the recently created Office of Evaluation, Performance and Analytics.

Expenditures

Net increase of \$1.0 million

- ◆ Salaries & Benefits—increase of \$1.4 million is due to staffing increases noted above and for planning purposes related to anticipated salary and benefit increases.
- ◆ Services & Supplies—decrease of \$0.4 million primarily due to decreases in planned facility maintenance projects.

Revenues

Net increase of \$1.0 million

- ◆ Revenue from Use of Money & Property—increase of \$0.4 million in Cedar/Kettner parking garage revenue.
- ◆ Intergovernmental Revenues—increase of \$0.2 million due to American Rescue Plan Act (ARPA) of 2021 funding for qualifying grant administration activities.
- ◆ Use of Fund Balance—decrease of \$2.9 million, for a total budget of zero in unassigned General Fund fund balance. There are no planned uses of unassigned General Fund fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue—net increase of \$3.3 million due to increases in staffing noted above, primarily for the newly created Office of Economic Development & Government Affairs and replacement of Fiscal Year 2021–22 one-time funding sources with ongoing sources for existing positions, partially offset by increases in program revenue noted above.

Recommended Executive Office Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.8 million primarily for planning purposes related to anticipated salary and benefit increases.





Group Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Finance & General Government Executive Office	25.00	32.00	42.50	32.8	42.50
Board of Supervisors	60.00	72.00	82.00	13.9	82.00
Assessor / Recorder / County Clerk	419.50	419.50	446.50	6.4	446.50
Treasurer - Tax Collector	123.00	123.00	123.00	—	123.00
Chief Administrative Office	16.50	26.50	25.00	(5.7)	25.00
Auditor and Controller	236.50	235.50	233.50	(0.8)	233.50
County Communications Office	21.00	21.00	23.00	9.5	23.00
County Technology Office	14.00	14.00	17.00	21.4	17.00
Civil Service Commission	3.00	3.00	3.00	—	3.00
Clerk of the Board of Supervisors	28.00	28.00	30.00	7.1	30.00
County Counsel	148.00	150.00	165.00	10.0	165.00
General Services	395.00	395.00	427.00	8.1	427.00
Human Resources	122.00	124.00	131.00	5.6	131.00
Office of Evaluation, Performance and Analytics	—	20.00	20.00	—	20.00
Purchasing and Contracting	66.00	68.00	74.00	8.8	74.00
Registrar of Voters	69.00	69.00	75.00	8.7	75.00
Citizens' Law Enforcement Review Board	8.00	8.00	9.00	12.5	9.00
Total	1,754.50	1,808.50	1,926.50	6.5	1,926.50





Group Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Finance & General Government Executive Office	\$24,992,141	\$28,497,530	\$29,455,537	3.4	\$31,294,567
Board of Supervisors	10,983,982	12,934,126	14,654,286	13.3	14,662,018
Assessor/Recorder/County Clerk	80,941,722	78,805,699	78,414,527	(0.5)	84,850,191
Treasurer-Tax Collector	23,385,913	24,071,025	23,793,587	(1.2)	24,409,679
Chief Administrative Office	10,817,050	9,122,629	7,376,158	(19.1)	7,582,349
Auditor and Controller	39,035,848	41,585,921	40,630,859	(2.3)	42,292,049
County Communications Office	3,951,184	3,941,283	5,504,728	39.7	4,533,678
County Technology Office	232,849,060	230,445,546	219,008,432	(5.0)	212,669,670
Civil Service Commission	579,058	580,732	591,985	1.9	613,860
Clerk of the Board of Supervisors	4,174,085	4,283,346	4,864,157	13.6	4,972,472
County Counsel	32,794,259	33,848,785	38,649,916	14.2	40,508,232
General Services	224,961,718	225,517,608	239,523,062	6.2	240,244,078
Grand Jury	760,186	763,194	772,301	1.2	772,301
Human Resources	29,961,429	32,216,949	34,657,924	7.6	35,703,495
Office of Evaluation, Performance and Analytics	—	4,500,000	4,500,000	—	4,500,000
Purchasing and Contracting	15,943,055	16,313,678	17,102,894	4.8	17,711,487
Registrar of Voters	38,749,652	29,485,477	39,618,425	34.4	33,835,655
Citizens’ Law Enforcement Review Board	1,501,491	1,559,269	1,718,666	10.2	1,768,562
Total	\$776,381,833	\$778,472,797	\$800,837,444	2.9	\$802,924,343





Executive Office Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Finance & General Government Executive Office	12.00	17.00	12.00	(29.4)	12.00
Office of Financial Planning	13.00	15.00	14.00	(6.7)	14.00
Economic Development & Government Affairs	—	—	16.50	—	16.50
Total	25.00	32.00	42.50	32.8	42.50

Executive Office Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Finance & General Government Executive Office	\$21,229,314	\$24,191,745	\$21,609,233	(10.7)	\$23,248,872
Office of Financial Planning	3,762,827	4,305,785	4,226,719	(1.8)	4,362,921
Economic Development & Government Affairs	—	—	3,619,585	—	3,682,774
Total	\$24,992,141	\$28,497,530	\$29,455,537	3.4	\$31,294,567

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$5,298,998	\$7,145,147	\$8,549,494	19.7	\$8,855,333
Services & Supplies	40,573,143	21,352,383	20,906,043	(2.1)	22,439,234
Expenditure Transfer & Reimbursements	(22,000,000)	—	—	—	—
Operating Transfers Out	1,120,000	—	—	—	—
Total	\$24,992,141	\$28,497,530	\$29,455,537	3.4	\$31,294,567





Executive Office Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$250,000	\$250,000	\$650,000	160.0	\$650,000
Intergovernmental Revenues	—	—	201,671	—	201,671
Charges For Current Services	1,176,550	1,614,137	1,614,137	—	1,614,137
Miscellaneous Revenues	—	80,000	80,000	—	80,000
Fund Balance Component Decreases	165,360	153,960	153,960	—	153,960
Use of Fund Balance	57,980	2,957,557	—	(100.0)	—
General Purpose Revenue Allocation	23,342,251	23,441,876	26,755,769	14.1	28,594,799
Total	\$24,992,141	\$28,497,530	\$29,455,537	3.4	\$31,294,567



Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisorial District) of the county.

District 1

Vice Chair Nora Vargas represents more than 630,000 residents of the vibrant, diverse First District on the San Diego County Board of Supervisors. The First District extends from East Village in Downtown San Diego in the north to La Presa and the Otay and San Miguel mountains in the east to the U.S./Mexico international border in the south.

The First District includes the cities of Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, East Village, Golden Hill, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Park, Southcrest, and Stockton. The District also includes the unincorporated communities of Bonita, Sunnyside, La Presa, Lincoln Acres and East Otay Mesa.

A first-generation immigrant, Vice Chair Vargas is the first Latina and first woman of color to serve as County Supervisor in the 171-year history of the County of San Diego. To realize her vision of building healthier and stronger communities, throughout San Diego County, Vice Chair Vargas has placed equity and inclusivity at the forefront for all County services, programs, and policies.

As Co-Chair of the COVID-19 Subcommittee, Vice Chair Vargas has worked to mitigate impacts of the pandemic, by leading initiatives to break down barriers to ensure there is equitable access to information, resources, testing and COVID-19 vaccines in all communities, especially those disproportionately impacted. The impacts of the pandemic have been far-reaching for working families. With that in mind, Vice Chair Vargas prioritized economic recovery and providing assistance and relief to the most vulnerable populations in the county. Vice Chair Vargas understands that for our families to thrive there needs to be a holistic approach that focuses on meeting their basic needs. As such, among her top priorities are access to housing, poverty eradication, human trafficking, increasing food access and achieving food sovereignty, health equity, transportation access, and providing opportunities to build wealth.

Simultaneously, she has introduced a bold, transformative, and equity-minded policy agenda, bringing systemic change across County agencies, departments, policies and programs to address longstanding inequities. One such policy was her introduction of



the establishment of a budget equity assessment tool to be applied to the County’s annual budget. Through this tool, County departments will use disaggregated data and identify if and how our investments are benefiting and uplifting our most vulnerable communities and are advancing equity.

A strong environmental justice advocate, Vice Chair Vargas introduced the creation of the County’s new Office of Environmental and Climate Justice and launched a comprehensive environmental package that included declaring the cross-border pollution of the Tijuana River Valley (TJRV) a public health crisis. In her roles as county representative to the California State Association of Counties (CSAC) and National Association of Counties (NACo) Vice Chair Vargas has elevated TJRV on a regional, state, and federal level and helped secure funding for short- and long-term infrastructure projects. Additionally, the creation of more open spaces and community gardens are also a District 1 priority.

Vice Chair Vargas’ public service extends throughout the County and State, serving in leadership positions on numerous Boards, including Chair for SANDAG’s Transportation Committee and the Air Pollution Control District. In February 2022, Vice Chair Vargas was appointed by Governor Gavin Newsom to serve on the California Air Resources Board.

District 2

Supervisor Joel Anderson is honored to represent the residents of San Diego County’s Second Supervisorial District, encompassing the majority of East County and fifteen communities in the City of San Diego. The second largest of the County’s five districts, the Second District features approximately 1,500 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. The U.S./Mexico Border is the southern boundary of the district, stretching to the mountains of the greater Julian area in its northern reaches and extending to the Imperial County line. Home to more than 620,000 residents, including more than 200,000 individuals who live in unincorporated communities, the Second Dis-



trict has forty percent of San Diego’s unincorporated area residents – more than any other district. 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
- ◆ Securing Funding for Public Safety and Fire Prevention
- ◆ Leveraging County Resources to Address Homelessness in East County
- ◆ Implementing Behavioral and Mental Health Strategies
- ◆ Building More and Attainable Housing
- ◆ Being Responsive to Every Resident Who Contacts His Office

He serves the public by promoting transparent County practices and a government that seeks the input of our informed and engaged citizenry. Supervisor Anderson is building on his experience in the State Legislature by continuing to work closely with the elected and civic leaders of the communities in the Second District. This action includes strengthening public safety, improving wildfire prevention, investing in our behavioral health system, and enhancing emergency preparedness and response measures. Supervisor Anderson is helping to 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 4S Ranch, Alpine, Barrett, Blossom Valley, Bostonia, Boulevard, Campo, Crest, Cuyamaca, Dehesa, Del Dios, Descanso, Dulzura, Eucalyptus Hills, Fernbrook, Flinn Springs, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Johnstown, Julian, Lake Hodges, Lake Morena, Lakeside, Morena Village, Mount Laguna, Pine Hills, Pine Valley, Potrero, Ramona, San Diego Country Estates, San Pasqual, Santa Fe Valley, Tecate, Tierra del Sol, Winter Gardens and Wynola, as well as the Tribal Governments of Barona, Campo, Capitan Grande, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Sycuan and Viejas. The Second District also includes the cities of El Cajon, Poway and Santee and the City of San Diego communities of Allied Gardens, Carmel Mountain Ranch, Del Cerro, Grantville, Kearny Mesa, MCAS Miramar, Miramar Ranch, Rancho Bernardo, Sabre Springs, San Carlos, San Pasqual Valley, Scripps Ranch, Serra Mesa, Stonebridge and Tierrasanta.

District 3

Supervisor Terra Lawson-Remer proudly represents San Diego County’s Third District, which spans from Carlsbad to Coronado. The district consists of an economically, ethnically, and generationally diverse group of nearly 700,000 residents.

District 3 includes five incorporated cities, including nearly a dozen distinct neighborhoods within the City of San Diego. The southwest boundary includes bustling San Diego landmarks in Coronado and Little Italy. Along the western edge, you will find many of San Diego County’s beautiful beaches and coastal landscapes in the communities of Carlsbad, Encinitas, Solana Beach, Del Mar, La Jolla, Pacific Beach, Mission Beach, Ocean Beach, and Point Loma. The inland parts of the district feature mountains, hillsides, canyons, and open spaces in communities such as Rancho Santa Fe, Sorrento Valley, Carmel Valley, University City, Pacific Highlands, Torrey Highlands, Harmony Grove, University City, Mira Mesa, and Rancho Peñasquitos.

San Diego’s beautiful coastlines are part of what makes this district such a special place. Keeping our beaches clean starts with keeping pollution out of the water. Supervisor Lawson-Remer is working with the cities in our region to build 21st century infrastructure that uses advanced technologies to cost-effectively treat sewage and prevent contaminated stormwater from running into our oceans.

As an appointed representative of the County on the San Diego Association of Governments (SANDAG), Supervisor Lawson-Remer works to support the development of homes that San Diegans can afford, increase investments in the green economy to tackle the climate crisis and prioritize environmental justice and equity. Additionally, she chairs SANDAG’s Regional Equitable Housing Subcommittee.

Supervisor Lawson-Remer believes data is key to ensuring public agencies make smart decisions and achieve progress in solving problems. Facts and evidence are essential to making County government more efficient, effective, and fair.

Using a data-driven approach, she has championed significant policy proposals to promote restorative justice, improve mental health, and address the root causes of homelessness. She is reforming the region’s incarceration system to focus on public safety instead of criminalizing poverty, illness, and homelessness. She is also spearheading smart justice best practices, such as eliminating predatory phone fees for detained individuals.

She has advanced the Office of Evaluation, Performance, and Analytics and is committed to working with County staff and the community to improve access and enrollment to self-sufficiency programs.

The region needs more services and housing, especially for people suffering from mental illness. Supervisor Lawson-Remer has joined her colleagues on the Board of Supervisors to expand the



new Mobile Crisis Response Team program County-wide, offering the help of expert clinicians during a mental health situation instead of armed law enforcement.

As a trained attorney, she spearheaded the launch of San Diego County's new Immigrant Legal Defense program to protect due process of law and ensure everyone has a fair day in court.

As an economist, she is focused on strengthening the local economy and helping people and businesses devastated by the COVID-19 pandemic. She partnered with her board colleagues to direct millions of dollars in relief money to struggling small businesses and launched a paid green jobs training program for local young people whose careers were interrupted by the pandemic. She is also partnering with leading employees in hi-tech and bio-tech to ensure our region can keep attracting the talent we need and develop our local workforce. She currently serves as the chair of the Workforce Partnership Policy Board.

District 4

Nathan Fletcher is Chair of the San Diego County Board of Supervisors and represents the Fourth Supervisorial District. In 2022, Chair Fletcher was unanimously voted by his colleagues to once again serve as Chair of the San Diego County Board of Supervisors. It's been 74 years since a San Diego County Supervisor served consecutive years as Chair of the Board.

The Fourth District is 101 square miles and is celebrated as the most ethnically diverse district in the County.

Chair Fletcher's determined to make sure the County of San Diego is a County our residents can count on. He's focused on actions that make life better for working families. Chair Fletcher is focused on implementation, execution, and action. Fighting for the working class, tackling homelessness, creating good jobs, affordable housing, and childcare.

Chair Fletcher is also committed to building diverse coalitions, fighting for equitable policy, and delivering substantial outcomes in the areas of behavioral health, child welfare, & environmental justice. He is focused on transforming the County's approach to behavioral health by making a substantial investment in our mental health and drug treatment programs. A committed environmentalist, Chair Fletcher uses his time on the Board of Supervisors, and as Chair of the Metropolitan Transit System to ensure we tackle climate change and work to ensure environmental justice.

In the Fourth District, approximately 23 square miles are unincorporated areas and 78 square miles are incorporated areas.

The Fourth District border travels south along the western boundaries of the Linda Vista and Mission Valley, east-southeast along the borders of Balboa Park and North Park, east-northeast along the outer boundary of the Spring Valley Community Plan

Area, the City of Lemon Grove, north and west following the boundary of the Casa de Oro-Mount Helix Community Plan Area and the City of La Mesa. The boundary continues west into the City of San Diego and follows the northern limits of the College Area Community Plan Area towards the Serra Mesa Community Plan Area, northwest at the Inland Freeway, and the northeast at the Cabrillo Freeway to the northern border of the Kearny Mesa Community Plan Area, where it moves west to include the Clairemont Community Plan Area.

The Fourth District includes the communities of Lemon Grove, La Mesa, North Clairemont, Hillcrest, Balboa Park, North Park, Bankers Hill, Old Town, Mission Hills, Normal Heights, University Heights, Oak Park, Webster, Valencia Park, Encanto, Bay Terraces, Paradise Hills, Skyline, Kearney Mesa, Clairemont Mesa, Linda Vista, Birdland, Serra Mesa, Civita, portions of Grantville, City Heights, Rolando, Azalea Park, Chollas Creek, Rolando Park, Kensington-Talmadge, Mid-City, Montezuma Mesa, SDSU Mission Valley, Crest-Dehesa, Spring Valley, Casa de Oro & Mt Helix, and Rancho San Diego.

To learn more visit 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 and Ocotillo Wells. The district, with more than 2,100 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 690,000 people who reside in the Fifth District, which is the most populous district in San Diego County.

Supervisor Desmond's priorities include public safety, fire protection and emergency services, infrastructure needs, especially focused on road congestion and the need for freeway connectors and capacity to best serve north county residents, addressing homelessness and providing effective behavioral health services, veterans services, agriculture, improving quality of life through the San Luis Rey River corridor, stellar credit ratings, strong reserves, and fiscal management, which allow the County flexibility in so many other areas.

As a United States Navy veteran, Supervisor Desmond understands how important it is to serve the over one million county residents who are active duty military, veterans, and their families. Supervisor Desmond is committed to working closely with County departments and community partners to enhance our



overall support network. This effort will not only benefit San Diego's military families but also lead to a stronger and healthier economy.

The Fifth District is one of the two supervisorial districts that predominantly contain unincorporated communities and includes approximately 250,000 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 Chair of LAFCO (Local Agency Formation Commission), a board member for the San Diego County Water Authority, San Onofre Nuclear Generating Station (S.O.N.G.S.) Decommissioning Advisory Board and the North County Transit District.

Agriculture is a major industry in the Fifth District and the San Diego region. Fallbrook summits and Escondido valleys are covered with groves of avocado and citrus trees. 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 edu-

cation as the California State University San Marcos campus continues to grow along with the Palomar and MiraCosta Community College campuses. In the unincorporated area, Ocotillo Wells provides outdoor adventures for all skill levels, with visitors from all around the world.

Within the Fifth District are the cities of Oceanside, Escondido, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Fallbrook, Gopher Canyon, 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, 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.

To learn more visit www.SupervisorJimDesmond.com.

Related Links

For additional information about the Board of Supervisors, refer to the website at:

- ◆ www.sandiegocounty.gov/general/bos.html





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Board of Supervisors District 1	10.00	14.00	16.00	14.3	16.00
Board of Supervisors District 2	11.00	14.00	16.00	14.3	16.00
Board of Supervisors District 3	11.00	14.00	16.00	14.3	16.00
Board of Supervisors District 4	13.00	14.00	16.00	14.3	16.00
Board of Supervisors District 5	13.00	14.00	16.00	14.3	16.00
Board of Supervisors General Offices	2.00	2.00	2.00	—	2.00
Total	60.00	72.00	82.00	13.9	82.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Board of Supervisors District 1	\$1,962,208	\$2,495,446	\$2,750,000	10.2	\$2,750,000
Board of Supervisors District 2	1,925,000	2,025,000	2,750,000	35.8	2,750,000
Board of Supervisors District 3	1,562,389	2,496,094	3,091,890	23.9	3,091,890
Board of Supervisors District 4	2,286,174	2,500,000	2,750,000	10.0	2,750,000
Board of Supervisors District 5	1,939,438	2,500,000	2,750,000	10.0	2,750,000
Board of Supervisors General Offices	1,308,773	917,586	562,396	(38.7)	570,128
Total	\$10,983,982	\$12,934,126	\$14,654,286	13.3	\$14,662,018



Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$9,575,861	\$11,380,693	\$12,974,074	14.0	\$13,231,887
Services & Supplies	1,408,121	1,553,433	1,680,212	8.2	1,430,131
Total	\$10,983,982	\$12,934,126	\$14,654,286	13.3	\$14,662,018

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fund Balance Component Decreases	\$295,584	\$291,976	\$290,264	(0.6)	\$290,264
Use of Fund Balance	117,224	117,224	—	(100.0)	—
General Purpose Revenue Allocation	10,571,174	12,524,926	14,364,022	14.7	14,371,754
Total	\$10,983,982	\$12,934,126	\$14,654,286	13.3	\$14,662,018



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 446.50 staff years and a budget of \$78.4 million.



2021–22 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% (182,000) of mandated assessments culminating in the Fiscal Year 2022–23 Assessment Roll by June 30, 2022.
 - Ensured 100% (140) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assures the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules, and regulations.
 - Increased the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans’ Exemption to over 12,500 and saved them an additional \$1.0 million annually in property taxes.
 - Arranged, described, and rehoused 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 have been 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.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- Completed the Request for Proposals (RFP) for an archival Collections Management System (CMS) for the County Archives to support automating and encoding the processing, management, and description of collections for award and implementation in Fiscal Year 2022–23.
- Completed the physical transfer and change in custody of the County Microfilm Collection (approximately 45,000 microfilm rolls) from Records Services Vault to the County Archives.
- Delayed the 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, as it is dependent on the completion of the ongoing microfilm project which has been extended to Fiscal Year 2022–23.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
 - Provided fair assessment to both County of San Diego and taxpayers by completing review of 100% of parcels designated as Proposition 8 eligible. 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 84.0% (498,071 of 592,696) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process. This is short of the goal of 96.0% due to the high recording volume in the first half of the fiscal year as well as continued impacts on staffing as a result of the COVID-19 pandemic.

- 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.
- Increased services available outside normal business hours by providing a second Saturday for vital record copies and fictitious business name statement filings to assist customers.
- Implemented a Records Notification Service which allowed interested parties to register to receive notifications when documents are entered into the public record.
- Implemented the kiosk functionalities for fictitious business name statements which allowed customers to complete applications online. This allowed the department to meet customer needs in a timely and efficient manner and reduce wait times to complete the processing of applications.
- Updated the public-facing website to include instructional videos for marriage appointments. The chatbot solution that incorporates and complements current Call Centers’ activities was cancelled due to concerns with development costs.
- Delayed the upgrade of the internal SharePoint websites to meet County guidelines and leverage new features to enhance our applications to Fiscal Year 2022–23.
- Provided additional language options to customers by providing translation services over the phone.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 98%.
 - Established 5 more community educational partners as part of the office’s outreach network and provided 25 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.
 - Provided additional opportunities for customers to obtain their marriage licenses and ceremonies by offering walk-up services on Wednesdays during the summer months.
 - Completed Restrictive Covenant Modification project timeline per Assembly Bill 1466 (2021-2022). AB1466 requires the county recorder of each county to establish a restrictive covenant program to assist in the redaction of unlawfully restrictive covenants. Each county recorder is required to prepare an implementation plan by July 1, 2022, as spec-



ified, to identify unlawfully restrictive covenants in the records of their office, and to redact unlawfully restrictive covenants, as specified.

- Developed a partnership with San Diego Sheriff Department to streamline the process for homeless individuals to obtain no-fee birth certificates (per Assembly Bill 1733, Statutes of 2014) within the unincorporated areas of East and North counties. AB1733 (2013-2014) effective July 1, 2015, requires each local registrar or county recorder to issue, without a fee, a certified record of live birth to any person who can verify his or her status as a homeless person or a homeless child or youth, as defined.
- 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 75% of new employees.
 - Provided advancement opportunities for Recorder/County Clerk staff by reorganizing Recorder/County Clerk structure and creating a multifunctional, multi-generational modern workforce across the department.
 - Discontinued the implementation of 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 due to inconsistencies in reporting tools available in the system.
 - Developed a permanent teleworking option for all eligible employees.
 - Participated in the County Job Fair to promote employment opportunities with the department.

- Continue to develop community educational partners and community advisors for traditionally underrepresented populations that transact business with the ARCC.
- Conduct departmental job fairs in partnership with San Diego County Human Resources to help underserved communities find job opportunities within the department.
- Complete Phase 1 of the AB1466 Restrictive Covenant Program according to the implementation plan to identify unlawfully restrictive covenants in the records of their office, and to redact unlawfully restrictive covenants, as specified.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Conduct Fictitious Business Name workshops in San Diego County to promote the economic growth of small businesses in traditionally underserved communities.
 - Offer an annual supplier diversity workshop for traditionally underrepresented small business owners on how to do business with the County and ARCC.

Strategic Initiative Legend for Objectives

				
○	- Audacious Goal			
●	- Departmental Objective			

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Continue to develop and refine the ARCC's Telework Plan for all eligible employees, thereby creating opportunities for reduction in office footprint.
 - Short-term: Determine which office functions may be opportunities for paperless operation (e.g. billing, scheduling, payroll, etc.). Evaluate special needs that must be met by the electronic execution of the selected function (e.g. confirmation receipt, confidentiality, access to technology, etc.).
 - Short-term: Participate in educational events such as Earth Day, lighting fairs, water conservation events, facility/energy conferences, and zero waste related events.
 - Short-term: Provide trainings to employees about sustainability topics.
 - Mid-term: Establish system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs.
 - Long-term: Install filtered water bottle refill stations where feasible by June 30, 2024.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

2022–24 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.



- 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%.
- Award and implement an archival CMS for the County Archives to enhance online public discovery and use of the Recorder/County Clerk historic records collections and inspire civic engagement by encouraging an understanding of democracy, history, and culture to impact change.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - 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.
 - Increase the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption resulting in a total annual savings exceeding \$17.5 million in property taxes.
 - Qualify additional property owners for the Homeowner's Exemption program saving them millions of dollars annually in property taxes.
 - Increase services available outside normal business hours by providing a second Saturday or extended hours for customers to obtain marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies in the branch offices of the department.
- 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.
- Expand Continuity of Operations processes to expand on our crisis management plan and encompass Disaster Recovery initiatives to ensure our ability to respond to the communities in the region in the event of an emergency.
- Transparency and Accountability – Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Provide accurate property information for the public by timely updating ownership information for the buying, selling, and financing of property.
 - Continue to meet all state mandates for a fair and equitable tax roll culminating in the Fiscal Year 2023–24 Annual Assessment Roll by June 30, 2023
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - 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 Property Tax System (IPTS).
 - Continue to implement information technology (IT) infrastructure that will allow maximum productivity and uptime for various ARCC systems; upgrade and or replace current systems with new products for select software systems; and with the support of the County's IT outsourcer, develop an innovative team of professionals to maintain the ARCC's total IT ecosystem.
 - Complete 100% of the microfilm conversion, digitization, and polysulfide treatment services project for the Recorder/County Clerk microfilm rolls (through 1990) of Official Records. Film from 1936-1979 will be digitized to increase access to public information, protect rights, benefit public interests, and maintain institutional transparency and credibility.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - 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.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

◆ <https://arcc.sdcounty.ca.gov>









Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Mandated assessments completed by close of annual tax roll ¹	100% of 184,516	100% of 182,000	100% of 182,000	N/A	N/A
	Appraiser/audit staff current on all required training ²	100% of 132	100% of 140	100% of 140	N/A	N/A
	Satisfactory customer service rating ³	99%	95%	98%	N/A	N/A
	Examine and process all documents submitted for eRecording within three hours of receipt ⁴	79.9% of 811,124	96% of 592,696	84% of 592,696	N/A	N/A
	Review of parcels designated as Proposition 8 eligible ⁵	100%	100%	100%	N/A	N/A
	Satisfactory customer service rating ³	N/A	N/A	N/A	95%	95%
	Mandated assessments completed by close of annual tax roll ¹	N/A	N/A	N/A	100%	100%
	Appraiser/audit staff current on all required training ²	N/A	N/A	N/A	100%	100%
	Examine and process all documents submitted for eRecording within three hours of receipt ⁴	N/A	N/A	N/A	96%	96%

Table Notes

¹ Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the Countys first step to assessing and billing annual property taxes. Effective July 1, 2022, this measure will support the Empower initiative.

² Measures the number of appraiser/audit staff current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. This measure was effective Fiscal Year 2019–20. Effective July 1, 2022, this measure will support the Empower initiative.

³ The customer satisfaction rating measures how individuals perceive the departments 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. Effective July 1, 2022, this measure will support the Community initiative.

⁴ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. This was due to the high recording volume in the first half of the fiscal year as well as continued impacts on staffing as a result of the COVID 19 pandemic. Effective July 1, 2022, this measure will support the Empower initiative.

⁵ 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. Effective July 1, 2022, this will no longer be measured.

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

Staffing

Increase of 27.0 staff years.

- ◆ Increase of 27.0 staff years to realign operational needs, mitigate the risks to the Assessment roll, and assist the public more efficiently by improving customer service wait time and reducing the delays in processing mail-in requests.

Expenditures

Net decrease of \$0.4 million

- ◆ Salaries & Benefits—increase of \$3.1 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—decrease of \$3.2 million primarily due to the completion of RFP for an archival CMS; delay of the index of documents from 1936-1969 and the import of related images to the County of San Diego recording system;



delay of the microfilm conversion, digitization, and polysulfide treatment, and delay of major maintenance costs for tenant improvements at the San Marcos branch.

- ◆ Capital Assets Equipment—decrease of \$0.4 million due to the completed purchase of a generator for the County Archives.
- ◆ Operating Transfers—increase of \$0.1 million due to building of a roof to protect specialized equipment at the East County Office and Archives.

Revenues

Net decrease of \$0.4 million

- ◆ Licenses, Permits and Franchises—net increase of \$0.1 million due to increased number of marriage licenses issued.
- ◆ Charges for Current Services—net decrease of \$0.5 million
 - ◆ Increase of \$1.0 million in AB 2890 Recovered Costs revenue to align with anticipated supplemental assessment revenues.
 - ◆ Increase of \$0.9 million in Recording Fees due to increased number of vital certificates issued.
 - ◆ Increase of \$0.5 million in Filing Documents and Notary Public Fees due to increased number of filings.
 - ◆ Increase of \$0.4 million in Property Tax System Administration revenue related to support of the property tax system.

- ◆ Increase of \$0.1 million in Marriage Ceremony Fees due to increased number of ceremonies performed.
- ◆ Decrease of \$2.3 million in Recorder Trust Fund revenues due to completion of RFP for an archival CMS, completion of capital equipment purchase, delay of the microfilm and indexing projects, and delay of the major maintenance project as noted above.
- ◆ Decrease of \$1.1 million in Recording Document and Duplicating and Filing Fees due to stabilization of the real estate market in refinancing homes and businesses.
- ◆ Use of Fund Balance—decrease of \$0.9 million for a total budget of zero in unassigned General Fund fund balance. There are no proposed uses of fund balance in Fiscal Year 2022–23
- ◆ General Purpose Revenue Allocation—net increase of \$0.9 million primarily for planning purposes associated with anticipated salary and benefit increases.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$6.4 million primarily due to contracted services for the restoration/preservation, indexing and redaction of official records, microfilm conversion, digitization, and polysulfide treatment services, and major maintenance costs for facility improvements at the San Marcos branch and for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Property Valuation ID	273.75	267.75	281.75	5.2	281.75
Recorder/County Clerk	117.75	120.75	133.75	10.8	133.75
Management Support	28.00	31.00	31.00	—	31.00
Total	419.50	419.50	446.50	6.4	446.50

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Property Valuation ID	\$44,480,647	\$43,520,470	\$44,209,228	1.6	\$46,895,941
Recorder/County Clerk	29,541,377	27,413,775	26,909,689	(1.8)	30,439,622
Management Support	6,919,698	7,871,454	7,295,610	(7.3)	7,514,628
Total	\$80,941,722	\$78,805,699	\$78,414,527	(0.5)	\$84,850,191

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$53,031,544	\$54,370,287	\$57,543,788	5.8	\$60,401,166
Services & Supplies	27,360,178	24,010,412	20,795,739	(13.4)	24,449,025
Capital Assets Equipment	550,000	425,000	—	(100.0)	—
Operating Transfers Out	—	—	75,000	—	—
Total	\$80,941,722	\$78,805,699	\$78,414,527	(0.5)	\$84,850,191



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$900,000	\$800,000	\$850,000	6.3	\$850,000
Charges For Current Services	49,412,808	48,303,696	47,845,033	(0.9)	51,828,793
Fund Balance Component Decreases	1,544,717	1,539,701	1,524,090	(1.0)	1,524,090
Use of Fund Balance	1,100,876	900,876	—	(100.0)	—
General Purpose Revenue Allocation	27,983,321	27,261,426	28,195,404	3.4	30,647,308
Total	\$80,941,722	\$78,805,699	\$78,414,527	(0.5)	\$84,850,191



Treasurer-Tax Collector

Mission Statement

To provide the residents, agencies and employees of San Diego County with excellent 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 \$14.4 billion in public funds invested in the County investment pool; the billing and collection of \$7.6 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 ex-officio 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 \$23.8 million.



County departments. Provided accurate recordkeeping of all funds on deposit and facilitated daily reconciliation of funds.

- Continued to fund the delivery of public services throughout the San Diego County region, invested public monies held in the Treasury and maximized interest earnings in collaboration with the objectives of safety and liquidity.
- Provided a learning platform and forum to address current government finance issues by annually facilitating four symposiums for local agencies including Fraud Prevention and Ethics, Cash Handling, Local Agency Debt and Investment and Financial Management.
- Achieved a collection rate of 98.5% for secured taxes and 97% 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 Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Implemented e-lockbox services through the County's new bank to receive a single Automated Clearing House (ACH) daily deposit for multiple property tax payments made online through taxpayers' banks, which streamlines the process for posting receivables and makes the revenue more readily available to support County programs and residents.
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieved a customer satisfaction rating of 4.7 on a 5.0 scale, based on customer satisfaction survey results.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Operational Excellence

- Align services and available resources and maintain fiscal stability
 - Safeguarded the investment of public funds for over 200 public agencies and the County and efficiently managed the provisions of banking services for local schools and

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broadened the Countywide base of employees who are planning for financial security during retirement.
 - ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 50.6% of eligible County employees through June 30, 2022.
 - ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$187 per pay period by June 30, 2022.
 - ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment and 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, 2022.

- Continue to fund the delivery of public services throughout the San Diego County region, invest public monies held in the Treasury and maximize interest earnings in collaboration with the objectives of safety and liquidity.
- Achieve a collection rate of 98.5% for secured taxes and 97% 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Support teleworking and footprint reduction opportunities to increase productivity, reduce Vehicle Miles Traveled (VMT for employees and community members, reduce energy use, and decrease office space.
 - Short-term: Communicate and educate staff on SDTTC sustainability goals
 - Mid-term: Reduce paper use by implementing the following actions:
 - ◆ Increase e-billing and e-check payments
 - ◆ Encourage digital transactions and digital signatures
 - ◆ Conduct virtual transactions
 - ◆ Utilize shared printers
 - ◆ Adhere to electronic file document management best practices
 - ♦ Limit paper use when updating policies. Disseminate flyers, financial reports, and brochures via social media and sdttc.com website
 - ♦ Reduce daily paper reports from the mainframe system when IPTS is implemented. Converting paper files to electronic files, including digital signatures
 - Long-term: Adopt a zero waste goal by implementing the following actions:
 - ◆ Set targets for reduction, reuse, recycling, composting and more, including:
 - ♦ Placing bottle and can recycling receptacles in break rooms
 - ♦ Creating/supporting composting measures and infrastructure
 - ♦ Requesting an educational seminar from EDCO to understand what recyclables can go into blue bins
 - ◆ Develop a plan and timeline to meet targets within the zero waste goal

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Safeguard the investment of public funds for over 200 public agencies and the County and efficiently manage the provisions of banking services for local schools and County departments. Provide accurate recordkeeping of all funds on deposit and facilitate daily reconciliation of funds.
 - Provide a learning platform and forum to address current government finance issues by annually facilitating four symposiums for local agencies including Fraud Prevention and Ethics, Cash Handling, Local Agency Debt and Investment and Financial Management.

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.

Community

- 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.



 **Empower**




- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - 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, 2023, and achieve rate of 51.5% through June 30, 2024.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$190 per pay period by June 30, 2023, and maintain the participant contribution at \$195 through June 30, 2024.
 - ◆ 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, 2023.

- ◆ Expand the knowledge and skills in fiscal controls by newly training 140 cash handlers in the County and other government entities by June 30, 2023.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - 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 2022 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.

Related Links

For more information about the Treasurer-Tax Collector, refer to the website at:

◆ www.sdttc.com

Performance Measures		2020–21	2021–22	2021–22	2022–23	2023–24
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Secured Taxes Collected (% of total) ¹	99.0%	98.5%	98.5%	N/A	N/A
	Unsecured Taxes Collected (% of total) ¹	96.1%	97.0%	97.0%	N/A	N/A
	The Investment Pool met the liquidity needs of participants (Y/N) ²	YES	YES	YES	N/A	N/A
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.44	4.70	4.70	N/A	N/A
	457 Deferred Compensation Plan average deferral amount per employee per pay period	\$195	\$195	\$187	N/A	N/A
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	51.0%	51.0%	50.6%	N/A	N/A
	Number of newly trained Cash Handlers for the County and other government entities ⁴	491	140	140	N/A	N/A
	Secured Taxes Collected (% of total) ¹	N/A	N/A	N/A	98.5%	99.0%
	Unsecured Taxes Collected (% of total) ¹	N/A	N/A	N/A	97.0%	97.0%
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	N/A	N/A	N/A	4.70	4.70


Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	The Investment Pool met the liquidity needs of participants (Y/N) ²	N/A	N/A	N/A	YES	YES
	457 Deferred Compensation Plan average deferral amount per employee per pay period	N/A	N/A	N/A	\$190	\$195
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	N/A	N/A	N/A	51.0%	51.5%
	Number of newly trained Cash Handlers for the County and other government entities ⁴	N/A	N/A	N/A	140	140

Table Notes

¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.

² The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.

³ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.

⁴ The Treasurer-Tax Collector typically hosts at least one Cash Handler training class per year.

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

Staffing

No change in staffing

Expenditures

Decrease of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases.
- ◆ Expenditure Transfer and Reimbursements—increase of \$0.5 million primarily due to one-time funding. Since this is a transfer of expenditures, it has a net effect of \$0.5 million decrease in expenditures.

Revenues

Decrease of \$0.3 million

- ◆ Charges for Current Services—decrease of \$0.1 million to better align budgeted amounts to expected actuals.
- ◆ Use of Fund Balance—decrease of \$0.6 million for a total budget of zero in unassigned General Fund fund balance. There are no proposed uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million due to anticipated salary and benefit increases.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$0.6 million primarily for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Treasury	21.00	21.00	21.00	—	21.00
Deferred Compensation	4.00	4.00	4.00	—	4.00
Tax Collection	82.00	82.00	82.00	—	82.00
Administration - Treasurer/ Tax Collector	16.00	16.00	16.00	—	16.00
Total	123.00	123.00	123.00	—	123.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Treasury	\$6,058,278	\$6,218,544	\$6,214,644	(0.1)	\$5,956,122
Deferred Compensation	622,524	631,977	648,549	2.6	680,175
Tax Collection	12,319,639	12,452,234	12,850,126	3.2	13,287,406
Administration - Treasurer/ Tax Collector	4,385,472	4,768,270	4,080,268	(14.4)	4,485,976
Total	\$23,385,913	\$24,071,025	\$23,793,587	(1.2)	\$24,409,679

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$14,912,904	\$15,358,655	\$15,565,786	1.3	\$16,398,864
Services & Supplies	8,473,009	8,712,370	8,709,502	(0.0)	8,010,815
Expenditure Transfer & Reimbursements	—	—	(481,701)	—	—
Total	\$23,385,913	\$24,071,025	\$23,793,587	(1.2)	\$24,409,679



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fines, Forfeitures & Penalties	\$620,150	\$644,150	\$644,150	—	\$644,150
Charges For Current Services	14,696,432	14,832,172	14,732,589	(0.7)	14,832,172
Miscellaneous Revenues	500,000	500,000	500,000	—	500,000
Fund Balance Component Decreases	441,145	441,145	441,145	—	441,145
Use of Fund Balance	285,316	635,316	—	(100.0)	—
General Purpose Revenue Allocation	6,842,870	7,018,242	7,475,703	6.5	7,992,212
Total	\$23,385,913	\$24,071,025	\$23,793,587	(1.2)	\$24,409,679



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 Office of Equity and Racial Justice, and the Office of Ethics, Compliance and Labor Standards consisting of Office of Ethics & Compliance and the Office of Labor Standards and Enforcement. Effective July 1, 2022, the Office of Strategy and Intergovernmental Affairs will transfer to the Finance & General Government Group Executive Office under the newly formed Economic Development & Government Affairs division.

To ensure these critical services are provided, the Chief Administrative Office has 25.00 staff years and a budget of \$7.4 million.



2021–22 Anticipated Accomplishments

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - 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 Framework for the Future vision by engaging the community, strengthening existing services, and serving for results. Formed a working group to reimagine community engagement and communication in the County to more intentionally reach members of the public in all areas.
 - Modeled ethical courage by always doing the right thing and acting in the best interests of all, including publishing Know the Code articles and micro-learnings dedicated to ethics and compliance published monthly since September 2021. Also, promoted ethical modeling during Ethics Awareness Month activities, which included a speaker series, articles, pop-up events and games.
 - Conducted 35 trainings, workshops and presentations on ethics and compliance.
 - Expanded existing means of communicating the County’s Code of Ethics to ensure a consistent and deep understanding of ethics across the enterprise.
 - Developed and implemented Ethics & Compliance Ambassador Program throughout enterprise, which resulted in 47 Ambassadors working with OEC in furthering the reach of ethics and compliance messaging into their respective departments.
 - Developed and implemented Know the Code program which layers monthly micro-learnings, articles, email and other activities that create scalable on-the-spot training at the group, department, division, unit, and individual levels.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- Developed and implemented ethics awareness games to reinforce ethical culture through quizzes related to our ethics and compliance programs.
- Regularly communicated and discussed the importance of the County’s Statement of Values to ensure a consistent and deep understanding of serving our community. The County updated the Statement of Values through a robust internal stakeholder process, approval by the Board of Supervisors, and subsequent enterprise-wide ongoing training. The new Values are Integrity, Equity, Access, Belonging, Excellence and Sustainability.
- Promoted the principles of transparency and open government throughout the enterprise through a culture of community participation, transparent reporting, contracting and auditing.
- Strengthened and promoted positive human relations, respect, dignity and the integrity of every individual in the community.
- Worked with the Leon Williams Human Relations Commission (HRC) to hold community engagement meetings to develop and implement their strategic plan that will be adopted in Spring of this year. In December of 2020 the Office of Equity and Racial Justice worked with the HRC and held an awards ceremony awarding three community members a legacy award, youth award and impact award in recognition of their outstanding service to the community.
- Modeled the use of an equity and belonging lens in the design, decision making, and implementation in all that we do.
- Modeled the use of an equity and belonging lens in the design, decision making, and implementation in all that we do through the implementation of Equity Impact Statements in all County Board letters. The Office of Equity and Racial Justice in partnership with the Human Resources department developed an online training and resources for staff to assist in the development of Equity Impact Statements for all Board letters.
- 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.
- Office of Strategy and Intergovernmental Affairs (OSIA) added a staff member based in Washington, D.C. who is responsible for focused efforts on advancing the Board’s Legislative Program on all federal advocacy.
- In 2021, OSIA issued 39 M-2 memos supporting 59 state and federal bills. Legislative Program statements related to Equity and Justice and equity, transparency, and access for all residents were the most used statements for authority to advocate on specific legislation.
- OSIA reviewed 2,776 state bills during the first year of the 2021-2022 State legislative session and worked with our DC team to monitor and track federal proposals of interest to the County.
- Actively sought out and engaged in legislation that promotes an equitable access to services for the entire region as well as funding to provide needed programs.
- OSIA successfully Sponsored Assembly Bill (AB) 636 through the legislative process until it was signed by the Governor and chaptered into law. AB 636 now allows Adult Protective Services social workers to share information with the City Attorney’s Office for the purpose of shutting down unlicensed care facilities, which can prey on vulnerable seniors with substandard living conditions.
- The County supported 15 pieces of legislation utilizing the Legislative Program statements related to Equity and Justice and equity, transparency, and access for all residents. This legislation covered a wide range of policies including broadband, immigration, and access to healthcare.
- Oversaw operations to ensure program needs were met and specific outcomes were achieved.
- Developed and implemented a budget model that ensures the equitable distribution of resources to the communities we serve.
- Developed and implemented the County’s first budget equity tool and process. The tool and associated resources were adopted by the Board on January 11, 2022. The tool is being implemented in this Fiscal Year 2022–23 budget cycle.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
 - 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. This implementation began with the selection of a Chief Evaluation Officer to lead this new unit and to begin building the strategy.
 - Built an Enterprise Race/Ethnicity Data Working Group to develop standards for how to gather and report more detailed race/ethnicity data.
 - Built internal staff capacity on how to automate data updates in the County’s Open Data Portal for the public to have access to data faster.





- Ongoing facilitation of the Data Governance Committee, including a subcommittee specifically charged with an enterprise equity data scan project and for the Equity Impact Indicator Report.
- Created an Enterprise PowerBI User Group to promote Continuous Collaboration across the organization for better data visualization tools
- Connected across business groups to promote data sharing and collaboration for program evaluation and grant applications
- 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.
 - Incorporated Language Access Services into the day-to-day operations of the countywide enterprise through trainings and increased availability of resources for staff and residents.
 - OSIA’s Legislative Program Community Forum provided Spanish interpretation as well as the ability to request interpretation services for other languages upon request in advance of the forum.
 - OSIA’s public website included English and Spanish PDF versions of the County’s Legislative Program as well as an option to view the document online and select a preferred language.
- 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 carry out the County’s mission.
 - Championed the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Council.
 - Instilled equity, inclusion and belonging as a core principle in the County’s values, mission, vision, strategic plan, and overall culture.
 - The County’s Mission, Vision, Strategic Initiatives, and Values were reimagined during this budget cycle adding Equity and Belonging each to the Values, adding Equity as a strategic initiative, and creating an implementation plan to weave these new guiding principles through all levels of the organization with an enterprise-wide team of Ambassadors.
 - Partnered with the Othering and Belonging Institute at UC Berkely and the Urban Policy Development consultant team to provide Targeted Universalism and Structural Racism training to County staff, support the development of the Office of Equity and Racial Justice strategic plan, and

provide technical assistance to departments in developing equity related goals and performance measures for department operational plans.

- Championed employee wellness activities to ensure team members thrive.

Strategic Initiative Legend for Objectives



○ - Audacious Goal

● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Seek a change in law that would allow for a mobile pharmacy to dispense medications to vulnerable populations, such as the homeless, and those who lack transportation and financial means to obtain medications from fixed pharmacy locations.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Implement a hub for resources and referrals regarding labor standards applicable to workers and employers.
 - Ensure an equal playing field for businesses and workers by ensuring workers receive the full economic benefit for their labor through outreach, education, and enforcement of the Working Families Ordinance and Sub Contractors Transparency Ordinance.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Assess options regarding a dedicated labor standards advice line for businesses and workers who need assistance with understanding labor rights and obligations.
 - Develop and implement the County’s Social Equity Program for Commercial Cannabis designed to address the harms that were caused by the war on drugs and overcriminalization of marijuana.
 - Lead the development and roll-out of the County’s Equity Indicators and associated Equity Impact Report.
 - Implement a County Community Equity Impact Fund.



- Begin implementation of the County Convention on the Elimination of all Forms of Discrimination Against Women ordinance.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Report annually on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Create and implement telework plan for CAO Offices to reduce vehicle miles traveled by employees.
 - Short-term: Create a Sustainability Champion recognition award.
 - Short-term: Communicate with employees about sustainability program updates, success, and/or opportunities for improvement at minimum of once a quarter. Provide trainings to employees about sustainability topics.
 - Mid-term: Assist in the coordination of updating of relevant enterprise-wide sustainability policies such as those that increase the use of recycled content in paper products and printing and copying services.
 - Long-term: Adopt a departmentwide zero waste goal by setting targets for reduction, reuse, recycling, composting, and more. Develop a plan and timeline to meet targets within the zero-waste goal.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region.
 - Implement program to encourage compliance by businesses with outstanding judgements for owed workers' wages.



Community

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Participate in regionwide workgroups and taskforces to share best practices and leverage our municipal partners and their expertise.
- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Develop a community-based education and outreach program on current initiatives, labor rights of workers, and labor law obligations of employers.

- Lead the Fair Workplace Collaborative, consisting of community-based organization working the OLSE to provide input in the development of OLSE's programs and identify community needs.

- Communications: Create proactive communication that is accessible and transparent.
 - Develop easy to access information on labor standard requirements adopted by County.
 - Develop a multi-lingual outreach and education program that will provide educational materials in a variety of diverse languages to reach impacted communities in San Diego County.
 - Develop a language services plan led by the County Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Facilitate trainings for County data stewards to increase knowledge and use of the County's Open Data Portal.
 - Create data warehouse for data used in the Equity Impact Indicator Report that the public can easily access.
 - Author CAO Administrative Policy around how data may be shared publicly.
 - Prepare annual reports of OEC complaints for management groups.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Launch the Enterprise PowerBI User Group Teams channel.
 - Author CAO Administrative Policy about how to gather and report more detailed race/ethnicity categories.
 - Promote a culture of ethical leadership and decision making across the enterprise by embedding micro-learnings into ethics and compliance program.
 - Conduct at least 25 trainings, presentations and workshops on ethics and compliance.
 - Analyze complaint history data to inform focus areas for training.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - During Fiscal Year 2022–24 negotiations of successor Memoranda of Agreement, use Interest Based Bargaining with any interested Union or Association as a method, based on interests rather than positions, which empowers our employees to craft an agreement that is mutually beneficial for the County, the employees and the citizens of San Diego.



- Conduct biennial Employee Engagement survey by December 31, 2022 and provide enterprise report that include accountability objectives, including organizations trends of strengths, opportunities for systemic improvements, timeline for recommended changes and budget implications, if any.
- Upon completion of biennial Employment Engagement survey, provide report on the improvement and satisfaction results to measure employee satisfaction.
- Facilitate the implementation of the reimagined General Management System that provides a specific channel of communication for all levels of the organization to provide feedback on our Governance Documents as well as any area of improvement our employees have identified.

 **Justice**

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Implement strategies and programs for the County’s Uplifting Boys and Men of Color initiative that is meant to support and develop programs that interrupt and lead to the eradication of the school to prison pipeline.
 - Work with the San Diego County Leon Williams Human Relations Commission to promote positive human relations through forums, the annual awards events and work-related preventing hate crimes.

Related Links

additional information about the Chief Administrative Office, refer to the website at:

- ◆ www.sandiegocounty.gov/cao

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

Staffing

Net decrease of 1.50 staff years

- ◆ Increase of 2.00 staff years in the Office of Equity and Racial Justice (OERJ).
- ◆ Increase of 1.00 staff year in the Office of Ethics and Compliance

- ◆ Decrease of 4.5 staff years in the Office of Strategy and Intergovernmental Affairs to reflect a transfer of staffing to the newly created Economic Development & Government Affairs within the Finance and General Government Group Executive Office.

Expenditures

Net decrease of \$1.7 million

- ◆ Salaries & Benefits—decrease of \$0.1 million due to the reductions of resources associated with the transfer of the Office of Strategy and Intergovernmental Affairs to the Finance and General Government Group Executive Office, which is offset by anticipated salary and benefit increases, and the resources to support staffing tied to the staff additions in the Office of Equity and Racial Justice and the Office of Ethics and Compliance, as noted above.
- ◆ Services & Supplies—decrease of \$5.3 million primarily due to the removal of one-time costs associated with the establishment of the Office of Equity and Racial Justice and the transfer of the Office of Strategy and Intergovernmental Affairs.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$3.7 million associated with the removal of rebudgeted in Fiscal Year 2020–21 appropriations, which is offset by a rebudget of \$0.3 million in Fiscal Year 2021–22 appropriations. Since this is a transfer of expenditures, it has a net effect of \$3.7 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$1.7 million

- ◆ Use of Fund Balance—decrease of \$2.2 million for a total budget of zero in unassigned General Fund fund balance. There are no proposed uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—net increase of \$0.5 million primarily for planning purposes associated with anticipated salary and benefit increases and additional resources for the Office of Labor Standards and Enforcement.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Executive Office	7.00	7.00	7.00	—	7.00
Office of Intergovernmental Affairs	4.50	4.50	—	(100.0)	—
Office of Ethics & Compliance	5.00	5.00	6.00	20.0	6.00
Office of Equity and Racial Justice	—	5.00	7.00	40.0	7.00
Office of Labor Standards and Enforcement	—	5.00	5.00	—	5.00
Total	16.50	26.50	25.00	(5.7)	25.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Executive Office	\$2,344,490	\$2,360,683	\$2,343,806	(0.7)	\$2,429,484
Office of Intergovernmental Affairs	1,604,499	1,584,242	—	(100.0)	—
County Memberships and Audit	765,313	751,499	758,264	0.9	758,264
Office of Ethics & Compliance	1,102,748	1,126,205	1,297,221	15.2	1,338,354
Office of Equity and Racial Justice	5,000,000	2,200,000	1,728,758	(21.4)	1,773,318
Office of Labor Standards and Enforcement	—	1,100,000	1,248,109	13.5	1,282,929
Total	\$10,817,050	\$9,122,629	\$7,376,158	(19.1)	\$7,582,349

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,935,122	\$5,589,711	\$5,518,230	(1.3)	\$5,724,421
Services & Supplies	6,881,928	7,532,918	2,157,928	(71.4)	1,857,928
Expenditure Transfer & Reimbursements	—	(4,000,000)	(300,000)	(92.5)	—
Total	\$10,817,050	\$9,122,629	\$7,376,158	(19.1)	\$7,582,349





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$234,933	\$141,705	\$127,831	(9.8)	\$127,831
Fund Balance Component Decreases	119,408	108,884	108,884	—	108,884
Use of Fund Balance	5,053,426	2,253,426	—	(100.0)	—
General Purpose Revenue Allocation	5,409,283	6,618,614	7,139,443	7.9	7,345,634
Total	\$10,817,050	\$9,122,629	\$7,376,158	(19.1)	\$7,582,349





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 233.50 staff years and a budget of \$40.6 million.



2021–22 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Validated 100% (37) 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% (40) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
 - Achieved a recovery rate (total dollars collected/total available accounts receivable) of 6.13%, which was below the goal of 6.25%. This measure represents the 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. Also, due to the ongoing 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 debtors who were unable to make monthly payments, which also resulted in reduced collections from voluntary payments.
 - Implemented an E-Commerce solution to replace the current online payment portal with an online payment application which allows for the scheduling and processing of recurring payments. This solution also integrates with the

Strategic Initiative Legend for Anticipated Accomplishments

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

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

ORR’s current Interactive Voice Response (IVR) system and enhances customer satisfaction by offering automated, self-service phone payments.

- Achieved success/quality rate of 90.2% (84,718 out of 93,972) 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.
- Upgrade of the County’s Oracle Financials Application, which is currently nearing end of vendor support, has commenced with the required infrastructure pre-requisites, schedule development, and unit test phase activities being completed this Fiscal Year. 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.
- Upgraded Kronos, the County’s employee timekeeping application, to the latest supported release. This upgrade allows the County to increase functionality, compatibility and stability, and also provides the County with the latest features and capabilities while maintaining the application support.
- Submitted 100% (1,393) 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% (290,210) 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 21 trainings that focused 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, 2020, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive 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.

- 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), Federal Emergency Management Agency (FEMA), and American Rescue Plan Act (ARPA).
- To develop and implement policies, procedures, and processes for the new lease accounting and reporting as required by GASB Statement 87, the County procured the LeaseQuery software program to manage the leases and completed all the infrastructure, technical, functional development activities, User acceptance testing (UAT) and went live with the new system.
- 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 six customer service trainings to all A&C staff to enhance customer service skills and techniques.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective


For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Short-term: Reduce the number of Annual Comprehensive Financial Reports printed by 20%, which will save between 5 to 6 thousand pages of paper, plus ink and/or toner.



- Short-term: Reduce Auditor and Controller (A&C) space at the County Operations Center by at least 7.5% based on Fiscal Year 2021–22 square footage.
 - Short-term: Reduce paper consumption by 30% through double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails. A&C will conduct periodic reviews of paper consumption to determine if further actions are necessary.
 - Short-term: Provide trainings to employees about sustainability topics.
 - Mid-term: Identify items that can be replaced with durable/re-usable items by tracking supply purchases.
 - Long-term: Convert eligible Payroll forms to an electronic format.
 - Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Earn the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2021, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2022. 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.
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Empower
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best
 - Provide customer service trainings to all A&C staff to enhance customer service skills and techniques.
 - Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.
 - Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - 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 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.
 - Revise the Office of Audits and Advisory Services (OAAS) strategic planning process to ensure alignment with the County strategic plan initiatives and publish audit reports online.
 - Validate 100% of audit recommendations reported as implemented within 10 business days. 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.
 - 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
 - Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Upgrade the ORR's 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.
 - 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.
 - 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. The planned go-live for this upgrade project is March 2023.

Related Links

For additional information about the Auditor and Controller, refer to the website at:

◆ www.sandiegocounty.gov/auditor



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	County invoices processed within five days of receipt from departments	100% of 290,210	100%	100% of 290,210	N/A	N/A
	Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,435	100%	100% of 1,393	N/A	N/A
	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 ¹	100% of 41	100%	100% of 37	N/A	N/A
	Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ²	5.53%	6.25%	6.13%	N/A	N/A
	County invoices processed within five days of receipt from departments	N/A	N/A	N/A	100%	100%
	Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	N/A	N/A	N/A	100%	100%
	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 ¹	N/A	N/A	N/A	100%	100%
	Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ²	N/A	N/A	N/A	6.25%	6.25%

Table Notes

¹ 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.

² 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: 2021–22 to 2022–23

Staffing

Decrease of 2.00 staff years

- ◆ Decrease of 2.00 staff years due to realignment of opera-

tional needs in the Finance and General Government Executive Office to support enterprise priorities

Expenditures

Net decrease of \$1.0 million

- ◆ Salaries & Benefits—decrease of \$0.1 million due to the staffing decrease noted above, which is offset by increases pri-





marily for planning purposes associated with anticipated salary and benefit increases.

- ◆ Services & Supplies—decrease of \$0.9 million, primarily as a result of the removal of one-time costs associated various IT projects budgeted in Fiscal Year 2021–22.

Revenues

Net decrease of \$1.0 million

- ◆ Charges for Current Services—decrease of \$0.2 million in revenue related to a decrease in collection administrative fees in the Office of Revenue and Recovery due to State legislation that limits the fees.
- ◆ Miscellaneous Revenues—increase of \$0.1 million in revenue associated with the administration of court ordered victim restitution.

- ◆ Use of Fund Balance—decrease of \$1.5 million for a total budget of zero in unassigned General Fund fund balance. There are no proposed uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—increase of \$0.6 million primarily for planning purposes associated with pending labor negotiations.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.7 million primarily for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Audits	15.00	19.00	22.00	15.8	22.00
Controller Division	99.00	100.50	101.50	1.0	101.50
Revenue and Recovery	96.00	87.00	82.00	(5.7)	82.00
Administration	15.50	17.00	17.00	—	17.00
Information Technology Mgmt Services	11.00	12.00	11.00	(8.3)	11.00
Total	236.50	235.50	233.50	(0.8)	233.50

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Audits	\$2,816,571	\$3,366,783	\$4,083,212	21.3	\$4,277,382
Controller Division	13,289,414	15,211,620	15,401,940	1.3	16,177,585
Revenue and Recovery	10,505,664	10,433,416	10,506,264	0.7	10,969,109
Administration	4,395,399	4,697,315	3,145,440	(33.0)	3,277,265
Information Technology Mgmt Services	8,028,800	7,876,787	7,494,003	(4.9)	7,590,708
Total	\$39,035,848	\$41,585,921	\$40,630,859	(2.3)	\$42,292,049

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$28,357,054	\$30,192,741	\$30,157,474	(0.1)	\$31,818,484
Services & Supplies	10,843,552	11,557,938	10,638,143	(8.0)	10,638,323
Other Charges	50,000	50,000	50,000	—	50,000
Expenditure Transfer & Reimbursements	(214,758)	(214,758)	(214,758)	—	(214,758)
Total	\$39,035,848	\$41,585,921	\$40,630,859	(2.3)	\$42,292,049





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$—	\$1,052,101	\$1,052,101	—	\$1,052,101
Charges For Current Services	6,480,068	6,536,452	6,321,311	(3.3)	6,321,311
Miscellaneous Revenues	220,000	220,000	320,000	45.5	320,000
Fund Balance Component Decreases	821,830	821,830	821,830	—	821,830
Use of Fund Balance	541,928	1,498,440	—	(100.0)	—
General Purpose Revenue Allocation	30,972,022	31,457,098	32,115,617	2.1	33,776,807
Total	\$39,035,848	\$41,585,921	\$40,630,859	(2.3)	\$42,292,049





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 9.00 staff years and a budget of \$1.7 million.



2021–22 Anticipated Accomplishments

Sustainable Environments/Thriving

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

Completed 100% of 84 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).

- Completed 100% of 25 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).
- Completed 100% of 21 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).
- Processed 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

Strategic Initiative Legend for Anticipated Accomplishments

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

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

- 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 for Objectives



○ - Audacious Goal
● - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Analyze overall trends related to deaths in custody, to determine whether trends suggest disparate and disproportionate treatment, as they pertain to demographics.
 - Analyze overall trends pertaining to discrimination allegations.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Analyze overall trends related to deaths in custody, to determine whether trends suggest deficiencies in Sheriff’s Department or Probation Department policies and procedures.
 - Analyze overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff’s Department or Probation Department policies and procedures.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Review staff telework schedules and determine a footprint reduction plan for CLERB.
 - Short-term: Provide quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.
 - Short-term: Reduce use of paper by 25% by relying on electronic (PDF) documents and double-sided printing.
 - Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
 - Long-term: Transition to hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in person meetings.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Conduct or attend 12 community outreach activities to increase awareness of CLERB.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits
 - 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.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - 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 three months of receiving all investigatory materials, 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.
- Present 12 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.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
- Provide to the Sheriff’s Department a detailed plan to reduce the likelihood of racially disparate law enforcement practices.

Related Links

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

◆ www.sandiegocounty.gov/clerb

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Conduct or attend community outreach activities ¹	4	12	12	N/A	N/A
	Mail complaint documents for complainant signature within two working days of initial contact ²	100% of 116	100%	100% of 130	N/A	N/A
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions ²	100% of 91	100%	100% of 84	N/A	N/A
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	100% of 15	100%	100% of 25	N/A	N/A
	Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions ⁵	100%	100%	100% of 21	N/A	N/A
	Present policy and procedure recommendations to the Sheriff’s Department and/or Probation Department ³	12	8	12	N/A	N/A
	Provide monthly early warning reports to the Sheriff’s Department and Probation Department ¹	12	12	12	N/A	N/A
	Provide quarterly training on law enforcement oversight issues to the community ^{1,4}	N/A	N/A	N/A	N/A	N/A
	Conduct or attend community outreach activities	N/A	N/A	N/A	12	12
	Mail complaint documents for complainant signature within two working days of initial contact ²	N/A	N/A	N/A	100%	100%



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions ²	N/A	N/A	N/A	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	N/A	N/A	N/A	100%	100%
	Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions ⁵	N/A	N/A	N/A	100%	100%
	Present policy and procedure recommendations to the Sheriff's Department and/or Probation Department ³	N/A	N/A	N/A	12	12
	Provide monthly early warning reports to the Sheriff's Department and Probation Department ¹	N/A	N/A	N/A	12	12

Table Notes

- ¹ The success of this goal is based on all activities being completed within the fiscal year rather than a percentage of those activities.
- ² Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).
- ³ This measure was exceeded due to the investigation of more complex cases and seriousness of allegations.
- ⁴ This measure will be discontinued in Fiscal Year 2020–21 as these trainings are now included as part of the quarterly community outreach activities.
- ⁵ This measure was added in Fiscal Year 2020–21 .

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

Staffing

Increase of 1.00 staff year to provide administrative and analytical support.

Expenditures

Increase of \$0.2 million

- ◆ Salaries & Benefits—increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases and the resources to support the staff addition noted above.

Revenues

Increase of \$0.2 million

- ◆ General Purpose Revenue Allocation—increase of \$0.2 million primarily for planning purposes associated with anticipated salary and benefit increases and for staffing increase noted above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Law Enforcement Review Board	8.00	8.00	9.00	12.5	9.00
Total	8.00	8.00	9.00	12.5	9.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Law Enforcement Review Board	\$1,501,491	\$1,559,269	\$1,718,666	10.2	\$1,768,562
Total	\$1,501,491	\$1,559,269	\$1,718,666	10.2	\$1,768,562

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$1,237,779	\$1,296,351	\$1,445,258	11.5	\$1,501,430
Services & Supplies	263,712	262,918	273,408	4.0	267,132
Total	\$1,501,491	\$1,559,269	\$1,718,666	10.2	\$1,768,562

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Fund Balance Component Decreases	\$24,804	\$24,804	\$24,804	—	\$24,804
Use of Fund Balance	459,060	9,878	—	(100.0)	—
General Purpose Revenue Allocation	1,017,627	1,524,587	1,693,862	11.1	1,743,758
Total	\$1,501,491	\$1,559,269	\$1,718,666	10.2	\$1,768,562





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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery that is sensitive to individuals’ needs
 - Conducted virtual videoconference hearings for customers in order to protect the health of staff, customers, and hearing participants by limiting in-person interactions during the COVID-19 pandemic.
 - Accepted all types of appeals, complaints, and requests electronically in order to protect the health of staff and customers by limiting in-person interactions during the COVID-19 pandemic.

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- Implemented a hybrid teleworking schedule for all staff that maintains office coverage while still providing excellent and timely customer service. This schedule change reduced miles driven by staff by approximately 8,100 miles per year.
- Accepted all types of appeals, complaints, and requests electronically resulting in reduced miles driven by customers.
- Conducted virtual videoconference hearings resulting in reduced miles driven by staff, customers, and hearing participants.

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 79% (22 of 28) 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% (14) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
 - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
 - Ensured all decisions made by the Commission took into consideration fairness, due process and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
 - Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice,

key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.

- Successfully migrated public meeting virtual platform to videoconference format to provide more interactive experience for our customers and the public.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff.
 - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
 - Provided a safe, neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
 - 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.
- 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.
 - Updated our forms to be more inclusive by asking our customers their preferred pronouns.

- 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.
- 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.
 - Short-term: Reduce use of paper by relying on electronic (PDF) documents and double-sided printing.
 - Short-term: Discontinue water deliveries by utilizing water bottle refill stations to reduce plastic waste and vehicle miles traveled in the delivery.
 - Short-term: Identify opportunities and participate in carbon footprint reduction activities.
 - Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
 - Long-term: Look for ways to expand opportunities to deliver virtual customer service to reduce vehicle miles traveled by employees, customers, and the public.

Strategic Initiative Legend for Objectives

				
○	- Audacious Goal	●	- Departmental Objective	

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.

Community

- Communications: Create proactive communication that is accessible and transparent.
 - 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.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Provide staff (1 of 3 – 33%) who will assume response and recovery roles during a disaster such as a wildfire (Local Assistance Centers, 211 operators).

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.



- Participate in ongoing training in areas of sustainability, human resources, technology, workplace safety, finance, and pertinent legal updates to increase staff’s knowledge in order to provide superior customer service.
- Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - 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.
- 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.

Related Links

For additional information about the Civil Service Commission, refer to the website at:

◆ www.sandiegocounty.gov/civilservice





Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Positive customer satisfaction rating ¹	99%	95%	95%	N/A	N/A
	Personnel disputes resolved without need of an evidentiary hearing ²	58% of 26	55%	79% of 28	N/A	N/A
	Commission decisions distributed within 48 hours of Commission approval	100% of 14	95%	100% of 14	N/A	N/A
	Personnel disputes resolved without need of an evidentiary hearing	N/A	N/A	N/A	55%	55%
	Commission decisions distributed within 48 hours of Commission approval ²	N/A	N/A	N/A	95%	95%
	Positive customer satisfaction rating ¹	N/A	N/A	N/A	95%	95%

Table Notes

¹ Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

² Full evidentiary hearings can result in extensive staff time and legal and administrative costs.

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

Staffing

- ◆ No significant changes.

Expenditures

- ◆ No significant changes.

Revenues

- ◆ No significant changes.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Civil Service Commission	3.00	3.00	3.00	—	3.00
Total	3.00	3.00	3.00	—	3.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Civil Service Commission	\$579,058	\$580,732	\$591,985	1.9	\$613,860
Total	\$579,058	\$580,732	\$591,985	1.9	\$613,860

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$470,985	\$490,273	\$497,652	1.5	\$519,527
Services & Supplies	108,073	90,459	94,333	4.3	94,333
Total	\$579,058	\$580,732	\$591,985	1.9	\$613,860

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$39,284	\$46,374	\$44,556	(3.9)	\$44,556
Fund Balance Component Decreases	14,256	14,256	14,256	—	14,256
Use of Fund Balance	9,284	9,284	—	(100.0)	—
General Purpose Revenue Allocation	516,234	510,818	533,173	4.4	555,048
Total	\$579,058	\$580,732	\$591,985	1.9	\$613,860





Clerk of the Board of Supervisors

Mission Statement

To promote integrity in government administration through transparency, equitable access, and exceptional customer service.

Department Description

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 Clerk of the Board of Supervisors also provides administrative support to the Assessment Appeals Boards, County Hearing Officers, Special Districts and City Selection Committee, in addition to administration of the Labor Relations Ordinance. 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. In Fiscal Year 2022–23, the department will introduce a Public Records Act unit that will coordinate and respond to all County public records requests.



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 (Form 700s), 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 30.00 staff years and a budget of \$4.9 million.



Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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, served as the Clerk for the County of San Diego Independent Redistricting Commission clerking a total of 49 meetings of the Commission.
 - Reviewed and updated department policies and procedures to ensure that services provided to the public are fair, just and equitable including the development of an Inclusive Language Guide for drafting and review of policies, procedures and other documents.

Operational Excellence

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

- Implemented a technology solution that improves the submission and reporting processes for applicants for, and members of, County boards, commissions, and committees.
- Deployed initiatives from the Board of Supervisors Transparency Subcommittee that relate to functions in the Clerk of the Board of Supervisors department including a project improving the public search functionality on the Clerk of the Board website to ensure the public has easy access to records, as well as implemented a new solution for virtual public comments to address access and engagement challenges for constituents.
- Finalized and adopted 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
 - Improved the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically.
 - Received customer survey cards from 57% of the customers served in a fiscal year with an average rating of 4.97 out of 5.0 in all six categories.
 - Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 99.2% of Appeal Applications within seven days of receipt.
 - Improved the passport application acceptance process to reduce the department’s benchmark for average passport acceptance transaction time from 12.5 minutes to 10 minutes per application.
 - 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
 - Completed a departmentwide 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.
 - Revised and redesigned 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 as well as instituted 30, 60, and 90-day check-ins with the management team to ensure that new hires have the support they need for success.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

 Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Develop and provide training on utilizing electronic resources to access Board of Supervisors agenda materials to reduce the number of hard copy agendas that are produced that result in a significant amount of paper waste.
 - Short-term: Focus on reducing waste produced at recognition events by providing reusable or compostable tableware.
 - Short-term: Identify opportunities and participate in carbon footprint reduction activities.
 - Mid-term: Further identify opportunities to transition paper forms or documents to electronic formats that allow online submission and retention, including mandating electronic filing of Statements of Economic Interest (Form 700s).
 - Long-term: Implement a Departmental Sustainable Purchasing Policy that prioritizes purchasing supplies and equipment that are recyclable or made from recycled materials.

 Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Establish a centralized Public Records Act Unit that will be the main point of contact for the public to request records and coordinate with departments on providing timely responses to requests. This will also include deploying a software solution for the public to submit requests, as well as for staff to manage and route requests.



- Provide interpreters for Board of Supervisors meetings to ensure residents have opportunities to make informed decisions while listening to, participating in or using County services or programs.
- Provide additional means of access to Board of Supervisors’ Meetings to constituents in their preferred language.
- Ensure access to services and information through additional translated materials and signage.

 **Empower**

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Implement a focused cross training plan that ensures that all staff have the knowledge for prompt response to customer inquiries regardless of operational units, as well as ensuring continuity of services during unexpected circumstances.
 - 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 98% of Appeal Applications within seven days of receipt.
- Meet the department’s benchmark of an average of 10 minutes per passport application.




 **Justice**

- Environment: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - 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.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ www.sandiegocounty.gov/cob
- ◆ www.sandiegocob.com
- ◆ www.sdpassports.com

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories ¹	4.9	4.9	4.9	N/A	N/A
	Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	45% of 4,153 applications	98%	99%	N/A	N/A
	Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100%	100%	100%	N/A	N/A
	Statements of Economic Interests (Form 700s) filed electronically	60%	72%	75%	N/A	N/A
	Average transaction time for processing passport applications ³	12.5 minutes	N/A	10 minutes	N/A	N/A
	Statements of Economic Interests (Form 700s) filed electronically	N/A	N/A	N/A	75%	85%
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories ¹	N/A	N/A	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 ²	N/A	N/A	N/A	98%	98%




Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Average transaction time for processing passport applications ³	N/A	N/A	N/A	10 minutes	10 minutes
	Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	N/A	N/A	N/A	100.0%	100.0%

Table Notes

¹ Scale of 1-5, with 5 being “excellent.”

² During Fiscal Year 202122, total applications received were 4,500. Target varies with volume: 1-5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.

³ The department’s benchmark transaction time has been 12.5 minutes per application. However, through a process reengineering effort, the department was able to reduce the transaction time to 10 minutes.

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

Staffing

Increase of 2.00 staff years to establish the centralized Public Records Act Unit.

Expenditures

Net increase of \$0.6 million

- ◆ Salaries & Benefits—increase of \$0.3 million for staffing associated with the new Public Records Act Unit.

- ◆ Services & Supplies—increase of \$0.3 million for various one-time IT systems upgrades to meet ongoing technology needs.

Revenues

Net increase of \$0.6 million

- ◆ General Purpose Revenue Allocation—increase of \$0.6 million primarily for planning purposes associated with salary and benefit increases and staffing changes noted above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Legislative Services	12.00	11.00	8.00	(27.3)	8.00
Public Services	13.00	13.00	18.00	38.5	18.00
Executive Office	3.00	4.00	4.00	—	4.00
Total	28.00	28.00	30.00	7.1	30.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Legislative Services	\$1,650,843	\$1,606,118	\$1,473,764	(8.2)	\$1,500,500
Public Services	1,743,983	1,718,563	2,466,296	43.5	2,514,397
Executive Office	779,259	958,665	924,097	(3.6)	957,575
Total	\$4,174,085	\$4,283,346	\$4,864,157	13.6	\$4,972,472

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,644,148	\$3,659,271	\$3,946,601	7.9	\$4,109,477
Services & Supplies	529,937	624,075	917,556	47.0	862,995
Total	\$4,174,085	\$4,283,346	\$4,864,157	13.6	\$4,972,472

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$668,000	\$681,000	\$687,000	0.9	\$697,000
Miscellaneous Revenues	7,800	8,600	10,500	22.1	10,500
Fund Balance Component Decreases	106,478	101,498	101,498	—	101,498
Use of Fund Balance	65,012	65,012	—	(100.0)	—
General Purpose Revenue Allocation	3,326,795	3,427,236	4,065,159	18.6	4,163,474
Total	\$4,174,085	\$4,283,346	\$4,864,157	13.6	\$4,972,472





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 23.00 staff years and a budget of \$5.5 million.



2021–22 Anticipated Accomplishments



Building Better Health

- 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. During the COVID-19 pandemic, County Communications Office (CCO) and Health and Human Services Agency (HHSA) communications team managed a comprehensive outreach strategy with a focus on those most impacted, resulting in more than 68 million impressions and almost 80,000 subscribers to text updates.



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

Strategic Initiative Legend for Anticipated Accomplishments

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

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

tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 395 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 regular and special 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 10%.
- 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 220 content items, such as an article or video.

Strategic Initiative Legend for Objectives

 - Audacious Goal

 - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

 **Equity**

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Expand multilingual access to provide accurate and timely emergency and recovery information to the public and media by gathering community input, particularly from underrepresented communities, to improve current tools, such as the County’s emergency website and app, social media, news releases, news conferences and video, and identify new tools.

 **Sustainability**

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Share clear and accessible information about County and community sustainability efforts to encourage active involvement in efforts to combat climate change and protect and enjoy the natural environment.
 - Short-term: Extend department hybrid teleworking schedule through Fiscal Year 2022–23 to reduce vehicle miles traveled.
 - Short-term: Provide training to ensure IT management policies (how to set computers and printers to turn off/sleep, print double sided, etc.) are implemented by all staff to reduce energy use and waste.
 - Mid-term: Provide department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
 - Long-term: Purchase EV production vehicle to contribute to the reduction of greenhouse gases.

 **Community**

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Create a comprehensive community engagement strategy and embed it in the County culture, working with partners and the public, particularly underrepresented communities, to play meaningful roles in discussions and decision-making, building trust and serving as a catalyst for meaningful change.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs



- Provide timely and relevant information to the public about County and community programs and services 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.
- Provide County and partner information as well as opportunities for engagement through social media. Increase number of followers on Facebook, Instagram and Twitter by 10%.
- Develop a language services plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.

 **Empower**

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Invest in our workforce and operations by providing resources and information on the County’s intranet site, posting 200 content items, such as articles, videos and trainings.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintain transparency and accountability by responding to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.






 **Justice**

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Share clear and accessible information about regional efforts to reduce disparities and disproportionality across the justice system as well as promote opportunities for restorative and environmental justice to build trust and promote transparency.

Related Links

For additional information about the County Communications Office, please visit:

◆ www.countynewscenter.com

Performance Measures		2020–21	2021–22	2021–22	2022–23	2023–24
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Participate in two emergency preparedness drills to test readiness	2	2	2	N/A	N/A
	Coordinate two regional Public Information Officers meetings per fiscal year	2	2	2	N/A	N/A
	News items (article or video) posted on County News Center ¹	493	365	395	N/A	N/A
	Increase in followers of County social media sites	16% (35,584 over 222,289 actual base)	10%	10% (25,492 over 258,959 base)	N/A	N/A
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request	100%	100%	100%	N/A	N/A
	Articles, videos and information posted on departments intranet site	311	200	220	N/A	N/A
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request	N/A	N/A	N/A	100%	100%
	Coordinate two regional Public Information Officers meetings per fiscal year	N/A	N/A	N/A	2	2


Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	News items (article or video) posted on County News Center	N/A	N/A	N/A	365	365
	Increase in followers of County social media sites	N/A	N/A	N/A	10%	10%
	Articles, videos and information posted on departments intranet site ¹	N/A	N/A	N/A	200	200
	Participate in two emergency preparedness drills to test readiness	N/A	N/A	N/A	2	2

Table Notes

¹ While it is the departments 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.

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

Staffing

Net increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to support community engagement efforts.
- ◆ Increase of 1.00 staff year to support enterprise-wide translation coordination.
- ◆ Decrease of 1.00 staff year due to realignment of operational needs in the County Technology Office to support enterprise priorities

Expenditures

Net increase \$1.6 million

- ◆ Salaries & Benefits—increase of \$0.3 million primarily for planning purposes associated with anticipated salary and benefit increases and the staffing changes noted above.
- ◆ Services & Supplies—net increase of \$1.5 million.
 - ◆ Increase of \$0.8 million primarily due to one-time expenditures for CNC TV studio renovations.
 - ◆ Increase of \$0.2 million associated with cost for community engagement support.
 - ◆ Increase of \$0.5 million associated with cost for Countywide translation coordination support.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million associated with the rebudget of Fiscal Year 2021–22 appropriations to support community engagement efforts,

noted above. Since this is a transfer of expenditures, it has a net effect of \$0.2 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$1.6 million

- ◆ Licenses, Permits & Franchises—increase of \$0.8 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to one-time expenditures for CNC TV studio renovations.
- ◆ Use of Fund Balance—increase of \$0.4 million for a total budget of \$0.5 million in unassigned General Fund fund balance tied to Countywide translation coordination activities.
- ◆ General Purpose Revenue Allocation—net increase of \$0.4 million primarily for planning purposes associated with anticipated salary and benefit increases, and the staffing changes noted above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$1.0 million primarily due to removal of one-time expenditures for CNC TV, translation coordination support and community engagement support, partially offset by increases for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Communications Office	21.00	21.00	23.00	9.5	23.00
Total	21.00	21.00	23.00	9.5	23.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Communications Office	\$3,951,184	\$3,941,283	\$5,504,728	39.7	\$4,533,678
Total	\$3,951,184	\$3,941,283	\$5,504,728	39.7	\$4,533,678

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,292,889	\$3,340,401	\$3,614,078	8.2	\$3,847,028
Services & Supplies	545,295	751,882	2,245,650	198.7	586,650
Capital Assets Equipment	463,000	199,000	195,000	(2.0)	450,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(550,000)	57.1	(350,000)
Total	\$3,951,184	\$3,941,283	\$5,504,728	39.7	\$4,533,678

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$519,500	\$463,500	\$1,228,000	164.9	\$524,000
Fund Balance Component Decreases	96,660	96,660	95,996	(0.7)	95,996
Use of Fund Balance	50,902	50,902	500,000	882.3	—
General Purpose Revenue Allocation	3,284,122	3,330,221	3,680,732	10.5	3,913,682
Total	\$3,951,184	\$3,941,283	\$5,504,728	39.7	\$4,533,678





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 165.00 staff years and a budget of \$38.7 million.



- Strengthened the local behavioral health continuum of care and supported 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). County Counsel continued to provide 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, housing and various bridge planning strategies. Such legal support included drafting, revising 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 played a key role in representing the public conservator, the County Psychiatric Hospital and other hospitals in coordinating with local behavioral health 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 drafted and revised memoranda of agreement with local law enforcement agencies and municipalities for the regions first Mobile Crisis Response Teams.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Provided effective legal services to HHSA in matters relating to children who are or may become dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

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



- ◆ Prevailed in 98% (959 of 976) of Juvenile Dependency petitions contested in Superior Court.
- ◆ Prevailed in 96% (198 of 206) of Juvenile Dependency appeals and writs filed.



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improved policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
 - Conducted 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - 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.
 - ◆ The County had no Environmental Impact Report (EIR) reviews in this fiscal year due to litigation over the climate action plan and vehicle miles travel metrics, which limited processing of general plan amendments from the private sector. An uptick in EIR reviews in the next fiscal year is expected due to settlement of those issues, and increase in green County initiated programs.
 - ◆ Conducted 60 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.
 - ◆ Completed 100% (59) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 100% (2,036) 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, and visited a Sheriff’s Department facility to improve communication to provide greater efficiency during the litigation discovery process.
- Provided 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- 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.
 - ◆ Prevailed in 90% (75 of 83) of court decisions in all lawsuits filed against the County.
 - ◆ Achieved 95% (19 of 20) success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
 - ◆ Handled 95% (105 of 110) 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
 - Currently working with DPC to update County contracting templates and related procedures to address new and soon-to-be implemented Board procurement initiatives. Once that work is completed, the Office will 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
 - Continued 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



Strategic Initiative Legend for Objectives



-  - Audacious Goal
-  - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - 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) by providing timely advice on implementation, program design and regulatory compliance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - 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.
 - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - 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.
 - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.

- Prevail in 96% of Juvenile Dependency appeals and writs filed.
- 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduce County Counsel’s copier and printer use by changing the default settings to double-side printing and encouraging printing only when needed, thereby reducing paper and toner use, and reducing materials waste.
 - Short-term: Provide communication to department staff about the County’s Reutilization site and its efforts towards composting to promote a culture of reusing and repurposing items.
 - Short-term: Reduce paper use within at least one department division by establishing a system of scanning its active case files.
 - Short-term: Identify opportunities and participate in carbon footprint reduction activities.
 - Mid-term: Assist departments in finding legal solutions which allow greater economic and/or energy savings
 - Long-term: Gather department’s business requirements to identify one or more robust electronic document management systems to implement as long-term business resources.
 - Long-term: Gather department’s business requirements to identify an electronic discovery system for the litigation services area.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - 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.



Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



- 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.
- 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.
- 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.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - 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.

- 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.




 **Justice**

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work
 - 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.
 - Assist Departments in creating policies that improve environmental and community support factors that comply with applicable laws.





Related Links

For additional information about County Counsel, refer to the website at:

◆ www.sandiegocounty.gov/CountyCounsel

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Success rate in Juvenile Dependency petitions contested in Superior Court	98% (1,059 of 1,083)	98%	98% (959 of 976)	N/A	N/A
	Success rate in Juvenile Dependency appeals and writs filed	96% (204 of 212)	96%	96% (198 of 206)	N/A	N/A
	Draft Environmental Impact Report reviews completed in 40 days or less ¹	100% (1)	100%	0%	N/A	N/A
	Number of internal meetings to evaluate new and ongoing land use projects ²	60	20	60	N/A	N/A
	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	50	30	30	N/A	N/A
	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 ³	3	5	4	N/A	N/A



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (49)	100%	100% (59)	N/A	N/A
	Advisory assignments for all County departments completed by the due date	100% (2,100)	100%	100% (2,036)	N/A	N/A
	Resolved court cases filed against the County in which County will prevail (County success rate)	97% (86 of 89)	90%	90% (75 of 83)	N/A	N/A
	Resolved non-conflict cases against the County handled by County Counsel	99% (130 of 131)	95%		N/A	N/A
	Success rate in County cases against other parties	100%(5)	95%	95%(19 of 20)	N/A	N/A
	Number of risk mitigation education sessions provided by County Counsel	58	40	40	N/A	N/A
	Number of in-house trainings for new and current employees	5	5	5	N/A	N/A
	Number of designated staff to complete Financial Literacy online LMS training	100%	100%	100%	N/A	N/A
	Draft Environmental Impact Report reviews completed in 40 days or less	N/A	N/A	N/A	100%	100%
	Success rate in Juvenile Dependency petitions contested in Superior Court	N/A	N/A	N/A	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	N/A	N/A	N/A	96%	96%
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	N/A	N/A	N/A	100%	100%
	Advisory assignments for all County departments completed by the due date	N/A	N/A	N/A	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	N/A	N/A	N/A	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	N/A	N/A	N/A	95%	95%
	Success rate in County cases against other parties	N/A	N/A	N/A	95%	95%
	Number of internal meetings to evaluate new and ongoing land use projects	N/A	N/A	N/A	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	N/A	N/A	N/A	30	30
	Number of risk mitigation education sessions provided by County Counsel	N/A	N/A	N/A	40	40




Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Number of in-house trainings for new and current employees	N/A	N/A	N/A	5	5
	Number of designated staff to complete Financial Literacy online LMS training	N/A	N/A	N/A	100%	100%
	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	N/A	N/A	N/A	5	5

Table Notes

¹ This performance measure was not met due to the County having no EIR reviews in this fiscal year due to litigation over the climate action plan and vehicle miles travel metrics, which limited processing of general plan amendments from the private sector.

² This performance measure goal was exceeded due to the realignment of resources which allowed for additional internal meetings during the Fiscal Year.

³ This performance measure was met in part. The site visits to Sheriff’s facilities were postponed for majority of fiscal year due to impacts from the COVID-19 pandemic but one is scheduled to take place in the latter part of this fiscal year.

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

Staffing

Increase of 15.00 staff years to align program coordination support in all legal services areas due to the overall growth in Countywide staffing and the addition of new departments..

Expenditures

Net increase of \$4.8 million

- ◆ Salaries & Benefits—increase of \$4.2 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—increase of \$0.5 million primarily due to increase in various operational services & supplies, including training, travel, and facilities related expenditures.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million primarily due to reduction in anticipated costs for coordinated program services provided on environmental health and private development constructions matters. Since this is a transfer of expenditures, it has the effect of a \$0.1 million increase in expenditures.

Revenues

Net increase of \$4.8 million

- ◆ Charges for Current Services—increase of \$1.2 million primarily due to an anticipated increase in reimbursable staff costs for public liability and workers’ compensation legal services.
- ◆ Fund Balance Component Decrease—no significant change. A total of \$0.8 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$0.4 million due to completion of one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—net increase of \$4.0 million primarily for planning purposes associated with anticipated salary and benefit increases and increase in staff years.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.9 million primarily for planning purposes associated with anticipated salary and benefit increases.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Counsel	148.00	150.00	165.00	10.0	165.00
Total	148.00	150.00	165.00	10.0	165.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
County Counsel	\$32,794,259	\$33,848,785	\$38,649,916	14.2	\$40,508,232
Total	\$32,794,259	\$33,848,785	\$38,649,916	14.2	\$40,508,232

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$33,008,291	\$34,533,514	\$38,687,840	12.0	\$40,546,156
Services & Supplies	2,000,838	1,927,187	2,424,268	25.8	2,424,268
Expenditure Transfer & Reimbursements	(2,214,870)	(2,611,916)	(2,462,192)	(5.7)	(2,462,192)
Total	\$32,794,259	\$33,848,785	\$38,649,916	14.2	\$40,508,232

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$16,125,024	\$16,728,174	\$17,944,285	7.3	\$18,789,279
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Fund Balance Component Decreases	686,425	756,452	798,793	5.6	798,793
Use of Fund Balance	466,402	468,580	—	(100.0)	—
General Purpose Revenue Allocation	15,515,408	15,894,579	19,905,838	25.2	20,919,160
Total	\$32,794,259	\$33,848,785	\$38,649,916	14.2	\$40,508,232





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 17.0 staff years, an operating budget of \$10.4 million and an IT internal service fund of \$208.6 million.



target completion date pending Court internal processes.

- ◆ Continued to establish an Electronic Media Center for Juvenile Delinquency justice partners. Project is on hold due to reprioritization of other projects related to teleworking due to COVID emergency.
- ◆ 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 and is anticipated to complete by June 2023.
- ◆ Implemented 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. Completed January 2022. Project resulted in elimination of printing / hand delivering of over 50,000 multi-page court reports annually.
- Delayed migration of 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. This project is currently on hold pending identification of required funding.
- Continued to 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. Project is anticipated to complete by end of June 2022.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 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 have a revised target completion date of December 2023, including a revised project funding structure.
 - ◆ 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



- Continued to provide technical support for the ConnectWellISD application. ConnectWellISD 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.
- 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. In coordination with the Assessor/Recorder/County Clerk, Auditor and Controller, Treasurer-Tax Collector, and Clerk of the Board of Supervisors, will conclude the design, development, testing, and implementation of the Integrated Property Tax System (IPTS).
- Continued to provide technical coordination and oversight for the upgrade of the following Enterprise Resource Planning (ERP) applications: Kronos, Oracle E-Business Suite, and PeopleSoft.
- Provided 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.
- 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 to upgrade and/or re-host the County's public facing website platform to remain on a highly available and vendor supported solution. Project has a revised completion date of February 2023 due to delay in development of new infrastructure.
- Continued to 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. First phase of the upgrade has a revised completion date of June 2022. The second phase of the upgrade is anticipated to be completed by December 2022.
- Continued to upgrade County Constituent Relationship Management (CCRM) application to improve overall usability and functionality, to ensure that public referrals can be handled expediently. Upgrade is on schedule to complete Spring 2022.
- Reviewing options to 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. Project is currently hold pending funding options.
- Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieved 99% overall performance rating for Service Levels by the Outsourcing Provider.
 - ◆ Achieved 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Continued to strengthen the County's security posture by implementing multi-factor authentication (MFA) for all user accounts that access County computers systems and data. This will help mitigate security risk of cyber-attacks, ransomware and hacking by adding an additional layer of security in addition to username and password. Project is anticipated to complete by May 2022.
- Continued to replace the County's aging remote network access solution with an Enterprise Application Access (EAA) solution, including MFA for an additional layer of security. Project is anticipated to complete by June 2022.
- Continued to implement a secure backup solution to protect the county data from malware. With increased security threat the County has to protect the backups to recover. Project completed by April 2022.
- Implemented auto-provisioning of users which automates and streamlines the onboarding and offboarding of employees thereby increasing overall productivity and strengthening County's security posture. Project completed November 2021.
- Implemented Oracle Unified Directory (OUD) lifecycle management for secure account management that meets County standards. Project completed January 2022.
- Provided support to the Office of Emergency Services for the redesign of their website, focusing on preparedness, emergency response and disaster recovery, helping to align the look and feel with County's branding and improving the ability to discover and experience content.
- 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 92% overall rating, which is less than the goal of 98%. The survey process used to measure the rating of the delivery of IT was assessed for improvement due to continued low volume of responses. A pilot was implemented to test out a new survey process alongside revised performance targets. It is anticipated



that the IT Outsourcer will not meet the goal due to the change in performance targets and implementation of a new survey process.

- ◆ 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 2022.
- Established Digital Services program to focus on enhancing the customer experience on the County’s internal and external websites. This program will strengthen County’s data architecture, enhance information management, and deliver enhanced customer experience. The program is on schedule to define and deliver to departments the County’s digital services standards by June 2022.

Strategic Initiative Legend for Objectives



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

ment, 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.

- 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 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.
- 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.
- Patch Identity Access Management (IDAM) platform to remain on supported technology and meet requirement for IDAM upgrade. IDAM manages authentication for external partners, ERPs, and other systems. It is a mission critical system to support the businesses access to certain applications.
- Continue to strengthen the security posture of the County.
 - ◆ Enhancements to the Enterprise Access Application (EAA) and Multifactor Authentication (MFA) systems.
 - ◆ Integrate Cloud Access Security Broker (CASB) solution across cloud applications that host County data to ensure data security and compliance.
 - ◆ Implement backup & recovery practices and solutions to increase County’s cybersecurity posture.

2022–24 Objectives

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - 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.
 - 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.
 - Continue to provide program management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assess-



- Prepare EDP for migration to the cloud. This is a multiyear effort that will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate costs associated with hardware refresh and any potential transition costs.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Implement Microsoft Teams Phone service to enable full remote phone functionality and reduce legacy phone costs.
 - Short-term: Update the Teleworking IT guidance in GWOW webpage to reflect updated technology and resources.
 - Short-term: Deliver CTO-led meetings (i.e., IT Threading, ITrack User Group, ITGG, ITMC, CRC, CRB and other governance meetings) as virtual meetings to support telework and reduce VMT.
 - Short-term: Identify opportunities and participate in carbon footprint reduction activities.
 - Short-term: Provide trainings to employees about sustainability topics.
 - Mid-term: Develop and publish a Virtual Meetings resource guide that includes feature sets for each audio/video conferencing platform the County owns, to assist enterprise with transition from paper forms to electronic digital forms.
 - Long-term: Develop and publish a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper forms to electronic digital forms.

- Continue to provide Digital Services program to focus on enhancing the customer experience on the County’s internal and external websites. This program will strengthen County’s data architecture, enhance information management, and deliver enhanced customer experience.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Continue to assist in the redesign of Office of Emergency Services websites focusing on preparedness, emergency response and disaster recovery, helping to align the look and feel with County’s branding and improving the ability to discover and experience content.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - 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.


 Community

- Communications: Create proactive communication that is accessible and transparent.

Related Links

- ◆ For additional information about the CTO, refer to the website at:

www.sandiegocounty.gov/cto

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	IT initiatives resulting from CTO-driven advanced planning. ¹	5	5	7	N/A	N/A
	Outsourcing Provider IT Service Levels performance. ²	98%	99%	99%	N/A	N/A
	Outsourcing Provider IT project performance to budget and schedule. ³	100%	100%	100%	N/A	N/A
	County end-user satisfaction with delivery of IT services relative to 219 organizations. ⁴	100%	100%	100%	N/A	N/A
	Outsourcing Provider IT customer satisfaction survey results. ⁵	91%	98%	92%	N/A	N/A







Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	IT initiatives resulting from CTO-driven advanced planning. ¹	N/A	N/A	N/A	5	5
	Outsourcing Provider IT Service Levels performance. ²	N/A	N/A	N/A	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. ³	N/A	N/A	N/A	100%	100%
	County end-user satisfaction with delivery of IT services relative to 219 organizations. ⁴	N/A	N/A	N/A	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. ⁵	N/A	N/A	N/A	98%	98%

Table Notes

¹ Every year, the CTO intends on completing IT initiatives intended to enhance technology and plan for future technology needs.

² The percentage reported reflects the Service Levels (formerly "Minimum Acceptable Service Levels (MASLs)") achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

³ The percentage reported reflects the Service Levels for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

⁴ The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to over 219 organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner's IT Customer Satisfaction survey.

⁵ The percentage reported reflects the Outsourcing Provider's overall rating from Service Desk users for delivery of IT services.

County Technology Office Recommended Budget Changes and Operational Impact: 2021–22 to 2022–23

Staffing

Increase of 3.00 staff years.

- ◆ Increase of 3.00 staff years to support the newly established Digital Services program. This program will strengthen County's data architecture, enhance information management, and deliver enhanced customer experience.

Expenditures

Net decrease of \$1.2 million in the County Technology Office

- ◆ Salaries & Benefits—net increase of \$0.7 million primarily for planning for purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—net increase of \$2.9 million.
 - ◆ Increase of \$3.2 million in application services for projects listed below.

- ◆ Increase of \$0.3 million for catalog items purchased through IT outsourcing agreement.
- ◆ Decrease of \$0.6 million in data center services.
- ◆ Expenditure Transfer & Reimbursement—Increase of \$4.8 million associated with one-time costs related to IT projects including Digital Services program, AEM platform and CCRM system updates, Justice Electronic Library System (JELS) system enhancements, Electronic Approval system replacement, Identity Access Manager (IDAM) Patchset upgrade, EAA and MFA system enhancements, EDPP cloud migration, and CASB integration. Since this is a transfer of expenditures, it has a net effect of \$4.8 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$1.2 million in the County Technology Office

- ◆ Use of Fund Balance—decrease of \$2.1 million for a total budget of zero. There are no planned uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—net increase of \$0.9 million to sustain enterprise functions.



Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2021–22 to 2022–23

Expenditures

Decrease of \$10.2 million

- ◆ Services & Supplies—decrease of \$10.2 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 \$10.2 million

- ◆ Charges for Current Services—decrease of \$11.6 million primarily due to decrease in departmental operation, maintenance and one-time costs.
- ◆ Other Financing Sources—increase of \$1.4 million primarily due to increases in enterprise-wide license costs.

Recommended Budget Changes and Department Impact: 2022–23 to 2023–24

Net decrease of \$6.5 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
CTO Office	14.00	14.00	17.00	21.4	17.00
Total	14.00	14.00	17.00	21.4	17.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
CTO Office	\$11,196,509	\$11,599,262	\$10,391,390	(10.4)	\$10,528,015
Information Technology Internal Service Fund	221,652,551	218,846,284	208,617,042	(4.7)	202,141,655
Total	\$232,849,060	\$230,445,546	\$219,008,432	(5.0)	\$212,669,670

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$3,618,291	\$3,615,325	\$4,290,447	18.7	\$4,430,207
Services & Supplies	229,230,769	226,830,221	219,517,985	(3.2)	208,239,463
Expenditure Transfer & Reimbursements	—	—	(4,800,000)	—	—
Total	\$232,849,060	\$230,445,546	\$219,008,432	(5.0)	\$212,669,670

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Charges For Current Services	\$215,831,708	\$212,148,203	\$200,493,255	(5.5)	\$192,226,900
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	6,442,143	7,226,173	8,651,879	19.7	10,442,847
Fund Balance Component Decreases	111,156	99,164	98,524	(0.6)	98,524
Use of Fund Balance	1,561,638	2,101,638	—	(100.0)	—
General Purpose Revenue Allocation	8,802,415	8,770,368	9,664,774	10.2	9,801,399
Total	\$232,849,060	\$230,445,546	\$219,008,432	(5.0)	\$212,669,670





General Services

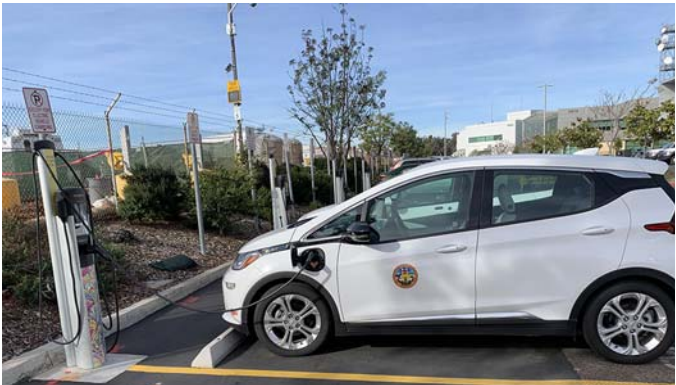
Mission Statement

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 427.00 staff years and a budget of \$239.5 million.



- Supported HHSA in the establishment of solutions for persons experiencing homelessness.
- Delivered the second Live Well Mobile Office to provide vaccinations and medical services to the community.

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 2021–22 to Fiscal Year 2020–21.
 - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2021 and remain on track for 2022. Achieved a 1% reduction in total greenhouse gas emissions compared to the prior calendar year.
 - Published the Green Fleet Action Plan with strategies to reduce GHG emissions and implement fleet electrification through 2030.
 - Reduced underutilized vehicles by 143 since Fiscal Year 2018–19.
 - Continued to expand electric vehicle (EV) infrastructure and the use of EV.
 - Delivered 10 plug-in hybrid electric vehicles (PHEV) to client departments. Partnered with 12 departments to purchase 75 BEV/PHEV vehicles for delivery in Fiscal Year 2022–23.
 - Installed 119 EV charging stations to serve the County Fleet at the County Operations Center (COC).
 - Implemented the extension of oil changes for light duty vehicles from 5,000 to 10,000 miles through a conversion to synthetic instead of conventional oil.
 - Facilitated the Board of Supervisors decision for the unincorporated County of San Diego to join San Diego Community Power (SDCP) a local Community Choice Energy (CCE) Joint Powers Authority (JPA).
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Facilitated the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSA).
 - 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.



- Supported the Department of Parks and Recreation’s effort to acquire seven properties for active and passive park development and open space.
- Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
- Supported Planning & Development Services efforts to acquire Agricultural Conservation Easements over nine properties, which promotes the preservation of agriculture in the unincorporated area and supports the County’s Climate Action Plan Goals.



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.
 - Began construction of the Southeastern Live Well Center in early 2022 with completion estimated in 2023.
 - Continued construction of the new Lakeside Branch Library with completion in Summer 2022.
 - Completed construction of the Youth Transition Campus Phase 1, Ohio Street Probation Office, the Palomar Mountain Fire Station Living Quarters, San Marcos Road Maintenance Station & Fleet Garage, Sunshine Summit Fire Station, and Mount Laguna Fire Station in early 2022.
 - Completed construction of the North Coastal Live Well Health Center Improvements, Crisis Stabilization Unit (CSU) and Sheriff Emergency Vehicle Operations Course (EVOC) in late 2021.
 - Began construction of the Youth Transition Campus (Phase II), Tri-City Medical Center Psychiatric Health Facility (PHF), and East Otay Mesa Fire Station.
 - Begin construction of the Ramona Family Resource Live Well Center, Edgemoor Psychiatric Unit, Julian Library Community Room, and Rancho San Diego Library Expansion in Fiscal Year 2022–23.
 - Began design of the San Diego County Animal Shelter and Third Avenue Mental Health Inpatient Facility Hub in Hillcrest.
 - Continued construction of a pedestrian incarcerated people transfer tunnel from the San Diego Central Jail to the new State Courthouse with completion expected in late Spring of 2022.
 - Completed the renovation of the Rock Mountain Detention Facility in April 2022.
 - Completed capital projects with less than 5% budget growth.

- The goal to benchmark vehicle delivery against the acquisition cycles established in the fleet manual was not met due to manufacturer production closures and delays, as well as the operational impacts of dealership inventory levels which remain low due the ongoing microchip shortage.
- Established baseline metrics to better reflect maintenance actions tracked in the Facilities Operations Center.
- Coordinated with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls Initiative.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - 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.
 - Continue construction of the Southeastern Live Well Center, Ramona Family Resource Live Well Center and Tri-City Medical Center Psychiatric Health Facility (PHF).
 - Begin construction of the Edgemoor Psychiatric Unit with completion in 2024.
 - Continue design and begin construction of the Third Avenue Mental Health Inpatient Facility Hub in Hillcrest.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency (HHS).
 - Support HHS in the establishment of solutions for persons experiencing homelessness.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.





- Develop Strategic Facilities Planning Framework to assess and evaluate equitable service distribution across the region.
 - ◆ Facilitate department evaluation of metrics for existing facility conditions and program requirements.
 - ◆ Manage gap analysis and recommendations in location, equity, and condition.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Complete capital projects with less than 5% budget growth.
 - Develop a Low Carbon Fuel Standard (LCFS) credit program and begin applying for credits to partially fund the transition to EVs and build the related infrastructure.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Develop tools for DGS implementation and annual reporting associated with the Working Families Ordinance (WFO).
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduce annual building Energy Use Intensity by 1.5%, comparing Fiscal Year 2022–23 to Fiscal Year 2021–22.
 - Short-term: Develop a Zero Carbon Plan for County Operations to replace the current Zero Net Energy Portfolio Plan.
 - Short-term: Develop a Water Conservation Plan for County Operations in response to current and future drought challenges.
 - Short-term: Continue to expand EV infrastructure and electrify the fleet.
 - Short-term: Support the development of departmental sustainability plans.
 - Short-term: Provide trainings to employees about sustainability topics.
 - Mid-term: Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls Initiative.
 - Long-term: Prepare GHG inventories of County operations for calendar years 2022 and 2023. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - Support San Diego Community Power to ensure smooth addition of County unincorporated accounts in Spring of 2023.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Complete construction of the San Diego County Fire Training Center in Summer 2022.
 - Continue construction of the East Otay Mesa Fire Station with completion in 2023.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - 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.
 - Complete construction of the new Lakeside Branch Library in Summer 2022.
 - Begin construction of the Rancho San Diego Library Expansion and Julian Library Community Room with completion in 2023.
 - Begin construction of the San Diego County Animal Shelter with completion in 2024.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Continue design, relocation, and construction for the County Administration Center (CAC) Renovations.
 - Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls Initiative.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Benchmark vehicle delivery against the acquisition cycles established in the fleet manual.
 - Ensure efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center.



Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Continue construction of the Youth Transition Campus (Phase II).



- Begin construction at the Hall of Justice and George Bailey Detention Facility.

Related Links

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

◆ www.sandiegocounty.gov/general_services




Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Energy Use Intensity (EUI) decrease ¹	14.4% of 47.71 kBTU/SF	1.5% of 40.82 kBTU/SF	1.5% of 40.82 kBTU/SF	N/A	N/A
	County operations greenhouse gas (GHG) emissions reduction ^{1,4}	4.8% of 98,851 Metric Tons CO2e	1% of 94,106 Metric Tons CO2e	1% of 94,106 Metric Tons CO2e	N/A	N/A
	Vehicle delivery for standard orders within same fiscal year ²	16%	N/A	N/A	N/A	N/A
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ²	97% of 1,815	N/A	N/A	N/A	N/A
	Major Maintenance Improvement Plan and capital projects completed within estimated budget ¹	98% of 86	95% of 50	97% of 66	N/A	N/A
	Annual facilities’ preventive maintenance actions completed ²	96% of 30,811	N/A	N/A	N/A	N/A
	Energy Use Intensity (EUI) decrease ³	N/A	N/A	N/A	1.5%	1.5%
	County operations greenhouse gas (GHG) emissions reduction ⁴	N/A	N/A	N/A	1%	1%
	Major Maintenance Improvement Plan and capital projects completed within estimated budget	N/A	N/A	N/A	97% of 50	97% of 50

Table Notes

¹ This measure will be aligned to a new Strategic Initiative in Fiscal Year 2022–23.

² This measure was discontinued in Fiscal Year 2021–22 as it was not tied to a future goal or objective.

³ 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 2020–21 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.

⁴ 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 2020, reported under Fiscal Year 2020–21, 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.

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

Staffing

Increase of 32.00 staff years.

- ◆ Increase of 29.00 staff years in the Facilities Management Internal Service Fund.
- ◆ 15.00 staff years for the Facilities Operations Division to support increased facility maintenance obligations and operational needs associated with program growth in mail services.





- ❖ 6.00 staff years for the Asset Management Division to support the growth in real estate projects related to development, surplus property and affordable housing.
- ❖ 4.00 staff years for the Administrative Services Division due to operational needs.
- ❖ 3.00 staff years for the Project Management Division to support the growth in capital and major maintenance projects.
- ❖ 1.00 staff year to support Energy & Sustainability initiatives.
- ❖ Increase of 3.00 staff years in the Fleet Management Internal Service Fund.
 - ❖ 1.00 staff year to support the implementation of the Electric Vehicle (EV) Roadmap.
 - ❖ 1.00 staff year to support the increased operational requirements for the management of vehicle inventory.
 - ❖ 1.00 staff year for administrative support to perform the service writer function in the COC Fleet Garage.

Expenditures

Net increase of \$14.0 million

- ❖ Salaries & Benefits—increase of \$6.2 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ❖ Services & Supplies—net increase of \$4.0 million.
 - ❖ Increase of \$12.1 million to align costs with projected spending for contracted services at County facilities.

- ❖ Decrease of \$8.1 million due to a decrease in projects categorized as non-capital major maintenance projects.
- ❖ Capital Assets Equipment—increase of \$2.3 million to align with projected spending for the replacement of vehicles and equipment.
- ❖ Operating Transfers Out—increase of \$1.5 million to reflect the increase in transfers associated with one-time projects.

Revenues

Net increase of \$14.0 million

- ❖ Charges for Current Services—increase of \$12.9 million associated with the cost of services provided to client departments.
- ❖ Miscellaneous Revenues—decrease of \$0.2 million to align with projected revenue for acquisition leasing.
- ❖ Other Financing Sources—increase of \$1.4 million to fund the increase in transfers associated with one-time projects.
- ❖ Use of Fund Balance—decrease of \$0.1 million. A total budget of \$10.0 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Facilities Management Internal Service Fund	330.00	330.00	359.00	8.8	359.00
Fleet Management Internal Service Fund	65.00	65.00	68.00	4.6	68.00
Total	395.00	395.00	427.00	8.1	427.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Facilities Management Internal Service Fund	\$153,348,552	\$163,414,371	\$174,847,440	7.0	\$175,568,456
Fleet Management Internal Service Fund	66,443,166	59,038,237	61,675,622	4.5	61,675,622
General Fund Contribution to GS ISF's	5,170,000	3,065,000	3,000,000	(2.1)	3,000,000
Total	\$224,961,718	\$225,517,608	\$239,523,062	6.2	\$240,244,078

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$52,675,442	\$53,045,289	\$59,268,463	11.7	\$59,989,479
Services & Supplies	129,262,794	142,030,937	146,076,395	2.8	146,076,395
Other Charges	16,061,548	15,424,334	15,443,334	0.1	15,443,334
Capital Assets Equipment	17,408,923	10,000,000	12,275,000	22.8	12,275,000
Operating Transfers Out	9,553,011	5,017,048	6,459,870	28.8	6,459,870
Total	\$224,961,718	\$225,517,608	\$239,523,062	6.2	\$240,244,078





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$1,352,262	\$1,357,262	\$1,357,262	—	\$1,357,262
Intergovernmental Revenues	3,647,908	3,761,728	3,761,728	—	3,761,728
Charges For Current Services	183,678,212	198,540,570	211,391,528	6.5	212,112,544
Miscellaneous Revenues	1,677,413	1,821,000	1,652,674	(9.2)	1,652,674
Other Financing Sources	11,016,934	6,658,562	8,101,384	21.7	8,101,384
Residual Equity Transfers In	2,300,000	258,486	258,486	—	258,486
Use of Fund Balance	18,093,989	10,120,000	10,000,000	(1.2)	10,000,000
General Purpose Revenue Allocation	3,195,000	3,000,000	3,000,000	—	3,000,000
Total	\$224,961,718	\$225,517,608	\$239,523,062	6.2	\$240,244,078





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.



2021–22 Anticipated Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Reviewed and investigated 100% (55) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible.
 - Returned 80 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

Strategic Initiative Legend for Anticipated Accomplishments

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

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

Strategic Initiative Legend for Objectives

○	- Audacious Goal
●	- Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: At least quarterly, communicate to the Grand Jurors sustainability program updates, and opportunities.
 - Short-term: Promote the use of the reutilization program.

- Short-term: Conduct at least 75% of Grand Jury interviews via teleconference.
- Short-term: Identify opportunities and participate in carbon footprint reduction activities.
- Mid-term: Add electronic video capabilities to reduce paper handouts.
- Long-term: By Fiscal Year 2025-26, the Grand Jury aims to be a zero-waste department. This will be done through resource reduction, reuse, recycling, composting and other activities.

 Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - 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.

 Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.

- Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6

Related Links

For additional information about the Grand Jury, refer to the website at:

- ◆ www.sandiegocounty.gov/grandjury

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

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Grand Jury	—	—	—	0.0	—
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Grand Jury	\$760,186	\$763,194	\$772,301	1.2	\$772,301
Total	\$760,186	\$763,194	\$772,301	1.2	\$772,301

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$760,186	\$763,194	\$772,301	1.2	\$772,301
Total	\$760,186	\$763,194	\$772,301	1.2	\$772,301

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Use of Fund Balance	\$2,178	\$—	\$—	—	\$—
General Purpose Revenue Allocation	758,008	763,194	772,301	1.2	772,301
Total	\$760,186	\$763,194	\$772,301	1.2	\$772,301





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 131.00 staff years and a budget of \$34.7 million.



- ◆ Worked with the Office of Equity and Racial Justice, Urban Policy Development Consulting & The Othering and Belonging Institute to cocreate structures for belonging.
- ◆ Worked with PRIDE Industries and San Diego Regional Center to structure the County’s Jay’s Program for continuous success.
- Collaborated with Office of Equity and Racial Justice to support a Budget Equity process which enhances the County’s ability to identify structural racism and reengineer opportunities for all.
- Designated staff from the Equity, Diversity, and Inclusion Division to coordinate with the Transparency Advisory Committee and Fiscal Realignment Advisory Committee and serve as a resource to departments in the creation and implementation of the Budget Equity Tool.
- Used results of equity study to assess how County classifications compare to other large counties.
- Align services to available resources to maintain fiscal stability
 - Negotiated a fair and economically responsible successor Memoranda of Agreement (MOA) with 19 of 25 bargaining units and 5 of 9 employee organizations.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Moved to testing phases of a project to upgrade PeopleSoft, the County’s human resources information system.
 - Developed a project plan for the Medical Standards Unit to become paperless.
 - Secured 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

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Collaborated with internal and external partners to produce engagement and developmental opportunities in the areas of equity, diversity, and inclusion. Engagements included:
 - ◆ D&I Executive Council November townhall meeting.



- Provided 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, attained a 98% satisfaction rate on recruitment surveys.
- Provided excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
- Maintained a 95% or above overall satisfaction on training provided by Talent Development.
- Partnered with 12 benefit vendors to host virtual Lunch and Learn sessions, to give employees the opportunity to learn about benefit programs and make informed choices during Open Enrollment.
- Collaborated with the Department of Purchasing and Contracting to prepare and post the medical insurance Request for Proposals for vendors to compete for healthcare plans for County employees.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Conducted 6 DHR Demystified Trainings for County departments in Fiscal Year 2021–22 in an effort to teach and provide information on HR Services’ processes and procedures.
 - 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, or assisted with 25 departmental training requests.
 - Increased the number of professional development training opportunities available in the Learning Management System by adding 30 new trainings to further develop employees’ careers.
 - Administered rollout of Sexual Harassment Prevention (SHP) training to ensure that 100% of identified employees were trained in SHP.
 - Strengthened enterprise culture through the continued development and release of quarterly Diversity and Inclusion (D&I) Digests that included themes of Bridging, Uplifting and Exploring our perspectives. These opportunities facilitated knowledge and promoted inclusive practices.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Provided wellness activities on virtual platform and increased participation by 1%.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses
 - Collaborate with internal and external partners to produce engagement and developmental opportunities in the areas of equity, diversity, and inclusion.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
 - 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.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Consolidate space (footprint reduction) to make room for new departments
 - Short-term: Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.
 - Short-term: Incorporate information on sustainability policies, plans, and practices into orientation presentations for all new employees.
 - Short-term: Limit paper consumption through double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails. Conduct periodic reviews of paper consumption to determine if further actions are necessary.





- Short-term: Promote and use the San Diego County Reutilization Program, which manages the disposition of County surplus personal property so that property can be reused by other County departments or disposed of through auction, competitive sealed bid, or recycling.
- Short-term: Encourage contractors to conform to County’s paper policy by communicating plan during programmatic meetings and email exchanges.
- Mid-term: Expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers.
- Long-term: Identify vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
- Long-term: Implement an electronic filing system for programs and work products where feasible to reduce paper and waste in accordance with County’s retention policies.

- Offer Employee Assistance Program session that support the mental health needs of employees.
- Provide eight (8) Mental/Behavioral Health trainings which support the mental health needs of County employees.
- Offer six (6) Mind & Body Health trainings focused on managing stress, mindfulness, and healthy sleep self-care to all County employees.
- By September 30, 2023, implement new functionality in PeopleSoft, the County’s human resources information system, to allow employees to designate preferred pronouns and additional gender choices.
- Create mentorship opportunities in collaboration with the Employee Resource Group (ERG) Council to foster professional growth through an informal mentorship series titled “ERG Fireside Chats”.
- During Fiscal Year 2022–24 negotiations of successor Memoranda of Agreement, use Interest Based Bargaining with any interested Union or Association as a method, based on interests rather than positions, which empowers our employees to craft an agreement that is mutually beneficial for the County, the employees and the citizens of San Diego.
- Conduct biennial Employee Engagement survey by December 31, 2022 and provide enterprise report that include accountability objectives, including organizations trends of strengths, opportunities for systemic improvements, timeline for recommended changes and budget implications, if any.
- Upon completion of biennial Employment Engagement survey, provide report on the improvement and satisfaction results to measure employee satisfaction.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - 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 100% of Classification Activity Requests within agreed upon timelines.
 - 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.
 - Complete PeopleSoft upgrade, the human resources information system, by November 30, 2022.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - 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.
 - By June 30, 2024, develop content and coordinate the Dynamic Management Seminars training program for unclassified and classified management to provide them with an increased awareness of the GMS disciplines, County functions, and services by County experts.
 - 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.
 - Represent the Public Authority in negotiating a fair successor Memoranda of Agreement (MOA) between the San Diego County Public Authority, In-Home Supportive Services, and the United Domestic Workers (UDW), that expires December 2022.
 - 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, 2024.
 - Maintain a 95% or above overall satisfaction rating on in-person and webinar training provided by Talent Development.
 - To strengthen Talent Development’s consultant role with County departments, consult, collaborate, or assist with 25 departmental training requests by June 30, 2023.
 - Collaborate with Employee Resource Groups to review benefit plan options so that employees can better understand the health plans and make elections that best fit their needs.





- Strengthen enterprise culture through the continued development and release of quarterly Diversity and Inclusion (D&I) Digests to facilitate knowledge and promote inclusive practice.

Related Links

For additional information about the Department of Human Resources, refer to the website at:

◆ www.sandiegocounty.gov/hr

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Rate of overall employee participation in Employee Wellness Program activities	16%	N/A	N/A	N/A	N/A
	Recruitment plan/service agreements/timelines met	99%	99%	99%	N/A	N/A
	Include diversity outreach in external recruitments	100%	100%	100%	N/A	N/A
	Increase in the number of professional development training opportunities available in LMS	20	30	30	N/A	N/A
	Classification Activity Request completed within prescribed timeframe	98%	98%	98%	N/A	N/A
	Overall customer satisfaction rate for recruitment surveys	98%	98%	98%	N/A	N/A
	Conduct DHR Demystified Trainings	6	6	6	N/A	N/A
	Increase in overall employee participation on virtual wellness activity platforms	N/A	1%	1%	N/A	N/A
	Recruitment plan/service agreements/timelines met	N/A	N/A	N/A	99%	99%
	Include diversity outreach in external recruitments	N/A	N/A	N/A	100%	100%
	Increase in the number of professional development training opportunities available in LMS	N/A	N/A	N/A	30	30
	Classification Activity Request completed within prescribed timeframe	N/A	N/A	N/A	100%	100%
	Overall customer satisfaction rate for recruitment surveys	N/A	N/A	N/A	98%	98%
	Conduct DHR Demystified Trainings	N/A	N/A	N/A	6	6

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

Staffing

Increase of 7.00 staff years

- ◆ Increase of 7.00 staff years to provide expanded human resources support to the enterprise due to the overall growth in Countywide staffing and the addition of new departments. 4.00 staff years will provide services related to equitable recruitment and 3.00 staff years will provide services related

to risk management and workers’ compensation. These staff years will contribute to ensuring that new departments and programs retain a skilled, adaptable, and diverse workforce.

Expenditures

Net increase of \$2.4 million

- ◆ Salaries & Benefits—net increase of \$1.3 million
 - ◆ Increase of \$1.2 million due to the increase of 7.00 staff years as described above.
 - ◆ Increase of \$0.1 million for planning purposes associated with anticipated salary and benefit increases.
- ◆ Services & Supplies—net increase of \$1.8 million





- ❖ Increase of \$1.2 million due to workers' compensation software upgrades and contract costs.
- ❖ Increase of \$0.3 million due to operational impacts of the COVID-19 pandemic.
- ❖ Increase of \$0.3 million due to various services and supplies to support operational needs.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.7 million
 - ❖ Increase of \$0.7 million due to internal service fund operational costs associated with Department of Purchasing and Contracting activities and one-time costs related to the youth employment opportunity program. Since this is a transfer of expenditures, it has the effect of a \$0.7 million decrease in expenditures.
- ◆ Miscellaneous Revenues—increase of \$1.6 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.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of \$0.6 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$1.0 million due to completion of one-time costs associated with the youth employment opportunity program.
- ◆ General Purpose Revenue Allocation—net increase of \$2.7 million primarily due to increase in staff years, anticipated salary and benefit increases, and decrease in Cost Allocation Plan amounts.

Revenues

Net increase of \$2.4 million

- ◆ Intergovernmental Revenues—Increase of \$0.3 million due to the operational impacts of the COVID-19 pandemic and related American Rescue Plan Act funding.
- ◆ Charges for Current Services—decrease of \$1.1 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$1.0 million primarily for planning purposes associated with anticipated salary and benefits increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Department of Human Resources	122.00	124.00	131.00	5.6	131.00
Total	122.00	124.00	131.00	5.6	131.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Department of Human Resources	\$29,961,429	\$32,216,949	\$34,657,924	7.6	\$35,703,495
Total	\$29,961,429	\$32,216,949	\$34,657,924	7.6	\$35,703,495

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$18,579,715	\$19,474,634	\$20,762,378	6.6	\$21,811,526
Services & Supplies	11,649,547	13,010,148	14,828,379	14.0	14,324,802
Expenditure Transfer & Reimbursements	(267,833)	(267,833)	(932,833)	248.3	(432,833)
Total	\$29,961,429	\$32,216,949	\$34,657,924	7.6	\$35,703,495





Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$—	\$—	\$250,000	—	\$250,000
Charges For Current Services	2,437,843	2,250,205	1,193,920	(46.9)	1,193,920
Miscellaneous Revenues	10,028,322	11,054,171	12,700,424	14.9	13,023,940
Fund Balance Component Decreases	583,784	567,743	552,031	(2.8)	552,031
Use of Fund Balance	276,236	1,046,832	—	(100.0)	—
General Purpose Revenue Allocation	16,635,244	17,297,998	19,961,549	15.4	20,683,604
Total	\$29,961,429	\$32,216,949	\$34,657,924	7.6	\$35,703,495





Office of Evaluation, Performance and Analytics

Mission Statement

On May 18, 2021 (16), the Board of Supervisors established the Office of Evaluation, Performance and Analytics. The Office of Evaluation, Performance and Analytics is currently under development and once staffed will develop their mission statement.

Department Description

The Office of Evaluation, Performance and Analytics works enterprise-wide to integrate Evidence-Based Policymaking in County operations and assists in implementing strategies to evaluate programs that enable the Board of Supervisors and County leadership to make evidence-based policy decisions that are most in line with the County's priorities. The office helps to institutionalize a culture of evaluation and learning, and to work with County departments to connect research with performance, operations, and resource allocations. This office serves an enterprise-wide function and reports directly to the Chief Administrative Officer. Initial staffing and program design effort are underway, and will be led by the Chief Evaluation Officer.

To ensure these critical services are provided, the Office of Evaluation, Performance and Analytics has 20.00 staff years and a budget of \$4.5 million.



- Developing enterprise-wide standardized definitions around evidence-based performance and analytics.
- Developing an enterprise-wide program inventory to review program fidelity.
- Developing an Annual Strategic Research Plan which will include relevant policy questions and key services areas and/or program models to focus program evaluation efforts.
- Establishing County-wide data infrastructure and governance, with data-sharing agreements across law enforcement, jails, health and social services.
- Identifying strategies and opportunities to strengthen County capacity for strategic planning, performance monitoring and program evaluation to improve efficacy of programs addressing negative economic impacts.

Strategic Initiative Legend for Anticipated Accomplishments

BBH	LS	SE/T	OE

- - Audacious Vision
- - Enterprise Wide Goal
- - Department Objective

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

2021–22 Anticipated Accomplishments

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise

Strategic Initiative Legend for Objectives

Audacious Goal	Departmental Objective	Audacious Goal	Departmental Objective	Audacious Goal

- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
- Short-term: Create and implement telework plan for department to reduce vehicle miles traveled by employees.

- Short-term: Provide trainings to employees about sustainability topics.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Develop enterprise-wide standardized definitions around evidence-based performance and analytics.
 - Develop an enterprise-wide program inventory to review program fidelity.
 - Develop an Annual Strategic Research Plan which will include relevant policy questions and key services areas and/or program models to focus program evaluation efforts.
 - Establish County-wide data infrastructure and governance, with data-sharing agreements across law enforcement, jails, health and social services.
 - Identify strategies and opportunities to strengthen County capacity for strategic planning, performance monitoring and program evaluation to improve efficacy of programs addressing negative economic impacts.

Related Links

- ◆ Newly established office per note above. Not applicable.

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

Staffing

No net changes in staffing; 3.0 staff years will be transferred from Finance and General Government Group Executive Office’s Data and Performance Analytics Unit to replace 3.00 staff years included in Fiscal Year 2021–22 Operational Plan.

Expenditures

No significant changes

Revenues

Net increase of \$0.0 million due to changes in funding as follows:

- ◆ Intergovernmental Revenues—decrease of \$2.5 million in American Rescue Plan Act (ARPA) of 2021 funds.
- ◆ Use of Fund Balance—increase of \$2.5 million in unassigned General Fund fund balance, for a total budget of \$2.5 million. As departmental operations become established and embedded in enterprise operations, funding structure will transition toward available ongoing resources.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

No significant changes





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Office of Evaluation, Performance and Analytics	—	20.00	20.00	—	20.00
Total	—	20.00	20.00	—	20.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Office of Evaluation, Performance and Analytics	\$—	\$4,500,000	\$4,500,000	—	\$4,500,000
Total	\$—	\$4,500,000	\$4,500,000	—	\$4,500,000

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$—	\$3,695,385	\$3,695,385	—	\$3,695,385
Services & Supplies	—	804,615	804,615	—	804,615
Total	\$—	\$4,500,000	\$4,500,000	—	\$4,500,000

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$—	\$4,500,000	\$2,000,000	(55.6)	\$2,000,000
Use of Fund Balance	—	—	2,500,000	—	2,500,000
Total	\$—	\$4,500,000	\$4,500,000	—	\$4,500,000





Purchasing and Contracting

Mission Statement

To provide efficient and effective mission-focused contracting services applying open, inclusive, and transparent practices.

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter; conducting procurement and support services with the highest standards of ethics, integrity, and compliance. DPC implements sound procurement processes, provides outstanding customer service, and engages with the community and suppliers to maintain a competitive business environment. The County of San Diego has a portfolio of 2,521 contracts valued at over \$12.0 billion, with an annual procurement spend of over \$2.0 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. Starting in Fiscal Year 2022–24, the department will allocate the records management program’s operational cost to user departments.

To ensure these critical services are provided, DPC has 74.00 staff years and a budget of \$17.1 million.



2021–22 Anticipated Accomplishments

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Increased diversity of supplier base and awards to small, disadvantaged and minority owned businesses.
 - ◆ Multiple County departments, including Department of Purchasing and Contracting (DPC), Department of General Services (DGS), Office of Equity and Racial Justice (OERJ) and Health and Human Services Agency (HSA), collaborated to increase community engagement and contract awards in underserved communities, including the Southeastern San Diego community. Several outreach events were held to engage local businesses and residents in subcontracting and workforce opportunities on the new Southeastern Live Well Center. DPC also continued to host community outreach events to engage small and diverse businesses and service providers in the region.
 - ◆ Participated in 19 vendor/supplier outreach sessions in cooperation with local business associations with focus on minority and small businesses. In partnership with the Small Business Development Center (SBDC), DPC hosted a series of five workshops for suppliers interested in doing business with the County. The workshop series provided important information and training on the County’s procurement and contracting processes and was attended by an average of 68 attendees per session.
 - ◆ Continued to publicize contracting opportunities with local associations and organizations including the National Black Contractors Association, Strategic Alliance, Asian Business Association San Diego, Central

Strategic Initiative Legend for Anticipated Accomplishments

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

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

San Diego Black Chamber of Commerce, San Diego County Hispanic Chamber of Commerce, Black Entrepreneurs Leaders & Learners, RISE San Diego, San Diego and Imperial Small Business Development Center, Procurement Technical Assistance Center, and the Public Agency Consortium.

- ◆ Developed a Supplier Diversity and Community Engagement public webpage containing resources for small and diverse suppliers, subcontracting opportunities and information, and supplier diversity reports and data.
- Maintained percentages of competitively awarded contracts and depth of response to solicitations.
 - ◆ Competitively awarded 90% of contracts (measured by the value of the contracts).
 - ◆ Achieved 50% of solicitations receiving at least three vendor responses. Lower achievement reflective of continuing disruptive impact of COVID-19 to suppliers and the supply chain.



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Continued to support the activities and policy recommendations from the Transparency Advisory and Fiscal Realignment Subcommittees including researching best practice procurement policies from other public agencies and expanding data collection and reporting capabilities on County suppliers and procurement activities.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed implementation of Contract Lifecycle Management System (CLMS) functionality and the selection of a new electronic supplier registration, business opportunity and proposal submittal portal.
 - Completed the transfer of microfilm vault content to Assessor/Recorder/County Clerk’s new archival facility.
 - Delayed implementation of additional electronic records libraries into the Federated Records Management System, due to the need to reassess available technology.
 - Continued to provide procurement and contracting knowledge by offering 21 Contracting Officer Representatives (COR) trainings and 63 other procurement and contracting classes.
 - Provided 10 individualized trainings for County departments to maintain Countywide Records Management policies and records retention schedules current.
 - Achieved Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for 75% of RFPs.

- Achieved PALT timeline for contract amendments within 30 days for 85% of contract amendments.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income
 - 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.
 - Advance opportunities for economic growth and development to all individuals and the community.
 - Increase accessibility to procurement and contracting opportunities by hosting supplier outreach events and information using a variety of communication tools and methods, including both in person and virtual settings.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Implement a secured electronic filing system for Countywide P-Card users to centrally maintain P-Card documentation in accordance with the County’s retention policies. This will eliminate the need for departments to retain backup paperwork and streamline the audit process.
 - Short-term: Initiate assessment of countywide agreements to identify opportunities to increase sustainability.
 - Short-term: Continue reduction of carbon footprint through hybrid telework schedules.
 - Short-term: Provide trainings to employees about sustainability topics.
 - Mid-term: Update property disposal guidance focusing on ways to improve process ease of use and better promote the re-utilization of County surplus property as first preference.





- Long-term: Expand the use of electronic documents throughout the procurement business processes, including use of electronic signature.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Collaborate with other County departments, including HHSA and OERJ, to ensure community service providers and organizations have access to procurement information and contracting opportunities.



Empower





- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best
 - Provide procurement and contracting knowledge by offering at least 12 Contracting Officer Representatives (COR) trainings and 30 other procurement and contracting classes.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Initiate implementation of a new electronic supplier registration, business opportunity and proposal submittal portal.
 - Maintain percentages of competitively awarded contracts and depth of response to solicitations.
 - ◆ Competitively award 90% of contracts (measured by the value of the contracts).
 - ◆ Achieve 60% of solicitations receiving at least three vendor responses.
 - 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 85% of contract amendments.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

- ◆ <https://www.sandiegocounty.gov/purchasing>

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Participate/host vendor outreach events ¹	24	10	19	N/A	N/A
	Percentage of total contract value competitively awarded ²	87%	90%	90%	N/A	N/A
	Percentage of competitive solicitations receiving at least 3 vendor responses ³	59%	60%	50%	N/A	N/A
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁴	74%	75%	75%	N/A	N/A
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁴	97%	85%	85%	N/A	N/A
	Ensure all County departments’ and global records retention schedules are current ⁵	98%	100%	100%	N/A	N/A
	Participate/host vendor outreach events ¹	N/A	N/A	N/A	10	10
	Percentage of total contract value competitively awarded ²	N/A	N/A	N/A	90%	90%
	Percentage of competitive solicitations receiving at least 3 vendor responses ³	N/A	N/A	N/A	60%	60%



Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁴	N/A	N/A	N/A	75%	75%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁴	N/A	N/A	N/A	85%	85%

Table Notes

¹ This measure reports the number of outreach events the Department participates in or hosts.

² 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.

³ This Performance Measure demonstrates the efficiency of the solicitation process.

⁴ These measures are based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. They are intended to measure the time required for DPC to award a contract or purchase order; and time to process an amendment after receiving a complete package from a client department.

⁵ Records Services manages a total of 53 records retention schedules. This measure will be tracked internally, but no longer included in the Operational Plan.

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

Staffing

Increase of 6.00 staff years to support increase of contracted services in the Health and Human Services Agency.

Expenditures

Net increase of \$0.8 million

- ◆ Salaries & Benefits—increase of \$1.0 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above.
- ◆ Services & Supplies—increase of \$0.4 million primarily related to ongoing IT costs for the new vendor registry and proposal submittal portal (BuyNet replacement) and to fund 1.00 staff year with the Department of Human Resources, dedicated to provide procurement related risk management advice.
- ◆ Operating Transfers Out—decrease of \$0.6 million in the allocation of General Purpose Revenue in the Records Services program.

Revenues

Net increase of \$0.8 million

- ◆ Charges for Current Services—increase of \$2.4 million of internal service fund revenue due to increase of ongoing operational costs and allocation of records management program’s operational costs to user departments.
- ◆ Other Financing Sources—decrease of \$0.6 million due to replacement of Operating Transfer From General Fund revenue with new Records Services program cost allocation.
- ◆ Use of Fund Balance—decrease of \$0.4 million for a total budget of \$5.3 million. The total amount of Purchasing ISF fund balance includes:
 - ◆ \$4.4 million to stabilize internal service fund procurement rates.
 - ◆ \$0.9 million for IT application depreciation expense.
- ◆ General Purpose Revenue Allocation—decrease of \$0.6 million in General Purpose Revenue in the Records Services program.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net increase of \$0.6 million primarily for planning purposes associated with anticipated salary and benefit increases offset by decreases in IT costs.





Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Content/Records Services	3.00	3.00	2.00	(33.3)	2.00
Purchasing ISF	63.00	65.00	72.00	10.8	72.00
Total	66.00	68.00	74.00	8.8	74.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Content/Records Services	\$1,024,231	\$1,254,238	\$1,120,906	(10.6)	\$1,139,680
Purchasing ISF	14,324,824	14,465,440	15,981,988	10.5	16,571,807
General Fund Contribution	594,000	594,000	—	(100.0)	—
Total	\$15,943,055	\$16,313,678	\$17,102,894	4.8	\$17,711,487

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$10,292,030	\$10,788,953	\$11,742,494	8.8	\$12,325,652
Services & Supplies	4,456,375	4,120,173	4,504,412	9.3	4,429,847
Other Charges	600,650	810,552	855,988	5.6	955,988
Operating Transfers Out	594,000	594,000	—	(100.0)	—
Total	\$15,943,055	\$16,313,678	\$17,102,894	4.8	\$17,711,487



Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$100,000	\$60,000	\$60,000	—	\$60,000
Charges For Current Services	10,875,055	8,334,283	10,686,906	28.2	15,595,499
Miscellaneous Revenues	1,150,000	1,100,000	1,100,000	—	1,100,000
Other Financing Sources	594,000	594,000	—	(100.0)	—
Use of Fund Balance	2,630,000	5,631,395	5,255,988	(6.7)	955,988
General Purpose Revenue Allocation	594,000	594,000	—	(100.0)	—
Total	\$15,943,055	\$16,313,678	\$17,102,894	4.8	\$17,711,487



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 1.95 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 75.00 staff years and a budget of \$39.6 million.



- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Mitigated challenges to the voter registration process.
 - ◆ Continued to work with volunteers and community-based organizations to identify needs and increase voter registration.
 - ◆ Continued to identify and developed strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
 - Staffed all polling locations with the required number of poll workers.
 - ◆ Continued outreach strategy to increase work opportunities at the polls.
 - ◆ Continued to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
 - ◆ Continued to develop a business-focused poll worker recruitment program.
 - Engaged the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for scheduled or special elections by meeting the planned recruitment goals for poll workers.
 - Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements.
 - ◆ Increased 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.
 - Increased voter awareness of convenient early Mail Ballot Drop Off Program.
 - ◆ Collected at least 100,000 ballots from mail ballot drop off sites for the June 2022 Gubernatorial Primary election.

Strategic Initiative Legend for Anticipated Accomplishments

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

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

2021–22 Anticipated Accomplishments

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Conserved resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and referred military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.



- Processed 100% of valid registrations received on or before the close of registration, before election day, for the June 2022 Gubernatorial Primary election to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Ensured 100% of poll worker trainers complete online training assessments with scores of 100% no later than 26 days prior to the June 2022 Gubernatorial Primary election, providing knowledgeable instructors who are available and prepared to train poll workers.
 - Continued to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy.
 - Continued to offer online campaign finance statements service.
 - ◆ Continued 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.
 - Tallied 30% of precincts for the June 2022 Gubernatorial Primary election by 11:30 pm on Election night.
 - Reported 90% of eligible mail ballots (those received by the ROV by the Sunday before Election day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the June 2022 Gubernatorial Primary election.
 - Reported 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 2022 Gubernatorial Primary.
 - Tallied 80% of all mail ballots received through Election Night by the Monday after Election Day for the June 2022 Gubernatorial Primary election.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the June 2022 Gubernatorial Primary election.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Previous goal to encourage overall satisfaction and retention of poll worker staff by timely mailing of all poll worker stipends in 15 days or less from Election Day for all elections is no longer applicable; method of compensation for poll workers has changed under the new Vote Center model.

- Continued to assign bilingual poll workers to fill poll worker positions as needed for the June 2022 Gubernatorial Primary election.

Strategic Initiative Legend for Objectives



- - Audacious Goal
- - Departmental Objective

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary.

2022–24 Objectives



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Long-term: Evaluate the fiscal impact and feasibility of leasing electric trucks and vehicles for the delivery of election materials and supplies.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Replace high-capacity printers with more efficient ones to reduce energy usage.
 - Short-term: Continue to offer virtual meetings for outreach and community events to reduce carbon footprint.
 - Short-term: Provide staff training on office sustainability practices.
 - Short-term: Provide staff with the opportunity to telecommute, when feasible, to reduce vehicle miles traveled.
 - Mid-term: Install filtered water bottle refill stations where feasible.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Valid voter registrations received at close of registration (15 days prior to the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election) will be processed by the 7th day before Election Day to facilitate seamless access to the democratic process.
 - Manage all updates for the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election to ensure that all federally covered language translations of voter information pamphlets, official bal-



lots, Registrar’s five language websites, and election information mailers to ensure mailing and “go live” timelines to facilitate civic engagement through increased access for communities to use their voice, their vote, and their experience to impact change.

- Partner with County Hospitals to participate in emergency mail ballot application program to enable registered voters confined to hospital facilities to vote in the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election. The goal is to recruit a minimum of 30 County Hospitals to participate in this program through partnerships and innovation.
- Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.






- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Report 90% of eligible mail ballots (those received by the Registrar’s office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election.
 - Mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting are available to the public for the November 8, 2022 Gubernatorial General Election and March 5, 2024 Presidential Primary Election.

Related Links

For additional information about the Registrar of Voters, refer to the website at:

◆ www.sdvote.com

Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Valid voter registrations received at close of registration that are processed by 7 days before the election ¹	100% of 12,694	100% of 25,000	100% of 25,000	N/A	N/A
	Overall Customer Satisfaction Rating ²	4.60	4.70	4.70	N/A	N/A
	Precincts tallied by 11:30 pm on Election Night ³	31% of 572	30% of 1,600	30% of 235	N/A	N/A
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	45 days	40 days	40 days	N/A	N/A
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	N/A	39 days	39 days	N/A	N/A
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	34 days	35 days	35 days	N/A	N/A
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned ⁴	0 days	18 days	18 days	N/A	N/A
	Mail ballots received through Election Night that are tallied by the Monday after Election Day ⁵	99% of 1,424,763	80% of 900,000	80% of 900,000	N/A	N/A
	Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	100% of 1,088,251	90% of 500,000	90% of 500,000	N/A	N/A
	Valid voter registrations received at close of registration (15 days prior to Election Day) will be processed by the 7th day before Election Day to facilitate seamless access to the democratic process	N/A	N/A	N/A	100% of 30,000	100% of 30,000


Performance Measures		2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
	Partner with County Hospitals to participate in emergency mail ballot application program to enable registered voters confined to hospital facilities to vote in the Election	N/A	N/A	N/A	30 of 30 hospital facilities	30 of 30 hospital facilities
	Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers	N/A	N/A	N/A	100% of 235 sites	100% of 235 sites
	Report 90% of eligible mail ballots received by the Registrars office by the Sunday before Election Day in the first Election Night Results Bulletin released after 8:00 pm	N/A	N/A	N/A	90% of 500,000	90% of 550,000
	Mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting available to the public	N/A	N/A	N/A	80% of 900,000	80% of 950,000

Table Notes

¹ This measure tracks the number of valid registrations that are received on or before the 15-day close of registration that are processed by the seventh day before Election Day to ensure eligible registrants are printed in the official roster of voters.

² Scale of 1-5, with 5 being “excellent”.

³ This measure is based on using a one-card ballot.

⁴ These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. 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.

⁵ This measure focuses on the number of eligible (those that are not challenged) 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.

⁶ This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and eligible ballots (those that are not challenged) 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 eligible 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: 2021–22 to 2022–23

Staffing

Increase of 6.00 staff years

- ◆ 2.00 staff years in human resources due to an increase in the hiring of temporary employees for Vote Centers.
- ◆ 4.00 staff years in Voter Services due to an increase in the number of registered voters and election activities.

Expenditures

Net increase of \$10.1 million

- ◆ Salaries & Benefits—increase of \$5.3 million primarily for planning purposes associated with anticipated salary and benefit increases and staffing changes noted above and hiring additional temporary employees due to the implementation of the vote center model in San Diego County pursuant to the Voter’s Choice Act (VCA).





- ◆ Services & Supplies—increase of \$4.7 million to support the November 2022 Gubernatorial General Election as a result of the implementation of the vote center model in San Diego County pursuant to the Voter’s Choice Act (VCA) and full payment of the voting system.
- ◆ Capital Assets Equipment—increase of \$0.4 million for the purchase of additional voting equipment (if needed) due to the implementation of the vote center model in San Diego County pursuant to the Voter’s Choice Act (VCA).
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.3 million to support one-time projects. Since this is a transfer of expenditures, it has a net effect of \$0.3 million decrease in expenditures..

Revenues

Net increase of \$10.1 million

- ◆ Intergovernmental Revenues—increase of \$5.5 million in State and federal Help America Vote Act (HAVA) funding for full payment of the voting system and other reimbursable costs tied to the November 2022 Gubernatorial General election.

- ◆ Charges for Current Services—increase of \$1.0 million due to the higher number of billable jurisdictions that will participate in the November 2022 Gubernatorial General Election.
- ◆ Use of Fund Balance—decrease of \$2.7 million for a total budget of zero in unassigned General Fund fund balance. There are no proposed uses of fund balance in Fiscal Year 2022–23.
- ◆ General Purpose Revenue Allocation—increase of \$6.3 million due to the growth in voter registration and vote-by-mail usage, and implementation of the vote center model in San Diego County pursuant to the Voter’s Choice Act (VCA) as mentioned in Expenditures section above.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

Net decrease of \$5.8 million primarily due to completion of expenditures from the November 2022 Gubernatorial General Election and full payment of the voting system, partially offset by increases for planning purposes associated with anticipated salary and benefit increases.



Staffing by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Registrar of Voters	69.00	69.00	75.00	8.7	75.00
Total	69.00	69.00	75.00	8.7	75.00

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Registrar of Voters	\$38,749,652	\$29,485,477	\$39,618,425	34.4	\$33,835,655
Total	\$38,749,652	\$29,485,477	\$39,618,425	34.4	\$33,835,655

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$13,995,333	\$14,272,010	\$19,627,214	37.5	\$20,652,145
Services & Supplies	24,476,019	15,183,467	19,910,211	31.1	13,183,510
Capital Assets Equipment	278,300	30,000	381,000	1,170.0	—
Expenditure Transfer & Reimbursements	—	—	(300,000)	—	—
Total	\$38,749,652	\$29,485,477	\$39,618,425	34.4	\$33,835,655

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$8,188,300	\$455,000	\$5,950,501	1,207.8	\$830,000
Charges For Current Services	5,983,007	5,508,007	6,506,993	18.1	5,506,993
Miscellaneous Revenues	65,000	55,000	45,000	(18.2)	45,000
Fund Balance Component Decreases	253,685	247,219	239,217	(3.2)	239,217
Use of Fund Balance	4,071,044	2,651,044	—	(100.0)	—
General Purpose Revenue Allocation	20,188,616	20,569,207	26,876,714	30.7	27,214,445
Total	\$38,749,652	\$29,485,477	\$39,618,425	34.4	\$33,835,655



Capital Program

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities 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, 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.

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



Existing Capital Projects

For reference here is a listing of outstanding capital projects.

- ◆ 4S Ranch Library Expansion
- ◆ Alpine Local Park Acquisition
- ◆ Borrego Springs Shadeway
- ◆ Boulder Oaks Preserve Trails And Improvements
- ◆ Boulder Oaks Volunteer Pads
- ◆ Calavo Park
- ◆ Casa De Oro Library
- ◆ County Administration Center (CAC) Major Systems Renovations
- ◆ Descanso Fire Station 45 Apparatus Bay Replacement
- ◆ Don Dussault Park Phase II Improvements
- ◆ Dos Picos Park Small Playground Equipment Replacement
- ◆ Dos Picos Playground Equipment
- ◆ East County Crisis Stabilization Unit (CSU) Hub/Network Plan
- ◆ East Mesa Juvenile Detention Center Outdoor Field
- ◆ East Otay Mesa Fire Station #38
- ◆ Edgemoor Psychiatric Unit
- ◆ El Cajon Branch Library
- ◆ El Monte Park Volunteer Pads
- ◆ El Monte River Valley
- ◆ Emergency Vehicle Operations Course
- ◆ Estrella Park Development
- ◆ Eucalyptus County Park New Playground Shade Structure
- ◆ Fallbrook Local Park
- ◆ Fallbrook Skatepark
- ◆ Felicita County Park Electrical And Sewer
- ◆ Felicita Park Outdoor Exercise And Shade Structure
- ◆ Fiscal Year 2017–18 Parks Playground Equipment
- ◆ Flinn Springs Playground Shade Structure
- ◆ Four Gee Park
- ◆ Goodland Acres Park New Playground Shade Structure
- ◆ Guajome County Park Camping Cabins
- ◆ Guajome Sewer Improvements
- ◆ Hall Of Justice Msrp
- ◆ Health Service Complex
- ◆ Heise Park Playground Equipment
- ◆ Heritage Park Building
- ◆ Hilton Head Playground Shade Structure
- ◆ I-15 and SR-76 Public Safety Facility Acquisition
- ◆ Ildica Park Development
- ◆ Incarcerated Person Transfer Tunnel
- ◆ Jacumba Fire Station #43 Land Acquisition
- ◆ Jamul Fire Station 36 Land Acquisition
- ◆ Jess Martin Park Water Conservation
- ◆ Julian Library Community Room
- ◆ Lakeside Baseball Field Pk Synthetic Turf Replacement And Energy Upgrades
- ◆ Lakeside Branch Library
- ◆ Lakeside Equestrian Facility
- ◆ Lakeside Soccer Fields Acquisition
- ◆ Lamar County Park Fitness Loop Connection
- ◆ Lamar Park Parking Lot Improvements
- ◆ Lamar Playground Shade Structure
- ◆ Liberty Park Playground Shade Structure
- ◆ Lincoln Acres Park Acquisition And Expansion
- ◆ Lindo Lake County Park Playground Equipment Replacement
- ◆ Lindo Lake Improvements
- ◆ Lindo Lake Park Photovoltaic Panels At Parking Areas
- ◆ Lonny Brewer Leash Free Area
- ◆ Los Penasquitos Canyon Preserve Amphitheater
- ◆ Mira Mesa Epicentre Youth And Community Center
- ◆ Mount Laguna Fire Station
- ◆ Mount Woodson Acquisition And Parking Lot
- ◆ Multiple Species Conservation Plan Acquisition
- ◆ North Coastal Live Well Center Improvements
- ◆ Ohio Street Probation Renovation And Replacement
- ◆ Old Ironside Volunteer Pads
- ◆ Otay Lakes County Park Electrical Upgrade
- ◆ Otay Lakes Park Sewer
- ◆ Otay Lakes Park Youth Campground
- ◆ Otay Lakes Parks Recreation Amenities
- ◆ Otay Valley Regional Park Heritage Staging Area Zone A
- ◆ Otay Valley Regional Park Bike Skills Course
- ◆ Otay Valley Regional Park Community Garden
- ◆ Palomar Mountain Fire Station
- ◆ Patriot Park Water Conservation
- ◆ Pine Valley Park New Playground Shade Structure
- ◆ Potts Trail
- ◆ Ramona Grasslands Phase I
- ◆ Ramona Intergenerational Community Campus-HHSA Family Resource Live Well Center Phase 2
- ◆ Ramona Sheriff Substation
- ◆ Rancho San Diego Library Expansion
- ◆ Regional Communications System Upgrade
- ◆ Sage Hill Staging Area And Trail System Improvements
- ◆ San Diego Botanic Gardens Master Plan



- ◆ San Diego County Animal Shelter
- ◆ San Diego Fire Training Center
- ◆ San Dieguito Local Park
- ◆ San Dieguito Playground Shade Structure
- ◆ San Luis Rey Land Improvements
- ◆ San Luis Rey River Park Bonsall Bridge Staging Area
- ◆ San Luis Rey River Park Duline Road Active Recreation Node
- ◆ San Luis Rey River Park Moosa Active Recreation Node
- ◆ San Luis Rey River Park Planning And Development
- ◆ San Marcos Road Maintenance Station And Fleet Garage
- ◆ Santa Ysabel East West Trail Cauzza
- ◆ Santa Ysabel Nature Center
- ◆ Sheriff Technology And Information Center COC Buildings 12 And 18
- ◆ South County Bicycle Skills Course
- ◆ South County Zipline
- ◆ South Lane Park
- ◆ Southeastern Live Well Center
- ◆ State Route 76 Middle Row Trail
- ◆ State Route 94 Safe Passage
- ◆ Steele Canyon Playground Shade Structure
- ◆ Steele Canyon Park New Playground Shade Structure
- ◆ Steele Canyon Park Playground Equipment Replacement
- ◆ Stelzer Park Ranger Station And Visitor Center
- ◆ Sweetwater Lane County Park Energy Upgrade
- ◆ Sweetwater Loop Trail Acquisition And Construction
- ◆ Sweetwater Regional Park Community Garden Construction
- ◆ Sweetwater Summit Regional Park Campground Expansion Phase 2
- ◆ Sycamore Canyon Trails Acquisition
- ◆ Sycuan Kumeyaay Village Dehesa Rd Sloan Canyon Rd Trail
- ◆ Third Avenue Mental Health Inpatient Facility Hub, Hillcrest
- ◆ Tijuana River Valley Regional Park Campground And Nature Equestrian Center
- ◆ Tijuana River Valley Smugglers Gulch Basin
- ◆ Tijuana River Valley Sport Complex Concept Plan
- ◆ Tri-City Healthcare District Psychiatric Health Facility
- ◆ Twin Oaks Local Park
- ◆ Valley Center Park Improvements
- ◆ Valley Center Senior Center
- ◆ Waterfront Park Active Recreation
- ◆ Youth Transition Campus

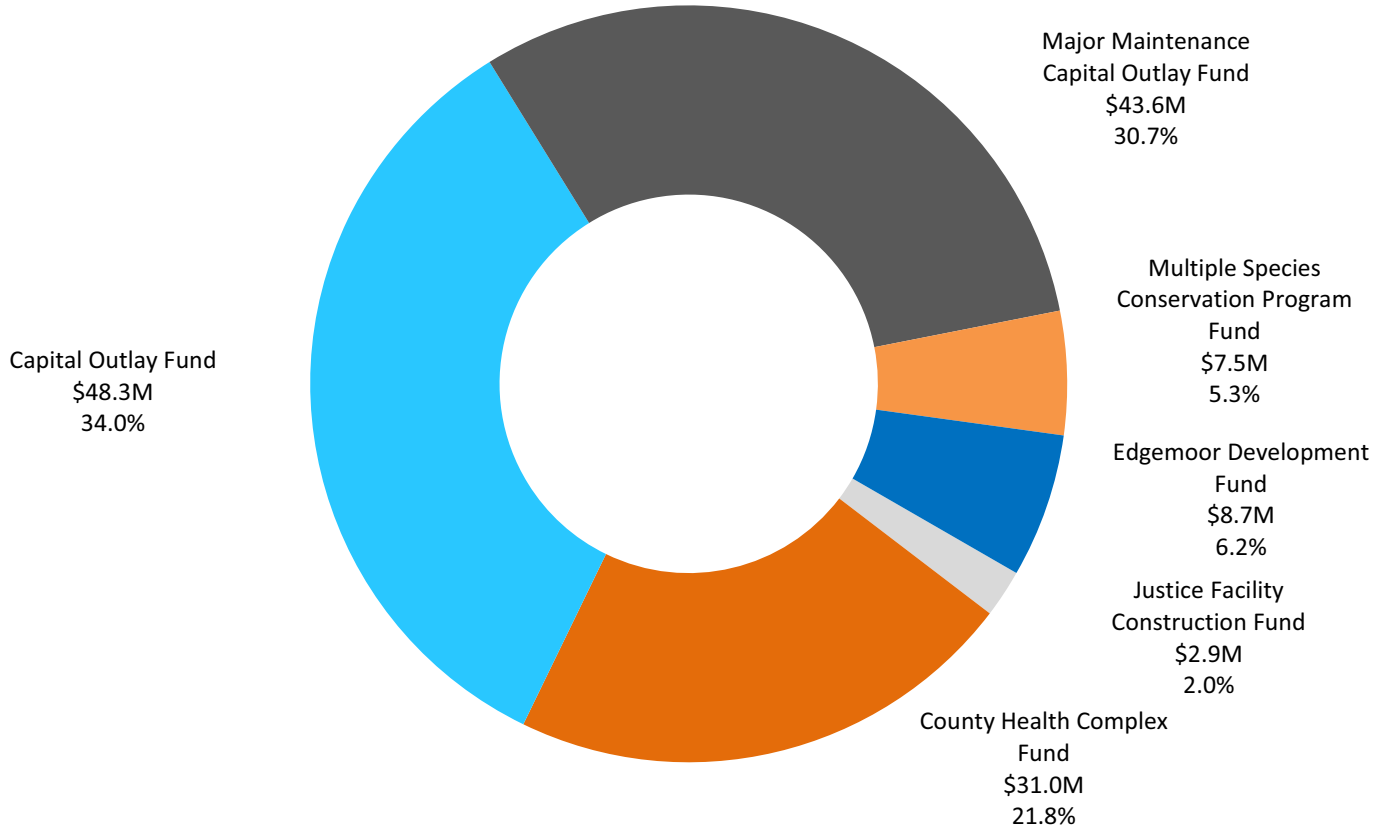
The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.

2022–23 Recommended Budget at a Glance: Capital Program

The Fiscal Years 2022–24 CAO Recommended Operational Plan Program totals \$142.0 million which includes **\$89.7 million** in new appropriations for various capital projects, \$43.6 million for Major Maintenance projects required to be capitalized for financial reporting purposes and \$8.7 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 2022–23.

Capital Appropriations Summary	
Project	Fiscal Year 2022–23 Appropriations
Smuggler's Gulch Improvements Project Tijuana River Valley Regional Park	\$ 1,000,000
Food Access Initiative	1,000,000
Jacumba Fire Station #43	250,000
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	25,000,000
North County Regional Center (NCRC) Major Systems Replacement Project (MSRP)	1,000,000
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased	20,000,000
Capital Outlay Fund Total	\$ 48,250,000
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	20,000,000
Edgemoor Psychiatric Unit	11,000,000
Health Total	\$ 31,000,000
I-15 and SR-76 Public Safety Facility	2,892,600
Justice Total	\$ 2,892,600
Fallbrook Library - Zero Net Energy (ZNE)	100,000
George Bailey Detention Facility Renovation	29,477,146
EV Roadmap (COC Charging Stations - Phase 2)	910,000
Remaining Major Maintenance Capital Outlay Fund Projects	13,152,600
Major Maintenance Capital Outlay Fund Total	\$ 43,639,746
Multiple Species Conservation Program (MSCP) Land Acquisition	7,500,000
MSCP Total	\$ 7,500,000
Edgemoor Development Fund	\$ 8,735,061
Edgemoor Development Fund Total	\$ 8,735,061

Capital Program by Fund
Fiscal Year 2022–23: \$142.0 million



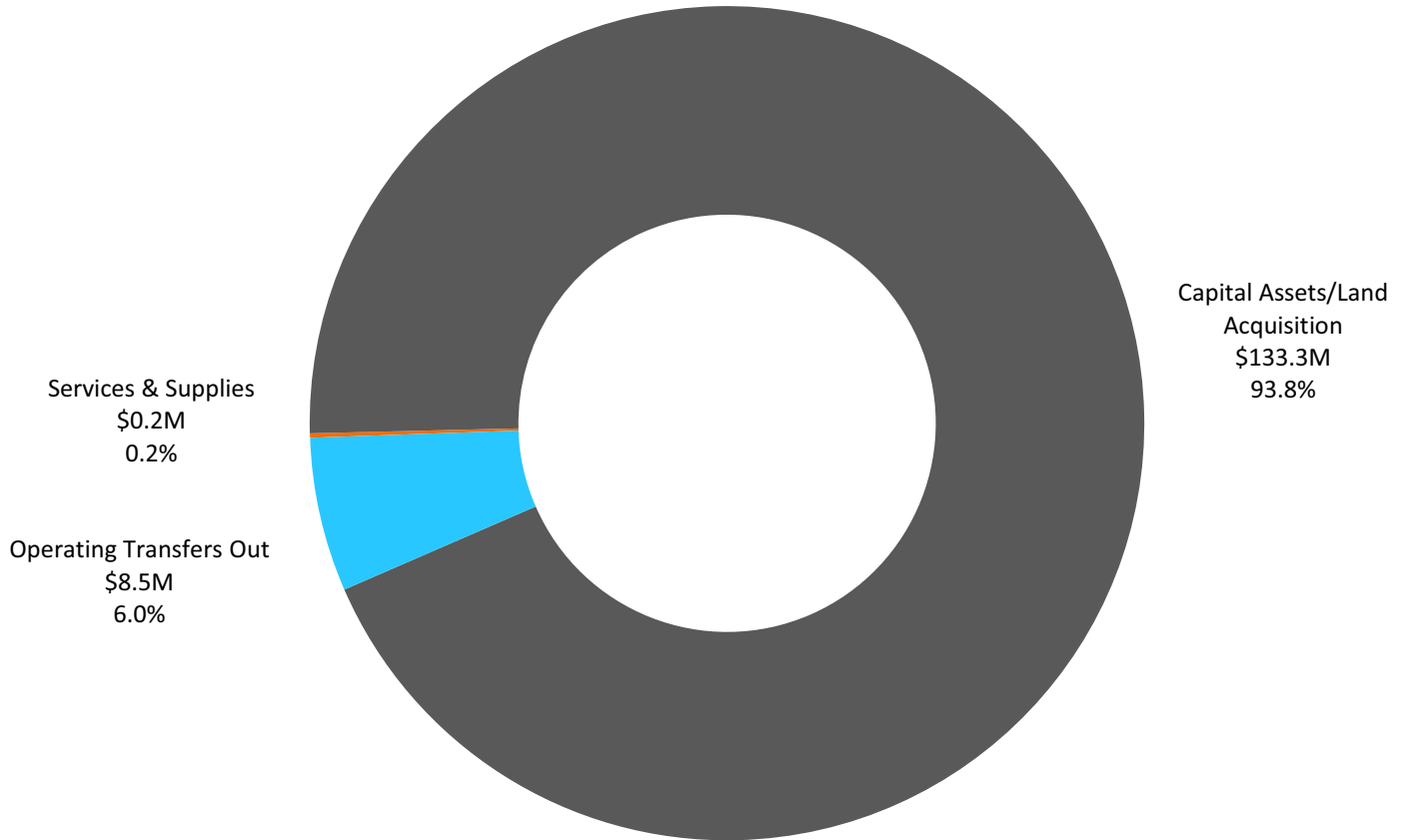
Recommended Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	\$ 2.9	2.0
County Health Complex Fund	31.0	21.8
Capital Outlay Fund	48.3	34.0
Major Maintenance Capital Outlay Fund	43.6	30.7
Multiple Species Conservation Fund	7.5	5.3
Edgemoor Development Fund	8.7	6.2
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*





Capital Program by Categories of Expenditures Fiscal Year 2022–23: \$142.0 million

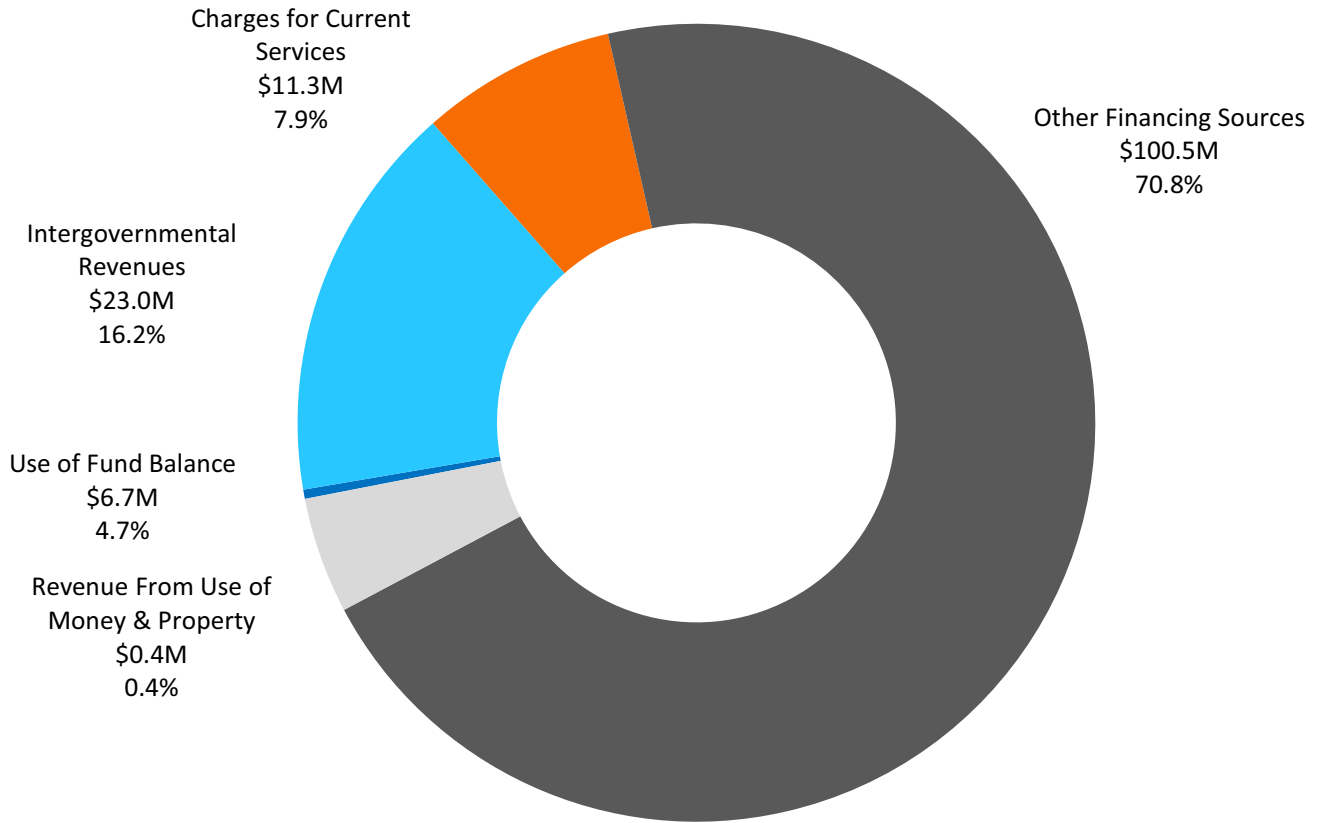


Recommended Budget by Categories of Expenditures: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.2	0.2
Capital Assets/Land Acquisition	133.3	93.8
Operating Transfers Out	8.5	6.0
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*



Capital Program by Categories of Revenues Fiscal Year 2022–23: \$142.0 million



Recommended Budget by Categories of Revenues: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.5	0.4
Intergovernmental Revenues	23.0	16.2
Charges for Current Services	11.3	8.0
Other Financing Sources	100.5	70.8
Use of Fund Balance	6.7	4.7
Total	\$ 142.0	100.0

**The sum of individual figures within a column may not equal the total for that column due to rounding.*



Capital Appropriations: Fiscal Year 2022–23

The Fiscal Years 2022–24 CAO Recommended Operational Plan includes \$89.7 million in new appropriations for various capital projects in the Capital Program for Fiscal Year 202–23. This amount excludes \$43.6 million appropriated in Fiscal Year 2022–23 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 \$8.7 million appropriated 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 section briefly describes the anticipated cost and purpose of each capital project.



County Administration Center (CAC) Major Systems Renovations Project (phased)

Fiscal Year 2022–23 Appropriations: \$25,000,000

Project Number: 1021162

Estimated Total Project Cost: \$121,554,000

Funding Source(s): General Purpose Revenue, \$25,000,000

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 and discretionary work.

Current Status: Construction.

Anticipated Construction Completion: Spring 2024

Edgemoor Psychiatric Unit

Fiscal Year 2022–23 Appropriations: \$11,000,000

Project Number: 1023737

Estimated Total Project Cost: \$13,000,000

Funding Source(s): Revenue Acct 46678 Institutional Care Hospital, \$11,000,000

Scope: Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing 12 beds.

Current Status: Pre-Construction.

Anticipated Construction Completion: Fall 2023*





Food Access Initiative

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025464

Estimated Total Project Cost: \$1,000,000

Funding Source(s): American Rescue Plan Act (ARPA) Revenue, \$1,000,000

Scope: Establish community gardens throughout the County.

Current Status: Pre-Construction.

Anticipated Construction Completion: Winter 2024

Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased

Fiscal Year 2022–23 Appropriations: \$20,000,000

Project Number: 1023733

Estimated Total Project Cost: \$65,000,000

Funding Source(s): General Purpose Revenue, \$20,000,000

Scope: Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.

Current Status: Construction.

Anticipated Construction Completion: Fall 2024*



I-15 and SR-76 Public Safety Facility

Fiscal Year 2022–23 Appropriations: \$2,892,600

Project Number: 1024946

Estimated Total Project Cost: \$48,021,400

Funding Source(s): Operating Transfer In from Proposition 172 Fund, \$2,892,600

Scope: Land acquisition, design and construction of a new approximately 25,000 square foot facility.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2027*





Jacumba Fire Station #43

Fiscal Year 2022–23 Appropriations: \$250,000

Project Number: 1022910

Estimated Total Project Cost: \$17,400,000

Funding Source(s): Other Services to Government Agencies, \$250,000

Scope: Land acquisition, design and construction of new fire station to replace Station #43.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2026*



Multiple Species Conservation Program (MSCP) Land Acquisition

Fiscal Year 2022–23 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.

Current Status: Acquisition.

Anticipated Construction Completion: Ongoing

North County Regional Center (NCRC) Major Systems Replacement Project (MSRP)

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025465

Estimated Total Project Cost: \$25,000,000

Funding Source(s): General Purpose Revenue \$1,000,000

Scope: Major Systems Replacement Project. The appropriations established are to fund the design phase.

Current Status: Pre-Construction.

Anticipated Construction Completion: Spring 2027*





Smuggler's Gulch Improvement Project at Tijuana River Valley Regional Park

Fiscal Year 2022–23 Appropriations: \$1,000,000

Project Number: 1025467

Estimated Total Project Cost: \$10,000,000

Funding Source(s): State Aid – Other State Grants \$1,000,000

Scope: Dredging of the Pilot Channel and entirety of Smuggler's Gulch prior to construction of the Smuggler's Gulch improvements project. Installation of a bridge over Monument Road to address flooding issues.

Current Status: Construction.

Anticipated Construction Completion: Summer 2024

Third Avenue Mental Health Inpatient Facility (Central Region Hub)

Fiscal Year 2022–23 Appropriations: \$20,000,000

Project Number: 1023736

Estimated Total Project Cost: \$32,000,000

Funding Source(s): Revenue Acct 45575 Behavioral Health Realignment \$20,000,000

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.

Current Status: Pre-Construction.

Anticipated Construction Completion: Summer 2025*





Capital Program: All Funds Summary

Budget by Fund					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Capital Outlay Fund	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	(65.2)	\$ —
Major Maintenance Capital Outlay Fund	37,202,074	16,084,000	43,639,746	171.3	—
County Health Complex	11,790,000	11,500,000	31,00,000	169.6	—
Justice Facility Construction	2,230,000	75,800,000	2892,600	(96.2)	—
Library Projects	5,965,000	24,327,935	—	(100.0)	—
MSCP - Land Use and Environmental	—	7,500,000	7,500,000	0.0	—
Edgemoor Development Fund	8,458,310	8,797,800	8,735,061	(0.7)	8,808,300
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 359,800	\$ 231,800	\$ 245,800	6.0	\$ 245,800
Capital Assets Equipment	—	—	—	—	—
Capital Assets/Land Acquisition	121,264,074	273,896,935	133,282,346	(51.3)	—
Operating Transfers Out	8,098,510	8,566,000	8,489,261	(0.9)	8,562,500
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 568,924	\$ 537,973	(5.4)	\$ 538,792
Intergovernmental Revenues	4,130,110	38,012,219	22,997,721	(39.5)	996,949
Charges For Current Services	4,000,000	21,000,000	11,250,000	(46.4)	—
Miscellaneous Revenues	—	600,000	—	(100.0)	—
Other Financing Sources	114,987,074	215,661,935	100,532,346	(53.4)	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	(2.2)	6,772,559
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300



CAPITAL PROGRAM: ALL FUNDS SUMMARY

Revenue Detail					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Interest on Deposits & Investments	\$ —	\$ 240,000	\$ 200,000	(16.7)	\$ 200,000
Rents and Concessions	328,924	328,924	337,973	2.8	338,792
State Aid for Corrections	—	15,000,000	—	(100.0)	—
State Aid Other State	2,100,000	16,850,000	1,000,000	(94.1)	—
Behavioral Health Realignment	—	—	20,000,000		—
Federal Aid HUD CDBG 14.218	177,000	785,000	—	(100.0)	—
Fed Treasury 21.027 ARPA CSLFRF	—	4,000,000	1,000,000	(75.0)	—
Federal HHS 93.778 Medical Assistance Program	1,853,110	1,377,219	997,721	(27.6)	996,949
Institutional Care Hospital	4,000,000	11,000,000	11,000,000	—	—
Contributions from Property Owners	—	10,000,000	—	(100.0)	—
Other Services to Government	—	—	250,000	100.0	—
Other Miscellaneous	—	600,000	—	(100.0)	—
Operating Transfer From General Fund	114,687,074	155,206,935	95,783,746	(38.3)	—
Operating Transfer From Parkland Dedication	300,000	—	—	—	—
Operating Transfer From Library Fund	—	455,000	1,356,000	198.0	—
Operating Transfer From Prop 172	—	—	2,892,6000	100.0	—
Reimbursement from SANCAL - Bond Proceeds	—	60,000,000	—	(100.0)	—
Sale of Fixed Assets	—	—	500,000	100.0	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	(2.2)	6,772,559
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300



Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Other Charges	—	—	—	—	—
Capital Assets/Land Acquisition	64,077,000	138,685,000	48,250,000	—	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	—	\$ —
Intergovernmental Revenues	2,277,000	21,635,000	2,000,000	—	—
Charges for Current Services	—	10,000,000	250,000	—	—
Miscellaneous Revenues	—	600,000	—	—	—
Other Financing Sources	61,800,000	106,450,000	46,000,000	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	—	\$ —

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	37,202,074	16,084,000	43,639,746	—	—
Total	\$ 37,202,074	\$ 16,084,000	\$ 43,639,746	—	\$ —

CAPITAL PROGRAM: ALL FUNDS DETAIL

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	37,202,074	16,084,000	43,639,746	—	—
Total	\$ 37,202,074	\$ 16,084,000	\$ 43,639,746	—	\$ —

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	11,790,000	11,500,000	31,000,000	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 11,790,000	\$ 11,500,000	\$ 31,000,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 20,000,000	—	\$ —
Charges For Current Services	\$ 4,000,000	\$ 11,000,000	\$ 11,000,000	—	\$ —
Other Financing Sources	7,790,000	500,000	—	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 11,790,000	\$ 11,500,000	\$ 31,000,000	—	\$ —





Justice Facility Construction Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Other Charges	—	—	—	—	—
Capital Assets/Land Acquisition	2,230,000	75,800,000	2,892,600	—	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 2,230,000	\$ 75,800,000	\$ 2,892,600	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ 15,000,000	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	2,230,000	60,800,000	2,892,600	—	—
Use of Fund Balance	—	—	—	—	—
Total	\$ 2,230,000	\$ 75,800,000	\$ 2,892,600	—	\$ —



Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	5,965,000	24,327,935	—	—	—
Capital Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Other Financing Sources	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —
Use of Fund Balance	—	—	—	—	—
Total	\$ 5,965,000	\$ 24,327,935	\$ —	—	\$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Capital Assets/Land Acquisition	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —
Total	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	7,500,000	7,500,000	—	—
Total	\$ —	\$ 7,500,000	\$ 7,500,000	—	\$ —





Edgemoor Development Fund

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 359,800	\$ 231,800	\$ 245,800	—	\$ 245,800
Operating Transfers Out	8,098,510	8,566,000	8,489,261	—	8,562,500
Total	\$ 8,458,310	\$ 8,797,800	\$ 8,735,061	—	\$ 8,808,300

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 568,924	\$ 537,973	—	\$ 538,792
Intergovernmental Revenues	1,853,110	1,377,219	997,721	—	996,949
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	—	500,000	—	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	—	6,772,559
Total	\$ 8,458,310	\$ 8,797,800	\$ 8,735,061	—	\$ 8,808,300





Capital Improvement Needs Assessment: Fiscal Years 2022–27

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:

- ◆ Beginning in August departments submit capital priorities based on program needs, community feedback, and Board of Supervisor initiatives to their respective Groups for review and evaluation. Project submittals must include objectives and description, estimated costs (if available) and level of available funding. 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 and Board Offices. 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: reducing operating costs and increasing County’s commitment to sustainability
 - ◆ Customer service benefits and improving access to services
 - ◆ 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 approves 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 Multiple Species Conservation Program (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. Aging facilities, particularly those whose major systems are reaching life expectancy, are analyzed for program delivery efficiency and compliance with regulatory requirements, and ultimately recommended for revitalization, replacement or disposition. 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. The County’s capital program anticipates new facilities will attain Leadership in Energy and Environmental Design (LEED) certification and be Zero Net Energy (ZNE), as well include public electric vehicle charging infrastructure and avoid the use of equipment that requires natural gas. 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



The Facilities Planning Board is responsible for creating a Capital Improvement Needs Assessment (CINA) in conformance with the County of San Diego's General Management System and Board of Supervisors (Board) Policy G-16. The CINA, a planning document that includes all planned land acquisitions and capital improvements over a five-year period, is reviewed and revised annually. Several factors are taken into consideration when adding a project to the CINA including customer service benefits and improving access to services; reducing operating costs and increasing our commitment to sustainability; fulfilling legally binding mandates; addressing life, safety and emergency issues; and improving quality of life for all County residents. The total estimated cost of these priority projects is \$1.9 billion, of which \$89.7 million is funded (excludes Major Maintenance Capital Outlay Fund and Edgemoor Development Fund). 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 process to identify aged facilities for major systems renovation or replacement. This process helps categorize and prioritize County-owned structures and infrastructure which are greater than 40 years old. Based on the results of a critical systems assessment, aged facilities are recommended for major systems renovation or complete replacement. Projects that involve consolidation of multiple facilities are identified as aged facilities if one or more of the buildings being consolidated is greater than 40 years old. The projects identified as aged facilities are listed in bold font for easier reference.

Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
4S Ranch Liberty Park Restrooms	Pre-Construction	\$ 400,000	Design, environmental analysis and construction of a new restroom building.
4S Ranch Library Expansion	Pre-Construction	13,000,000	Expansion of a 2,000 sq ft community room to allow for cultural events and educational programming.
4S Ranch North Artificial Turf Replacement	Pre-Construction	1,000,000	Construction/replacement of artificial turf at 4S Ranch North Field.
4S Ranch Patriot Park Playground	Pre-Construction	900,000	Design, environmental analysis, and construction to remove and replace two play structures with new play equipment and playground surfacing.
4S Ranch Patriot Park Restrooms	Pre-Construction	450,000	Design, environmental analysis and construction of a new restroom building.
4S Ranch Sports Park and Community Park	Pre-Construction	1,100,000	Design, environmental analysis, and construction to remove and replace one playground at Sports Park and one playground at Community park with new play equipment and playground surfacing.
4S Ranch Sports Park Photovoltaic System and LED Lighting (CAP)	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.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Agua Caliente County Park - Staff Housing	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.
Agua Caliente County Park - New Water Wells	Pre-Construction	1,500,000	Design, environmental analysis and construction for two new wells at Aqua Caliente Park and to connect to existing small drinking water system.
Alpine Community Loop	Pre-Construction	8,000,000	Design, environmental analysis, easement acquisition and construction of pathway and sidewalk improvements to increase connectivity to Alpine Park.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Pre-Construction	33,000,000	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.
Bear Valley Parkway Parcel Redevelopment	Pre-Construction	3,350,000	Design, environmental analysis and construction to develop active recreation amenities on 2 parcels adjacent to Bear Valley Parkway in Escondido.
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.
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.
Borrego Park Recreation Amenities	Pre-Construction	850,000	Design, environmental analysis and construction of additional recreation amenities requested by the community, shade structures, and improvements in the off leash area.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	4,000,000	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.
Brown Property Restoration	Pre-Construction	2,000,000	Construction to remove existing structures on site and implement restoration plan.
Cactus Park Playground	Pre-Construction	750,000	Design, environmental analysis, and construction to remove and replace a play structure with new play equipment, playground surfacing and a shade structure.
Cactus Park Restroom Replacement	Pre-Construction	750,000	Design, environmental analysis and construction to remove and replace an existing restroom in Cactus Park. Current restroom has reached the end of its useful life and does not meet current building code standards. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Campo Library Community Room	Pre-Construction	2,389,699	Addition of 1,000 square foot community room to Campo Library.
Coastal Trail	Pre-Construction	2,750,000	Design, environmental and construction of southern most portion of the Coast Trail through the Tijuana River Valley Regional Park.
Collier Park Playground	Pre-Construction	1,300,000	Design, environmental analysis and construction to remove and replace two play structures with new play equipment, playground surfacing and refurbish the existing shade structure.
Community Gardens	Pre-Construction	5,000,000	Design, environmental analysis and construction of community gardens throughout the County. Assumes approximately 3 community gardens.
County Administration Center (CAC) Major Systems Renovation Project (MSRP) phased	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.
COVID-19 Memorial	Pre-Construction	500,000	Design and installation of a memorial to honor the lives lost to COVID-19.
Descanso Fire Station 45 Fire Station Replacement	Pre-Construction	17,400,000	Design and construction of a new fire station to replace Station #45.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Dictionary Hill Trails	Pre-Construction	2,600,000	Design, environmental analysis and construction for trails identified in the Public Access Plan, which is currently underway.
Dos Picos Campground Restroom/ Shower Replacement	Pre-Construction	600,000	Design, environmental analysis and construction to repair and upgrade the main restroom/shower building (west of pavilion). Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Dos Picos County Park - Pond Restoration	Pre-Construction	3,500,000	Design, environmental analysis and construction for dredging and relining existing pond at Dos Picos (120K/sf surface area or 2.75 acres).
East County Crisis Stabilization Unit (CSU) Hub/Network Plan	Pre-Construction	11,600,000	Design and construction of Crisis Stabilization Unit (CSU) located in East County.
East County Regional Center (ECRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
East Otay Mesa Sheriff Station	Pre-Construction	46,150,000	Design and construction of approximately 25,000 square foot sheriff station on northern five acres of new quartermaster parcel.
Edgemoor Psychiatric Unit	Construction	13,000,000	Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing 12 beds.
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.
El Monte Park Playground	Pre-Construction	1,950,000	Design, environmental analysis and construction to remove and replace three playgrounds with new playground equipment, playground surfacing, and shade structures.
Encinitas Landfill Park Conversion	Pre-Construction	10,000,000	Fiscal Year 2023–24 request is for concept and feasibility study. Project will include design, environmental analysis and construction of a solid waste site conversion to a park.
EV Roadmap (COC Charging Stations)	Construction	11,040,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicle.
Fallbrook Community Center Playground	Pre-Construction	2,850,000	Design, environmental analysis and construction to remove and replace three playgrounds with new play equipment and refurbish existing shade structures.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
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.
Fallbrook Western Park	Pre-Construction	8,000,000	Acquisition to establish a new local park in Fallbrook.
Firefighter Memorial	Pre-Construction	500,000	Design and installation of a firefighter memorial at Waterfront Park.
Food Access Initiative	Pre-Construction	1,000,000	Establish community gardens throughout the County.
George Bailey Detention Facility Renovation	Pre-Construction	45,000,000	Large-scale renovation of the existing detention facility.
Guajome Regional Park - Off Leash Area	Pre-Construction	500,000	Design, environmental analysis and construction of off leash dog park.
Guajome Regional Park Campground Expansion	Pre-Construction	2,600,000	Design, environmental analysis and construction of 25 new campsites.
Guajome Regional Park Playground	Pre-Construction	850,000	Design, environmental analysis and construction to remove and replace playground with new play equipment and refurbish existing shade structure.
Hall of Justice (HOJ)	Pre-Construction	65,000,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Harmony Grove Village 4th of July Park	Pre-Construction	200,000	Design, environmental analysis and construction of new shade structure at existing playground area.
Health Services Complex at COC	Pre-Construction	230,500,000	Design and construction of Health Services Complex at COC.
Hidden Meadows Park	Pre-Construction	6,700,000	Acquisition, design, environmental and construction of a new approximately two acre County park.
Hilton Head Park Playground	Pre-Construction	1,800,000	Design, environmental analysis and construction to remove and replace two playground structures with new inclusive play equipment, playground surfacing, and shade structure.
I-15 and SR-76 Public Safety Facility	Pre-Construction	48,021,400	Land acquisition, design and construction of a new approximately 25,000 sq ft facility.
Intermountain Fire Station #85	Pre-Construction	17,600,000	Land acquisition, design and construction of a new fire station to replace Station #85 (Intermountain) and Station #87 (Witchcreek).
Jacumba Fire Station #43	Pre-Construction	17,400,000	Land acquisition, design and construction of new fire station to replace Station #43.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
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 ballfields at Jess Martin Park.
Jess Martin County Park Playground	Pre-Construction	500,000	Design, environmental analysis and construction to remove and replace two play structures with new playground equipment, playground surfacing and refurbish existing shade structure.
Keys Creek Preserve	Pre-Construction	2,600,000	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.
La Mesa Library	Pre-Construction	30,300,000	Design and construction of new library in La Mesa.
Lake Morena Campground Restroom Replacement	Pre-Construction	700,000	Design, environmental analysis and construction to replace the campground restroom at Lake Morena County Park. The existing restroom has reached the end of its useful life and does not meet current building code standards. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
Lake Morena Dock Extension	Pre-Construction	1,000,000	Design, environmental analysis, permitting and construction to extend the dock at Lake Morena to be usable at various water levels.
Lake Morena Playground	Pre-Construction	1,000,000	Design, environmental analysis and construction to remove and replace playground equipment with new play equipment, playground surfacing, and new shade structures over playground.
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.
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.
Lakeside Off Leash Area	Pre-Construction	650,000	Design, environmental analysis and construction of an off leash area in an existing County park in Lakeside.
Lakeside Soccer Fields	Pre-Construction	9,000,000	Acquisition, design, environmental analysis and construction of a new soccer park in Lakeside.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Lamar County Park Pervious Parking Lot	Pre-Construction	1,335,000	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.
Lindo Lake Improvements (Phase II)	Pre-Construction	15,950,000	Design, environmental analysis and construction to restore Lindo Lake by deepening the lakebed. Construction will occur in two phases. Phase I is under construction.
Lindo Lake Photovoltaic Carports	Pre-Construction	1,000,000	Design, environmental analysis, and construction of two carports with photovoltaic panels. Project would offset electrical consumption at Lindo Lake County Park.
Lindo Lake Site Improvements	Pre-Construction	2,250,000	Design, environmental analysis and construction for recreational improvements on the site of the previous library building.
Live Oak Park Playground	Pre-Construction	300,000	Design, environmental analysis and construction to remove and replace playground structure with new play equipment and new shade structure.
Louis Stelzer County Park Playground	Pre-Construction	2,650,000	Design, environmental analysis and construction to remove and replace three playground structures with new play equipment, playground surfacing, and add new shade structures.
Lusardi Creek Crossing	Pre-Construction	700,000	Design, environmental analysis and construction to improve the creek crossing.
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.
Mira Mesa Epicentre	Pre-Construction	8,000,000	Design, environmental, and construction of upgrades to the existing Mira Mesa Youth and Community Center.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Acquisition	294,000,000	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.
Nancy Jane Park Playground	Pre-Construction	2,625,000	Design, environmental analysis and construction to remove and replace playground equipment at three playgrounds with new play equipment and shade structures.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Nelson Sloan Reclamation	Pre-Construction	2,000,000	Reclamation of the Nelson Sloan property (former quarry) to meet the basic requirements of the reclamation plan under the Surface Mining and Reclamation Act (SMARA). Project includes one-time start-up costs for environmental review/surveys/permits and Storm Water Pollution Prevention Plan preparation, grading plan, sediment transport and placement and other related site preparation/construction.
North County Regional Center (NCRC)	Pre-Construction	25,000,000	Major Systems Replacement Project (MSRP). Funding for design phase.
Off-Highway Vehicle Recreation Area	Pre-Construction	12,300,000	Acquisition, design, environmental analysis and construction for the implementation of an off-highway vehicle recreation area based on the results of the grant funded feasibility study.
Old Ironsides Park Playground	Pre-Construction	400,000	Design, environmental analysis and construction to remove and replace playground equipment with new play equipment and shade structure.
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.
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.
Palomar Mountain County Park	Pre-Construction	750,000	Design, environmental analysis and construction of new picnic areas with ADA access at Palomar Mountain County Park.
Photovoltaic (PV) Carports	Pre-Construction	2,250,000	Design, environmental analysis and construction of photovoltaic carports in existing parking areas to offset park energy demands and reduce GHG emission.
Playground Shade Structures	Pre-Construction	3,250,000	Design, environmental analysis, and construction of shade structure at Pine Valley Local Park, Pine Valley County Park, and Dos Picos County Park.
Potrero County Park - New Camping Cabins	Pre-Construction	800,000	Design, environmental analysis and construction of 2-4 camping cabins at Potrero County campgrounds.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Potrero Park Restroom Replacement	Pre-Construction	1,500,000	Design, environmental and construction to replace two restrooms at Potrero County Park. The playground restroom and the restroom near the outdoor pavilion in Reservation Area 1. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
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.
Poway Landfill Conversion	Pre-Construction	5,000,000	Design, environmental and construction to convert the existing closed landfill in Poway to active recreation / bike park. Cost estimate still being vetted.
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.
Rainbow County Park Playground	Pre-Construction	350,000	Design, environmental analysis and construction to remove and replace playground equipment and surfacing on one playground, and refurbish existing shade structure over an additional playground.
Ramona Grasslands Preserve Phase 1, 2 & 3	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.
Ramona Intergenerational Community Campus (RICC) Skatepark	Pre-Construction	23,000,000	Design, environmental analysis and construction of a new skate park at the Ramona Intergenerational Community Campus.
Ramona Road Maintenance Station & Fleet Garage	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.
Ramona Sheriff Station	Pre-Construction	36,000,000	Design and construction of new 18,000 square foot Sheriff Station on existing site.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Rancho Lilac Open Space Park	Pre-Construction	5,000,000	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.
Rios Canyon County Park Playground	Pre-Construction	500,000	Design, environmental analysis and construction to remove playground equipment with new inclusive play equipment and shade structure.
San Diego Botanic Garden Master Plan	Pre-Construction	66,850,000	Design, environmental and construction of new visitor center, parking lots, new gardens, greenhouse and nursery.
San Diego County Fire Training Tower	Pre-Construction	1,650,000	Design and construction of training tower.
San Diego River Trail	Pre-Construction	10,000,000	Acquisition, design, environmental analysis and construction to build out the San Diego River Trail. County is in process of identifying funding source per Board Direction. Cost estimate is still being vetted.
San Dieguito Local Park	Pre-Construction	11,000,000	Acquisition, design, environmental analysis and construction of a new local park in San Dieguito. Project will be partially funded with PEI.
San Dieguito Miracle Field	Pre-Construction	1,000,000	Replacement of the ballfield surfacing at Miracle Field. Current surfacing is at end of useful life.
San Dieguito Park Destination Playground	Pre-Construction	3,000,000	Design, environmental analysis and construction to remove and replace existing play structure with new and unique play structures, surfacing, and shade to appeal to families throughout the San Diego region.
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	63,467,483	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.
Santa Maria Creek Greenway	Pre-Construction	3,000,000	Acquisition, design, environmental analysis of approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands. Connects to the RICC.
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.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Santee Library	Pre-Construction	24,300,000	Design and construction of a new and larger facility (approximately 24,000 sq ft) library in Santee.
Scripps Ranch Civic Association / SDCWA Off Leash Area	Pre-Construction	650,000	Design, environmental analysis and construction to add an off leash area.
Smuggler's Gulch Improvements Project Tijuana River Valley Regional Park	Pre-Construction	10,000,000	Dredging of the Pilot Channel and entirety of Smuggler's Gulch prior to construction of the Smuggler's Gulch improvements project. Installation of a bridge over Monument Road to address flooding issues.
South Bay Regional Center (SBRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
South Lane Park Improvements Phase	Pre-Construction	1,900,000	Construction of Phase 2 improvements to existing park.
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.
Star Valley Park	Pre-Construction	20,950,000	Design, environmental analysis, and construction of Star Valley Park. Park amenities could include sport fields/courts, playgrounds, picnic areas.
Stelzer Cabin Renovation	Pre-Construction	400,000	Design, environmental analysis and construction to install bathroom, kitchenet and fire sprinkler system to bring the cabin up to modern standards and create a rentable venue to generate revenue.
Stelzer Ranger Station Renovation	Pre-Construction	900,000	Construction of ranger station and interpretive center to replace the existing range station in the same location.
Sweetwater Bike Skills Park Restroom	Pre-Construction	650,000	Construction to add a restroom and expand parking facilities at the existing Sweetwater Bike Park.
Sweetwater Lane Artificial Turf	Pre-Construction	3,000,000	Replacement of natural grass to artificial on four existing baseball fields with soccer field overlay. Current turf is at end of useful life.
Sweetwater Lane Park - LED Fixture Upgrade	Pre-Construction	700,000	Design, environmental analysis and construction of LED fixture update to existing ballfield lighting.
Sweetwater Lane Sports Complex Playground	Pre-Construction	1,000,000	Design, environmental analysis and construction to remove and replace existing play structure with new play equipment, playground surface and add shade.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Sweetwater Loop Trail Acquisition/ Construction: Segments 5 - 7, Segments 8 - 9, and 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.
Sweetwater Regional Park Artificial Turf Replacement and Conversion	Pre-Construction	4,350,000	Replacement of natural grass to artificial turf at Sweetwater Regional Park.
Sweetwater Summit Regional Park Electrical and Sewer Upgrades	Pre-Construction	2,500,000	Design, environmental analysis, and construction to replace outdated electrical and sewer systems in Sweetwater Park. Important upgrades needed with the expansion of the campground.
Sweetwater Regional Trails - Tieber Connection	Pre-Construction	900,000	Design, environmental analysis and construction of Tieber Trail connection.
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.
Sycamore Canyon Trails	Pre-Construction	2,600,000	Implementation of public access plan, including construction of new trails, improvements to existing trails and construction of a new staging area.
Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail	Pre-Construction	12,900,000	Design, environmental analysis and construction of an estimated 4.9 miles of trail Sycuan and 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.
Third Avenue Mental Health Inpatient Facility (Central Region Hub)	Pre-Construction	32,000,000	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.



Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
Tijuana River Valley Regional Park (TRVRP) Active Recreation and Community Park	Construction	46,796,966	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.
Tijuana River Valley Regional Park Demolition	Pre-Construction	2,000,000	Testing, permitting and demolition or dilapidated / unused structures in the Tijuana River Valley Regional Park (TRVRP).
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.
Vallecito County Park - New Camping Cabins	Pre-Construction	1,300,000	Design, environmental analysis and construction of 2-4 camping cabins at Vallecitos County campgrounds.
Valley Center Community Park Playground	Pre-Construction	300,000	Design, environmental analysis and construction to add a shade structure over the playground.
Vista Detention Facility Renovation/ Replacement Study	Pre-Construction	1,000,000	A full scope for this project will be determined during the renovation/ replacement study.
Water Conservation Upgrades at William Heise Regional	Pre-Construction	570,000	Design, environmental and construction to retrofit existing irrigation lines and landscape. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities.
William Heise and Dos Picos Campgrounds Picnic Table Replacement	Pre-Construction	1,000,000	Design, environmental analysis and construction to replace all existing damaged and stained concrete picnic tables (40) throughout Heise with Vinyl coated tables along with (4) ADA tables. Replace 92 existing damaged and stained concrete picnic tables and (4) ADA tables at Dos Picos with vinyl tables.
William Heise County Park - Camping Cabin Replacements	Pre-Construction	2,600,000	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.





Capital Improvement Needs Assessment: Fiscal Years 2022-27			
Project Title	Current Status	Estimated Project Cost	Project Description
William Heise County Park and Stelzer County Park - New Shade Structure	Pre-Construction	600,000	Design, environmental and construction of shade structures over existing amphitheaters to reduce UV exposure for park visitors.
William Heise Park Restroom Replacement	Pre-Construction	700,000	Design, environmental analysis and construction to repair and upgrade 2 restroom buildings that are outdated. Supports CAP Measure W-1.3 to reduce potable water consumption at county facilities
		\$ 1,777,350,813	

* Projects listed above in BOLD are County-owned structures identified as aged facilities. (to each page of this section only)

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 2022–24

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 2022–24.

2022–24 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
Calavo Park	The operating impact for this park will include \$0.04 million in staffing, operations, maintenance, contracted services and utility costs to operate.	\$ 16,454,000	April 2023	—	45,074	1.00	\$ 45,074
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	September 2022	1,000,000	742,746	2.00	742,746
Lindo Lake Restoration Phase 1	The operating impact for this facility will include \$0.1 million in staffing, operations, maintenance, contracted services and utility costs to operate.	12,225,000	November 2022	—	143,951	2.00	143,951
Sweetwater Campground Expansion Phase 2	The operating impact to maintain the expansion will include \$0.2 million in operations, maintenance, contracted services and utility costs.	4,150,000	October 2022	—	207,374	—	207,374
Waterfront Park Active Recreation Expansion	The operating impact for this park will include \$0.3 million in staffing, operations, maintenance, contracted services and utility costs to operate.	3,000,000	December 2022	—	292,217	2.00	292,217
2022–23 Total Operating Impact		\$ 53,774,000		\$ 1,000,000	\$ 1,431,362	7.00	\$ 1,431,362

OPERATING IMPACT OF CAPITAL PROGRAM: FISCAL YEARS 2022–24

2022–24 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
Alpine County Park	The operating impact for this park will include \$0.2 million in staffing, operations, maintenance, contracted services and utility costs to operate.	\$ 17,000,000	December 2023	\$ —	\$ 209,487	2.00	\$ 209,487
East Otay Mesa Fire Station	The operating impact for this facility will include \$1.0 million in FF&E costs and \$0.08 million in operations, maintenance, contracted services and utility costs to operate the 14,000 square foot facility.	20,300,000	July 2023	951,264	84,948	—	84,948
Edgemoor Psychiatric Hospital	The operating impact for this facility will include \$0.3 million in FF&E costs and \$0.0 million in new operations, maintenance, contracted services and utility costs to operate the 9,700 square foot facility.	13,000,000	June 2024	320,000	—	—	—
Heritage Park Hotel	The operating impact for this facility will include \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate.	13,000,000	January 2024	—	726,115	12.00	726,115
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 expanded 2,900 square foot facility.	7,220,000	August 2023	250,000	24,219	—	24,219
Rancho San Diego Library Expansion	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.01 million in operations, maintenance, contracted services and utility costs to operate the expanded 700 square foot facility.	1,400,000	July 2023	80,000	7,408	—	7,408
San Luis Rey Bonsall Community Park	The operating impact for this park will include \$0.7 million in staffing, operations, maintenance, contracted services and utility costs to operate.	23,997,000	August 2023	—	699,472	4.00	699,472





2022–24 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
Southeastern Live Well Center	The operating impact for this facility will include \$2.8 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	July 2023	2,760,000	641,643	—	641,643
Tri-City Healthcare District Psychiatric Health Facility	The operating impact for this facility will include \$0.4 million in FF&E costs and \$0.0 million in operations, maintenance, contracted services and utility costs per lease to operate the 13,560 square foot facility.	20,600,000	July 2023	400,000	\$ —	—	—
Youth Transition Campus (Phase II)	The operating impact for this facility will include \$2.0 million in FF&E costs and \$0.7 million in operations, maintenance, contracted services and utility costs to operate the 60,000 square foot facility.	80,400,000	December 2023	2,000,000	720,077	—	720,077
2023–24 Total Operating Impact		\$ 272,892,000		\$ 6,761,264	\$ 3,113,369	18.00	\$ 3,113,369





County of San Diego

Finance Other

Finance Other	611
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Lease Payments-Bonds	615
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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 2022–23 and 2023–24.

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 2022–23 is budgeted at \$5.39 million, \$5.37 million of which reflects anticipated TOT revenues compared to \$4.79 million in Fiscal Year 2021–22 which was based on the economic recovery



from the effects of COVID-19 pandemic to the hotel industry and tourism as a whole. The additional \$0.02 million is rebudgeted based on Fiscal Year 2021–22 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 2022–23 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. For Fiscal Year 2022–23, \$54.4 million is budgeted in the Contributions to Capital Program as follows:

- ◆ \$25.0 million for the County Administration Center (CAC) Renovations,
- ◆ \$20.0 million for the Hall of Justice Major Systems Renovation project,
- ◆ \$7.5 million for the Multiple Species Conservation Program Land Acquisition,
- ◆ \$1.0 million for the North County Regional Center Major Systems Renovation project,
- ◆ \$0.9 million for the Electric Vehicle Roadmap project to be located at the County Operations Center.

Appropriations for the Capital Program budgeted with funding

sources outside of the General Fund total \$87.6 million and are not reflected in this section.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2023–24.

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 \$24.0 million in Fiscal Year 2022–23 is a net decrease of \$0.5 million from the Fiscal Year 2021–22 Adopted Operational Plan as a result of decreases in the annual lease payment for the 2019 Justice Facilities Refunding as well as interest accrued from the reserve funds for the 2014 Edgemoor & RCS Refunding and the 2016A County Operations Center Refunding which are used to offset future debt service payments.

The Fiscal Year 2023–24 payments are estimated at \$26.2 million which is a net increase of \$2.2 million from the Fiscal Year 2022–23 Recommended Operational Plan primarily due to the issuance of the newest financing for the 2021 Youth Transition Campus offset by the defeasance of the courthouse portion of the 2019 Justice Facilities Refunding. 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 \$138.2 million, the major components of the Countywide General Expenses program in Fiscal Year 2022–23 include:

- ❖ \$102.7 million to support one-time department operational requirements including one-time Salaries and Benefits payments, various housing programs, various major maintenance projects, Climate Action Plans and Total Maximum Daily Load (TMDL) projects. Details of these projects are included in the Groups & Departments' financial section primarily in the Expenditure Transfer & Reimbursement account. 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.
- ❖ \$22.5 million planning amounts to prepare for the non-negotiated labor costs.

- ❖ \$10.1 million for contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- ❖ \$1.5 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).
- ❖ \$1.2 million for appropriations for various contracts like actuaries to support the County in preparing retirement projections, for A-87 Countywide Indirect Cost Allocation Plan and for Sales & Use Tax auditing, recovery, and consulting services.
- ❖ \$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.

The Fiscal Year 2023–24 appropriations are estimated at \$161.1 million which includes unavoidable cost increases required to sustain service levels, anticipated increases in the County's retirement contributions resulting from any changes in valuation assumptions adopted by the Retirement Board, for future capital projects, as well as future increases from labor packages.

Countywide Shared Major Maintenance

In Fiscal Year 2022–23, 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 2023–24 is also budgeted to be \$2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994–95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses. As of June 30, 2021, the total reported liability for the fund was \$204.8 million with current assets of \$208.2 million resulting in a positive net position of \$3.4 million.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an



actuary to estimate the liability and capture the costs associated with all reported and unreported claims. The actuarial claims liability is anticipated to increase by \$0.6 million as of June 30, 2022. Appropriations for Fiscal Year 2022–23 total \$48.4 million for the workers' compensation internal service fund, this reflects a \$0.7 million increase from the Fiscal Year 2021–22 Adopted Budget due to a combination of anticipated increase in Excess WC insurance, actual claims/trends, and increased contract and software costs.

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 2022–23 are \$3.8 million which reflects a decrease of \$1.3 million from the Fiscal Year 2021–22 Adopted Budget due to a decrease in projected claims expense based on the expiration of COVID-19 supplemental programs.

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 2022–23 and \$0.5 million are budgeted for Fiscal Year 2023–24.

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, 2021 was \$94.7 million with current assets of \$93.9 million resulting in a negative net position of \$0.8 million. The actuarial claims liability is expected to increase by \$10.7 million as of June 30, 2022. To address the unfunded actuarial liability that is driving the negative net position, \$3.8 million was budgeted in Fiscal Year 2021–22, and \$1.8 million will be budgeted in both Fiscal Year 2022–23 and 2023–24. Collections of the unfunded liability are amortized over a ten-year period subject to annual review.

Appropriations for Fiscal Year 2022–23 total \$42.0 million for the Public Liability Internal Service Fund, which reflects an \$8.2 million increase from the Fiscal Year 2021–22 Adopted Operational Plan primarily due to an increase 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 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Community Enhancement	\$ 5,943,432	\$ 4,837,336	\$ 5,390,086	11.4	\$ 5,373,163
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	—	10,000,000
Contributions to Capital Program	81,900,554	141,417,935	54,410,000	(61.5)	—
Lease Payments: Capital Projects	24,571,641	24,505,206	24,031,204	(1.9)	26,232,143
Countywide General Expenses	124,433,782	115,218,329	138,188,622	19.9	161,120,731
Countywide Shared Major Maintenance	—	2,000,000	2,000,000	—	2,000,000
Employee Benefits Internal Service Funds (ISF)					
<i>Workers Compensation Employee Benefits ISF</i>	47,073,208	47,712,012	48,426,168	1.5	48,426,168
<i>Unemployment Insurance Employee Benefits ISF</i>	3,249,906	5,054,605	3,807,784	(24.7)	3,807,784
Local Agency Formation Commission Administration	483,914	498,431	514,281	3.2	529,709
Public Liability ISF	36,664,543	33,813,531	42,019,12	24.3	42,019,12
Pension Obligation Bonds	81,499,123	81,488,073	81,411,260	(0.1)	81,494,299
Total	\$ 415,820,103	\$ 466,545,458	\$ 410,198,525	(12.1)	\$ 381,003,117



Lease Payments-Bonds

Budget by Program						
	Fiscal Year 2019–20 Actuals	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2020–21 Amended Budget	Fiscal Year 2020–21 Actuals	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Approved Budget
Lease Payments-Bonds	\$ 28,012,790	\$ 24,571,641	\$ 24,571,641	\$ 24,551,513	\$ 24,505,206	\$ 24,186,798
Total	\$ 28,012,790	\$ 24,571,641	\$ 24,571,641	\$ 24,551,513	\$ 24,505,206	\$ 24,186,798

Budget by Categories of Expenditures						
	Fiscal Year 2019–20 Actuals	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2020–21 Amended Budget	Fiscal Year 2020–21 Actuals	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Approved Budget
Services & Supplies	\$ —	\$ 2,001	\$ 2,001	\$ —	\$ 2,001	\$ 2,001
Other Charges	28,012,790	24,569,640	24,569,640	24,551,513	24,503,205	24,184,797
Total	\$ 28,012,790	\$ 24,571,641	\$ 24,571,641	\$ 24,551,513	\$ 24,505,206	\$ 24,186,798

Budget by Categories of Revenues						
	Fiscal Year 2019–20 Actuals	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2020–21 Amended Budget	Fiscal Year 2020–21 Actuals	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Approved Budget
Revenue From Use of Money & Property	\$ 976,973	\$ 716,886	\$ 716,886	\$ 726,998	\$ 759,503	\$ 770,241
Other Financing Sources	10,764,650	9,453,680	9,453,680	9,453,680	10,766,000	10,769,125
Fund Balance Component Decreases	800,000	800,000	800,000	800,000	800,000	800,000
Use of Fund Balance	(760,207)	844,830	844,830	814,590	—	—
General Purpose Revenue Allocation	16,231,374	12,756,245	12,756,245	12,756,245	12,179,703	11,847,432
Total	\$ 28,012,790	\$ 24,571,641	\$ 24,571,641	\$ 24,551,513	\$ 24,505,206	\$ 24,186,798



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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	17,953.50	18,782.50	19,839.50	5.6	19,887.50

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 2,510,173,982	\$ 2,703,488,257	\$ 2,840,910,482	5.1	\$ 3,000,266,711
Services & Supplies	2,666,196,022	2,921,528,823	2,875,575,881	(1.6)	2,623,250,250
Other Charges	759,071,740	726,951,075	747,047,059	2.8	749,951,034
Capital Assets/Land Acquisition	142,985,406	311,044,833	157,766,601	(49.3)	100,577,130
Capital Assets Software	—	50,000	50,000	—	50,000
Capital Assets Equipment	39,440,414	47,487,968	44,419,030	(6.5)	33,519,221
Expenditure Transfer & Reimbursements	(110,345,299)	(98,346,516)	(142,204,346)	44.6	(44,415,802)
Operating Transfers Out	529,890,996	620,799,126	627,751,658	1.1	491,254,764
Management Reserves	14,460,098	—	—	—	—
Total	\$ 6,551,873,359	\$ 7,233,003,566	\$ 7,151,316,365	(1.1)	\$ 6,954,453,308



APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 797,971,613	\$ 865,370,181	\$ 927,205,477	7.1	\$ 959,437,948
Taxes Other Than Current Secured	550,929,170	581,329,530	618,418,363	6.4	638,775,992
Licenses Permits & Franchises	54,320,403	43,873,063	57,905,426	32.0	60,101,679
Fines, Forfeitures & Penalties	31,580,464	45,571,430	44,131,710	(3.2)	37,376,080
Revenue From Use of Money & Property	50,167,691	47,086,009	46,526,927	(1.2)	46,192,171
Intergovernmental Revenues	2,968,639,560	3,369,308,456	3,471,060,874	3.0	3,455,985,962
Charges For Current Services	1,091,268,824	1,134,002,956	1,135,994,625	0.2	1,127,683,919
Miscellaneous Revenues	85,911,687	106,335,840	74,177,434	(30.2)	43,567,208
Other Financing Sources	497,799,631	645,862,208	589,358,645	(8.7)	449,088,516
Residual Equity Transfers In	2,300,000	258,486	258,486	—	258,486
Fund Balance Component Decreases	91,564,210	58,109,719	46,597,325	(19.8)	45,156,776
Use of Fund Balance	329,420,106	335,895,688	139,681,073	(58.4)	90,828,571
Total	\$ 6,551,873,359	\$ 7,233,003,566	\$ 7,151,316,365	(1.1)	\$ 6,954,453,308





Public Safety Group

Staffing					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	7,470.00	7,834.00	8,007.00	2.2	8,055.00

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 1,230,058,508	\$ 1,323,482,464	\$ 1,360,964,516	2.8	\$ 1,445,045,236
Services & Supplies	406,703,713	460,056,272	485,379,713	5.5	436,840,476
Other Charges	119,261,350	121,218,382	143,559,454	18.4	143,653,403
Capital Assets/Land Acquisition	7,288,867	—	—	—	—
Capital Assets Software	—	50,000	50,000	—	50,000
Capital Assets Equipment	7,592,438	8,113,022	9,688,098	19.4	1,799,989
Expenditure Transfer & Reimbursements	(50,377,450)	(29,134,077)	(36,679,784)	25.9	(24,537,865)
Operating Transfers Out	326,485,327	363,765,998	458,318,537	26.0	397,801,090
Total	\$ 2,047,012,753	\$ 2,247,552,061	\$ 2,421,280,534	7.7	\$ 2,400,652,329

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 1,333,055	\$ 5,134,491	\$ 8,505,477	65.7	\$ 9,009,477
Taxes Other Than Current Secured	—	50,530	72,398	43.3	72,398
Licenses Permits & Franchises	784,473	1,323,384	1,380,119	4.3	1,380,119
Fines, Forfeitures & Penalties	12,600,695	22,908,587	20,676,505	(9.7)	13,615,320
Revenue From Use of Money & Property	4,594,202	1,796,034	1,779,053	(0.9)	1,766,703
Intergovernmental Revenues	534,347,904	598,293,742	700,156,722	17.0	678,244,795
Charges For Current Services	180,986,398	204,500,941	202,269,227	(1.1)	204,699,617
Miscellaneous Revenues	25,581,520	22,858,595	19,258,256	(15.8)	17,432,752
Other Financing Sources	301,275,180	351,802,498	418,938,080	19.1	397,093,361
Fund Balance Component Decreases	34,605,940	33,605,940	33,605,940	—	33,605,940
Use of Fund Balance	114,177,941	94,805,125	56,517,977	(40.4)	16,242,671
General Purpose Revenue Allocation	836,725,445	910,472,194	958,120,780	5.2	1,027,489,176
Total	\$ 2,047,012,753	\$ 2,247,552,061	\$ 2,421,280,534	7.7	\$ 2,400,652,329

Health and Human Services Agency

Staffing					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	6,772.50	7,284.50	7,879.50	8.2	7,879.50

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 763,397,332	\$ 856,944,471	\$ 908,232,532	6.0	\$ 956,409,032
Services & Supplies	1,329,568,567	1,553,012,258	1,419,581,863	(8.6)	1,360,135,797
Other Charges	397,312,532	393,351,544	393,986,449	0.2	393,986,449
Capital Assets Equipment	274,500	20,860,146	15,901,232	(23.8)	13,876,232
Expenditure Transfer & Reimbursements	(30,902,487)	(42,045,148)	(44,872,406)	6.7	(13,657,450)
Operating Transfers Out	58,745,059	60,234,831	65,494,754	8.7	64,107,622
Management Reserves	14,460,098	—	—	—	—
Total	\$ 2,532,855,601	\$ 2,842,358,102	\$ 2,758,324,424	(3.0)	\$ 2,774,857,682

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 2,348,672	\$ —	\$ —	—	\$ —
Taxes Other Than Current Secured	2,383,133	2,336,673	2,323,479	(0.6)	2,323,479
Licenses Permits & Franchises	1,002,171	791,772	791,772	—	791,772
Fines, Forfeitures & Penalties	7,444,058	4,010,721	4,010,721	—	4,010,721
Revenue From Use of Money & Property	3,270,525	2,919,407	2,919,407	—	2,919,407
Intergovernmental Revenues	2,137,184,174	2,419,987,943	2,398,429,278	(0.9)	2,432,079,148
Charges For Current Services	117,205,275	111,168,310	104,306,329	(6.2)	101,126,044
Miscellaneous Revenues	43,577,763	66,025,586	33,017,533	(50.0)	6,888,295
Other Financing Sources	20,540,694	20,528,913	20,489,331	(0.2)	20,489,331
Fund Balance Component Decreases	14,198,815	2,370,714	2,370,714	—	2,370,714
Use of Fund Balance	48,991,002	62,430,443	13,414,702	(78.5)	13,414,702
General Purpose Revenue Allocation	134,709,319	149,787,620	176,251,158	17.7	188,444,069
Total	\$ 2,532,855,601	\$ 2,842,358,102	\$ 2,758,324,424	(3.0)	\$ 2,774,857,682





Land Use and Environment Group

Staffing					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	1,956.50	1,855.50	2,026.50	9.2	2,026.50

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 260,791,756	\$ 250,812,682	\$ 273,826,778	9.2	\$ 288,954,276
Services & Supplies	283,167,463	295,579,633	331,032,435	12.0	274,826,657
Other Charges	46,081,257	13,639,941	13,011,955	(4.6)	13,439,498
Capital Assets/Land Acquisition	14,432,465	33,433,000	19,766,478	(40.9)	2,900,200
Capital Assets Equipment	12,873,253	7,860,800	5,978,700	(23.9)	5,118,000
Expenditure Transfer & Reimbursements	(4,017,901)	(19,722,784)	(50,610,672)	156.6	(2,760,704)
Operating Transfers Out	36,752,392	33,777,141	25,652,357	(24.1)	3,729,610
Total	\$ 650,080,685	\$ 615,380,413	\$ 618,658,031	0.5	\$ 586,207,537

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 48,964,544	\$ 52,863,435	\$ 55,426,650	4.8	\$ 57,489,728
Taxes Other Than Current Secured	10,693,852	13,065,525	11,724,806	(10.3)	11,342,434
Licenses Permits & Franchises	46,199,744	35,653,610	48,887,350	37.1	51,859,126
Fines, Forfeitures & Penalties	1,541,336	808,459	809,311	0.1	809,311
Revenue From Use of Money & Property	27,359,585	27,833,567	28,381,130	2.0	29,042,933
Intergovernmental Revenues	170,345,279	158,672,596	171,567,281	8.1	163,190,520
Charges For Current Services	115,261,351	115,155,491	123,022,326	6.8	125,326,885
Miscellaneous Revenues	2,502,869	1,911,888	5,392,047	182.0	1,913,047
Other Financing Sources	33,270,022	32,402,141	21,736,357	(32.9)	3,679,086
Fund Balance Component Decreases	20,110,830	6,734,440	4,555,379	(32.4)	3,914,830
Use of Fund Balance	92,134,238	85,543,023	44,026,116	(48.5)	30,942,651
General Purpose Revenue Allocation	81,697,035	84,736,238	103,129,278	21.7	106,696,986
Total	\$ 650,080,685	\$ 615,380,413	\$ 618,658,031	0.5	\$ 586,207,537

Finance and General Government Group

Staffing					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	1,754.50	1,808.50	1,926.50	6.5	1,926.50

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits	\$ 255,926,386	\$ 272,248,640	\$ 297,886,656	9.4	\$ 309,858,167
Services & Supplies	498,823,476	481,118,730	477,257,080	(0.8)	460,891,767
Other Charges	16,712,198	16,284,886	16,349,322	0.4	16,449,322
Capital Assets Equipment	18,700,223	10,654,000	12,851,000	20.6	12,725,000
Expenditure Transfer & Reimbursements	(25,047,461)	(7,444,507)	(10,041,484)	34.9	(3,459,783)
Operating Transfers Out	11,267,011	5,611,048	6,534,870	16.5	6,459,870
Total	\$ 776,381,833	\$ 778,472,797	\$ 800,837,444	2.9	\$ 802,924,343

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Licenses Permits & Franchises	\$ 1,419,500	\$ 1,263,500	\$ 2,078,000	64.5	\$ 1,374,000
Fines, Forfeitures & Penalties	620,150	644,150	644,150	—	644,150
Revenue From Use of Money & Property	1,702,262	1,667,262	2,067,262	24.0	2,067,262
Intergovernmental Revenues	11,836,208	9,768,829	13,216,001	35.3	8,095,500
Charges For Current Services	507,638,924	515,664,978	519,589,344	0.8	520,890,935
Miscellaneous Revenues	13,749,535	14,939,771	16,509,598	10.5	16,833,114
Other Financing Sources	18,053,077	14,478,735	16,753,263	15.7	18,544,231
Residual Equity Transfers In	2,300,000	258,486	258,486	—	258,486
Fund Balance Component Decreases	5,265,292	5,265,292	5,265,292	—	5,265,292
Use of Fund Balance	34,842,495	30,517,404	18,255,988	(40.2)	13,455,988
General Purpose Revenue Allocation	178,954,390	184,004,390	206,200,060	12.1	215,495,385
Total	\$ 776,381,833	\$ 778,472,797	\$ 800,837,444	2.9	\$ 802,924,343



Capital Program

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 359,800	\$ 231,800	\$ 245,800	6.0	\$ 245,800
Capital Assets/Land Acquisition	121,264,074	273,896,935	133,282,346	(51.3)	—
Operating Transfers Out	8,098,510	8,566,000	8,489,261	(0.9)	8,562,500
Total	\$ 129,722,384	\$ 282,694,735	v142,017,407	(49.8)	\$ 8,808,300

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Revenue From Use of Money & Property	\$ 328,924	\$ 568,924	\$ 537,973	(5.4)	\$ 538,792
Intergovernmental Revenues	4,130,110	38,012,219	22,997,721	(39.5)	996,949
Charges For Current Services	4,000,000	21,000,000	11,250,000	(46.4)	—
Miscellaneous Revenues	—	600,000	—	(100.0)	—
Other Financing Sources	114,987,074	215,661,935	100,532,346	(53.4)	500,000
Use of Fund Balance	6,276,276	6,851,657	6,699,367	(2.2)	6,772,559
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Finance Other

Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Services & Supplies	\$ 573,003	\$ 131,530,130	\$ 162,078,990	23.2	\$ 90,309,753
Other Charges	179,704,403	182,456,322	180,139,879	(1.3)	182,422,362
Capital Assets/Land Acquisition	—	3,714,898	4,717,777	27.0	97,676,930
Operating Transfers Out	88,542,697	148,844,108	63,261,879	(57.5)	10,594,072
Total	\$ 415,820,103	\$ 466,545,458	\$ 410,198,525	(12.1)	\$ 381,003,117

Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 745,325,342	\$ 807,372,255	\$ 863,273,350	6.9	\$ 892,938,743
Taxes Other Than Current Secured	537,852,185	565,876,802	604,297,680	6.8	625,037,681
Licenses Permits & Franchises	4,914,515	4,840,797	4,768,185	(1.5)	4,696,662
Fines, Forfeitures & Penalties	9,374,225	17,199,513	17,991,023	4.6	18,296,578
Revenue From Use of Money & Property	12,912,193	12,300,815	10,842,102	(11.9)	9,857,074
Intergovernmental Revenues	110,795,885	144,573,127	164,693,871	13.9	173,379,050
Charges For Current Services	166,176,876	166,513,236	175,557,399	5.4	175,640,438
Miscellaneous Revenues	500,000	—	—	—	500,000
Other Financing Sources	9,673,584	10,987,986	10,909,268	(0.7)	8,782,507
Fund Balance Component Decreases	17,383,333	10,133,333	800,000	(92.1)	—
Use of Fund Balance	32,998,154	55,748,036	766,923	(98.6)	10,000,000
General Purpose Revenue Allocation	(1,232,086,189)	(1,329,000,442)	(1,443,701,276)	8.6	(1,538,125,616)
Total	\$ 415,820,103	\$ 466,545,458	\$ 410,198,525	(12.1)	\$ 381,003,117





Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 745,325,342	\$ 807,372,255	\$ 863,273,350	6.9	\$ 892,938,743
Taxes Other Than Current Secured	537,852,185	565,876,802	604,297,680	6.8	625,037,681
Licenses Permits & Franchises	4,914,515	4,840,797	4,768,185	(1.5)	4,696,662
Fines, Forfeitures & Penalties	9,374,225	17,199,513	17,991,023	4.6	18,296,578
Revenue From Use of Money & Property	9,105,307	8,708,313	8,084,934	(7.2)	7,870,148
Intergovernmental Revenues	110,795,885	144,573,127	164,693,871	13.9	173,379,050
Charges For Current Services	1,600,000	2,100,000	2,100,000	—	2,100,000
Miscellaneous Revenues	500,000	—	—	—	500,000
Total	\$ 1,419,467,459	\$ 1,550,670,807	\$ 1,665,209,043	7.4	\$ 1,724,818,862





Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 5,013,841,934	\$ 5,540,905,805	\$ 5,504,580,903	(0.7)	\$ 5,510,218,689
Special Revenue Funds	547,468,638	611,874,452	699,730,018	14.4	666,076,606
Capital Project Funds	129,722,384	282,694,735	142,017,407	(49.8)	8,808,300
Debt Service County Family	81,499,123	81,488,073	81,411,260	(0.1)	81,494,299
County Proprietary Enterprise Funds	41,699,026	45,135,962	44,653,695	(1.1)	37,664,306
County Proprietary Internal Service Funds	562,679,981	559,023,418	571,934,070	2.3	566,089,292
Air Pollution Control District	80,103,984	—	—	—	—
County Service Areas	23,159,262	22,269,683	26,609,062	19.5	25,339,669
Miscellaneous Special Districts	12,487,348	12,872,907	15,519,486	20.6	10,509,479
Community Facilities Districts	4,394,323	3,144,030	5,591,469	77.8	4,903,682
Permanent Road Divisions	4,742,045	7,036,147	6,220,530	(11.6)	1,762,324
Sanitation Districts	42,268,155	58,776,906	45,319,793	(22.9)	33,857,990
Miscellaneous Local Agencies	7,807,156	7,781,448	7,728,672	(0.7)	7,728,672
Total	\$ 6,551,873,359	\$ 7,233,003,566	\$ 7,151,316,365	(1.1)	\$ 6,954,453,308



Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 1,723,395,461	\$ 1,862,507,174	\$ 1,960,970,080	5.3	\$ 1,970,190,886
Sheriff’s Asset Forfeiture Program	2,900,000	1,300,000	150,000	(88.5)	—
Sheriff’s Asset Forfeiture - US Treasury	—	—	1,450,000	—	—
Sheriff’s Asset Forfeiture - State	900,000	1,100,000	100,000	(90.9)	—
District Attorney Asset Forfeiture Program Fed	1,000,000	1,000,000	1,000,000	—	1,000,000
District Attorney Asset Forfeiture Program - US Treasury	50,000	50,000	50,000	—	50,000
District Attorney Asset Forfeiture State	100,000	100,000	100,000	—	100,000
Probation Asset Forfeiture Program	100,000	100,000	100,000	—	100,000
Sheriff’s Incarcerated Peoples’ Welfare	8,206,372	4,467,410	4,526,225	1.3	4,717,044
Probation Incarcerated Peoples’ Welfare	95,000	2,000	2,000	—	2,000
Public Safety Prop 172 Special Revenue	286,542,427	344,229,267	416,761,582	21.1	392,269,145
SD County Fire Protection Dist	—	1,604,839	4,136,545	157.8	3,826,545
SDCFPD Mt Laguna	—	17,300	17,600	1.7	17,600
SDCFPD Palomar	—	61,800	61,800	—	61,800
SDCFPD Descanso	—	58,500	59,000	0.9	59,000
SDCFPD Dulzura	—	12,600	12,600	—	12,600
SDCFPD Tecate	—	12,900	13,000	0.8	13,000
SDCFPD Potrero	—	16,000	17,000	6.3	17,000
SDCFPD Jacumba	—	17,300	17,700	2.3	17,700
SDCFPD Rural West	—	493,700	1,314,000	166.2	564,000
SDCFPD Yuima	—	50,000	150,000	200.0	50,000
SDCFPD Julian	—	104,000	254,000	144.2	104,000
CSA 135 Mt Laguna Fire/Medical SRV ZN	17,100	—	—	—	—
CSA 135 Palomar Mt Fire/Medical SRV ZN	60,600	—	—	—	—
CSA 135 San Pasqual Fire/Medical SRV ZN	43,184	—	—	—	—
CSA 135 Descanso Fire/Medical SRV ZN	57,500	—	—	—	—
CSA 135 Dulzura Fire/Medical SRV ZN	12,400	—	—	—	—
CSA 135 Tecate Fire/Medical SRV ZN	12,500	—	—	—	—
CSA 135 Potrero Fire/Medical SRV ZN	15,600	—	—	—	—
CSA 135 Jacumba Fire/Medical SRV ZN	17,100	—	—	—	—
CSA 135 Rural West Fire/Medical SRV ZN	477,700	—	—	—	—
CSA 135 Yuima Fire Med SRV ZN	50,000	—	—	—	—
CSA 135 Julian Fire Med SRV ZN	100,000	—	—	—	—
CSA 135 Fire Authority Fire Protection / EMS	2,030,655	—	—	—	—



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Public Safety Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
CSA 135 Del Mar 800 MHZ Zone B	46,500	46,500	44,241	(4.9)	44,241
CSA 135 Poway 800 MHZ Zone F	165,500	165,500	165,500	—	137,385
CSA 135 Solana Beach 800 MHZ Zone H	59,500	59,500	56,500	(5.0)	39,751
CSA 135 Borrego Springs FPD 800 MHZ Zn K	8,550	8,550	8,550	—	—
County Service Area 17	—	5,663,670	5,804,149	2.5	5,804,149
County Service Area 69	—	8,810,177	9,151,061	3.9	9,151,061
CSA 135 CFD 04-01 Special Tax A	5,000	—	—	—	—
CSA 135 EOM CFD 09-01 Special Tax A	130,000	—	—	—	—
CSA 135 EOM CFD 09-01 Special Tax B	518,000	—	—	—	—
SDCFPD CFD 04-01 Special Tax A	—	5,000	5,000	—	5,000
SDCFPD EOM CFD 09-01 Special Tax A	—	130,000	120,000	(7.7)	120,000
SDCFPD EOM CFD 09-01 Special Tax B	—	618,000	2,918,000	372.2	2,232,000
SHF Jail Stores Commissary Enterprise	9,583,492	7,123,292	5,923,326	(16.8)	6,129,750
Penalty Assessment	5,457,442	3,917,082	3,621,075	(7.6)	3,128,950
Criminal Justice Facility	4,295,998	2,994,066	1,194,869	(60.1)	687,722
Courthouse Construction	559,172	705,934	1,005,131	42.4	—
Total	\$ 2,047,012,753	\$ 2,247,552,061	\$ 2,421,280,534	7.7	\$ 2,400,652,329

Health and Human Services Agency					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 2,495,539,538	\$ 2,819,264,016	\$ 2,735,283,114	(3.0)	\$ 2,751,816,372
Co Successor Housing Agy Gillespie Housing	25,000	25,000	25,000	—	25,000
Co Successor Housing Agy USDRIP Housing	3,500	3,500	3,500	—	3,500
Tobacco Securitization Special Revenue	15,312,638	15,312,638	15,312,638	—	15,312,638
CSA 17 San Dieguito Ambulance	5,693,878	—	—	—	—

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Health and Human Services Agency					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
CSA 69 Heartland Paramedic	8,502,391	—	—	—	—
Co Successor Agy Redev Obligation Ret Fund	2,350,600	2,336,673	2,323,479	(0.6)	2,323,479
Co Successor Agy Gillespie Fld Debt Srv	1,553,728	1,549,801	1,536,607	(0.9)	1,536,607
Co Successor Agy Gillespie Fld Interest Acct	498,728	424,801	361,607	(14.9)	361,607
Co Successor Agy Gillespie Fld Principal Acct	580,000	610,000	645,000	5.7	645,000
Co Successor Agy Gillespie Fld Turbo Redemption	475,000	515,000	530,000	2.9	530,000
Co Successor Agy USDRIP	550,000	550,000	550,000	—	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,553,728	1,549,801	1,536,607	(0.9)	1,536,607
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	—	216,872
Total	\$ 2,532,855,601	\$ 2,842,358,102	\$ 2,758,324,424	(3.0)	\$ 2,774,857,682

Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 227,985,103	\$ 239,203,151	\$ 235,199,070	(1.7)	\$ 237,128,562
Road Fund	156,780,964	167,006,459	185,544,823	11.1	179,008,127
Air Pollution Control District Operations	32,811,094	—	—	—	—
APCD Air Quality Improvement Trust	14,458,700	—	—	—	—
Air Quality State Moyer Program	6,623,540	—	—	—	—
Air Quality Proposition 1B GMERP	113,000	—	—	—	—
Air Quality Farmer Program	604,290	—	—	—	—
Air Quality Community AB 617	21,110,000	—	—	—	—
Air Quality Clean Cars 4 All	4,383,360	—	—	—	—
San Diego County Lighting Maintenance District 1	2,715,403	2,838,156	2,360,430	(16.8)	2,253,455
County Library	52,646,411	57,619,413	57,056,498	(1.0)	58,253,860
Inactive Waste Site Management	7,122,528	6,509,559	6,101,884	(6.3)	6,133,638
Waste Planning and Recycling	3,850,660	3,963,492	4,156,224	4.9	4,152,413
Duck Pond Landfill Cleanup	14,669	14,669	14,669	—	14,669
Parkland Ded Area 4 Lincoln Acres	1,000	300	300	—	300
Parkland Ded Area 15 Sweetwater	1,000	2,000	2,000	—	2,000
Parkland Ded Area 19 Jamul	51,000	300	300	—	300
Parkland Ded Area 20 Spring Valley	2,000	1,000	1,000	—	1,000
Parkland Ded Area 25 Lakeside	5,000	5,000	5,000	—	5,000

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Parkland Ded Area 26 Crest	301,000	1,000	1,000	—	1,000
Parkland Ded Area 27 Alpine	4,000	4,000	4,000	—	4,000
Parkland Ded Area 28 Ramona	8,000	8,000	8,000	—	8,000
Parkland Ded Area 29 Escondido	1,000	1,000	1,000	—	1,000
Parkland Ded Area 30 San Marcos	500	2,000	2,000	—	2,000
Parkland Ded Area 31 San Dieguito	5,000	2,000	2,000	—	2,000
Parkland Ded Area 32 Carlsbad	200	2,000	2,000	—	2,000
Parkland Ded Area 35 Fallbrook	1,500	10,800	10,800	—	6,800
Parkland Ded Area 36 Bonsall	254,000	4,000	4,000	—	4,000
Parkland Ded Area 37 Vista	1,000	1,000	1,000	—	1,000
Parkland Ded Area 38 Valley Center	5,000	5,000	5,000	—	3,000
Parkland Ded Area 39 Pauma Valley	1,000	1,000	1,000	—	1,000
Parkland Ded Area 40 Palomar Julian	332,000	332,000	332,000	—	2,000
Parkland Ded Area 41 Mountain Empire	111,500	500	500	—	500
Parkland Ded Area 42 Anza Borrego	2,500	1,000	1,000	—	1,000
Parkland Ded Area 43 Central Mountain	1,500	300	300	—	300
Parkland Ded Area 45 Valle de Oro	4,000	500	500	—	500
PLD Administrative Fee	12,000	751,000	751,000	—	751,000
PRD 6 Pauma Valley	170,548	290,868	74,647	(74.3)	47,154
PRD 8 Magee Road Pala	67,370	116,141	57,560	(50.4)	31,598
PRD 9 Santa Fe Zone B	121,663	158,406	185,519	17.1	25,159
PRD 10 Davis Drive	22,253	36,272	17,808	(50.9)	11,078
PRD 11 Bernardo Road Zone A	22,632	50,480	74,736	48.1	19,255
PRD 11 Bernardo Road Zone C	4,550	5,789	6,531	12.8	3,104
PRD 11 Bernardo Road Zone D	14,258	25,791	37,010	43.5	7,486
PRD 12 Lomair	116,774	156,605	84,918	(45.8)	22,565
PRD 13 Pala Mesa Zone A	95,470	151,410	303,261	100.3	130,781
PRD 13 Stewart Canyon Zone B	37,006	28,055	69,385	147.3	31,419
PRD 16 Wynola	135,268	174,543	108,270	(38.0)	28,799
PRD 18 Harrison Park	38,223	80,113	91,437	14.1	44,072
PRD 20 Daily Road	276,500	392,973	201,799	(48.6)	123,659
PRD 21 Pauma Heights	314,301	708,695	163,173	(77.0)	88,465
PRD 22 West Dougherty St	3,557	5,109	5,017	(1.8)	2,337
PRD 23 Rock Terrace Road	17,983	33,990	19,704	(42.0)	7,731
PRD 24 Mt Whitney Road	58,264	75,783	69,012	(8.9)	10,010
CSA 26 Rancho San Diego	260,100	278,131	369,937	33.0	371,623



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
CSA 26 Cottonwood Village Zone A	148,850	233,845	238,880	2.2	247,535
CSA 26 Monte Vista Zone B	170,650	151,250	138,716	(8.3)	152,903
SD Landscape Maintenance Zone 1	177,044	179,483	184,470	2.8	184,891
Landscape Maintenance Dist Zone 2 - Julian	186,319	138,545	143,575	3.6	145,939
PRD 30 Royal Oaks Carroll	13,235	12,752	47,816	275.0	4,984
PRD 38 Gay Rio Terrace	43,112	50,125	71,170	42.0	11,078
PRD 45 Rincon Springs Rd	18,383	33,615	35,898	6.8	11,166
PRD 46 Rocosco Road	16,384	28,408	127,652	349.4	56,547
PRD 49 Sunset Knolls Road	48,297	58,317	62,563	7.3	7,180
PRD 50 Knoll Park Lane	7,946	29,752	42,173	41.7	8,413
PRD 53 Knoll Park Lane Extension	26,087	131,107	152,578	16.4	18,880
PRD 54 Mount Helix	17,929	82,475	103,278	25.2	18,093
PRD 55 Rainbow Crest Rd	191,719	388,337	271,909	(30.0)	58,139
PRD 60 River Drive	15,914	29,938	69,728	132.9	18,917
PRD 61 Green Meadow Way	155,693	186,897	199,110	6.5	14,030
PRD 63 Hillview Road	228,235	563,752	401,016	(28.9)	41,283
PRD 70 El Camino Corto	22,950	37,456	50,178	34.0	9,191
PRD 75 Gay Rio Dr Zone A	17,551	42,061	64,298	52.9	20,546
PRD 75 Gay Rio Dr Zone B	98,327	38,349	83,125	116.8	27,446
PRD 76 Kingsford Court	15,864	17,074	27,292	59.8	11,186
PRD 77 Montiel Truck Trail	20,979	162,047	177,244	9.4	24,926
PRD 78 Gardena Way	72,416	81,921	103,688	26.6	10,830
PRD 80 Harris Truck Trail	193,611	209,644	76,963	(63.3)	22,623
CSA 81 Fallbrook Local Park	539,890	552,702	580,235	5.0	594,492
CSA 83 San Dieguito Local Park	1,579,490	824,490	890,210	8.0	898,994
CSA 83A Zone A4S Ranch Park 95155	1,414,365	1,086,743	1,155,037	6.3	1,165,660
PRD 88 East Fifth St	17,945	26,451	16,489	(37.7)	5,903
PRD 90 South Cordoba	17,205	26,409	44,125	67.1	9,673
PRD 94 Roble Grande Road	31,206	133,222	130,481	(2.1)	33,383
PRD 95 Valle Del Sol	188,829	284,871	347,176	21.9	33,536
PRD 99 Via Allondra Via Del Corvo	16,589	46,621	67,895	45.6	18,270
PRD 101 Johnson Lake Rd	36,503	83,950	101,026	20.3	27,731
PRD 101 Hi Ridge Rd Zone A	8,554	37,085	64,354	73.5	26,700
PRD 102 Mountain Meadow	82,278	108,856	106,402	(2.3)	62,683
PRD 103 Alto Drive	68,627	161,661	158,738	(1.8)	17,713
PRD 104 Artesian Rd	92,045	16,452	23,163	40.8	16,464

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
PRD 105 Alta Loma Dr	66,501	71,530	87,286	22.0	19,114
PRD 105 Alta Loma Dr Zone A	88,435	75,961	94,213	24.0	17,813
PRD 106 Garrison Way Et Al	33,820	48,361	57,468	18.8	11,338
PRD 117 Legend Rock	165,222	341,780	190,137	(44.4)	148,333
CSA 122 Otay Mesa East	6,980	7,152	7,152	—	7,152
PRD 123 Mizpah Lane	11,963	39,490	50,753	28.5	10,448
PRD 125 Wrightwood Road	11,009	23,539	31,301	33.0	10,308
PRD 126 Sandhurst Way	7,353	7,375	13,918	88.7	4,383
PRD 127 Singing Trails Drive	107,861	27,239	34,980	28.4	17,563
CSA 128 San Miguel Park Dist	1,280,916	1,222,806	1,225,904	0.3	1,245,587
PRD 130 Wilkes Road	42,348	44,119	116,527	164.1	27,425
PRD 133 Ranch Creek Road	43,467	97,995	144,761	47.7	42,622
PRD 134 Kenora Lane	77,061	89,573	26,792	(70.1)	12,009
CSA 136 Sundance Detention Basin	24,000	22,500	22,500	—	22,000
CSA 138 Valley Center Park	—	369,200	369,200	—	383,061
San Diego County Flood Control District	8,850,467	7,068,773	9,379,578	32.7	5,910,996
Blackwolf Stormwater Maint ZN 349781	11,500	11,500	11,500	—	10,000
Lake Rancho Viejo Stormwater Maint ZN 442493	102,700	158,700	158,700	—	92,200
Ponderosa Estates Maint ZN 351421	12,000	12,000	12,000	—	9,050
Harmony Grove Cap Proj	1,570,609	—	100,000	—	200
Other Services - Harmony Grove Fund	436,200	316,789	360,881	13.9	382,043
Flood Control - Harmony Grove Fund	125,000	125,000	91,650	(26.7)	104,820
Fire Protection - Harmony Grove Fund	381,045	445,775	467,464	4.9	487,864
Improvement - Harmony Grove Fund	36,707	36,707	200	(99.5)	200
Horse Crk Rdg CFD 13-01 Interim Maint	361,115	426,770	426,770	—	426,770
Horse Crk Rdg CFD 13-01 A-Special Tax	384,414	473,315	482,659	2.0	492,190
Horse Crk Rdg CFD 13-01 B-Special Tax	157,313	193,562	197,375	2.0	197,452
Horse Crk Rdg CFD 13-01 C-Special Tax	116,942	144,223	147,094	2.0	147,094
Meadowood Prk CFD 19-01 A-Special Tax	—	51,649	52,641	1.9	53,654
Meadowood FCD CFD 19-01 B-Special Tax	—	30,611	31,183	1.9	31,767
Meadowood Fire CFD 19-01 C-Special Tax	—	24,109	24,552	1.8	25,002
Sweetwtr PI Maint CFD 19-02 Special Tax	171,978	101,000	103,000	2.0	105,040
Park Cir Maint CFD 10-03 Special Tax	—	21,520	63,000	192.8	92,586
PRD 1003 Alamo Way	7,187	20,002	24,931	24.6	4,403
PRD 1005 Eden Valley Lane	86,107	89,329	11,363	(87.3)	8,118
PRD 1008 Canter	28,095	5,700	13,827	142.6	5,704

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
PRD 1009 Golf Drive	—	32	—	(100.0)	—
PRD 1010 Alpine High	363,023	46,870	72,129	53.9	45,904
PRD 1011 La Cuesta	77,119	76,045	88,855	16.8	10,608
PRD 1012 Millar Road	62,446	74,598	82,722	10.9	10,127
PRD 1013 Singing Trails	37,374	55,897	67,153	20.1	13,660
PRD 1014 Lavender Point Lane	4,010	16,019	27,241	70.1	6,655
PRD 1015 Landavo Drive	49,734	49,772	49,067	(1.4)	15,096
PRD 1016 El Sereno Way	70,877	77,588	79,806	2.9	9,007
PRD 1017 Kalbaugh-Haley-Toub St	—	56,705	57,985	2.3	29,500
Survey Monument Preservation Fund	350,000	270,000	270,000	—	270,000
Grazing Lands	8,700	8,700	8,700	—	8,700
Special Aviation	51,957	50,063	50,000	(0.1)	50,000
County Fish and Game Propagation	18,000	18,000	18,000	—	18,000
Airport Enterprise Fund	19,402,982	25,447,781	26,390,480	3.7	19,977,790
Liquid Waste Enterprise Fund	12,712,552	12,564,889	12,339,889	(1.8)	11,556,766
CWSMD-Zone B (Campo Hills Water)	413,000	329,500	403,000	22.3	329,500
Campo WSMD-Zone A (Rancho Del Campo Water)	382,278	394,278	884,278	124.3	344,278
LIVE OAK SPRINGS WTR SYS CSA 137	—	2,060,000	2,310,000	12.1	1,560,000
San Diego County Sanitation District	42,268,155	58,776,906	45,319,793	(22.9)	33,857,990
DPW Equipment Internal Service Fund	6,025,000	6,724,700	6,245,000	(7.1)	6,245,000
DPW ISF Equipment Acquisition Road Fund	9,829,000	6,970,000	7,308,000	4.8	6,859,000
DPW ISF Equipment Acquisition Inactive Waste	330,000	110,000	110,000	—	135,000
DPW ISF Equipment Acquisition Airport Enterprise	460,000	625,000	300,000	(52.0)	410,000
DPW ISF Equipment Acquisition General Fund	50,000	50,000	50,000	—	130,000
DPW ISF Equipment Acquisition Liquid Waste	2,205,000	945,000	1,425,000	50.8	960,000
Total	\$ 650,080,685	\$ 615,380,413	\$ 618,658,031	0.5	\$ 586,207,537



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Finance and General Government Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 319,588,509	\$ 321,454,227	\$ 338,594,446	5.3	\$ 345,827,123
Information Technology Internal Service Fund	221,652,551	218,846,284	208,617,042	(4.7)	202,141,655
Purchasing Internal Service Fund	15,349,055	15,719,678	17,102,894	8.8	17,711,487
Fleet Services Internal Service Fund	10,550,054	10,784,502	11,243,745	4.3	11,243,745
Fleet ISF Equipment Acquisition General	34,056,382	26,567,336	28,988,411	9.1	28,988,411
Fleet ISF Materials Supply Inventory	20,485,662	20,168,322	19,924,577	(1.2)	19,924,577
Fleet ISF Accident Repair	1,351,068	1,518,077	1,518,889	0.1	1,518,889
Facilities Management Internal Service Fund	139,385,265	140,945,109	158,278,090	12.3	158,999,106
Major Maintenance Internal Service Fund	13,963,287	22,469,262	16,569,350	(26.3)	16,569,350
Total	\$ 776,381,833	\$ 778,472,797	\$ 800,837,444	2.9	\$ 802,924,343

Capital Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Capital Outlay Fund	\$ 64,077,000	\$ 138,685,000	\$ 48,250,000	(65.2)	\$ —
Major Maint Capital Outlay Fund	37,202,074	16,084,000	43,639,746	171.3	—
Capital MSCP Acquisition Fund	—	7,500,000	7,500,000	—	—
County Health Complex Capital Outlay Fund	11,790,000	11,500,000	31,000,000	169.6	—
Justice Facility Construction Capital Outlay Fnd	2,230,000	75,800,000	2,892,600	(96.2)	—
Library Projects Capital Outlay Fund	5,965,000	24,327,935	—	(100.0)	—
Edgemoor Development Fund	8,458,310	8,797,800	8,735,061	(0.7)	8,808,300
Total	\$ 129,722,384	\$ 282,694,735	\$ 142,017,407	(49.8)	\$ 8,808,300

Finance Other					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
General Fund	\$ 247,333,323	\$ 298,477,237	\$ 234,534,193	(21.4)	\$ 205,255,746
Pension Obligation Bonds	81,499,123	81,488,073	81,411,260	(0.1)	81,494,299
Employee Benefits Internal Service Fund	50,323,114	52,766,617	52,233,952	(1.0)	52,233,952
Public Liability Internal Service Fund	36,664,543	33,813,531	42,019,120	24.3	42,019,120
Total	\$ 415,820,103	\$ 466,545,458	\$ 410,198,525	(12.1)	\$ 381,003,117





Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Public Safety Executive Office	\$ 78,408,597	\$ 79,783,252	\$ 79,004,626	(1.0)	\$ 77,925,655
District Attorney	231,099,809	232,627,064	239,418,568	2.9	251,124,444
Sheriff	956,433,537	1,059,654,610	1,109,136,676	4.7	1,103,232,774
Animal Services	9,172,105	9,564,853	9,262,434	(3.2)	9,477,525
Child Support Services	47,422,231	47,354,733	53,814,497	13.6	53,799,079
Office of Emergency Services	7,973,335	7,947,354	9,497,598	19.5	9,573,520
Medical Examiner	12,144,343	13,253,485	14,321,162	8.1	13,794,753
Probation	233,275,278	236,706,223	260,207,759	9.9	261,928,469
Public Defender	97,462,788	110,538,085	122,877,754	11.2	127,955,198
San Diego County Fire	50,003,438	65,077,515	63,429,006	(2.5)	61,379,469
Total	\$ 1,723,395,461	\$ 1,862,507,174	\$ 1,960,970,080	5.3	\$ 1,970,190,886

Health and Human Services Agency					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Self-Sufficiency Services	\$ 550,805,344	\$ 611,506,801	\$ 629,093,188	2.9	\$ 643,902,156
Aging & Independence Services	192,318,978	248,178,272	233,960,978	(5.7)	244,152,133
Behavioral Health Services	778,464,308	817,606,006	889,403,386	8.8	895,669,892
Child Welfare Services	400,362,189	415,958,698	430,874,744	3.6	437,959,916
Public Health Services	167,870,201	377,769,263	216,382,912	(42.7)	208,125,574
Medical Care Services Department	—	—	41,640,909	—	42,982,131
Administrative Support	297,006,489	186,514,327	157,737,843	(15.4)	165,188,809
Housing & Community Development Services	108,712,029	113,734,406	83,409,924	(26.7)	67,429,787
Homeless Solutions and Equitable Communities	—	47,996,243	52,779,230	10.0	46,405,974
Total	\$ 2,495,539,538	\$ 2,819,264,016	\$ 2,735,283,114	(3.0)	\$ 2,751,816,372



APPENDIX C: GENERAL FUND BUDGET SUMMARY

Land Use and Environment Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Land Use and Environment Executive Office	\$ 6,015,662	\$ 8,179,531	\$ 11,379,322	39.1	\$ 11,644,046
Agriculture, Weights and Measures	26,032,998	26,827,705	29,961,531	11.7	29,797,568
Department of Environmental Health and Quality	55,717,387	55,110,579	58,547,212	6.2	61,025,533
Parks and Recreation	48,835,859	52,888,981	61,589,724	16.5	59,600,012
Planning & Development Services	47,703,184	50,548,411	51,145,187	1.2	51,744,322
Public Works	42,650,042	44,455,952	22,576,094	(49.2)	23,317,081
University of California Cooperative Extension	1,029,971	1,191,992	—	(100.0)	—
Total	\$ 227,985,103	\$ 239,203,151	\$ 235,199,070	(1.7)	\$ 237,128,562

Finance and General Government Group					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Finance & General Government Executive Office	\$ 24,992,141	\$ 28,497,530	\$ 29,455,537	3.4	\$ 31,294,567
Board of Supervisors	10,983,982	12,934,126	14,654,286	13.3	14,662,018
Assessor / Recorder / County Clerk	80,941,722	78,805,699	78,414,527	(0.5)	84,850,191
Treasurer - Tax Collector	23,385,913	24,071,025	23,793,587	(1.2)	24,409,679
Chief Administrative Office	10,817,050	9,122,629	7,376,158	(19.1)	7,582,349
Auditor and Controller	39,035,848	41,585,921	40,630,859	(2.3)	42,292,049
County Communications Office	3,951,184	3,941,283	5,504,728	39.7	4,533,678
County Technology Office	11,196,509	11,599,262	10,391,390	(10.4)	10,528,015
Civil Service Commission	579,058	580,732	591,985	1.9	613,860
Clerk of the Board of Supervisors	4,174,085	4,283,346	4,864,157	13.6	4,972,472
County Counsel	32,794,259	33,848,785	38,649,916	14.2	40,508,232
General Services	5,170,000	3,065,000	3,000,000	(2.1)	3,000,000
Grand Jury	760,186	763,194	772,301	1.2	772,301
Human Resources	29,961,429	32,216,949	34,657,924	7.6	35,703,495
Office of Evaluation, Performance and Analytics	—	4,500,000	4,500,000	—	4,500,000
Purchasing and Contracting	594,000	594,000	—	(100.0)	—
Registrar of Voters	38,749,652	29,485,477	39,618,425	34.4	33,835,655
Citizens' Law Enforcement Review Board	1,501,491	1,559,269	1,718,666	10.2	1,768,562
Total	\$ 319,588,509	\$ 321,454,227	\$ 338,594,446	5.3	\$ 345,827,123





Finance Other					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Community Enhancement	\$ 5,943,432	\$ 4,837,336	\$ 5,390,086	11.4	\$ 5,373,163
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	—	10,000,000
Lease Payments-Bonds	24,571,641	24,505,206	24,031,204	(1.9)	26,232,143
Contributions to Capital Program	81,900,554	141,417,935	54,410,000	(61.5)	—
Countywide General Expense	124,433,782	117,218,329	140,188,622	19.6	163,120,731
Local Agency Formation Commission Administration	483,914	498,431	514,281	3.2	529,709
Total	\$ 247,333,323	\$ 298,477,237	\$ 234,534,193	(21.4)	\$ 205,255,746

Total All Groups/Agency					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Total	\$ 5,013,841,934	\$ 5,540,905,805	\$ 5,504,580,903	(0.7)	\$ 5,510,218,689

Financing Sources

Financing Sources by Category					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Taxes Current Property	\$ 745,325,342	\$ 807,372,255	\$ 863,273,350	6.9	\$ 892,938,743
Taxes Other Than Current Secured	537,852,185	565,876,802	604,297,680	6.8	625,037,681
Licenses Permits & Franchises	39,622,719	37,123,063	51,155,426	37.8	53,351,679
Fines, Forfeitures & Penalties	27,926,751	40,754,440	39,976,414	(1.9)	34,042,423
Revenue From Use of Money & Property	13,161,605	12,764,648	12,512,993	(2.0)	11,527,965
Intergovernmental Revenues	2,548,168,773	2,887,288,678	2,923,937,785	1.3	2,927,981,118
Charges For Current Services	436,834,449	456,310,513	452,254,505	(0.9)	455,853,005
Miscellaneous Revenues	71,059,609	93,750,078	63,524,098	(32.2)	32,731,448
Other Financing Sources	323,367,312	376,483,241	445,053,475	18.2	421,452,613
Total Revenues	4,743,318,745	5,277,723,718	5,455,985,726	3.4	5,454,916,675
Use of Fund Balance	193,632,102	209,337,066	4,866,923	(97.7)	12,500,000
Fund Balance Component Decreases	76,891,087	53,845,021	43,728,254	(18.8)	42,802,014
Total	\$ 9,757,160,679	\$ 10,818,629,523	\$ 10,960,566,629	1.3	\$ 10,965,135,364



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 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Self-Sufficiency Services	2,613.00	2,710.00	3.7	2,710.00
Aging Programs	139.00	158.00	13.7	158.00
Adult Protective Services	124.00	166.00	33.9	166.00
In-Home Supportive Services	229.00	289.00	26.2	289.00
Behavioral Health Services	1,113.50	1,207.50	8.1	1,207.50
Child Welfare Services	1,531.00	1,630.00	6.5	1,630.00
Public Health Services	837.00	730.00	(12.8)	730.00
Administrative Support	363.00	433.00	19.3	433.00
Office of Military & Veteran Affairs	20.00	22.00	10.0	22.00
Housing & Community Development Services	130.00	156.00	20.0	156.00
Homeless Solutions and Equitable Communities Admin	10.00	14.00	40.0	14.00
Equitable Communities	42.00	53.00	26.2	53.00
Homeless Solutions	83.00	84.00	1.2	84.00
Office of Immigrant and Refugee Affairs	5.00	5.00	0.0	5.00
Strategy and Innovation	45.00	0.00	(100.00)	0.00
Medical Care Services Department	—	222.00	100.0	222.00
HHS Total	7,284.50	7,879.50	8.2	7,879.50

General Fund Budget by Program				
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Self-Sufficiency Services	\$ 611,506,801	\$ 624,536,585	2.1	\$ 639,199,991
Operational Budget	399,348,264	404,945,803	1.4	419,609,209
Assistance Payments Budget	212,158,537	219,590,782	3.5	219,590,782
<i>CalWORKs Assistance Payments</i>	161,415,640	161,415,640	0.0	161,415,640
<i>Employment and Child Care Payments</i>	15,427,656	22,076,854	43.1	22,076,854
<i>General Relief Payments</i>	20,925,824	19,073,759	(8.9)	19,073,759
<i>Cash Assistance Program for Immigrants (CAPI)</i>	4,137,358	4,464,678	7.9	4,464,678
<i>Expanded Subsidized Employment (ESE)</i>	4,081,464	4,161,054	2.0	4,161,054
<i>Work Incentive Nutritional Supplement (WINS)</i>	3,215,959	3,242,835	0.8	3,242,835
<i>Approved Relative Caregiver (ARC)</i>	—	—	—	—
<i>Family Stabilization (FS)</i>	986,911	3,095,124	213.3	3,095,124
<i>Trafficking and Crime Victims Assistance Program (TCVAP)</i>	1,198,462	1,198,462	0.0	1,198,462
<i>Refugee Aid Payments</i>	49,211	49,211	0.0	49,211
<i>Diaper Assistance Payments</i>	720,052	813,166	12.9	813,166
Aging Programs	\$ 83,299,863	\$ 47,361,090	(43.1)	\$ 48,377,159
Operational Budget	83,299,863	47,361,090	(43.1)	48,377,159
Assistance Payments Budget	—	—	—	—
Adult Protective Services	\$ 20,278,335	\$ 29,532,190	45.6	\$ 30,602,855
Operational Budget	20,278,335	29,532,190	45.6	30,602,855
Assistance Payments Budget	—	—	—	—
In-Home Supportive Services	\$ 144,600,074	\$ 157,067,698	8.6	\$ 165,172,119
Operational Budget	144,600,074	157,067,698	8.6	165,172,119
Assistance Payments Budget	—	—	—	—

Note: The sum of individual amounts may not total due to rounding.

APPENDIX D: HEALTH AND HUMAN SERVICES AGENCY: GENERAL FUND



General Fund Budget by Program				
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Behavioral Health Services	\$ 817,606,006	\$ 889,403,386	8.8	\$ 895,669,892
Operational Budget	817,606,006	889,403,386	8.8	895,669,892
Assistance Payments Budget	—	—	—	—
Child Welfare Services	\$ 415,958,698	\$ 430,874,744	3.6	\$ 437,959,916
Operational Budget	256,122,217	271,038,263	5.8	278,123,435
Assistance Payments Budget	159,836,481	159,836,481	0.0	159,836,481
<i>Foster Care Aid Payments</i>	64,979,143	64,979,143	0.0	64,979,143
<i>Kinship Guardianship Assistance Payments (Kin-GAP)</i>	6,006,984	6,006,984	0.0	6,006,984
<i>Adoption Assistance Payments</i>	84,929,249	84,929,249	0.0	84,929,249
<i>Approved Relative Caregiver (ARC)</i>	2,821,105	2,821,105	0.0	2,821,105
<i>Child Care Bridge</i>	1,100,000	1,100,000	0.0	1,100,000
Public Health Services	\$ 377,769,263	\$ 216,382,912	(42.7)	\$ 208,125,574
Operational Budget	377,769,263	216,382,912	(42.7)	208,125,574
Assistance Payments Budget	—	—	—	—
Administrative Support	\$ 182,299,945	\$ 157,737,843	(13.5)	\$ 165,188,809
Operational Budget	182,299,945	157,737,843	(13.5)	165,188,809
Assistance Payments Budget	—	—	—	—
Office of Military & Veteran Affairs	\$ 4,214,382	\$ 4,556,603	8.1	\$ 4,702,165
Operational Budget	4,214,382	4,556,603	8.1	4,702,165
Assistance Payments Budget	—	—	—	—
Housing & Community Development Services	\$ 113,734,406	\$ 83,409,924	(26.7)	\$ 67,429,787
Operational Budget	113,734,406	83,409,924	(26.7)	67,429,787
Assistance Payments Budget	—	—	—	—
Homeless Solutions and Equitable Communities	\$ 47,996,246	\$ 52,779,230	10.0	\$ 46,405,974
Operational Budget	47,996,243	52,779,230	10.0	46,405,974
<i>Homeless Solutions and Equitable Communities Administration</i>	2,699,626	2,624,552	(2.8)	2,729,534



APPENDIX D: HEALTH AND HUMAN SERVICES AGENCY: GENERAL FUND

General Fund Budget by Program				
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
<i>Equitable Communities</i>	12,976,102	14,124,302	8.8	14,500,691
<i>Homeless Solutions</i>	20,187,885	32,770,665	62.3	25,873,146
<i>Office of Immigrant and Refugee Affairs</i>	2,000,000	3,259,711	63.0	3,302,603
<i>Strategy and Innovation</i>	10,132,630	—	(100.0)	—
Assistance Payments Budget	—	—	—	—
Medical Care Services Department	\$ —	\$ 41,640,909	100.0	\$ 42,982,131
Operational Budget	—	41,640,909	100.0	42,982,131
Assistance Payments Budget	—	—	—	—
HHSA General Fund Total	\$ 2,819,264,019	\$ 2,735,283,114	(3.0)	\$ 2,751,816,372
Operational Budget Total	\$ 2,447,268,998	\$ 2,355,855,851	(3.7)	\$ 2,372,389,109
Assistance Payments Total	\$ 371,995,018	\$ 379,427,263	2.0	\$ 379,427,263

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
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
COC: County Operations Center

- COF:** Capital Outlay Fund
- COOP:** Continuity of Operations Plan
- COPs:** Certificates of Participation
- COVID:** Corona Virus Disease
- CPI:** Consumer Price Index
- CPI-U:** Consumer Price Index for All Urban Consumers
- CQI:** Continuous Quality Improvement
- CREP:** Comprehensive Renewable Energy Plan
- CSA:** County Service Area
- CSAC:** California State Association of Counties
- CSG:** Community Services Group
- CSU:** Crisis Stabilization Unit
- CTC:** Community Transition Center
- CTO:** County Technology Office
- CUPA:** Certified Unified Program Agency
- CVPD:** Chula Vista Police Department
- CWS:** Child Welfare Services
- CYF:** Children Youth and Families
- D&I:** Diversity and Inclusion
- DA:** District Attorney
- DAS:** Department of Animal Services
- DCAI:** Discipline Case Advocacy Institute
- DCAO:** Deputy Chief Administrative Officer
- DCCA:** Downpayment and Closing Cost Assistance
- DCSS:** Department of Child Support Services
- DEHQ:** Department of Environmental Health and Quality
- DGS:** Department of General Services
- DHR:** Department of Human Resources
- DLP:** Data Loss Prevention
- DMS:** Division of Measurement Standards
- DMV:** Department of Motor Vehicles
- DO:** Department Objective
- DPC:** Department of Purchasing and Contracting
- DPR:** Department of Parks and Recreation
- DPSNF:** Distinct Part Skilled Nursing Facility
- DPW:** Department of Public Works
- ECAP:** Environmental Corrective Action Program
- EDPP:** Enterprise Document Processing Platform
- EFC:** Extended Foster Care
- EIR:** Environmental Impact Report
- EMS:** Emergency Medical Services
- EMT:** Emergency Medical Technician
- EOC:** Emergency Operations Center
- ERAF:** Educational Revenue Augmentation Fund
- ERG:** Employee Resource Groups
- ERP:** Enterprise Resource Planning
- ESG:** Emergency Solutions Grant
- ESU:** Emergency Screening Unit
- EUI:** Energy Use Intensity
- EVOC:** Emergency Vehicle Operations Course
- EWG:** Enterprise-Wide Goal
- eWIN:** Extension Wildfire Information Network
- EV:** Electric Vehicle
- FASB:** Financial Accounting Standards Board
- FEMA:** Federal Emergency Management Agency
- FF&E:** Furniture, fixtures and equipment
- FGG:** Finance and General Government Group
- FHA:** Farm and Home Advisor, Federal Housing Authority
- FIs:** Field Interviews
- FPB:** Facilities Planning Board
- FSP:** Full Service Partnerships
- FSWG:** Food Systems Working Group
- FTE:** Full-time equivalent
- FY:** Fiscal Year
- GAAP:** Generally Accepted Accounting Principles
- GASB:** Governmental Accounting Standards Board
- GC:** Government Code
- GDP:** Gross Domestic Product
- GEMS:** Global Election Management System
- GFOA:** Government Finance Officers Association
- GHG:** Greenhouse gas
- GIS:** Geographic Information System
- GM:** General Manager
- GMS:** General Management System
- GO:** General Obligation (bonds)
- GPR:** General Purpose Revenue
- GPS:** Geographic Positioning System
- GR:** General Relief
- GSR:** Global Scale Rating
- GWOW:** Government Without Walls
- HACSD:** Housing Authority of the County of San Diego
- HAVA:** Help America Vote Act





HCDS: Housing and Community Development Services
HCV: Housing Choice Voucher
HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness
HHS: 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

PII: Personal Identifiable Information	SDCPH: San Diego County Psychiatric Hospital
PILT: Payments in Lieu of Taxes	SDG&E: San Diego Gas and Electric
PLDO: Parkland Dedication Ordinance	SDRBA: San Diego Regional Building Authority
PM: Performance Measure(s)	SE/T: Sustainable Environments/Thriving
POB: Pension Obligation Bond	SF: Square foot/feet
POFA: Project One for All	SHSGP: State Homeland Security Grant Program
PRD: Permanent Road Division	SIDS: Sudden Infant Death Syndrome
PROP: Proposition	SME: Subject Matter Expert
PSAs: Public Service Announcements	SNAP-ED: Supplemental Nutrition Assistance Program- Education
PSG: Public Safety Group	SNF: Skilled Nursing Facilities
PV: Photovoltaic	SOC: Standards of Cover
QA: Quality Assurance	SR: State Route
QR: Quick Response	SSS: Self-Sufficiency Services
RCCC: Regional Continuum of Care Council	STAR: Sheriff's Transfer, Assessment and Release
RCFE: Residential Care Facilities for the Elderly	SUAS: State Utility Assistance Subsidy
RCS: Regional Communications System	TABs: Tax Allocation Bonds
RFP: Request for Proposal	TB: Tuberculosis
RG3: Regional Realignment Response Group	TEVAP: Trafficking and Crime Victims Assistance Program
RIFA: Red Imported Fire Ants	TICP: Tactical Interoperable Communications Plan
RLA: Resident Leadership Academies	TIF: Transportation Impact Fee
ROV: Registrar of Voters	Title IV-E Waiver: California Well-Being Demonstration Project
RPTT: Real Property Transfer Tax	TJRV: Tijuana River Valley
RPTTF: Redevelopment Property Tax Transfer Fund	TMDL: Total Maximum Daily Load
RRC: Regional Recovery Centers	TN: Technological Needs
RSVP: Retired & Senior Volunteer Program	TOT: Transient Occupancy Tax
RWQCB: Regional Water Quality Control Board	TRANS: Tax and Revenue Anticipation Notes
S&B: Salaries & Benefits	TRC: Teen Recovery Centers
S&S: Services & Supplies	UAAL: Unfunded Actuarial Accrued Liability
SANCAL: San Diego County Capital Asset Leasing Corporation	UASI: Urban Areas Security Initiative Grant
SANDAG: San Diego Association of Governments	UCLA: University of California, Los Angeles
SanGIS: San Diego Geographic Information Source	UCCE: University of California Cooperative Extension
SAPT: Substance Abuse Prevention and Treatment	UDC: Unified Disaster Council
SARMS: Substance Abuse and Recovery Management System	US: United States
SB: Senate Bill	USDA: United States Department of Agriculture
SD: San Diego	USD RIP: Upper San Diego River Improvement Project
SDCERA: San Diego County Employees' Retirement Association	UST: Underground Storage Tanks
SDCFA: San Diego County Fire Authority	VAP: Voluntary Assistance Program
SDCJ: San Diego Central Jail	VASDHS: Veterans Administration San Diego Healthcare System
SDCL: San Diego County Library	VASH: Veterans Affairs Supportive Housing program





VBM: Vote-by-Mail

WIC: Welfare and Institutions Code

VLf: Vehicle License Fees

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 Goal: A set of focused goals for departments to collaborate on for the greatest impact to our community.

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 over-

sees 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 enterprisewide initiative that uses County resources so employees can create improved interactions with community members and stakeholders resulting in a positive overall service encounter with the County of San Diego.

Customer Service Level: Describes in measurable terms the performance of customer service. Certain goals are defined and the customer service level gives the percentage to which those goals should be achieved.

Debt Service: Annual principal and interest payments that a local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources, for the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days from the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Department Objectives (DO): Drive an outcome; the outcome may be mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): Title used for the General Managers (GMs) of County functional business groups: Public Safety, and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHS) is the Director. See General Manager.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer’s share of costs for Social Security and various pension, medical and life insurance plans.

Encumbrance: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing these goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance and integrate existing financial and human resources information technology systems.

Enterprise-Wide Goals (EWG): A set of focused goals for departments to collaborate on for the greatest positive impact to the community. Each Enterprise-Wide Goal supports a specific Audacious Vision, as laid out in the County’s Strategic Plan.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.



Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfer & 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. Exam-



ples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as "net county cost."

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP is a combination of authoritative standards set by policy boards such as the Governmental Accounting Standards Board (GASB), and the commonly accepted ways of recording and reporting accounting information.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Goal: A short, mid or long-term organizational target or direction stating what the department wants to accomplish or become over a specific period of time.

Governmental Accounting Standards Board (GASB): The independent authoritative accounting and financial reporting standard-setting body for U.S. State and local government entities.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by State and local governments.

Governmental Fund: The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

Grant: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

Group/Agency: Headed by a General Manager (GM), the highest organizational unit to which a County department/program reports. There are three Groups and one Agency that include: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Integrity: 'Character First'; One of the core values of the County's General Management System (GMS).

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary-type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to another entity.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation of an entity to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses, Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Live Well San Diego (LWSD): Started as an enterprise initiative in 2010 with the Building Better Health strategy, adding Living Safely in 2012 and Thriving in 2014. In 2015, LWSD evolved into the County's vision statement—a region that is Building Better Health, Living Safely and Thriving.

Living Safely: The Strategic Plan Initiative focused on making San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is balanced between accountability and rehabilitation.

Major Fund: A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments*. By its nature, the General Fund of a government entity is always a major fund.





Major Maintenance Capital Outlay Fund: A Capital Program Fund established to account for major maintenance projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the operating budget of the originating department.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost-effective method of delivering services.

Mandate: A requirement, often set by law, from the State or federal government(s) that the County perform a task in a particular way or meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used for unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon the amount of fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries & Benefits, Services & Supplies, etc.).

Miscellaneous Revenues: A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

Mission: A statement of organizational purpose. The County's mission is: *To efficiently provide public services that build strong and sustainable communities.*

Modified Accrual Basis: The basis of accounting under which revenues are recognized when they become available and measurable and, with a few exceptions, expenditures are recognized when liabilities are incurred. A modified accrual accounting system can also divide available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

Monitoring and Control: The process of reviewing operations to make sure the organization is on track to meet its goals, and identifying the actions needed to address any identified issues. Monitoring and Control is a component of the County's General Management System (GMS).

Motivation, Rewards and Recognition: The General Management System (GMS) component that ensures the County is rewarding excellence in employee performance by providing tangible rewards, employee development opportunities, department recognition rewards, and national and local recognition opportunities.

Multiple Species Conservation Program (MSCP): A program intended to preserve a network of habitat and open space in the San Diego region, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NACo): An organization that represents the interests of counties across the nation to elected federal representatives and throughout the federal bureaucracy.

Nonspendable Fund Balance: The portion of net resources that cannot be spent either because of its form or due to requirements that it must be maintained intact.

Objective: A measurable target that must be met on the way to implementing a strategy and/or attaining a goal.

Objects (Line Items): A summary classification (or "roll-up" account) of expenditures and revenues based on type of goods or services (Salaries & Benefits, Services & Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures & Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the recommended means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational Excellence (OE): The Strategic Plan Initiative to promote continuous improvement in the organization through problem solving, teamwork and leadership with a focus on customers' needs and supporting employees.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as operational goals, objectives and performance measures for County departments. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted by the Board of Supervisors as the County's operating budget while the second year is approved in principle for planning purposes.

Operational Planning: The process of allocating resources, both dollars and staff time, to the programs and services that support the County's strategic goals. This process encompasses plans for expenditures and the means of financing them and results in the County's Operational Plan document. Operational Planning is a component of the County's General Management System.



Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-county governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, operating transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measurement (PM): Operational indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of property owners in the unincorporated area who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Perspective: The capacity to view things in their true relations or relative importance. In relation to the County's Operational Plan, the budget and accounting reports may have different fund reporting structures, or perspective.

Policy: A high-level overall plan embracing the general goals and acceptable procedures of the subject contained therein.

Priority: An item that is more important than other things and that needs to be done or dealt with first; the right to precede others in order, rank, or privilege.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: See Recommended Budget.

Proprietary Funds: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings that are open to the public in order to provide residents an opportunity to express their views on the merits of the County's proposals and services.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent fiscal year.

Rebudget: To include funds for a project or services budgeted in the previous fiscal year but not spent within that year nor meeting the criteria for an encumbrance at fiscal year-end.

Recommended Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

Reporting Component: An object, unit or fund within a department that is reported on. In the Operational Plan, the County may present "reporting components" and funds in different ways than the County's Comprehensive Annual Financial Report.

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, 2022 through June 30, 2024. The introductory portion of the document highlights the following:

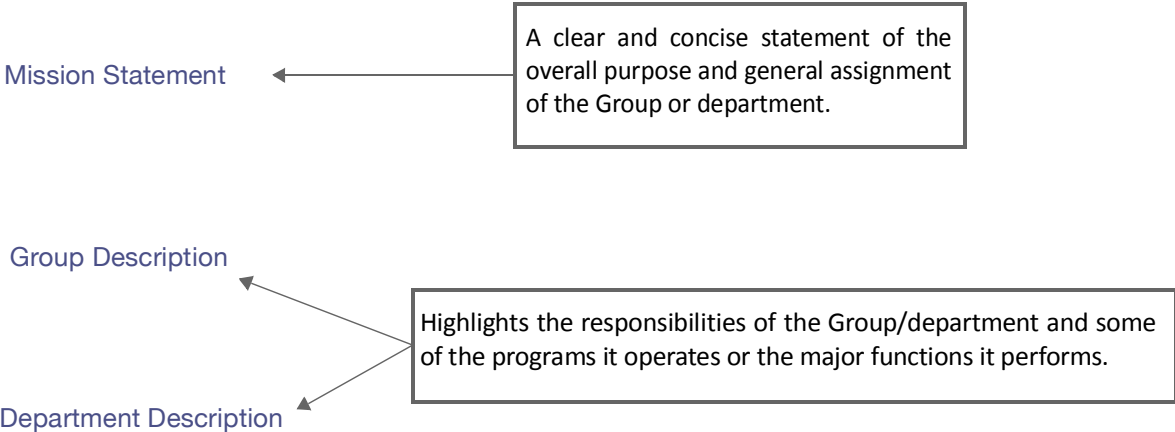
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Executive Summary
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ Budget Process, Budget 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:



2021–22 Anticipated Accomplishments

Brief descriptions of the Group’s/department’s accomplishments for Fiscal Year 2021–22. The discussions address the progress made on the 2021–23 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.

2022–24 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 Audacious Goal. Audacious Goals are bold statements detailing the impact the County wants to make in the community and focus on collaborative efforts that inspire greater results than any one department could accomplish alone. Audacious Goals are developed to support each of the Strategic Initiatives. A Departmental Objective is a specific department goal to drive the outcome of an Audacious Goal. The more a team, division or department can align its goals to support the Audacious Goal, the stronger the collective impact will be on the public we serve.

Related Links

The County’s website for the Group/department. Some departments list additional websites that may be of interest to the reader.

Performance Measures

Each department’s key performance measures are outlined in a table format. The department’s progress in achieving its goals and objectives is depicted over time. Data displayed includes past performance, current year goals and the actual results, as well as approved targets for the next two fiscal years.

PERFORMANCE MEASURES ¹	2020–21 Actuals	2021–22 Adopted	2021–22 Estimated Actuals	2022–22 Recommended	2023–24 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.

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

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.

Recommended Budget Changes and Operational Impact: 2022–23 to 2023–24

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 2021–22 and Recommended Budget for Fiscal Years 2022–23 and 2023–24.

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 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Program					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues					
	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Recommended Budget	% Change	Fiscal Year 2023–24 Recommended Budget
Intergovernmental Revenues					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
Total					





Capital Program

This section discusses the County's Capital Program, its structure, funds, policies and procedures. Details are provided for the following:

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as all major and minor capital projects listed on the CINA for Fiscal Years 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 2020–21 and 2021–22; the Recommended Budget for Fiscal Year 2022–23; the percent change from the Fiscal Year 2021–22 Adopted Budget to the Fiscal Year 2022–23 Recommended Budget; and the Fiscal Year 2023-2024 Recommended Budget.
 - ◆ Appendix A: All Funds Budget Summary: Tables outline staff years; and expenditures and revenues by category for the total County and by each business group, the Capital Program, Finance Other, and General Purpose Revenue.
 - ◆ Appendix B: Budget Summary and Changes in Fund Balance appropriations by fund type; and appropriations by fund type within each business group, the Capital Program and Finance Other.
 - ◆ Appendix C: General Fund Budget Summary: Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the General Fund.
- ◆ Appendix D: Health and Human Services Agency (HHSA): General Fund—Tables present staff years and summarize HHSA's General Fund budget by operations and assistance payments.
- ◆ Appendix E: Operational Plan Acronyms and Abbreviations: Common abbreviations and acronyms referenced.
- ◆ Appendix F: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- ◆ Appendix G: Operational Plan Format: An instructional guide detailing each section of the Operational Plan and its intended purpose.
- ◆ Index: An alphabetical listing of key topics and the page reference for each.







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