COUNTY OF SAN DIEGO

CAO Recommended Operational Plan
Fiscal Years 2016–17 & 2017–18

Helen N. Robbins-Meyer
Chief Administrative Officer

Donald F. Steuer
Assistant Chief Administrative Officer/
Chief Operating Officer

Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Dave Roberts, District 3
Ron Roberts, District 4
Bill Horn, District 5

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

San Diego County
California

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2015**. 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 2016
Office of Financial Planning
Ebony Shelton, Director

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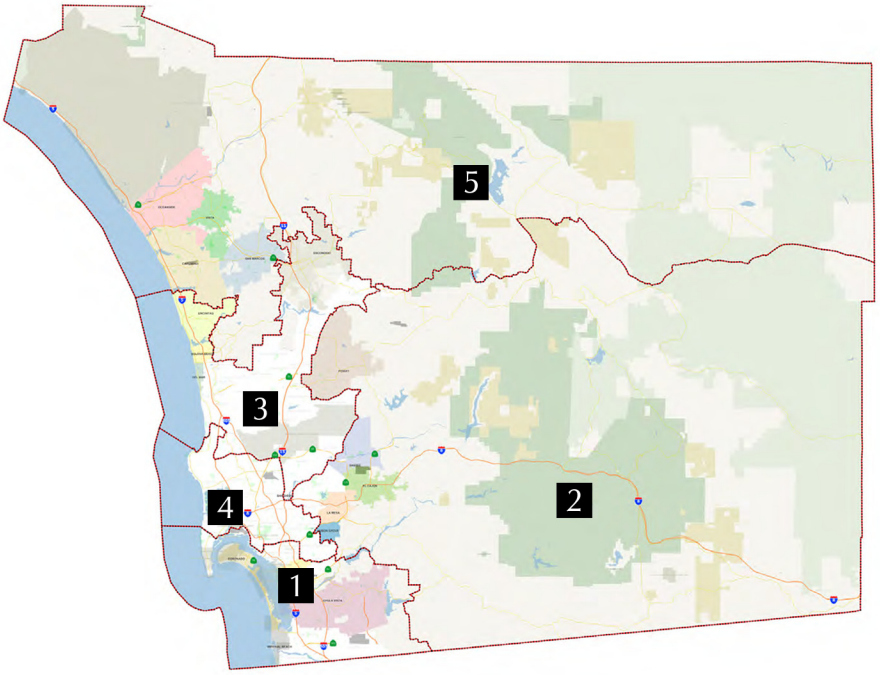
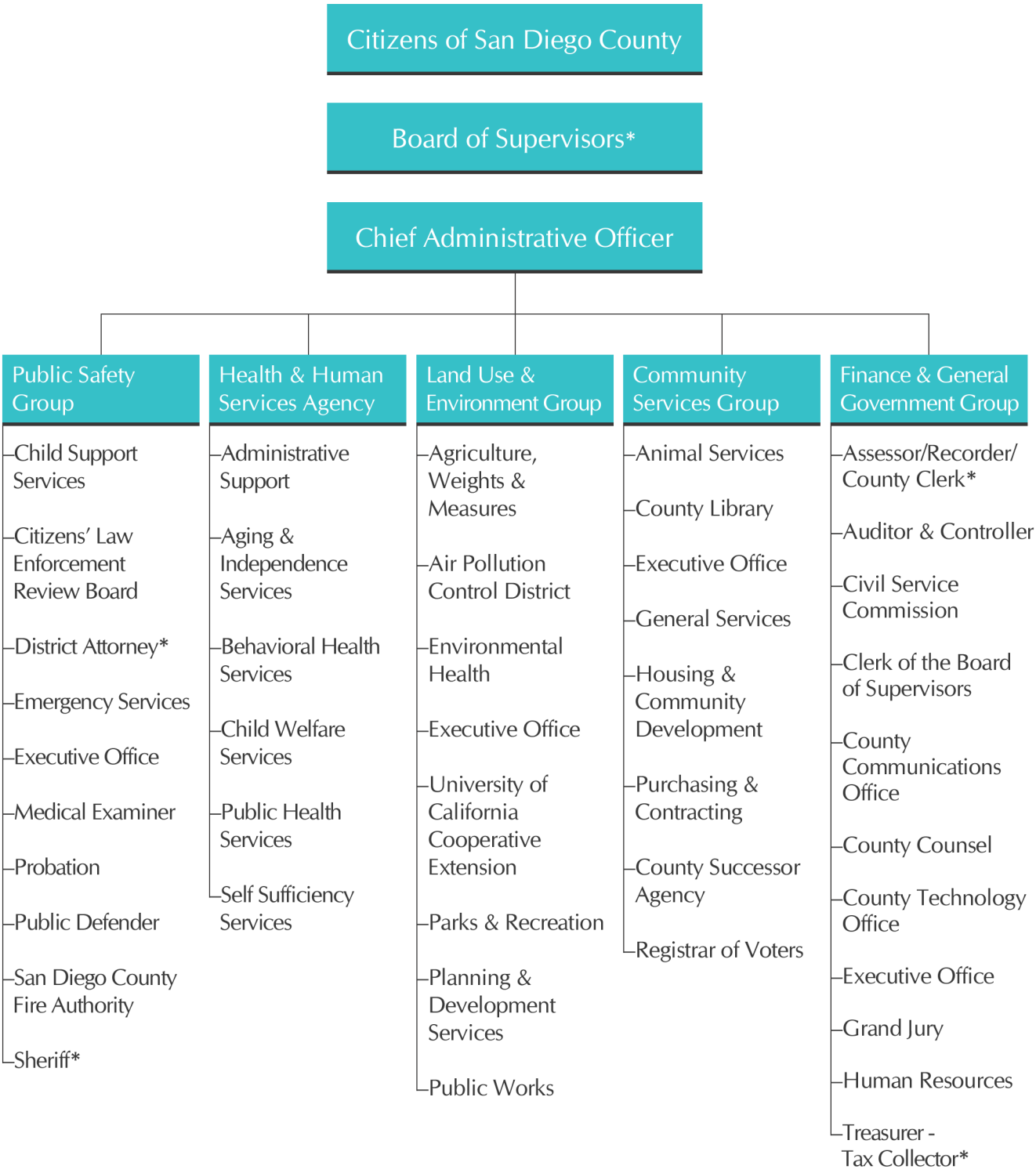
Bill Horn
Supervisor
District Five



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

Organizational Chart



*Elected Official(s)

Rev. 2/2016

Message from the Chief Administrative Officer

Collective Impact

As residents lucky enough to call San Diego County home, we know our region overflows with natural and man-made treasures. Just as obvious are the energetic and diverse people and organizations underpinning the region's success. With our commitment to organizational excellence, continuous improvement and stewardship of public resources, County government is an important part of the region's success. But, we know, only a part.

Most things we do as a local government have more power when they're part of a Collective Impact. Collective impact happens when we engage communities in problem-solving and setting priorities. Collective impact comes from partnering with the region's 18 cities, other agencies and community organizations to achieve the results taxpayers expect. And collective impact is a result of optimizing our internal resources to tackle complex issues on multiple fronts to achieve our vision of Building Better Health, Living Safely, and Thriving.

This year, collectively, we will boldly focus on changing the lives of San Diegans with some of the greatest individual difficulties: people with serious mental illnesses who are chronically homeless. Multiple County departments, cities, housing commissions and nonprofits will work together to expand intensive services and housing to help these vulnerable people find lasting stability.

We will continue a collective focus on helping all youth achieve their potential and reducing the number of youth in the juvenile justice system by expanding partnerships with community organizations and law enforcement to increase youth access to diversion programs and Alternatives to Detention. We will expand mental health services to help justice-involved youth change their lives. New screenings and services will be added to identify and help the often hidden and deeply traumatized young victims of human trafficking.

The County's collective partnership with CAL FIRE and local fire agencies continues apace. Residents in rural areas will experience even better fire and emergency medical services, as we add paramedic firefighter service throughout the backcountry and activate a third firefighting helicopter.

This year, we join our technology partners to further expand our portfolio of mobile apps and social media to make information more accessible to the residents we serve, including our Spanish speakers. We will increase information for making emergency preparations, monitoring beach water quality, accessing zoning and property information, scanning real time road conditions, reporting missing and found animals, virtually visiting the library, just to name a few.

While technology is an ever-important way to serve and engage residents, delivering modern services and infrastructure will always be a hallmark of our County. In an ambitious three-year effort, we'll resurface roads throughout the region, in population centers and along travel routes from Otay to Palomar Mountain. The new Alpine library is nearly done, and new libraries in Imperial Beach and Borrego Springs are under way. We'll break ground on a new state-of the-art Sheriff's crime lab, while we continue to work with regional partners to upgrade the Regional Communications System.

Whether it's through new infrastructure or leasing a small storefront, we are focused on making sure our services are located where they're needed most. The new North Inland Live Well Center in Escondido that serves as a single stop for health and social services for residents in the region has been a successful model for delivering public services. Based on community input and data analysis, we will replicate that model elsewhere in the county to bring health, justice and public services close to home to improve community access and engagement.

The County's fiscal discipline and systemic financial planning and monitoring are at the root of everything we do. Our AAA credit ratings, our sensible reserves, and our practice of paying cash when possible instead of incurring interest-bearing debt are the foundation of our ability to match services to community needs. The Fiscal Year 2016-17 CAO Recommended Operational Plan totals $5.35 billion, a decrease of 1.2% over the prior fiscal year, and includes 17,378.00 staff years.

I encourage you to look inside the Operational Plan to learn about our four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence, and to our Enterprise-wide Goals. This framework is our strategy for staying in sync, setting targets that matter, and ensuring we are part of a Collective Impact to achieve our bold vision of health, safety, and thriving for all San Diegans.

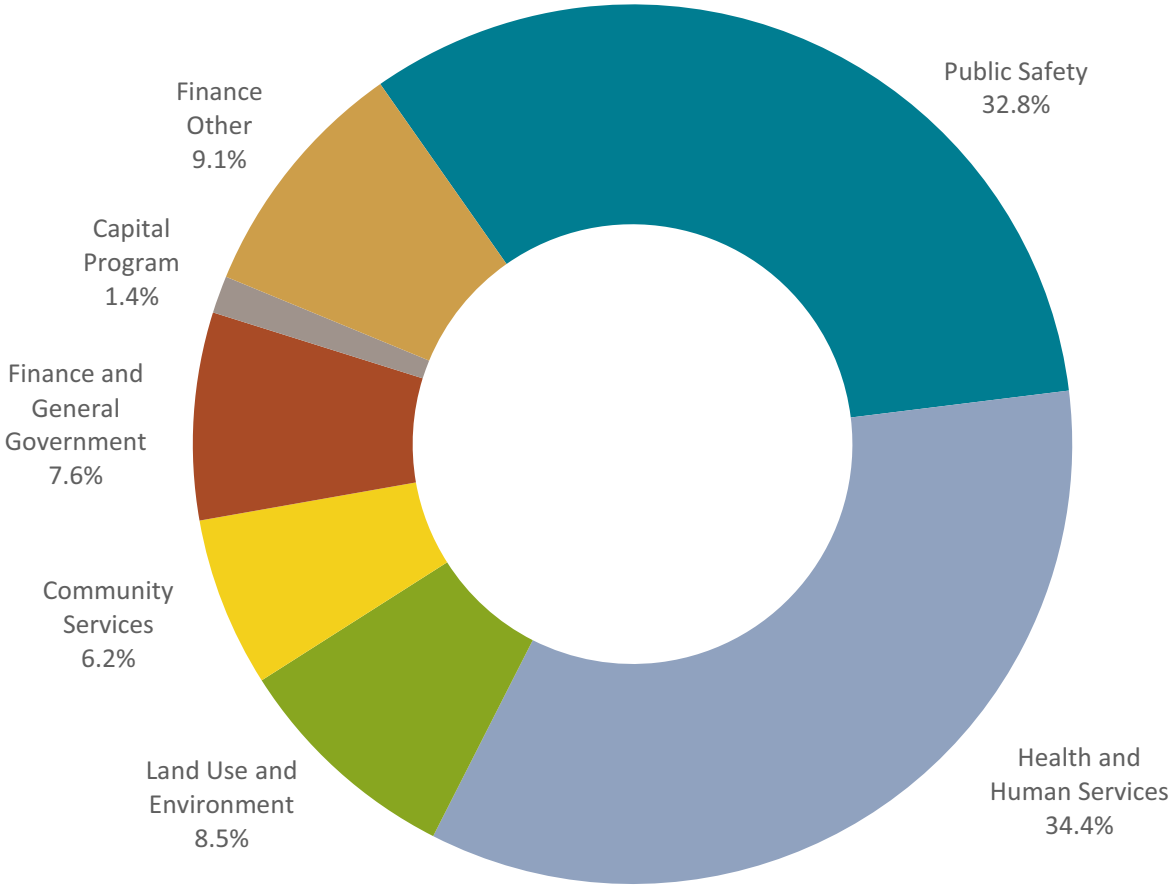
Helen N. Robbins-Meyer
Chief Administrative Officer

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

2016–17 Recommended Budget at a Glance

Recommended Budget by Functional Area: All Funds

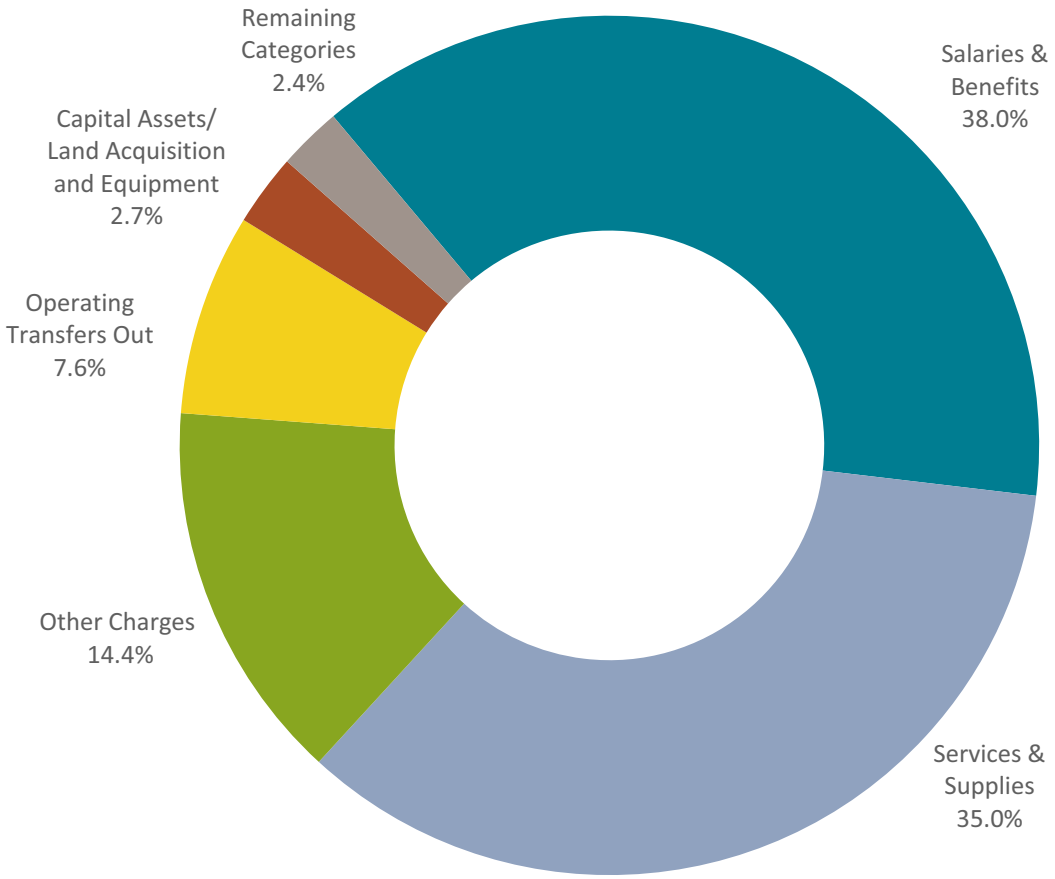
Total Recommended Budget: $5.35 billion



Recommended Budget by Functional Area: All Funds		Budget in Millions	Percent of Total Budget
Public Safety	$	1,753.6	32.8
Health and Human Services		1,842.1	34.4
Land Use and Environment		453.9	8.5
Community Services		334.2	6.2
Finance and General Government		407.8	7.6
Capital Program		73.5	1.4
Finance Other		484.7	9.1
Total	$	**5,349.9**	**100.0**

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

Recommended Budget by Categories of Expenditures: All Funds

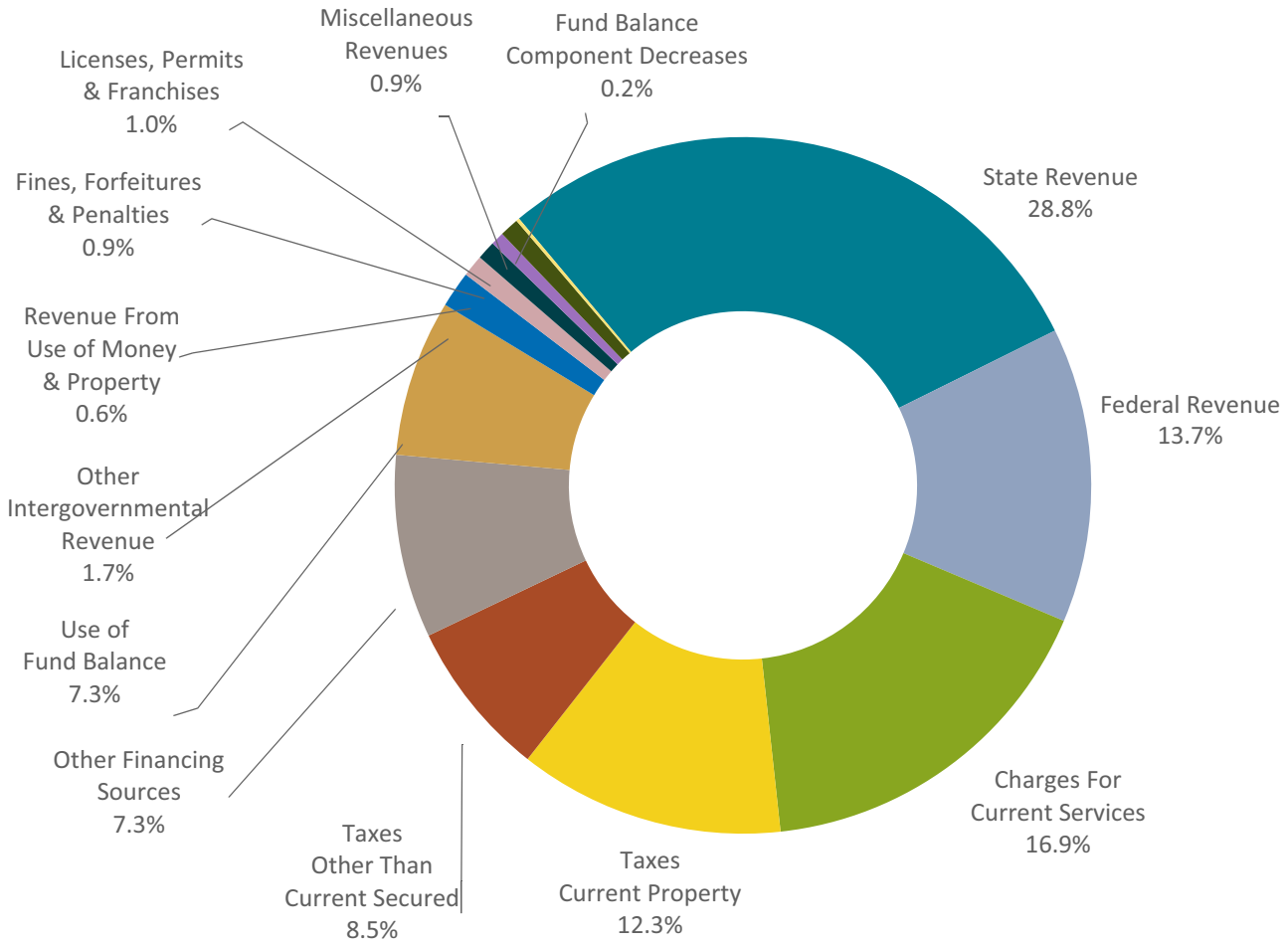


Recommended Budget by Categories of Expenditures: All Funds

		Budget in Millions	Percent of Total Budget
Salaries & Benefits	$	2,031.9	38.0
Services & Supplies		1,869.8	35.0
Other Charges		769.5	14.4
Operating Transfers Out		406.2	7.6
Capital Assets/Land Acquisition and Equipment		110.1	2.1
Capital Assets Equipment		34.2	0.6
Remaining Categories:			
Fund Balance Component Increases		101.4	1.9
Management Reserves		31.5	0.6
Contingency Reserves		27.7	0.5
Expenditure Transfer and Reimbursements		(32.3)	(0.6)
Total	$	**5,349.9**	**100.0**

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

Recommended Budget by Categories of Revenues: All Funds

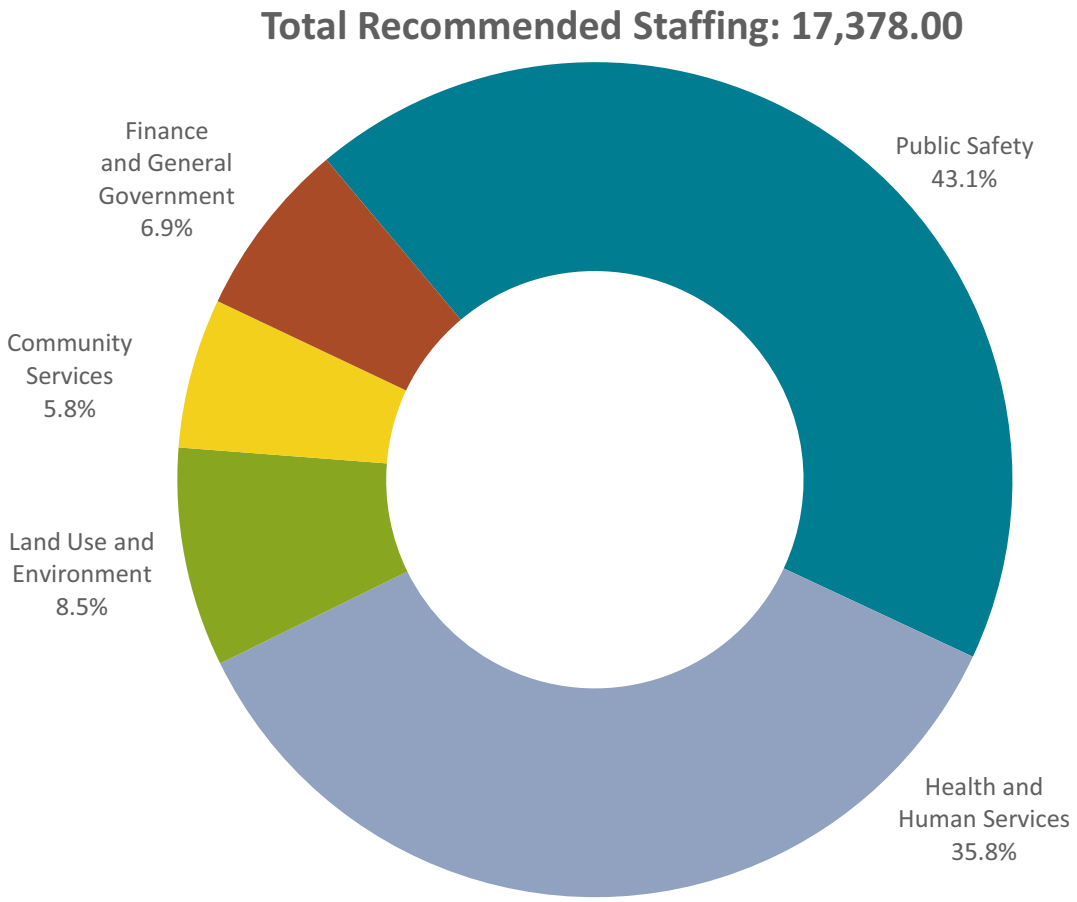


Recommended Budget by Categories of Revenues: All Funds

		Budget in Millions	Percent of Total Budget
State Revenue	$	1,539.7	28.8
Charges For Current Services		904.7	16.9
Federal Revenue		732.5	13.7
Taxes Current Property		660.1	12.3
Taxes Other Than Current Secured		454.3	8.5
Other Financing Sources		390.8	7.3
Use of Fund Balance		389.2	7.3
Other Intergovernmental Revenue		89.8	1.7
Licenses, Permits and Franchises		53.8	1.0
Miscellaneous Revenues		47.1	0.9
Fines, Forfeitures and Penalties		46.7	0.9
Revenue From Use of Money & Property		32.8	0.6
Fund Balance Component Decreases		8.5	0.2
Total	$	**5,349.9**	**100.0**

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

Recommended Staffing by Group/Agency: All Funds



Recommended Staffing by Group/Agency: All Funds		
	Staff Years[1]	**Percent of Total Staffing**
Public Safety	7,487.00	43.1
Health and Human Services	6,216.50	35.8
Land Use and Environment	1,475.00	8.5
Community Services	1,009.00	5.8
Finance and General Government	1,190.50	6.9
Total	**17,378.00**	**100.0**

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

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

San Diego County Facts and Figures

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

POPULATION[1]:

Year:	2013	2014	2015
Total:	3,154,574	3,194,362	3,227,496

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

Source: California Department of Finance, 2013, 2014 and 2015 estimates. Sacramento, California, May 2013, January 2014 and January 2015.

INCORPORATED CITIES: 18

CIVILIAN LABOR FORCE:

Year:	2014	2015
Total:	1,546,400	1,564,000

Source: California Employment Development Department, Historical Data for Labor Force, annual average (for the months of January to December) for 2014 and 2015.

UNEMPLOYMENT RATE:

Year:	2014	2015
Percentage:	6.4%	5.0%

Source: California Employment Development Department, Historical Data for Unemployment Rate, annual average (for the months of January to December) for 2014 and 2015 (data not seasonally adjusted).

EMPLOYMENT MIX: (Industry)[1]

	2014 Employees	2015 Employees
Government[2]	236,600	240,300
Professional and Business Services	237,200	244,200
Trade, Transportation and Utilities	223,900	229,400
Educational and Health Services	191,100	201,300
Leisure and Hospitality	178,800	180,900
Manufacturing	97,400	99,200
Financial Activities	70,600	73,600
Construction	63,400	69,200
Other Services	54,100	51,600
Information Technology	24,900	25,800
Farming	9,600	9,400
Mining and Logging	400	400
Total	**1,388,000**	**1,425,300**

[1]Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.
[2]Excludes the U.S. Department of Defense.
Source: California Employment Development Department, Labor Market Information Division - January 22, 2016 News release.

TEN LARGEST EMPLOYERS:

	2014 Employees	2015 Employees
University of California San Diego	28,341	29,287
County of San Diego[1]	17,044	17,034
Sharp Healthcare	16,477	16,896
Scripps Health	13,717	14,644
Qualcomm Inc.	13,700	13,500
Kaiser Permanente	7,549	7,535
UC San Diego Health System	7,726	7,229
YMCA of San Diego County	4,983	5,487
Rady Children's Hospital-San Diego	4,045	5,122
General Atomics Aeronautical Systems Inc.	4,969	5,088

[1]County of San Diego Fiscal Year 2015-16 Adopted Operational Plan.
Source: San Diego Business Journal Book of Lists (2016). Note: The State of California and the City of San Diego were excluded from the 2016 list.

CONSUMER PRICE INDEX:

Year:	2013	2014	2015
Amount:	260.32	265.15 (1.9% increase)	269.44 (1.6% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, March 2016 (Not seasonally adjusted—annual).

MEDIAN HOUSEHOLD INCOME[1]:

Year:	2012[2]	2013[3]	2014[4]
Amount:	$ 60,330	$ 62,962	$ 63,996

[1]Each amount adjusted annually for inflation according to its respective year.
[2]Source: U.S. Census Bureau, 2012 Median Household Incomes by 25 Most Populous U.S. Metropolitan Areas.
[3]Source: San Diego County QuickFacts 2009-2013 Estimate.
[4]Source: San Diego County QuickFacts 2010-2014 Estimate.

MEDIAN HOME PRICE[1]:

Year:	January 2014	January 2015	January 2016
Amount:	$ 405,000	$ 433,000	$ 462,750

[1]Median price of all existing homes sold in January of each year.
Source: California Association of Realtors/CoreLogic Information System.

FISCAL YEAR 2015-16 TOP TEN PROPERTY TAXPAYERS (as of July 2015):

	Amount of Tax
San Diego Gas & Electric Company	$ 110,031,205
Qualcomm Inc.	$ 23,275,944
Southern California Edison Co.	$ 19,246,195
Irvine Co.	$ 17,233,982
Kilroy Realty, LP	$ 13,546,697
Pacific Bell Telephone Company	$ 11,555,586
Host Hotels and Resorts	$ 9,564,792
BSK Del Partners, LLC	$ 7,816,217
Prebys Conrad Trust	$ 7,264,729
Fashion Valley Mall LLC	$ 6,044,747

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

FISCAL YEAR 2016-17 ASSESSED VALUATION:	$440.8 billion

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

2011 ESTIMATED TOTAL HOUSING UNITS:	1,186,100

Source: U.S. Census Bureau, 2011 American Housing Survey (AHD): Last revised May 16, 2013.

LAND USE: (in descending order)[1]

	2014 Acres
Parkland	1,243,945
Vacant or Undeveloped Land	708,048
Residential	361,855
Public/Government	156,050
Agriculture	117,640
Other Transportation	106,019
Commercial/Industrial	33,657
Total	**2,727,214**

[1]The acres available for land use may vary year to year due to survey updates that include tide level changes.
Source: San Diego Association of Governments, 2014.

AGRICULTURAL PRODUCTION:

		2014 Value	2014 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$	1,182,613,913	12,702
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$	385,988,806	34,811
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$	157,217,383	4,631
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$	55,380,848	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	$	26,436,487	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	$	6,644,917	216,448
Apiary (e.g., honey, pollination, bees & queens, etc.)	$	2,281,956	N/A
Timber Products (e.g., firewood and timber)	$	901,572	N/A
Grand Totals	**$**	**1,817,465,882**	**268,592***

*The sum of Acres does not equal the grand total due to rounding.
Source: San Diego Agricultural Commissioner / Sealer of Weights & Measures 2014 San Diego County Crop Statistics & Annual Report.

MAJOR MILITARY BASES AND INSTALLATIONS:

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

Source: U.S. Department of Defense Base Structure Report, 2015.

TOURIST ATTRACTIONS:

Anza-Borrego Desert State Park[1], Borrego Springs	Petco Park, San Diego
Balboa Park and Museums, San Diego	Point Loma and Cabrillo National Monument, San Diego
Birch Aquarium at Scripps, La Jolla	Qualcomm Stadium, 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	Torrey Pines Golf Course, La Jolla
Maritime Museum, San Diego	Torrey Pines State Beach & Reserve, San Diego
Old Town San Diego State Historic Park, San Diego	U.S. Olympic Training Center, Chula Vista
Palomar Observatory, Palomar Mountain	USS Midway Museum, San Diego

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

TOTAL VISITORS 2015: 34,257,000

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (Calendar Year through 2015).

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 southwestern most county in the contiguous 48 states.

For thousands of years, Native Americans have lived in this area. The four tribal groupings that make up the indigenous American Indians of San Diego County are the Kumeyaay (also referred to as Diegueño or Mission Indians), the Luiseño, the Cupeño and the Cahuilla. San Diego County has the largest number of Indian reservations (19) of any county in the United States. However, the reservations are very small, with total land holdings of an estimated 193 square miles.

The explorer Juan Rodriguez Cabrillo arrived by sea in the region on September 28, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and, it is said, his favorite saint, San Diego de Alcala.

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, the County's population estimate for January 1, 2014 was 3.19 million, which grew 1.1% to 3.23 million as of the January 1, 2015 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. Population estimates for the year 2035 indicate that the San Diego regional population will grow to approximately 3.85 million, according to the San Diego Association of Governments (SANDAG), a 37% increase from calendar year 2000 and an increase of 19.4% as compared to 2015.

SAN DIEGO COUNTY POPULATION:

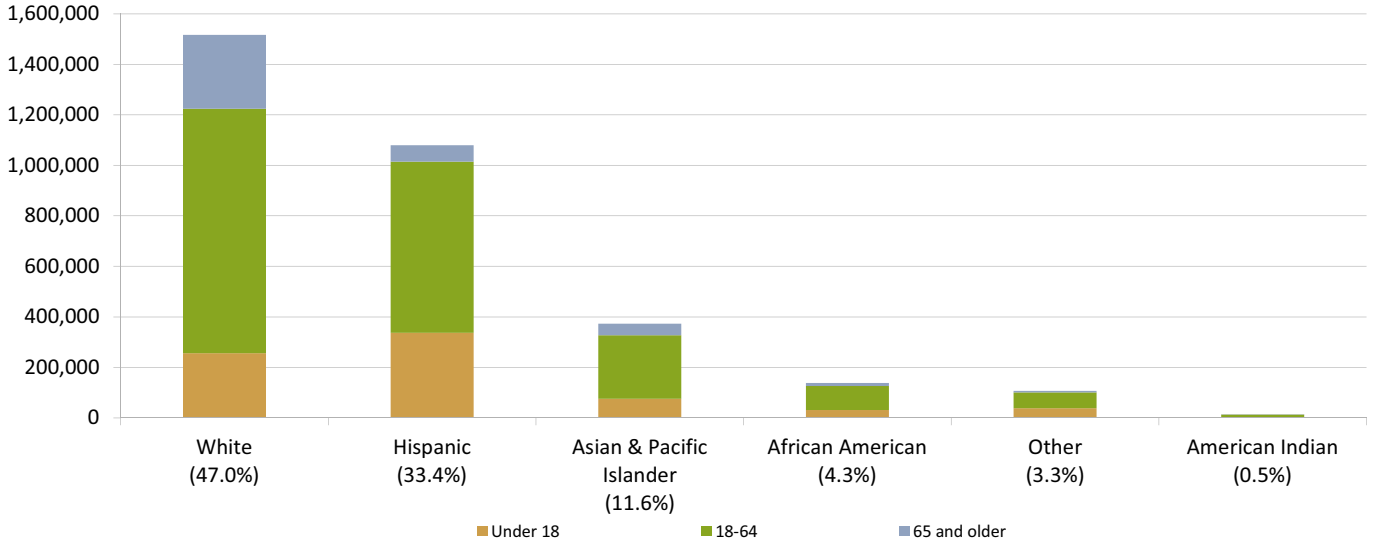
	2000	2014	2015	Year Incorporated
Carlsbad	78,247	109,900	110,653	1952
Chula Vista	173,556	255,580	257,989	1911
Coronado	24,100	23,369	23,497	1890
Del Mar	4,389	4,221	4,238	1959
El Cajon	94,869	101,003	101,444	1912
Encinitas	58,014	61,042	61,518	1986
Escondido	133,559	146,742	147,294	1888
Imperial Beach	26,992	26,603	26,761	1956
La Mesa	54,749	58,615	58,813	1912
Lemon Grove	24,918	25,856	26,199	1977
National City	54,260	59,235	59,827	1887
Oceanside	161,029	170,791	171,682	1888
Poway	48,044	48,847	49,041	1980
San Diego	1,223,400	1,347,954	1,368,061	1850
San Marcos	54,977	89,946	90,827	1963
Santee	52,975	55,658	55,805	1980
Solana Beach	12,979	13,059	13,104	1986
Vista	89,857	95,877	96,413	1963
Unincorporated	442,919	498,159	504,330	
Total	**2,813,833**	**3,192,457**	**3,227,496**	

Source: U.S. Census - 2010 data and California Department of Finance 2014 and 2015 estimates.

The first chart on the following page shows the most recent race, ethnicity and age composition for the regional population as of 2015. The chart on the next page shows the change in the region's racial and ethnic composition since 2000 and projected to 2035. SANDAG projects that in 2035, San Diego's population will continue to grow in its diversity with: 36.3% White; 41.4% Hispanic; 13.9% Asian and Pacific Islander; 4.0% African American; and 4.1% all other groups. A significant growth in the region's Hispanic population is seen in this projection.

San Diego County Population Distribution by Race, Ethnicity and Age

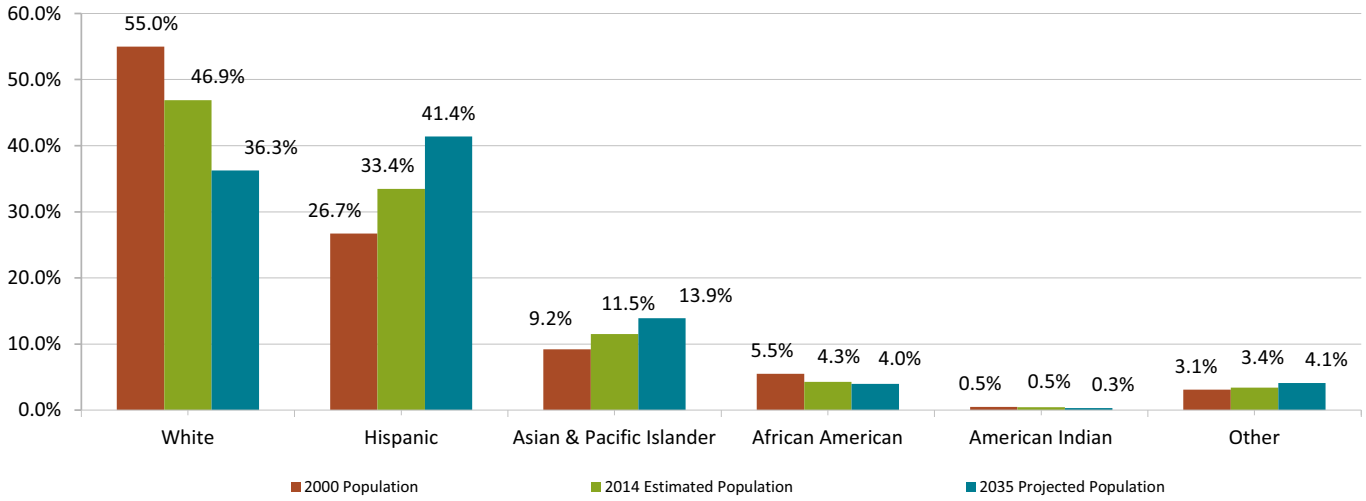
2015 Total Population: 3,227,496



Source: San Diego Association of Governments 2015 Demographic & Socio Economic Estimates.

San Diego County Population Distribution by Race and Ethnicity 2000, 2014, and 2035 Projection

Percentage of Total Population



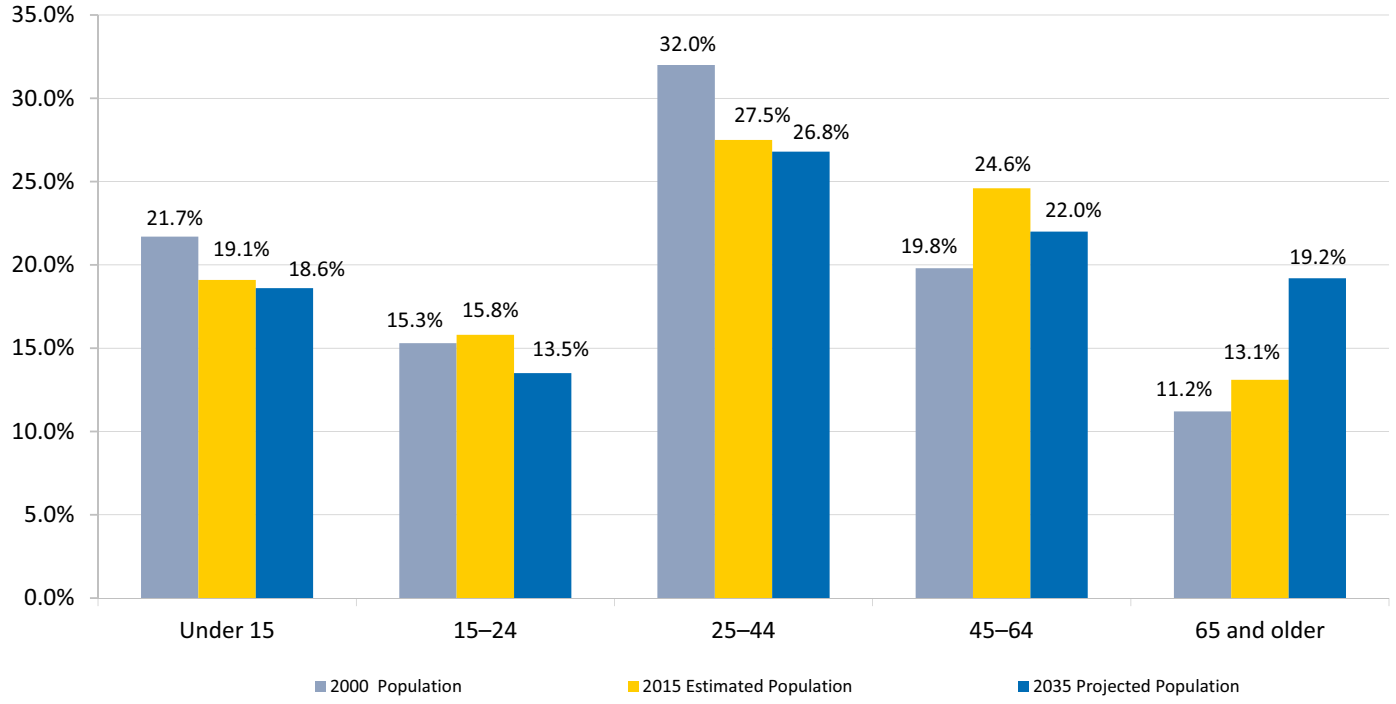
Note: Percentages represent the share of each group compared to the total population.
Sources: U.S. Census - 2000; San Diego Association of Governments 2014 Demographic & Socio Economic Estimates; San Diego Association of Governments Series 13 Regional Growth Forecast (Oct 2013) 2035 Projection.

Note: In these charts, the sum of individual percentages may not total 100.0% due to rounding.

The chart below shows the change in regional population trends in several age segments, with the number of individuals under 65 years of age projected to decline gradually from 2015 estimates, and the number of individuals aged 65 and older are estimated to increase by 2035.

San Diego County Population Distribution by Age

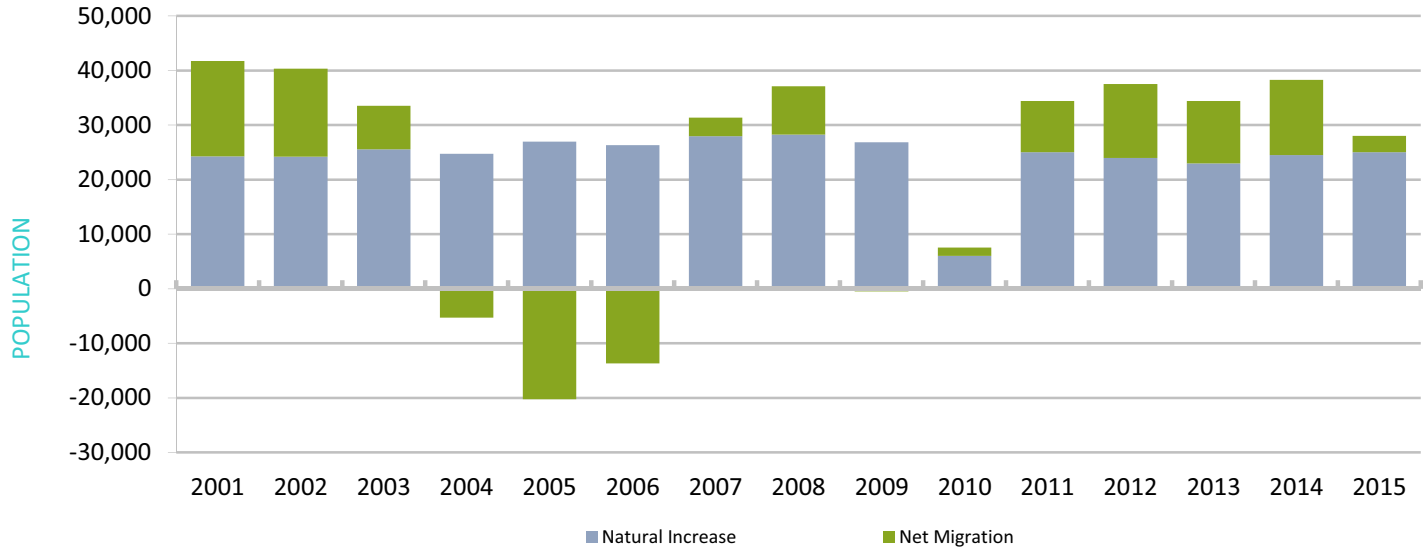
2000, 2015, and 2035 Projection



Sources: U.S. Census 2000; San Diego Association of Governments 2015 Demographic & Socio Economic Estimates; SANDAG 2050 Regional Growth Forecast (Oct 2013) 2035 Projection.

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

San Diego County Population Change: 2001 through 2015



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: CA Department of Finance E-6 Report: Population Estimates and Components of Change by County—July 1, 2010–2015.

Annually, San Diego County's population has grown approximately 0.9% on average since the year 2001, as presented in the chart above. Natural increase (births minus deaths) is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 15 years.

Economic Indicators

U.S. Economy

The weak growth seen in the national economy at the end of calendar year 2015 was projected to pick up, buoyed by increased consumer spending and income growth. A significant indicator of the health of the U.S. economy is real gross domestic product (GDP), which measures the value of final goods and services produced in the U.S. in a given time period. In 2015, GDP increased by 2.4%, the same rate of increase seen in 2014 (2.4%). See the chart on the following page for a historical comparison of GDP. According to the U.S. Department of Commerce Bureau of Economic Analysis (BEA), the increase in real GDP in 2015 resulted from positive contributions from personal consumption expenditures (PCE), nonresidential fixed investment, residential fixed investment, private inventory investment, state and local government spending, and exports.

According to the minutes of the December 15–16, 2015 meeting of the Federal Open Market Committee of the Federal Reserve Board, real GDP was increasing at a moderate pace and labor market conditions continued to improve at the end of 2015. Consumer price inflation continued to be offset by declines in energy prices and prices of non-energy imported goods. Total nonfarm payroll employment continued to expand at an increasing rate and some gains were seen in labor compensation. Real PCE appeared to be rising at a solid rate in the fourth quarter of 2015. Household spending was supported by strong growth in real disposable income and household net worth was supported by gains in home values. Over the 12 months ending in November 2015, total consumer prices as measured by the consumer price index (CPI) rose 0.5%, while core CPI inflation was 2%. Longer-term inflation expectations have remained relatively stable.

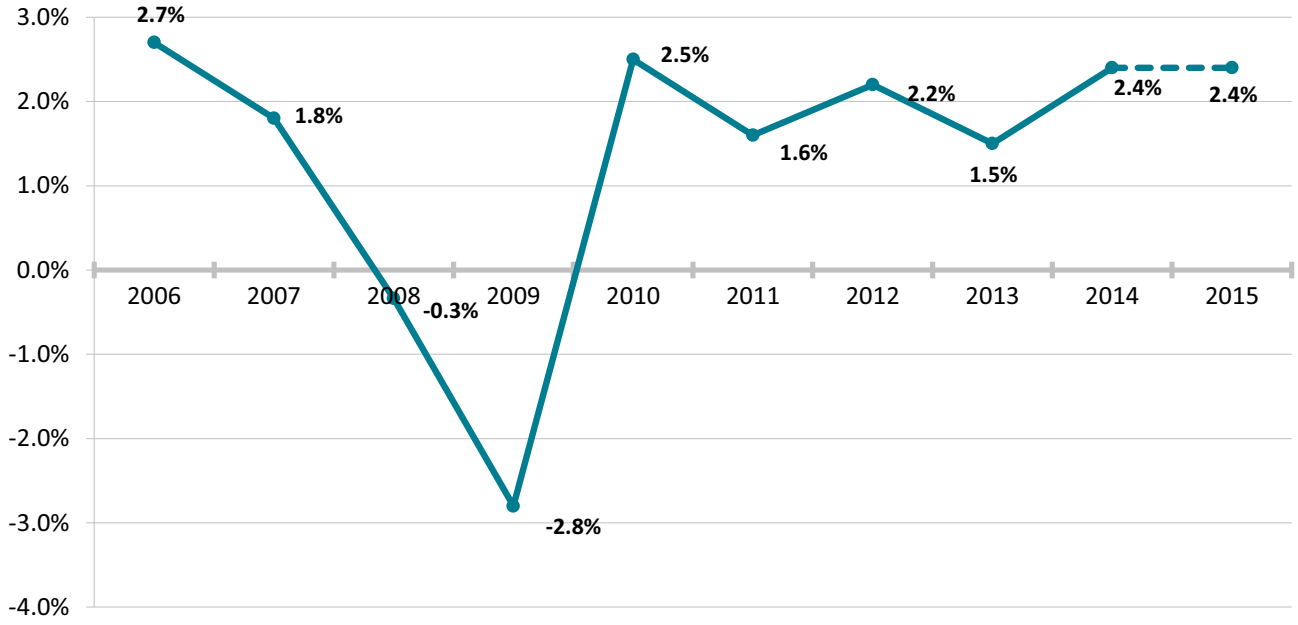
Based on the Kiplinger Economic Forecast for the housing market published on February 26, 2016, additional construction activity and sales of new homes are anticipated in 2016. Nationally, home prices are rising at a moderate pace, predicted to increase 5% on average in 2016.

According to the UCLA Anderson Forecast of December 2015, employment remained healthy and unemployment was projected to continue declining in 2016, although the employment-to-population ratio remained below the level recorded prior to the start of the financial crisis in 2006, holding back many Americans from feeling the effects of economic recovery. Yet, continued job growth and anticipated wage increases are expected to bolster consumption in 2016, leading to an anticipated first year

of greater than 3.0% growth in real GDP since 2005. Higher wages and a modest rebound in oil prices and housing costs are projected to push the inflation rate above 2.0%, leading to adjustments in interest rates. Economic strength will be seen in construction and the automobile market. Defense spending is anticipated to increase after five years of decline.

U.S. Gross Domestic Product Annual Percent Change

2006 through 2015



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2009 dollars. The annual GDP percent change is projected for calendar year 2015.
Source: Bureau of Economic Analysis (BEA), U.S. Department of Commerce Gross Domestic Product, Fourth Quarter 2015 (second estimate) February 26, 2016.

California Economy

California accounts for more than 13% of the nation's GDP which is by far, the largest of any state. The State's economy is growing and gaining momentum. According to the California Department of Finance, in 2014, California's State GDP grew 4.5%, outperforming the nation's GDP growth rate of 2.4%. Overall, California's economy is large and growing rapidly. The State received more venture capital funds in 2015 than all 49 other states combined ($33.5 billion vs. $24.2 billion), reported by the Los Angeles County Economic Development Corporation's Kyser Center for Economic Research in the Economic Forecast, February 2016. The Kyser Center added that California is a global leader in the technology, aerospace, life sciences, entertainment, tourism and agriculture industries. Silicon Valley leads the world in technological innovation and the San Diego region is a global hub for biotechnology and pharmaceutical research.

According to the Kyser Center, throughout 2015 nearly every major industry sector in the State added jobs with the exception of nondurable goods manufacturing and natural resources, based largely on reduced energy sector investment due to low energy prices. Growth is anticipated in nonfarm jobs, by 2.5% in 2016, and slowing to 1.6% in 2017. The unemployment rate is expected to decline in 2016, while personal income and total taxable sales should increase, with additional gains forecasted in 2017. The chart on the following page presents the historical trend in taxable sales in California.

According to the California Employment Development Department's news release dated March 4, 2016, California's unemployment rate decreased to 5.7% in January 2016, for a total gain of more than 2 million jobs since the economic recovery began in February 2010. UCLA's Anderson Forecast of December 2015 predicts steady gains in employment through 2017, fueled by employment growth across the nation. California's unemployment rate is anticipated to mirror that of the U.S. rate. The Anderson forecast calls for a total employment growth in 2016 and 2017 of 2.1% and 1.4% respectively. Payrolls will continue to grow at about the same rate. Real personal income growth is forecasted to be 3.4% and 3.2% in 2016 and 2017, respectively.

Statewide, construction activity and employment in 2015 saw increases, after struggling in the years during and immediately following the Great Recession. According to the UCLA Anderson Forecast of December 2015, nonresidential construction permits

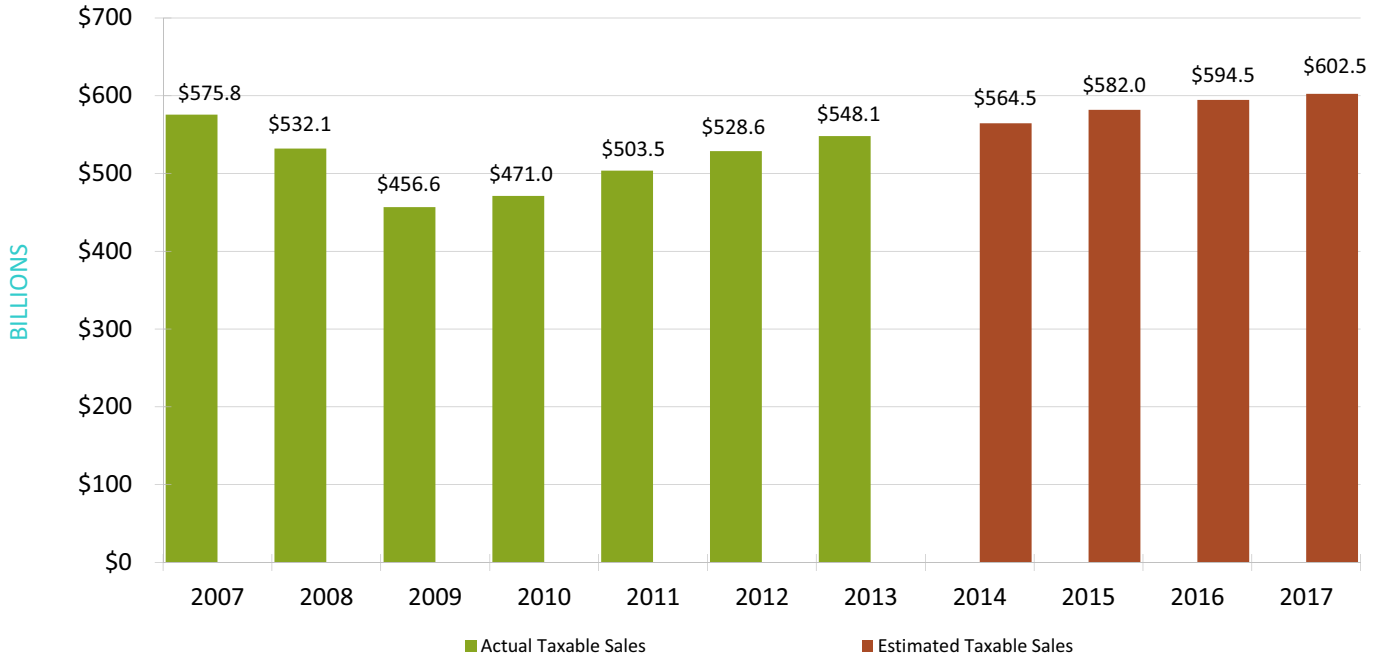
rose by 4.3% to $24.7 billion in 2015, and are expected to increase by 9.3% in 2016. New home permits showed a gain in 2015 of 12.4% and are expected to see continued growth in 2016, rising to 110,000 permitted units, an increase of 14.0%.

In the housing sector, CoreLogic DataQuick reported that October 2015 marked the eighth consecutive month in which home sales in California have risen year over year, but October's 2.3% annual gain was the smallest for that period. Statewide sales were the highest for any October since 2012, but were 12.5% lower than the October average. Although home sales were weaker during the first five months of 2015, through October 2015 sales were up 8.0% year-over-year and were the highest since 2013. Nonetheless, home sales continued to be held back by a modest inventory of homes for sale, waning affordability and moderately tight credit.

The Kyser Center reports that the State of California has made progress in stabilizing State finances. After years of deficits, for Fiscal Year 2015–16 the State's General Fund is anticipating a cash surplus for the third consecutive fiscal year. California's bond rating has improved, although the State continues to rank in the bottom three states. In January 2016, the Governor Brown proposed a Fiscal Year 2016-17 budget that included cash reserves of $10.2 billion and increased spending on infrastructure and education.

California Annual Taxable Sales Trend

2007 through 2017



Note: Taxable sales are stated in calendar year 2009 dollars.
Source: UCLA Anderson Forecast, December 2015.

San Diego Economy

San Diego's economic outlook continues to be moderately positive. According to the National University System Institute for Policy Research's (NUSIPR's) San Diego 2016 Economic Outlook report, the region's economy grew a modest 1.4% in 2014, the lowest increase since emerging from the recession in 2010. GDP growth in 2015 is estimated to have improved slightly to 2.1%. In 2016 San Diego's GDP is projected to increase 1.9%, lagging California but modestly outperforming the nation. San Diego's various industry sectors are forecasted for uneven growth with some sectors still struggling to recover from economic damage of the recession, including: transportation and utilities; and finance, insurance, real estate and leasing. Growth in the government sector was slightly positive due to increases in State and local government spending, enough to compensate for reduced federal military spending.

The San Diego region is home to the largest concentration of military in the world making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the technology-oriented industries, an important manufacturing center and a popular travel destination. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which contribute to consumer spending.

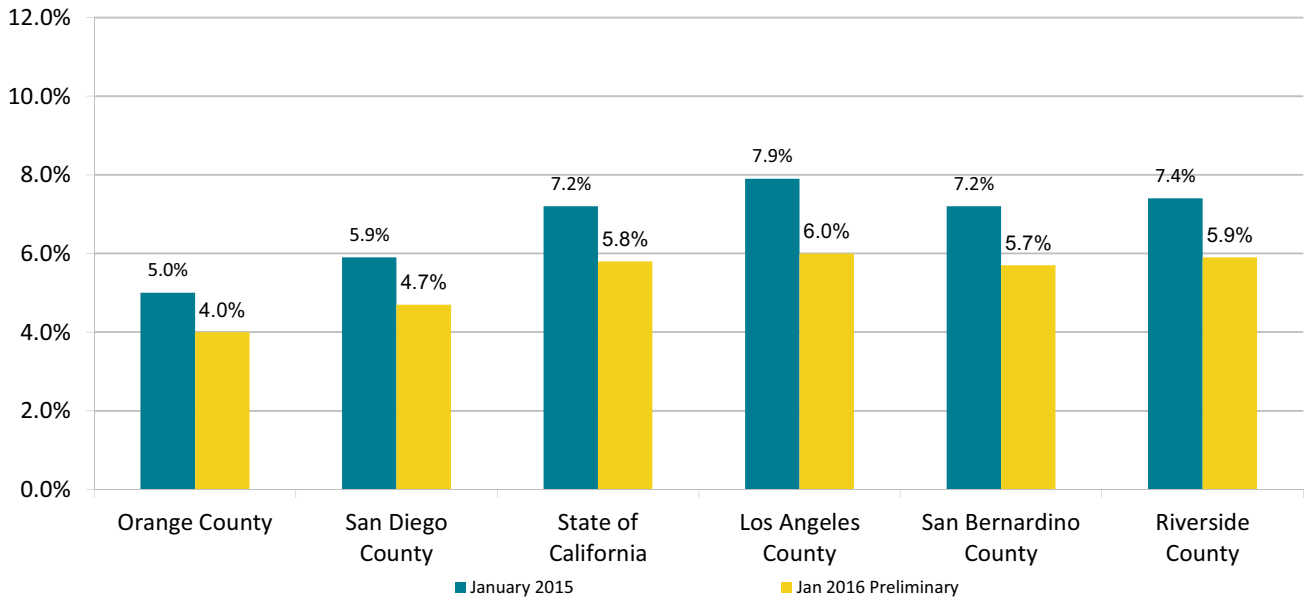
However, the region continues to experience a decades-long squeeze on middle wage jobs, according to the NUSIPR report. In 2001 middle wage jobs accounted for 56.6% of San Diego total payroll employment. Through the recession and subsequent recovery, that ratio decreased to 49.5% as of 2014. In that time, the proportion of lower wage jobs increased while higher wage jobs saw the greatest surge. These job trends are likely to continue in 2016, the result being that the region's jobs are accumulating on the top and bottom of the wage scale, with fewer in the middle. This has significant implications on housing, income, education, and business needs beyond 2016.

Another indicator of economic health is county taxable sales. San Diego's total taxable and retail sales are forecasted to slow, from estimated inflation-adjusted 2.4% increase in 2015 to 1.3% in 2016 based on the NUSIPR report. This indicates sales have not recovered pre-recession highs, after adjusting for inflation. On a per capita basis, the region's "real" sales remain lower than any year since 1997, attributable to consumer debt, cautious consumer spending, and constrained income gains that continue to restrain the ability and willingness of local residents to spend.

Unemployment in the region continued to improve in 2015, falling to the lowest level in 8 years, according to the NUSIPR report. The region's unemployment improved such that it fell below the nation for the first time since 2007. Locally, unemployment is forecasted to further decrease from 5.0% in 2015 to 4.8% in 2016, remaining below that of both the State and nation. In its February 2016 Economic Forecast, the Kyser Center expects that the region's economy will experience job growth on par with the State, and that job gains will be seen across most local industries. This is anticipated to lower the region's unemployment rate from 5.1% in 2015 to 4.2% in 2016, with the rate expected to drop below 4.0% in 2017. The unemployment charts below present comparisons of unemployment data for select California regions as well as a historical look at local, State and national unemployment rates.

Unemployment Rate Comparison by Select California Regions

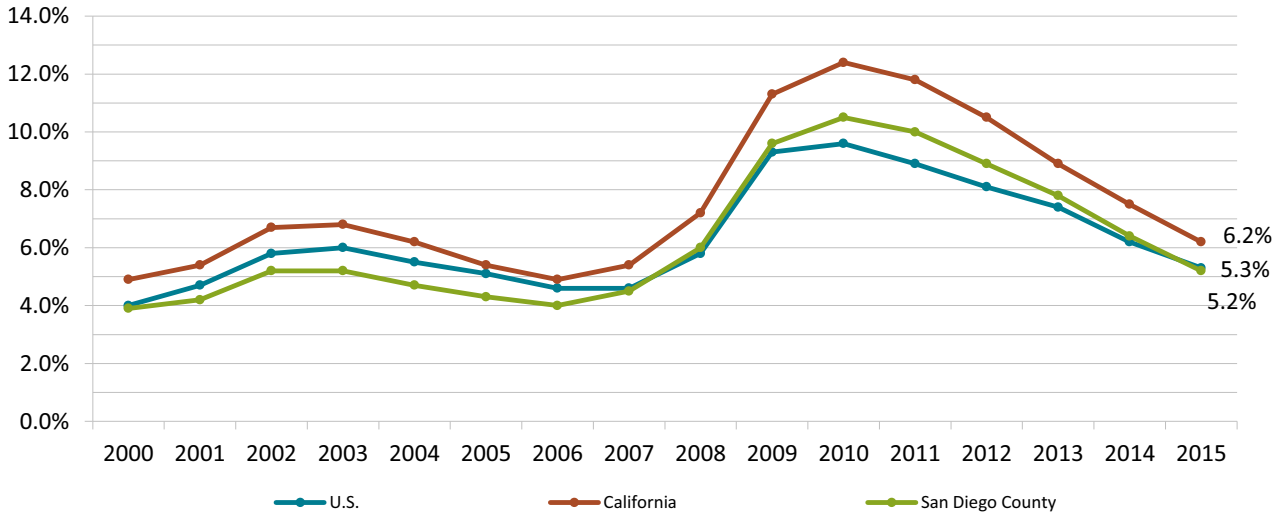
January 2015 and January 2016



Source: California Employment Development Department, (January 2015; January 2016 Preliminary).

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

2000 through 2015



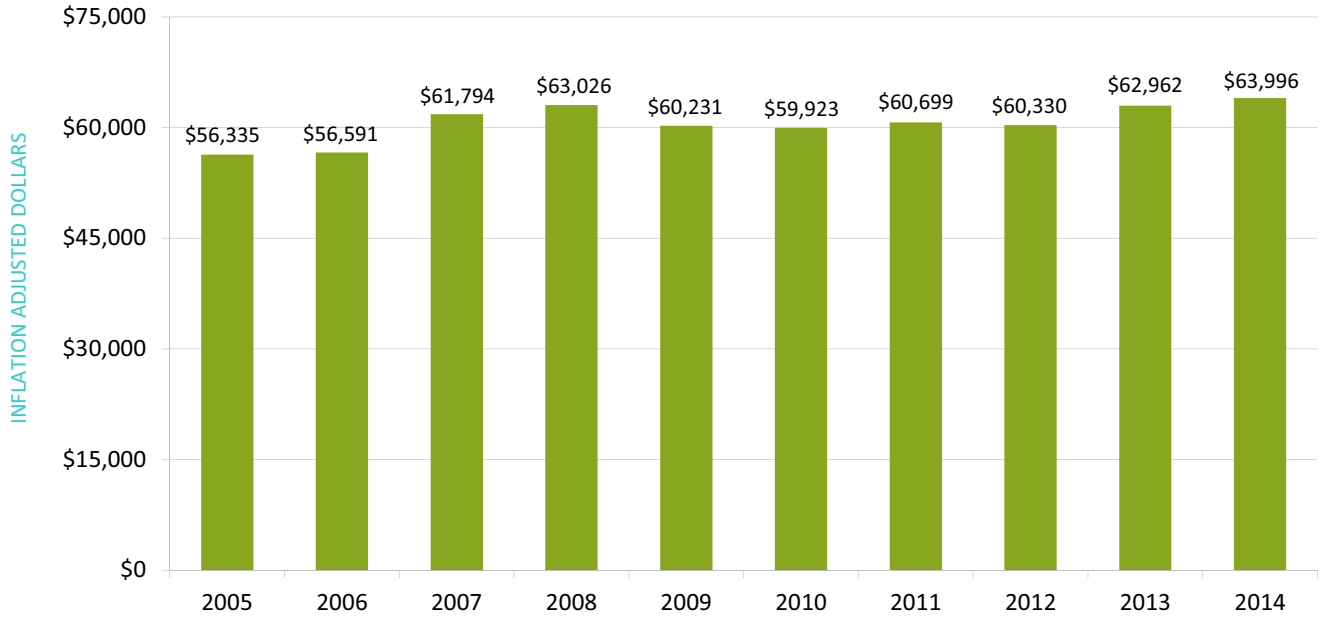
Notes: Unemployment rates are measured by calendar year.
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor.

Price inflation in the San Diego region, as measured by the U.S. Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers (CPI-U), increased 1.6% in the second half of 2015, noting that this six-month increase was influenced by higher prices for shelter and recreation. According to the NUSIPR report, the region's inflation rate has decelerated from a high of 3.0% in 2011. Local inflation is forecast to rise to 2.2% in 2016, hinging on expected stability in gasoline prices.

Median household income in San Diego fell during the recession starting in 2009. Since that time, San Diego's median household income rose to $63,996 as of 2014. The NUSIPR report estimates that median household incomes increased in 2015 to $68,200 and will further grow in 2016 to $70,300. However, many residents feel they are losing ground as the pressures on local housing prices and rent eats into the budget of many of the region's households. The chart below presents a historical look at median household income in San Diego County.

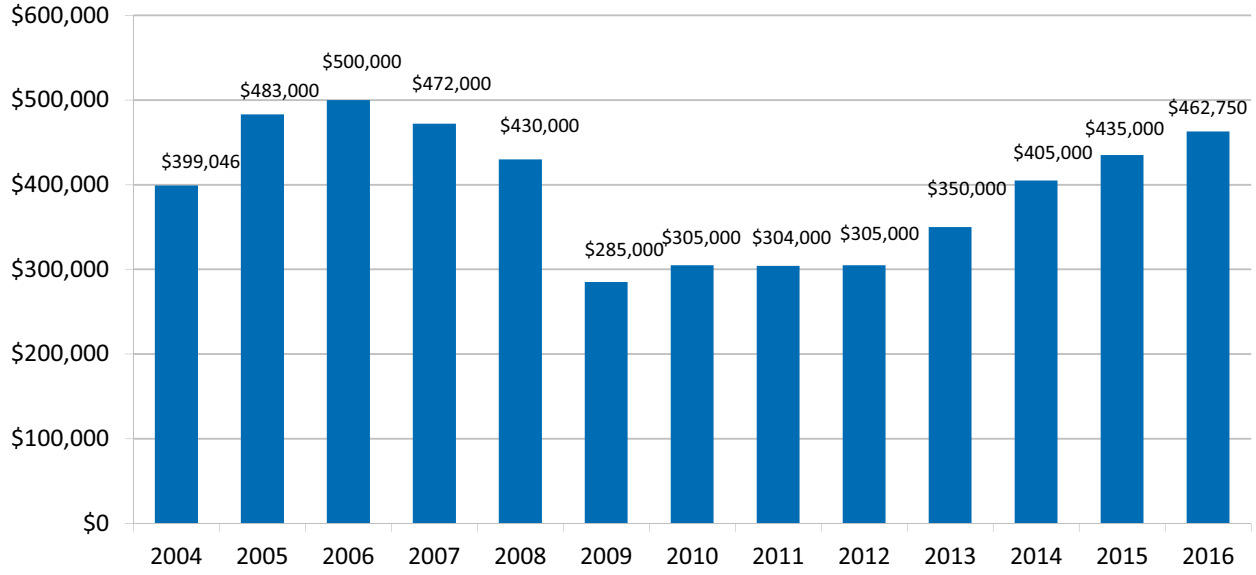
San Diego County Median Household Income

2005 through 2014



Note: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau, American Community Survey.

San Diego County Median Price of Existing Homes Sold
2004 through 2016



Note: Median home price of all existing homes sold in January of each year.
Source: California Association of Realtors/CoreLogic.

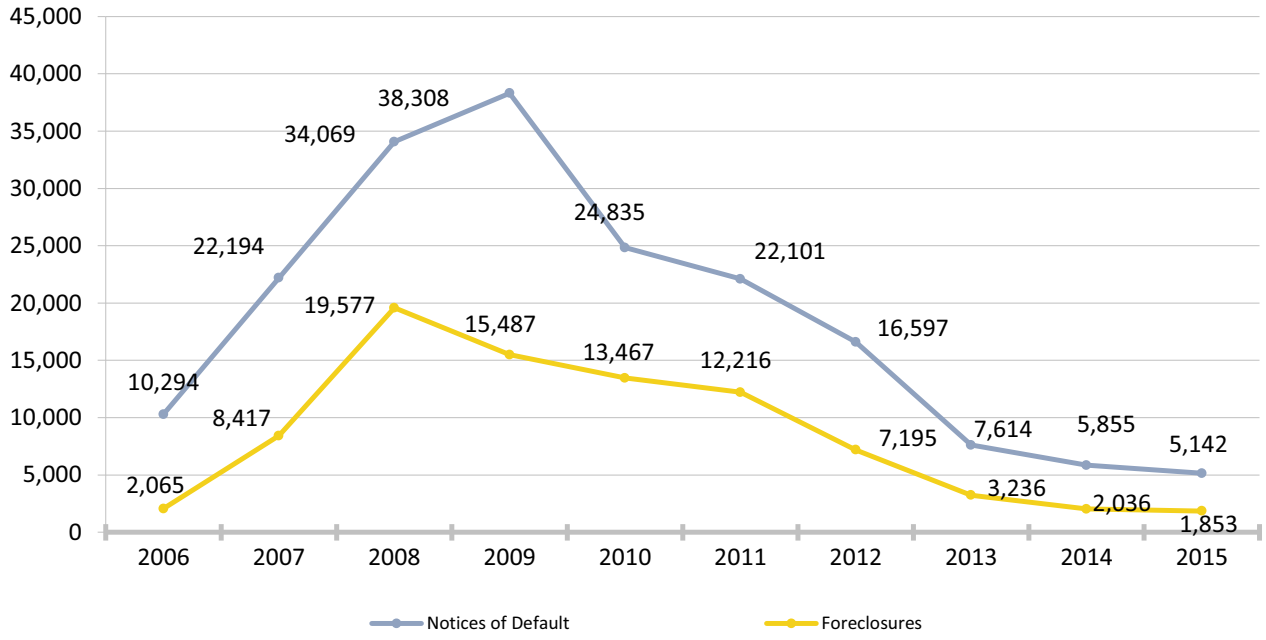
San Diego County's residential real estate market ended 2015 on a positive note. The median price for all homes sold was $462,750 in January 2016, up 6.4% from a year earlier, but less than the January, 2006 peak of $500,000. The chart above includes the median price of existing homes sold in the region in recent years. According to the Kyser Center report, regional home sales for all of 2015 rose by 9.0% over the previous year, consistent with California as a whole. New home construction rose in 2015 after a drop the prior year. Building permits increased 52.2% from 6,603 units in 2014 to 10,049 units in 2015.

Another measure of the housing market is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003 through 2005, then rose significantly reaching 16.9% in 2008 and declining to 1.4% in 2015. Total deeds recorded through December 2015 were 128,164, an increase of 10.2% from the previous year.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. San Diego County saw 5,142 Notices of Default in 2015, down 12.2% from the 2014 level of 5,855. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6% from 2003 through 2005. During the recession, this indicator peaked at 57.5% in 2008 but has declined to 36.0% in 2015, an increase of 1.2% from 2014. The following chart shows the historical levels of both Notices of Default and Foreclosures.

San Diego County Total Notices of Default and Foreclosures

2006 through 2015



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.

Leisure and Hospitality, or tourism, is San Diego's fifth largest employment industry as of January 2016 based on preliminary data reported by the California Employment Development Department. This industry employs about 180,200 San Diego County residents in fields directly related to lodging, food service, attractions, and transportation.

According to the San Diego Tourism Authority's Annual Visitor Industry Summary, tourism in the San Diego region last peaked in 2006, with the number of visitors reaching approximately 32.2 million. This number declined through 2009 then improved gradually, reaching 34.3 million visitors in 2015, an increase of 1.4% from 2014. Visitor expenditures increased 7.7% in 2015 to more than $9.9 billion. The San Diego Tourism Authority's San Diego Travel Forecast, December 2015 indicates that total visits to the region will grow 1.2% in 2015, a smaller growth rate than had been previously forecasted for 2015 by the Authority. The estimate was scaled back due to weakening household visitation and domestic day visits as foreign travel budgets had been impacted by unfavorable exchange rates and U.S. travelers opted to cash in on increased buying power abroad. Nonetheless, the 2016 visitor outlook remained bright. Visitation to San Diego is forecasted to expand by 2.4% in 2016 and by 1.9% in 2017. Total spending by visitors to the region is projected to grow by 7.3% in 2015 and 8.0% in 2016.

On balance, based on trends noted above, the region's economic performance is expected to maintain slow but steady growth. The state of the economy impacts the ability of the County to fund and provide many of the services that residents rely upon. Changing economic conditions impact the County's revenue and workload, along with the strategies used to manage the public's resources. These are described in the pages following that summarize the expenditures, revenues, and staffing levels for Fiscal Years 2016–17 and 2017–18, and in the individual Group and department presentations.

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Governmental Structure

Governmental Structure

The County of San Diego is one of 58 counties in the State of California. The basic provisions for the government of the County are contained in the California Constitution and the California Government Code. 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 required 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 for the County and oversees most County departments and programs and approves their budgets. 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 appointive 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

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

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General Management System

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

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

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

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

Context for Strategic and Operational Planning

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

Vision:

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

Live Well San Diego

Mission:

To efficiently provide public services that build strong and sustainable communities

Values:

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

***Integrity**—Character First*

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

***Stewardship**—Service Before Self*

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

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

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

Strategic Planning

The County ensures operations are strategically aligned across the organization by developing a five year Strategic Plan that sets forth the priorities it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer (CAO), the Assistant CAO/Chief Operating Officer, the five General Managers and the Strategic Planning Support Team based on the policies and initiatives set by the Board of Supervisors and an enterprise review of the issues, risks and opportunities facing the region and reflects the changing environment, economy and community needs. All County programs support at least one of these four Strategic Initiatives through Audacious Visions, Enterprise-Wide Goals and Cross-Departmental or Department Objectives that make achievement of the initiatives possible. The Strategic Initiatives include:

- Healthy Families
- Safe Communities
- Sustainable Environments
- Operational Excellence

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

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

Operational Planning

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

The five business groups, Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government, and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two fiscal years. They communicate core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the resources necessary to meet those goals. The Operational Plan also details each department's major accomplishments during the past fiscal year.

Performance Measurement

The County demonstrates performance to citizens through reporting meaningful and uncomplicated performance measures. Each department is required to measure performance in terms of outcomes, or how they affect people's lives, not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

Monitoring and Control

Monitoring and Control is the portion of the GMS that requires the County to track, report, analyze and adjust, as necessary, the operations under way to ensure services are delivered and goals are accomplished as planned. A number of processes have been established over the years for accountability. There are monthly department reviews of programs and finances, quarterly business group reviews with an annual exchange by strategic initiative to the CAO, a quarterly meeting of the Risk Overview Committee to address significant legal, financial, contractual and operational risks to the County and a quarterly Audit Committee that advises the CAO on internal and external audits, risk assessments, as well as internal controls and governance matters. This level of accountability extends to employee performance reviews where performance expectations and goals for the rating period are outlined and reviewed on an annual basis.

Functional Threading

Functional Threading is the process of collaboration throughout the organization to pursue goals, solve problems, share information and leverage resources. It can be as simple as a monthly leadership meeting held by the CAO to cross-functional collaboration on grants, from a briefing on agenda items to Board staff to implementing shared initiatives with multiple stakeholders and partners, both internal and external to the County.

Motivation, Rewards and Recognition

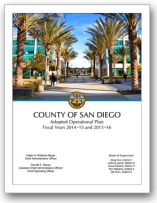
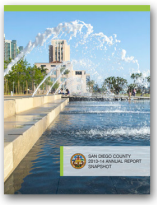
This final component of the GMS ensures our employees are engaged and committed to excellence across the organization. A few ways the County recognizes, rewards and motivates employees is by offering wellness programs, opportunities for training and continued education that support and encourage their well-being, professional growth, development and career success. Examples include fitness classes, on-site farmers markets, leadership academies and seminars, mentor programs and a tuition reimbursement program. This investment in the workforce ensures they are valued and have the skill to provide the

exceptional customer service and delivery to our residents, businesses and visitors. Please see the Awards and Recognition section for the honors County programs have received.

GMS Deconstructed

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

GMS "OWNERS MANUAL"

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

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Strategic Framework and Alignment

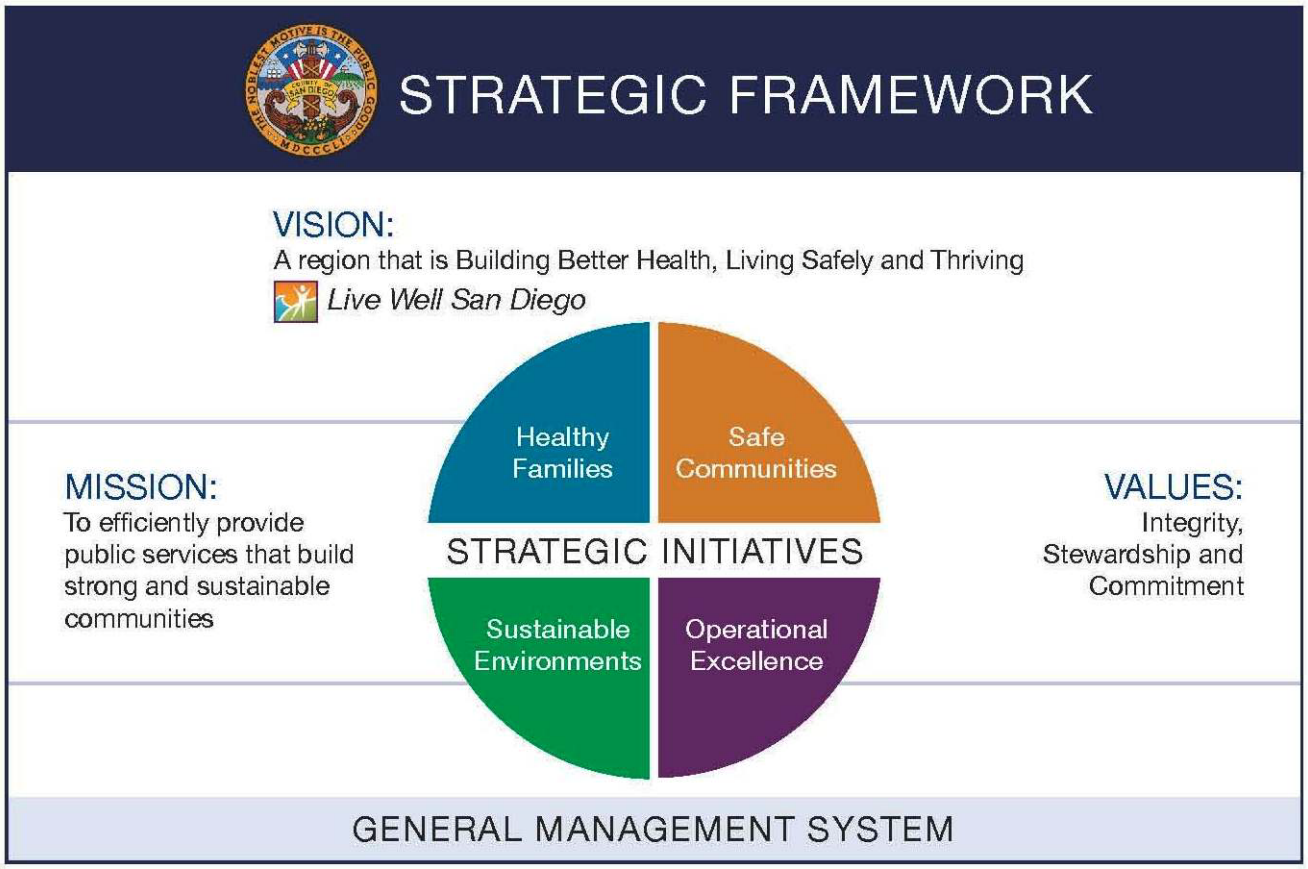
Strategic Initiatives

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

The Strategic Initiatives are:

- **Healthy Families**—ensure every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.
- **Safe Communities**—make San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is balanced between accountability and rehabilitation.
- **Sustainable Environments**—strengthen the local economy through planning, development and infrastructure, protect San Diego's natural and agricultural resources and promote opportunities for residents to engage in community life and civic activities.
- **Operational Excellence**—promote continuous improvement in the organization through problem solving, teamwork and leadership with a focus on customers' needs and keeping employees positive and empowered.

Below is the Strategic Framework which shows how the County's vision, with its tagline of *Live Well San Diego,* is supported by the mission, values, four Strategic Initiatives and the foundation of the General Management System.

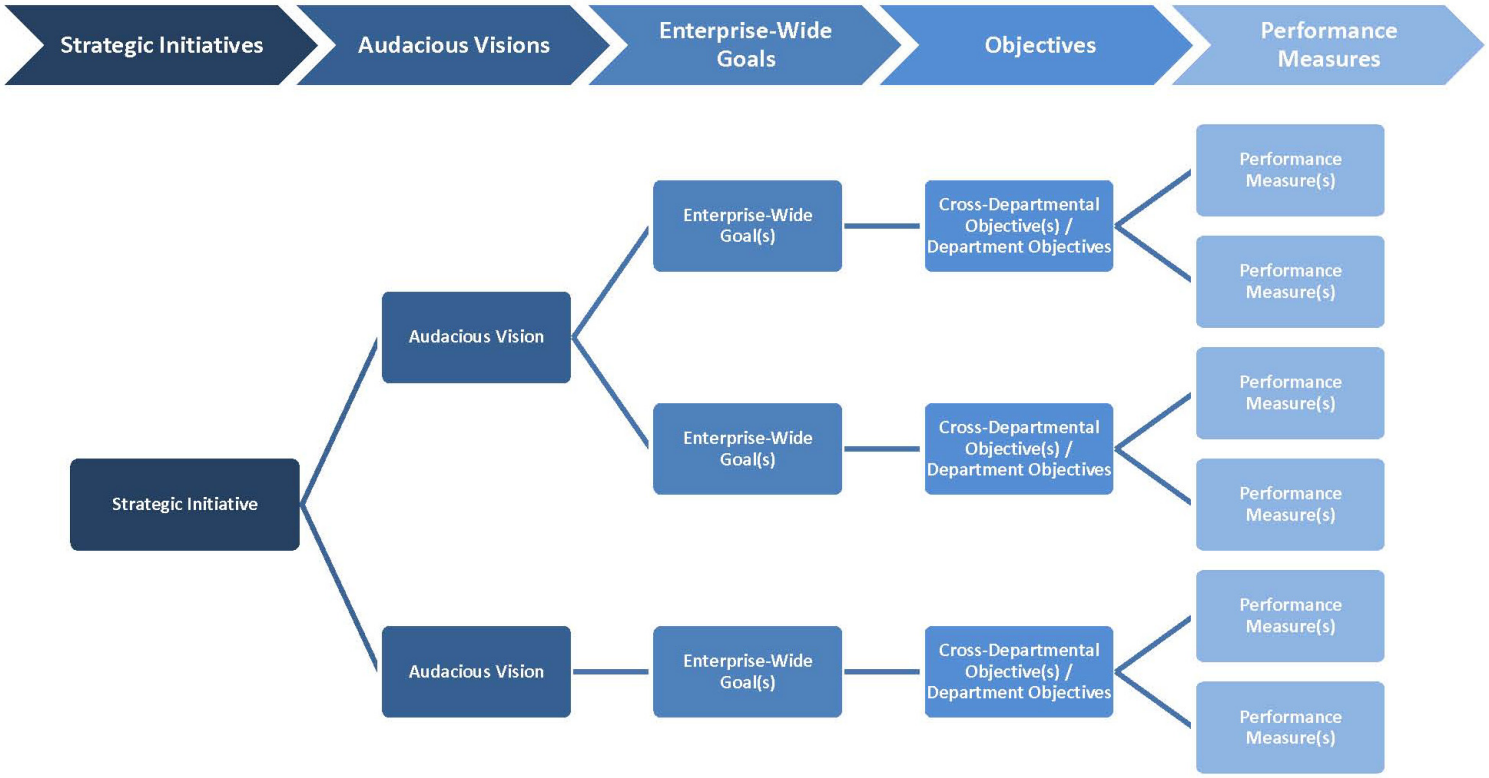


Strategic Alignment

Within each of the four Strategic Initiatives are branches used as different measurement tools to check the performance of the County. Each individual branch serves an intended purpose and supports the overall Strategic Initiative through strategic alignment.

- **Strategic Initiatives**—serve as a guide for departments to set internal goals and help translate the County's Vision into action.
- **Audacious Visions**—bold statements under each Strategic Initiative detailing the impact the County wants to make in the community.
- **Enterprise-Wide Goals—**a set of focused goals for departments to collaborate on for the greatest impact to our community. Each Enterprise-Wide Goal supports a specific Audacious Vision.
- **Cross-Departmental Objectives**—a predetermined set of objectives developed in enterprisewide focus groups that focus on collaboration between multiple departments to drive the intended outcome. Cross-Departmental Objectives may be shared between two or more departments and/or external partners, to contribute to the larger Enterprise-Wide Goal.
- **Department Objectives**—are similar to Cross-Departmental Objectives as they are intended to drive an outcome; however, they differ from a Cross-Departmental Objective as the outcome is mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.
- **Performance Measures**—the metrics used to show the progress in accomplishing the Enterprise-Wide Goals. They support the individual department's contribution towards achieving either a Cross-Departmental or Department Objective.

Strategic Branches



Audacious Visions, Enterprise-Wide Goals and Cross-Departmental Objectives

Strategic planning starts with Audacious Visions, which are bold statements detailing the impact the County wants to make in the community. Enterprise-Wide Goals (EWGs) support the Audacious Visions by focusing on collaborative efforts that inspire greater results than any one department could accomplish alone. Audacious Visions and EWGs are developed to support each of the Strategic Initiatives. A Cross-Departmental Objective is a collaboration between multiple departments to drive the outcome of an EWG. The more a team, division or department can align its goals to support the EWGs, the stronger the collective impact will be on the public we serve.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise-Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

Healthy Families: HF

- ○ San Diego County has fully optimized its health and social service delivery system to make it an industry leader in efficiency, integration and innovation
- ● Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - □ Create a trauma-informed County culture (HF1)
- ○ Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
- ● Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - □ Connect residents with local food sources, nutrition education and nutrition assistance (HF2)
  - □ Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas (HF3)
- ○ The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
- ● Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - □ Pursue policy changes that support clean air, clean water, active living and healthy eating (HF4)
- ● Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*
  - □ Help employees understand how they contribute to *Live Well San Diego* (HF5)

Safe Communities: SC

- ○ Make San Diego the most resilient community in America
- ● Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - □ Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness (SC1)
- ○ Make San Diego the safest urban county in the nation
- ● Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Create opportunities for safe access to places that provide community connection and engagement (SC2)
  - □ Identify and mitigate community threats that impact quality of life (SC3)
- ● Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - □ Develop an information exchange, and where possible, use a single system that provides data so County agencies can deliver services more efficiently (SC4)
- ○ All San Diego youth are protected from crime, neglect and abuse
- ● Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - □ Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse (SC5)
  - □ Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism (SC6)
- ○ The regional criminal justice system achieves a balance between accountability and rehabilitation
- ● Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - □ Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody (SC7)

Sustainable Environments: SE

- San Diego is a vibrant region with planning, development, infrastructure and services that strengthen the local economy
  - Provide and promote services that increase consumer and business confidence
    - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive (SE1)
    - Anticipate customer expectations and demands in order to increase consumer and business confidence (SE2)
- The region is a leader in protecting and promoting our natural and agricultural resources, diverse habitats and sensitive species
  - Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
    - Raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment (SE3)
- Cultivate a natural environment for residents, visitors and future generations to enjoy
  - Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
    - Protect, restore and improve access to open spaces, parks and outdoor experiences by assessing policies and community needs throughout San Diego County (SE4)
    - Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests (SE5)
- All residents engage in community life and civic activities
  - Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
    - Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change (SE6)

Operational Excellence: OE

- Make San Diego the best managed county in the nation
  - Promote a culture of ethical leadership and decision making across the enterprise
  - Align services to available resources to maintain fiscal stability
    - Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County (OE1)
    - Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability (OE2)
- Make San Diego County the best in the nation for providing exceptional customer service
  - Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
    - Utilize new and existing technology and infrastructure to improve customer service (OE3)
    - Provide information access to all customers ensuring consistency, transparency and customer confidence (OE4)
  - Strengthen our customer service culture to ensure a positive customer experience
    - Engage employees to take personal ownership of the customer experience (OE5)
- Make San Diego County the best place to work in the nation
  - Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
    - Foster employee well-being, inclusion and development (OE6)

Strategic Initiative Legend:

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise-Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
				◆ - Objective Sub-Dot Point Level 1

Live Well San Diego

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

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

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

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

Areas of Influence & *Live Well San Diego* Indicators

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

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

Measuring *Live Well San Diego*

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

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

Live Well San Diego partners come from every sector - from city government, business and schools to faith-based and community-based organizations - and they have all joined together and committed to the regional *Live Well San Diego* vision. Through our collective efforts, we can promote healthy choices, policy and environmental changes, and realize our vision of a region that is Building Better Health, Living Safely and Thriving.

Collective Action for Collective Impact

Live Well San Diego is a shared vision, and using a shared measurement system allows all partners to focus collective efforts and track collective progress.

Collective action involves every sector and every resident, which is why we strive to connect organizations of every kind-cities and governments, diverse businesses including healthcare and technology, military and veterans organizations, schools, and community- and faith-based organizations-through a shared purpose.

Collective impact is where everyone does what they do best with the goal of impacting the five Areas of Influence and, consequently, achieving the results we seek as captured through the Top 10 Indicators.

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Awards and Recognition 2015–16

The County of San Diego workforce continually plans to cut costs, streamline processes, incorporate the newest technology and expand services to improve the lives of residents and save taxpayer dollars. While our goal is to improve communities, it is gratifying to be recognized for those efforts.

Here's a look at the recognition the County received during the past fiscal year for its leadership and excellence in operations.

San Diego County Taxpayers Association

The San Diego County Taxpayers Association recognizes organizations that employ cost-efficient, smart governing decisions and innovative initiatives with its Watchdog Awards. One of those winners is selected to receive the Grand Golden Watchdog Award. That honor has gone to San Diego County four years in a row now. This year, the County was also the recipient of two additional awards.

- In 2015, the San Diego County Sheriff Department's program for incarcerated veterans which offers tailored in-custody rehabilitative and treatment services was selected. The Veteran's Forward program keeps veterans from reoffending and it also saves taxpayers at least $550,000 in incarceration costs per year.
- The County Department of Planning & Development Services also received a Golden Watchdog Award for overhauling its building permit process to make it faster, easier and less expensive for applicants.
- The Taxpayers Association additionally presented the County with a Visionary Leadership Award for transforming two parking lots into the Waterfront Park around the County Administration Center. The 12-acre park along the Bayfront downtown uses recirculated water for the fountains, drought resistant native plants and solar lighting.

National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. In 2015, the County of San Diego received 43 NACo awards—the third most awards in the nation. One of those awards won "Best of Category" for the County Department of Planning & Development Services' business model improvement program. Learn more about the awards on County News Center at http://www.countynewscenter.com/news/county-programs-earn-43-national-achievement-awards-0.

- DA's Youth Advisory Board Campaigns: "Respect: Give it, Get it," "The Fight" & "Redefine Success" (*District Attorney*): The San Diego County District Attorney's Youth Advisory Board created three public service campaigns for their peers and community members to address pressing issues affecting young people in San Diego County and work toward a positive change, through adult mentorship. Lincoln High students' campaign uses kinetic typography to illustrate the importance of respect for self, others, community and the world at large. Mira Mesa High students created a mobile webpage to address anxiety, bullying, and dealing with peer pressure. Scripps Ranch High produced a campaign which encourages students to redefine success, to pursue what they value most and to recognize happiness with oneself.
- First 5 San Diego First 5 Steps (*Health and Human Services Agency*): The County provides countywide home visitation services using a trauma-informed, evidence-based model for specific, high-risk expectant families that are teens, military, refugees, immigrants, or low-income.
- Growing Opportunities Garden (*San Diego County Probation Department*): Girls in custody learn about healthy foods and gardening in this joint effort between Farm Home Advisor and Probation staff.
- Professional Group Study (*San Diego County Library*): The Professional Group Study was established at the County Library El Cajon Branch in 2010 through a partnership with San Diego County Health and Human Services Agency and its Welfare-to-Work contractor, Professional Consulting Group. This program allows refugees to receive their Welfare-to-Work benefits by getting credit for the number of hours they study to recertify in their chosen profession. The Library recently expanded this program to include an additional branch in Rancho San Diego, broadening the reach for the program and making space at the table for people in need.
- Integrity in Action Program (*Chief Administrative Office*): The County of San Diego's Office of Ethics and Compliance created the Integrity in Action Program as part of its comprehensive enterprisewide ethics and compliance function. The program includes several components including an active and responsive Ethics Hotline and several outreach programs and resources.
- Lean Six Sigma—Phase 1 Building Capacity (*Health and Human Services Agency*): The County's Health & Human Services Agency staff were trained in Lean Six Sigma methodology to streamline processes, eliminate waste, reduce cost, and continually improve products, services and processes to meet customer needs.

- Office of Business Intelligence (*Health and Human Services Agency*): The County uses business intelligence tools to analyze data, create reports, develop dashboards, and provide data visualization tools. The data-driven methods are aimed at boosting agency-wide performance by transforming data into actionable information to help Health & Human Services Agency make informed business decisions.
- Replacement of Airport Lease Management System (*Department of Public Works*): The County implemented a new fully-customized Airport Lease Management System to allow for enhancements that will improve administration of the County Airport property contracts. The Accela-based program helps staff and customers with property contracts.
- SMART Building Automation System Project Saves Energy, Lowers Utility Costs (*Department of General Services*): The program is a real-time automatic sensing and reporting building support system that allows County staff to control irregularities at government facilities remotely to reduce and eliminate high utility costs.
- Veterans Moving Forward (*San Diego County Sheriff's Department*): The Sheriff's Department implemented the program at the Vista Detention Facility in partnership with the San Diego Veterans Administration to assist incarcerated veterans by providing tailored in-custody treatment and services, links to community programs and re-entry assistance. The program is helping turn around the lives of veterans, many who have post-traumatic stress, traumatic brain injury, and other service-related issues underlying their crimes.
- Regional Realignment Response Group (*San Diego County Probation Department*): The interagency Regional Realignment Response Group partners with Sheriff's crime analysts to keep the whole County safe by conducting joint operations targeting realigned offenders and their associates.
- Mandatory Supervision Court (*County of San Diego Probation Department*): The County established a Mandatory Supervision Court as a collaborative process in which the Probation Department, Court, District Attorney, Public Defender, and Sheriff's Department work together with an offender to design and implement a case plan for success and to hold the offender accountable to it. Prior to release and after release from jail, offenders attend hearings to review their plans and discuss progress. The tailored case management and close monitoring of offenders has helped participants break the cycle of crime.
- Mobile Devices Inspire Effective and Efficient Law Enforcement (*San Diego County Sheriff's Department*): The Sheriff's Department issued iPads to every field deputy which has enabled them to use important tools including facial recognition software to help identify arrestees who will not give the deputy their correct name.
- Cyber Disruption Response Planning Annex (*Office of Emergency Services*): The County Office of Emergency Services developed the Cyber Disruption Recovery Plan which provides a framework for a County-level team to provide cyber-related expertise and management to affected cyber assets in an effort to lessen the impact of a disruption event.
- AFN Shelter Worker Training Video Project (*Office of Emergency Services*): County Emergency Services produced shelter manager and shelter worker training videos which focus on working with people with physical, emotional and cognitive disabilities.
- Risk Communication Plan: Targeted Outreach to Form a Partner-relay System (*Office of Emergency Services*): The County program engages in targeted outreach to diverse language communities to form a partner-relay communication system for disasters and public health emergencies.
- Food Handler Program Enhancements (*Department of Environmental Health*): The County Department of Environmental Health worked with stakeholders to identify upgrades to the Food Handler Program. The upgrades included enhancing food safety by requiring food-handler training every three years, reducing the cost of the food handler certificate and offering online food handler training and testing opportunities.
- Classification Modernization Project (*Department of Human Resources*): The County initiated a six year project plan to modernize the job classification structure to be more progressive, flexible and consistent and better meet the workforce needs.
- Veteran Outreach Program (*Department of Human Resources*): The program, started in 2014, establishes hiring initiatives for the veteran community and transitioning servicemen and women from the local military bases in San Diego County. The County also launched the Veteran Resource webpage on the Department of Human Resources website.
- Fraud and Risk Management Compliance Program (*Treasurer-Tax Collector*): The County developed a comprehensive Fraud and Risk Compliance Program to improve controls, processes and procedures to mitigate the risk of fraud within the Treasury department.
- Standardized Bond Documents Saves Thousands in Taxpayer Dollars (*Treasurer-Tax Collector*): The County streamlined and standardized the school and community college bond documentation process by developing a standardized paying agent and investment management agreement for all the school districts. The new process improved the overall efficiency of the process and saved the school districts tax dollars that would have been used to hire a bond counsel to draft the document.

- Standardized Countywide Escheatment Process (*Treasurer-Tax Collector*): The County improved its annual Countywide Escheatment Process, which returns unclaimed property held by County departments to rightful owners and transfers any remaining unclaimed property to the County General Fund. The new process created standardized documents and training for participants that includes a timeline and checklist as well as email updates and reminders about developments and deadlines.
- A Guide to Using Facebook to Prevent Suicide and Reduce Stigma (*Health and Human Services Agency*): The County developed a comprehensive guide to assess, establish and maintain a Facebook page for suicide prevention and stigma reduction. The guidebook is also listed on the Suicide Prevention Resource Center's Best Practices Registry.
- Using the Affordable Care Act to Increase Healthcare Access for Inmates and Probationers (*Health and Human Services Agency/County of San Diego Sheriff's Department/County of San Diego Probation Department*): A program which embeds County Eligibility Workers at Sheriff detention sites to form an Eligibility Unit for pre-release Inmates and those on Probation to expedite enrollment into the Medi-Cal Program. This allows for greater access to healthcare benefits and reduced local costs. The program has saved the County more than $4 million of local funds.
- Legacy Corps—Support for Veterans and Military Families (*Health and Human Services Agency*): The County program matches a volunteer member of AmeriCorps with a veteran or military family to provide respite and support for caregivers. The people who benefit include families with an older veteran dealing with dementia and active duty families needing child care.
- Adult Protective Services Acutely Vulnerable Adult Protocol (*Health and Human Services Agency*): The County developed the protocol that includes interventions to mediate the risk and to protect individuals with severe cognitive or communication deficits that prevent them from protecting themselves from maltreatment and are highly dependent on someone who is assessed as being high risk for perpetrating abuse.
- The Alzheimer's Project (*Health and Human Services Agency*): The County launched the project to develop a regional roadmap to address this crippling disease. The project seeks to search for a cure and improve care for those suffering from the disease and their caregivers.
- The San Diego Care Transitions Partnership (*Health and Human Services Agency*): The County partnered with more than a dozen local hospitals to form the San Diego Care Transitions Partnership to help provide comprehensive, patient-centered hospital and community-based care transition services to high risk fee-for-service Medicare patients as they transition across care settings.
- The Amazing Race (*Department of Human Resources*): Part of the County's comprehensive Employee Wellness Program, the race is an event that is modeled after the television show and sends employees on a physically challenging competition of strength and wit.
- Implementation of Permanency Roundtables (*Health and Human Services Agency*): The County adopted a process to improve the outcomes for youth and families served by Child Welfare Services. A permanency roundtable is a professional case consultation that is structured, in-depth, non-blaming, and creates a sense of urgency around permanency in the form of adoption or legal guardianship for a child.
- Young Master Chef (*Health and Human Services Agency*): The County held a Young Master Chef competition in 2014 that supported the *Live Well San Diego* initiative. Youth from the County's 17 contracted group homes were challenged to create a kid-friendly healthy entree that was low in sodium, fat, and calorie levels, or a dessert with less sugar and reduced calories per serving. All participants received a gift basket and four were the grand prize winners.
- Embedding Eligibility Workers in Food Banks (*Health and Human Services Agency*): The County embedded eligibility staff at California Association of Food Banks to assist people through the Medi-Cal application process. This practice helps to ensure timely and accurate issuance of benefits.
- Parenting Time Opportunities for Children (*Department of Child Support Services*): The Department of Child Support Services recognized the need to provide parents with assistance in obtaining custody and visitation orders as part of the child support process. This process engages parents at the earliest opportunity to encourage them in a positive direction toward meeting the emotional and financial needs of their children.
- A Regional Approach to Administration of First-Time Home Buyer Programs (*Housing and Community Development*): The County Department of Housing and Community Development implemented a new regional model that provides a one-stop-shop for homebuyers, expands eligible jurisdictions to 12 cities, and reduces program delivery costs by 45 percent. In three months alone, this new regional collaboration provided 23 percent more loans than in any of the previous four fiscal years.
- Taking Program Integrity to the Next Level (*Housing and Community Development*): The County held a regional collaboration event about fraud investigation best practices as it pertains to housing assistance and federal funding for the Housing Choice Voucher program. Additionally, Housing and Community Development tries to ensure compliance by methods which include unannounced visits and working with law enforcement.

- Land Use and Environment Group Business Case Management Program (*Land Use and Environment Group*): The County started the Business Case Management Program to re-engineer all its permitting IT systems and operations to provide better customer service and create a collaborative working environment. The project has greatly improved the permitting process. Customers can now access up-to-the-minute permit information online.
- Electronic Master File Request (*Department of Human Resources*): The County has created an electronic employee master file checkout system that allows hiring managers to request the file and review the documents more conveniently.
- Performance Improvement Team (*Planning & Development Services*): The County Planning & Development Services developed a team to focus on innovation, continuous improvement, and information technology. The team leverages technology and reengineering to improve business operations. This program won a NACo Best in Category honor.
- County of San Diego Waterfront Park: Parking Lots to Scenic Showpiece (*Department of General Services*): The County transformed a 12-acre parking lot to the most significant waterfront open space park downtown. The park features two large interactive water fountains, sprawling lawns, and dynamic children's playground equipment.
- Deferred Compensation Retention Campaign (*Treasurer-Tax Collector*): The County developed a creative outreach campaign to retain County retirees in its Deferred Compensation Program, which provides the administration of tax-deferred supplemental retirement plans. The campaign is trying to keep retirees from switching to private sector compensation plan management companies. The County program has helped more than 15,000 participants save over $1 billion.
- Electronic Training Evaluations (*Department of Human Resources*): The County Employee Development staff revamped the training evaluation process to incorporate data points that support the County strategic plan in order to provide meaningful data on participant feedback and knowledge gained from the training.
- Learning Management System Upgrade (*Department of Human Resources*): The County upgraded its online employee training system to deliver required training to employees and to be more learner-centered with on-demand training opportunities.
- Purchase of Agricultural Conservation Easements (PACE) Program (*Planning & Development Services*): The County program established a pilot Purchase of Agricultural Conservation Easement Program to promote the long-term preservation of agricultural land in the County. Under the program, willing agricultural property owners are compensated for placing a perpetual easement on their agricultural property that limits future uses and extinguishes future development potential.

California State Association of Counties (CSAC)

The CSAC annual awards program honor the most innovative programs developed and implemented by California counties each year. In 2015, the County of San Diego led all other counties taking seven awards in all including its California Counties Innovation Award, the highest honor given as well as two Challenge Awards and four Merit Awards.

For the Innovation Award, the County Health and Human Services Agency developed and managed protocols for protecting acutely vulnerable adults. These adults typically have severe cognitive or communication deficits that can prevent them from protecting themselves from maltreatment and are highly dependent upon someone, often a family member, who has been assessed as being high risk for perpetrating abuse. As a result, the County does more frequent monitoring and is more involved in these cases. Since being implemented in October 2014, the safety statuses of clients have largely been stable or better.

The two San Diego County Challenge Award winners were:

- The Sheriff's Veterans Moving Forward program is a tailored rehabilitation and treatment program for incarcerated veterans that has reduced recidivism by linking participants with community programs and re-entry assistance programs upon their release. In the first year of the program, 77 inmates were successfully returned to the community from the program, and not one returned to custody on a new charge. That's compared to an expected return-to-jail rate of about 20-45 percent, according to local and state averages one year after release from jail or prison.
- The Utilizing Medi-Cal Expansion to Increase Healthcare Access program was spearheaded by Health and Human Services Agency and Public Safety departments to embed Medi-Cal eligibility workers in jails and probation re-entry facilities to process inmates' applications so that they could receive medical and mental health services upon their release. Over 1,800 individuals are currently active in Medi-Cal through this effort and the County has estimated significant savings.

The other four San Diego County programs to receive Merit Awards include:

- The Online Appointment System for Immunizations is a Health and Human Services Agency program that established an innovative, online and bilingual appointment system for one of its public health centers in 2013. The new system is easy to use and has increased access to vaccinations. In 2014, the County expanded it to two more public health centers.

The system showed a significant reduction in wait time for customers. During periods of high demand where the walk-in customer wait time could be over an hour, the online appointment customers received their vaccinations in less than six minutes.

- The Planning & Development Services Template Permits program streamlined the process for minor permits and eliminated repetitive data entry by developing template records for the most common permit types. These templates pre-fill much of the permit data, which has resulted in substantial savings in transaction times during the processing of permits.
- The Protecting Public Health by Getting the Word Out involved the Department of Environmental Health's launch of a mobile web application for sdbeachinfo.com/, where anyone can get the most recent water quality information for San Diego County beaches and bays at any time, on their smartphones, tablets or computers. The app was created specifically to allow people to get information on-the-go, even when they're at beaches or away from home. The app's at-a-glance information is available in different formats, including lists and an interactive mapping feature, that identify potentially unhealthy water quality and areas that are more susceptible to poor water quality because of nearby surface water runoff sources.
- Real-Time Invasive Pest Mapping is an Agriculture Weights and Measures program that implements real-time pest mapping using a mobile app for County pest collectors. The increased efficiency in map development allows the County to track invasive pests more accurately and quickly disseminate information about the infestation. It also allows the County to quickly communicate the extent of the spread of a pest and therefore make better decisions on limiting or eradicating pests. The system has improved the County's contribution to regional pest management.

Additional Honors

- The County has earned the highest possible ratings with all three major rating agencies: **Aaa rating with Moody's Investor Service, AAA rating Standard & Poor's, and AAA with Fitch Ratings**. County staff meets with the rating agencies on an annual basis to provide an update on County finances and operations. The ratings reflect the County's maintenance of a very strong fiscal position. The County's overall credit quality also benefits from stable and prudent management, which maintained the County's resilient credit strength even during the recession.
- Waterfront Park has won the **National Award of Merit in the Civic/Assembly category** from the Design-Build Institute of America (DBIA). This award is given to design-build teams that perform at the highest level to deliver state of the art facilities on time and within budget. The County of San Diego was formally recognized November 3 at the DBIA National Conference in Denver.
- The first phase of the Las Colinas Detention and Reentry Facility construction project earned a **Leadership in Energy and Environmental Design or LEED gold rating** from the U.S. Green Building Council. Only a very limited number of detention facilities of this size have ever achieved this level of sustainability. The second phase of the construction project is also being built to LEED gold rating standards.
- The Fleet Division won two **Awards of Excellence** by placing fifth in the nation through both the Government Fleet Magazine "Leading Fleets Award" and the "100 Best Fleets" award programs. The awards specifically noted a significant increase in the purchase of fuel efficient compact or hybrid vehicles, and lower client costs through the increased use of mobile maintenance services.
- The Department of Purchasing and Contracting (DPC) earned the **2015 Achievement of Excellence in Procurement Award** from the National Procurement Institute (NPI). DPC has received the award for 15 consecutive years. The County of San Diego is one of only 49 government agencies in California and one of only 47 counties in the United States and Canada to receive the award. The award recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity, and leadership attributes. In addition to NPI, the Achievement of Excellence in Procurement Award is sponsored by the California Association of Public Procurement Officials (CAPPO), Florida Association of Public Procurement Officials (FAPPO), the Institute for Supply Management (ISM), NIGP: The Institute for Public Procurement, the National Association of State Procurement Officials (NASPO), the National Association of Educational Procurement (NAEP), the Texas Public Purchasing Association (TxPPA), and the Canadian Public Procurement Council/Conseil canadien des marchés publics (CPPC).
- Las Colinas Detention and Reentry Facility has garnered two more awards: the **Western Council of Construction Consumer's 2015 Project Excellence Award Program for Exceptional Project Achievement and Sustainability Excellence Innovative Solutions Distinction**. The organization applauded the County's efforts to initiate safe, cost-effective, and high-quality construction projects. They further indicated the project demonstrated excellence that is both inspirational and instructive to the construction industry. Las Colinas is also gold certified for Leadership in Energy and Environmental Design (LEED).
- The DGS Fleet division was recognized as a **2015 Top Tier Light and Medium Duty Efficient Fleet** because of its sustainability and efficiency practices, innovative efforts to improve fuel efficiency, and application of cutting-edge technologies.

The award is a direct result of the Fleet Management team's exploration and implementation of new technologies throughout the County's fleet.

- The County's Waterfront Park has received the **San Diego and Imperial Counties Outstanding Chapter Award** from the American Public Works Association (APWA). One of only three such awards given out this year, the project was selected for best exemplifying the 2015 APWA theme, "Community Begins Here".
- The California Council of the Society of American Registered Architects presented the Alpine Library with a **Design Award of Honor** at its 2015 Professional Design Awards Celebration. The award recognizes superior achievement and professional design.
- At their Annual Designs Awards ceremony, the American Institute of Architects San Diego presented the **Patron of the Year Award** to the County Board of Supervisors and the Department of General Services. Citing some of the recent notable County projects, presenter Dan Stewart noted their successful combination of good design, LEED achievements and community enrichment. Accepting the award for the Board of Supervisors was Supervisor Ron Roberts and for General Services, Director April Heinze.
- Phase 1 of the Las Colinas Detention and Re-Entry Facility was **recognized by the Association of General Contractors in the unique special project category** at the Build San Diego Award luncheon Nov. 4. A distinguished panel of industry leaders who served as judges identified the project as "the best of the best" in regional construction. Accepting the award was Supervisor Ron Roberts, DGS Project Manager Andrew Bohnert and a representative for the general contractor, Balfour Beatty Construction.
- The Department of Purchasing and Contracting (DPC) received a **certificate of recognition** from State Senator Marty Block, 39th District, for its support and dedication to San Diego County Small Business. DPC was honored as recipient of the North San Diego Small Business Development Center Business Builder Award.
- The Design-Build Institute of America (DBIA) recognized the County of San Diego and the Department of General Services during its national conference by announcing that the Waterfront Park received the **2015 Project/Team Award of Excellence in the Civic/Assembly category**. This is the 18th award/recognition garnered by this highly regarded and popular civic space. General Services Director April Heinze was selected as a recipient of the Distinguished Design-Build Leadership Award in the Owner category. The Distinguished Leadership Awards recognize individuals that have demonstrated exemplary leadership in the advancement of design-build and design-build best practices, ultimately enhancing our nation's ability to achieve superior project outcomes. The 12 recipients of this award include public and private owners, design and construction practitioners, elected officials at the federal, state, and local level, and full-time faculty and students at accredited institutions of higher learning.
- The Department of General Services (DGS) Facility Management received the **California Counties Facilities Services Association Public Facilities Award of Excellence for 2015**. This award is presented to counties and cities that have demonstrated exceptional dedication to facility management excellence through best practices, process innovation, staff development, department automation, energy program improvements, and client service. DGS departmental leadership has continued to demonstrate continuous efforts to enhance the development of programs and processes designed to extend the life of our public facilities.
- The American Society of Civil Engineers, Region 9, announced their selection of the Waterfront Park as their **Outstanding Community Improvement Project of 2015**. The project design was commended for including best storm water management practices including maximizing the use of pervious areas and the layout of most of the park space as self-treating areas. This simple, yet effective storm water treatment method allows for more natural storm water treatment through slow infiltration of low-flow runoff into the projects natural pervious areas.
- Las Colinas Detention and Reentry Facility continues to be **acknowledged for outstanding design and construction** while providing a facility that supports Sheriff's operational needs. The large county project of the year award will be formally presented at the California Counties Architects & Engineers Association's statewide conference in April.
- The Assessor/Recorder/County Clerk (ARCC) was one of four winners (in a field of 300+ applicants) of the **2015 Digital Government Achievement Awards in the category of Government to Citizen Local Government**. ARCC was selected for this award for the Online Home Owners Exemption (HOX), which replaced the paper form and manual process. The public is now able to go online and complete the application, digitally sign it (including two signatures, if required), and submit it for processing.
- The County Communications Office was honored by the National Association of Telecommunications Officers and Advisors (NATOA) at its annual conference and awards ceremony Sept. 11. The County took **first place in the social media category as well as the public health category for a video** about the fourth year of the *Live Well San Diego* initiative. The CCO was also honored in five other categories, including Overall Excellence. In addition, Multimedia Manager Michael Russo was honored with NATOA's Brian Wilson Memorial Award for Programming Excellence for his leadership and impact to the community through programming. The conference was held in San Diego this year, and several members of the CCO team served as presenters on a variety of topics.

- San Diego Magazine announced its list of San Diego's **2015 Top Doctors and Behavioral Health Services Supervising Psychiatrist**, Dr. Laura Vleugels, is again recognized for her outstanding work in our community. Other County doctors who made the list include:
  - Laura Vleugels, MD: Both Psychiatry and Child and Adolescent Psychiatry
  - Michael Krelstein, MD: Psychiatry
  - David Naimark, MD: Forensic Psychiatry
  - Rebecca Ferrini, MD: Public Health and General Preventive Medicine
- Carol Castillon, manager of Aging & Independence Services' Care Transitions Program; the Senior Options, Advocacy and Referrals program; Linkages Program; and San Diego Veterans Independence Services at any Age, was awarded the **Wellness and Service Provider award** by the San Diego Business Journal 2015 Healthcare Champions. The award honors individuals in the San Diego community who have demonstrated exceptional leadership and innovation in the rapidly changing health care industry. The Care Transitions Program helps patients with complex care needs learn self-management skills with assistance from a coach. The Senior Options, Advocacy and Referrals is a care management program that serves frail and disabled adults age 60 and older, who are at risk of being placed in a nursing home placement and ineligible for other care management and in-home-care service programs. Through the Linkages Program, case managers work with clients to find and coordinate services in the home. They also develop a care plan with the client and significant others to help the client remain safe and as independent as possible. The San Diego Veterans Independence Services at any Age gives veterans who are at risk of being placed in a nursing home the opportunity to manage their own budget to get services they need to live safely and independently in their community.
- First 5 San Diego's Jennifer Wheeler was named San Diego Breastfeeding Coalition's **2015 Breastfeeding Champion of the Year** for her role in continued support of establishing lactation rooms in schools, worksites, and community health centers. Wheeler leads the Lactation Supportive Environments (LSE) project. Wheeler participates in the Lactation Supportive Environments Advisory Team and has been instrumental in linking LSE work to other First 5 initiatives and grants.
- First 5 San Diego Executive Director Kimberly Gallo was recognized by the San Diego Business Journal at the **2015 Healthcare Champions Awards in the Company Executive category**. The award honors individuals in the San Diego community who have demonstrated exceptional leadership and innovation in the rapidly changing healthcare industry. Gallo was recognized for her work in promoting the health and well-being of children ages birth through five in San Diego County.
- First 5 San Diego Executive Director Kimberly Gallo was named a finalist for the San Diego Business Journal's prestigious **2016 Most Admired CEO Awards**, which recognizes San Diego's leaders for their outstanding professional achievements and their contributions to the community. The awards program was held February 18 at the Town and Country Resort & Convention Center in Mission Valley and recognized finalists and winners in various categories, including public company, privately held company, nonprofit, government agency and education.
- The Department of Environmental Health's Beach Water Quality Mobile Web Application, launched last year, has earned a **2015 Merit Award** from the California State Association of Counties for getting the word out about beach water quality. The mobile app, which gives the public an interactive map that shows beach water status at more than 90 beaches countywide, also won a 2014 Achievement Award from the National Association of Counties, and has been applauded by the public for its innovation and simplicity. The primary goal of this Mobile website, as well as our other social media tools, is to notify the public of water quality conditions across the county and provide updates when water quality status changes. This allows the public to make informed decisions about potential beach water quality health risks, which occur when water quality does not meet State health Standards.
- San Diego County's "PACE" program to preserve agricultural space won an **Outstanding Planning Document, Plan, Policy and Ordinance** award October 15 from the San Diego chapter of the Association of Environmental Professionals. The County Board of Supervisors directed the Planning & Development Services department to create the PACE—Purchase of Agricultural Conservation Easements—program as part of the County's General Plan Update, in recognition of agriculture's importance to our region. The program promotes the long-term preservation of agricultural land in the County. Since the initial program launch the County has preserved 1,151 acres by securing agricultural conservation easements. PDS staff is now in the process of completing the 2015 PACE application cycle.
- The Department of Parks and Recreation (DPR) recently received top honors in the form of two marketing awards. DPR was named **Emerging Brand of the Year** by SDX "Brand Diego Awards" for the new graphic identity of DPR and the "upside of outside" campaign. The Brand Diego Awards honor San Diego companies and individuals who have made a notable or lasting impact in advertising, marketing, or communications to help build strong brands. DPR also received a **Silver Bernays Award** from the local chapter of the Public Relations Society of America (PSRA) for DPR's innovative stra-

tegic marketing campaign. The PRSA awards are open to all agencies and organizations in San Diego and Imperial counties and recognize the finest in public relations campaigns including media relations, community relations and public affairs.

- The Air Pollution Control District competed in the **iCommute Rideshare 2015 Corporate Challenge** in October and earned **fifth place** out of 26 employers for the medium employer category in the San Diego region. The contest challenged people to stop driving to work alone in their cars and commute instead by using "sustainable" transportation—to carpool, to ride public transit, to bike or walk. Participants helped reduce air pollution and parking demands while saving money on their commutes. According to iCommute stats: 1,223 Trips were logged, 20,530.4 miles in reduced travel, five tons of CO2 Reduction and $6,045.33 saved.
- The Department of Environmental Health's Hazardous Materials Division and Supervising Environmental Health Specialist Sande Pence were honored with awards at the 2016 California Certified Unified Program Agency (CUPA) Training Conference in Anaheim. The Hazardous Materials Division's "eForms team" received an **"Outstanding Innovation" award** for creating and launching its new eForms field inspection software. Pence received an **"Outstanding CUPA Individual" award** for her contributions to helping successfully enact SB 612 - Hazardous Materials. The eForms field inspection software provides electronic compliance inspection reports to CUPA-regulated facilities and automatically extracts data captured during the inspection for upload to the data management system, Accela Automation. It has been well received by inspectors, managers, facility owners and operators. Pence was recognized for her efforts to help streamline the statutory language for tank facilities subject to the Aboveground Petroleum Storage Act and Underground Storage Tank programs in the new legislation.
- San Diego County District Attorney Bonnie Dumanis announced July 10 that Deputy District Attorney Mark Amador was named **prosecutor of the year** by the California District Attorneys Association at its annual installation dinner and awards program. The award recognizes stellar work by a prosecutor. Over the past five years, DDA Amador has dedicated himself to the Los Palillos prosecution, a case involving 17 defendants, nine murders and 15 kidnappings by a rogue cell of the Arellano-Felix Organization. This is one of —if not the largest—murder prosecutions in the history of San Diego County.
- The San Diego County Fire Prevention Officers Association named James Pine, a deputy fire marshal for the San Diego County Fire Authority, the **Fire Prevention Officer of the Year** for his dedication to advancing the cause of prevention and safety within the community. The award was presented to Pine in July. The Fire Prevention Officers Association is a multi-agency collaboration that provides education and mentoring for members on fire prevention issues and is under the direction of the San Diego County Fire Chiefs' Association. Every 3 years, the state updates its fire code and soon after, all 16 fire districts in the County send their fire codes to the San Diego County Fire Authority to go through line-by-line. It's Pine's job to make sure the codes are all in agreement with one another, as well as with the state, and County's Consolidated Fire Code. Pine has had a lead role in this important process for several years now. The Consolidated Fire Code makes it simpler for builders and homeowners in San Diego County to comply with fire protection standards on homes and developments.
- Deputy Probation Officers Ernesto Zetino and Nicolas O'Neal received **Hero Awards** from North San Diego Business Chamber September 16 for their actions during an incident May 23 in Fallbrook. On that day, Officers Zetino and O'Neal secured a newly born infant and cared for her until paramedics arrived. The baby tested positive for methamphetamine. The baby was taken into protective custody and placed in foster care. In giving the officers the award, the chamber stated that their actions exemplified their dedication to protecting the safety and life of our most vulnerable (and newest) members of our community.
- The San Diego County Crime Commission recently presented Senior Probation Officer Jeffrey Webdell with its **Blue Knight Award for bravery**. The nonprofit gives awards every year to local, state and federal law enforcement agencies in the county. Webdell works in the Youthful Offender Unit in the Probation Special Operations Division and has been with the department for nine years. He is commended for his alertness, bravery and quick action in disarming a violent gang member.
- The San Diego Law Enforcement Coordination Center (SD-LECC) received the **Outstanding Investigative Support Center Award** on February 18 from the High Intensity Drug Trafficking Areas (HIDTA) Program for 2015. The center received the award in Washington, D.C., due to the outstanding relationships it has built with local, state and federal partners, the Sheriff's Department announced. Staff at the SD-LECC assisted with analytical support on more than 100 investigations during the award period, including cases involving major drug traffickers, gangs, money laundering, and drug-related violence such as murder and arson. SD-LECC's support of one multi-year investigation directly contributed to the arrests of 117 people and the seizure of nearly 652 kg of methamphetamine, 1,343 kg of cocaine, 53 kg of heroin, nine tons of marijuana and more than $14 million dollars. The SD-LECC is a homeland security Fusion Center capable of working on any crime and any hazard. The center has a staff of 83 personnel from state, local and federal agencies. The HIDTA program provides assistance to federal, state, local and tribal law

enforcement agencies operating in areas determined to be critical drug-trafficking regions of the U.S. The purpose of the program is to reduce drug trafficking and production in the U.S.

- The **San Diego chapter of Mothers Against Drunk Driving (MADD) honored seven Sheriff's Deputies** for going above and beyond in arresting impaired drivers. The MADD Awards Ceremony and Luncheon was held March 29 at the Town and Country Resort & Convention Center in Mission Valley.
- First 5 San Diego Executive Director, Kimberly Gallo, has been **named a finalist for Athena San Diego's 18th Annual Pinnacle Awards**. The awards honor the men, women, educators, and organizations that passionately support, encourage and advance high-level opportunities for women in life sciences and technology. Athena will present awards on April 28, in each of the five categories: individual in life sciences, individual in technology, individual in services, educator, and company/organization. The Pinnacle Awards annually attract over 700 leaders from the community at the awards presentation.
- The Alliant Build America Awards highlight the nation's most significant construction projects. This year, its **2016 Marvin Black Partnering Excellence Award** went to the County's Department of General Services for Las Colinas Detention and Reentry Facility. The Black award recognizes a superior collaborative effort between major stakeholders to complete a world class project. In this case, the project included the Sheriff's Department, General Services and the contractor, Balfour Beatty Construction. The awards, which were announced during the Association of General Contractors annual convention in San Antonio, are considered by many to be the most prestigious recognition of construction accomplishments in the U.S.
- Sheriff's Deputies were honored March 16 for their hard work recovering stolen cars across San Diego County last year. The awards are given by the Auto Theft Advisory Committee (ATAC), which is a partnership between law enforcement, insurance and car-related companies working together to reduce car theft. The **Vehicle Theft Recovery Awards** Ceremony was held at The Prado at Balboa Park. The following 10 deputies were honored for arresting 78 people and recovering 196 stolen cars worth a total of more than $1.5 million in 2015:
  - Alpine Station—Corporal Devin Kusler
  - Rancho San Diego Station—Deputy Jesus Yniguez
  - North Coastal Station—Deputy Evan McCormick
  - San Marcos Station—Deputy Ricardo Carlon
  - Fallbrook Substation—Deputy Terence York
  - Santee Station—Deputy Aaron Brooke
  - Poway Station—Deputy Derrick Jones
  - Valley Center Substation—Deputy Jared Anderson
  - Ramona Substation—Deputy James Breneman
  - Vista Station—Deputy Alexander Brust

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Budget Process

CAO Recommended Operational Plan

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

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

Input from Five-Year Financial Forecast

The Operational Plan is informed by the results of the Five-Year Forecast, which is an informal planning tool designed to review the long-term outlook of the County's major cost drivers, service needs, and available funding sources. It is updated annually to help identify opportunities or issues and serves as the foundation to guide decision making during the development of the two-year Operational Plan.

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

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

The forecast is developed by first applying known and anticipated changes to salaries and benefits, operating costs, and revenues. Other factors considered include changes to required levels of services and priorities of the Board of Supervisors, demographic trends, economic indicators, and federal and State policy changes. A summary of factors considered during the development of the most recent Five-Year Forecast are as follows:

Review of Economic Indicators and Demographic Trends

Economic indicators are reviewed to assess overall economic health at the federal, state, and local level. These include unemployment statistics, median household income, taxable sales, as well as several indicators around the health of the real estate market. The County continues to benefit from a rebound in the economy at the federal, state and local level. Conditions in the job market and housing sector continue to improve, with both the State's GDP and regional GDP increasing faster than the U.S. average.

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. Based on historical data, and the continued health of the economy, the County's population is expected to grow by an average of 1% annually over the next five years. The County will continue to prepare for the gradual "graying" of the population by ensuring the right mix of appropriate services and continuing proactive efforts to increase the health and social well-being of the population as it ages.

For more information and charts on demographic trends and economic indicators, refer to the San Diego County Profile and Economic Indicators section.

Forecast of Assessed Value of Real Property

Property tax revenue is the main driver of the County's General Purpose Revenue (GPR), so assessed value of real property (land and improvements) is monitored closely. The long-term outlook currently assumes annual assessed value growth of 3%. General Purpose Revenue is the only form of revenue which the Board of Supervisors has discretion on how to spend. Other funding sources, i.e. program revenues, are received for specific purposes such as to provide services on behalf of federal or State government.

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

Forecast of Expenditures

The most significant cost driver in the current long-term outlook is tied to increased retirement costs due to a decrease in the assumed rate of return and other changes in actuarial assumptions for the San Diego County Employees Retirement Association (SDCERA). The current outlook reflects the 2015 actions by the SDCERA to reduce the 7.75% assumed rate of return to 7.5% along with changes to the inflation assumption and assumes the SDCERA board will make further adjustments to actuarial assumptions during the 2016 triennial review of economic and demographic assumptions.

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 are identified, ranked and prioritized over the next five years. For information on the CINA, refer to the Capital Improvement Needs Assessment: Fiscal Years 2016–21 section.

Debt

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.

Public Review and Hearing

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

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

Change Letter

Change Letter is the phase where 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 recent changes in State or federal funding. The CAO Change Letter typically contains a schedule of revisions by department along with explanatory text.

Referrals to Budget

Referrals to Budget are items on which the Board of Supervisors has deferred action during the current fiscal year so that they may be considered in the context of the overall budget. Each business group tracks their referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board of Supervisors for review and action during Budget Deliberations.

Citizen Advisory Board Statements

Citizen Advisory Board Statements are the comments of citizen committees on the CAO Recommended Operational Plan.

Budget Deliberations

Budget Deliberations occur after the conclusion of public hearings when the Board of Supervisors discusses the CAO Recommended Operational Plan, any requested amendments and public testimony with the CAO and other County officials as necessary. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the final operational plan. Once Budget Deliberations conclude, the Board gives approval, by majority vote, to operate pending the formal adoption of the budget for the coming fiscal year. Board of Supervisors Budget Deliberations are usually completed by the end of June.

Referrals from Budget

Referrals from Budget are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business group is responsible for providing the requested information to the Board of Supervisors. Any changes to the approved budget prior to adoption require a four-fifths vote of approval by the Board.

Budget Adoption

Budget Adoption occurs at a separate public hearing following the Board's Budget Deliberations. The budget, as finally determined, is adopted by resolution requiring a majority vote of the Board of Supervisors. Any changes to the adopted budget require a four-fifths vote of approval by the Board. Budget adoption typically occurs in August.

Adopted Operational Plan

The Adopted Operational Plan shows the Board of Supervisors' adopted budget for the immediate fiscal year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Recommended Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Recommended Operational Plan, which displays the two prior fiscal years' adopted budgets and the recommended amounts for the two upcoming fiscal years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the group/agency and department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year. The amended budget for each department is the budget at the end of the fiscal year. It reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

Budget Modifications

State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Auditor and Controller. There are two options for requesting a mid-year budget adjustment from the Board of Supervisors:

Board of Supervisors Regular Agenda Process

Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote of approval by the Board of Supervisors after the budget is adopted.

Such changes could include requests for additional appropriations as a result of additional revenues for specific programs, or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Deputy Chief Administrative Officer/Auditor and Controller. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board agenda items.

Quarterly Status Reports

The CAO provides a quarterly budget status report to the Board of Supervisors that may also recommend changes to appropriations to address unanticipated needs or make technical adjustments to the budget. These reports are placed on the Board of Supervisors regular agenda and are also posted on the Auditor and Controller's website.

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Financial Planning Calendar: 2016 Dates

Calendar Year 2016

Feb 9	Instructions for Operational Plan issued by the Office of Financial Planning (OFP) Budget database opens for Operational Plan development
Mar 9	Deadline for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections to business groups (Groups) for review Budget database closed to departments for review by Groups
Mar 16	Deadline for departments to submit all sections of narratives to their Group Finance Director
Mar 23	Budget database closed to groups Deadline for groups to submit all department and Group narratives to OFP
Mar 24	Total Appropriations and Staffing Text by Group/Agency due to OFP by Group Finance Directors
Apr 4-5	First review of Group Sections by Group Finance Directors
Apr 7	Final review of Group Sections by Group Finance Directors
Apr 15	Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer (CAO), Assistant CAO/Chief Operating Officer (COO) and General Managers
Apr 25	CAO Recommended Operational Plan docketed and released to the Board of Supervisors and public
May 3	Board of Supervisors accepts CAO Recommended Operational Plan
May 4	Budget database opens for modifications
May 11	Budget Change Letter database closed to departments for review by Groups
May 13	Department Change Letter narratives due to Groups
May 18	Budget Change Letter database closed to Groups
May 26	Deadline for Groups to submit all department and group Change Letter narratives to OFP
Jun 13–22	Public hearings on CAO Recommended Operational Plan (ten calendar days)
Jun 22	Last day for Citizen Advisory Committees to submit budget statements to the Clerk of the Board All other proposals for budget changes from the Board of Supervisors and public due to the Clerk of the Board CAO Change Letter filed with the Clerk of the Board
Jun 28–29	Board of Supervisors budget deliberations Board of Supervisors approves Fiscal Year 2016–18 Operational Plan
Aug 2	Board of Supervisors adopts Fiscal Year 2016–17 budget

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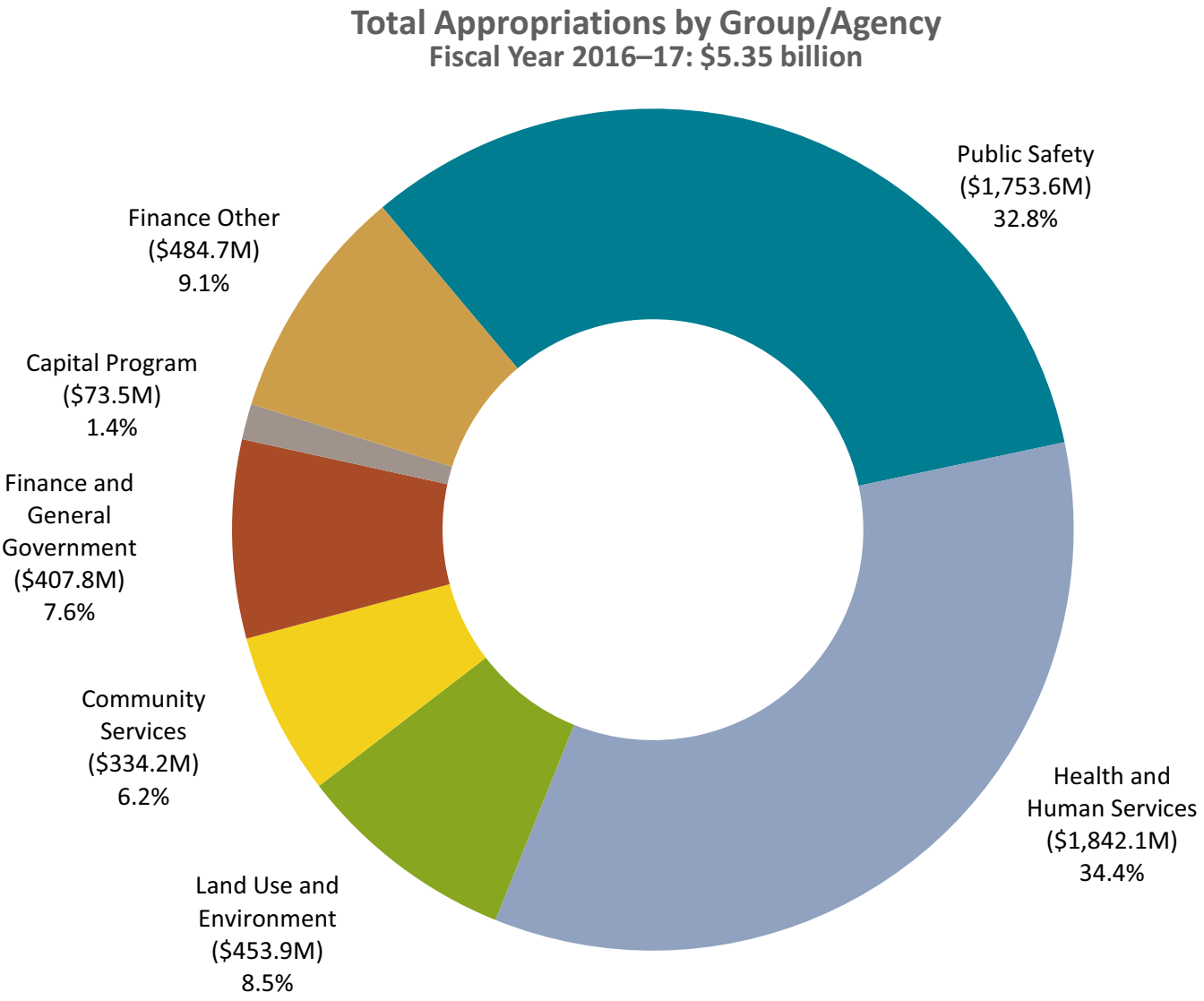
All Funds: Total Appropriations

Total Appropriations by Group/Agency

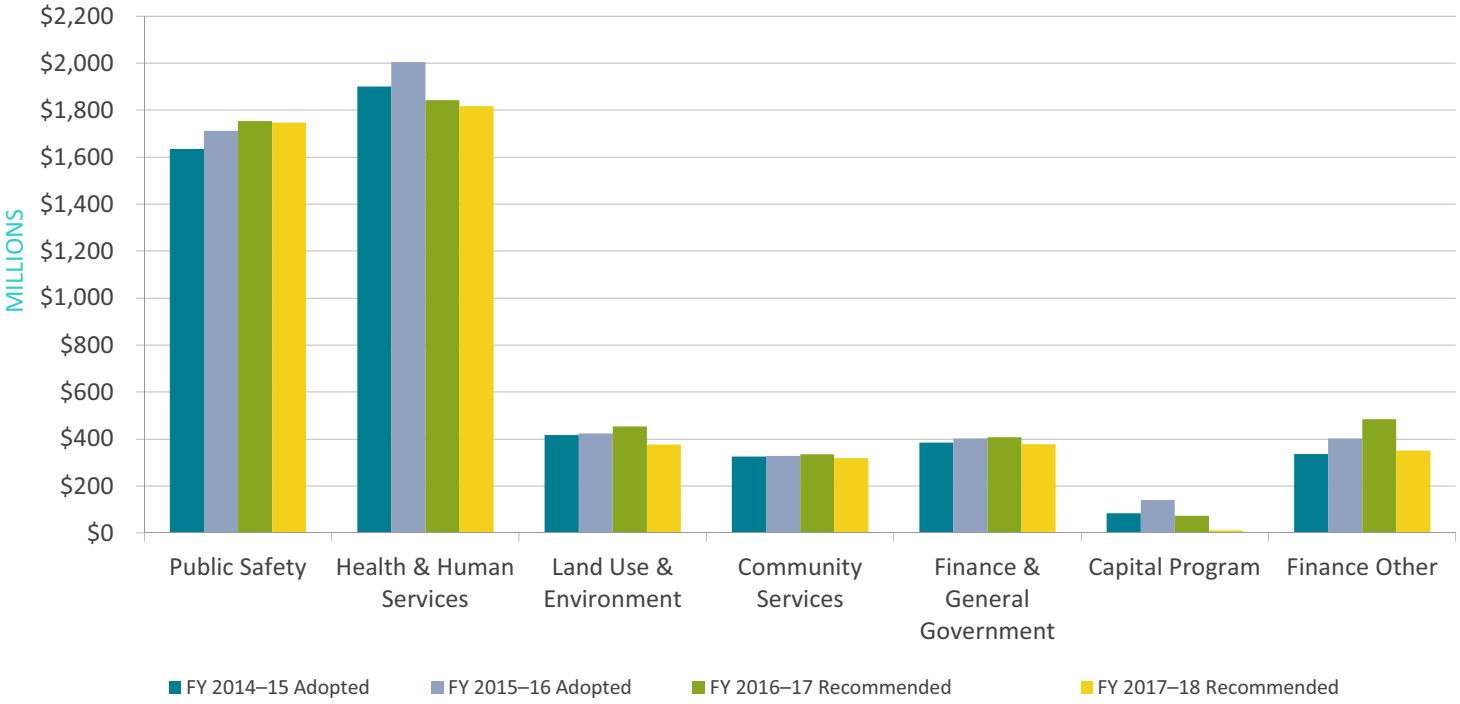
Appropriations total **$5.35 billion in the Recommended Budget for Fiscal Year 2016–17** and $5.00 billion for Fiscal Year 2017–18. This is a decrease of $64.3 million or 1.2% for Fiscal Year 2016–17 from the Fiscal Year 2015–16 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Health and Human Services and Capital Program, while there are appropriation increases in Public Safety, Land Use and Environment, Community Services, Finance and General Government and Finance Other.



The chart above shows each Group/Agency's share of the Fiscal Year 2016–17 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2016–17 and 2017–18 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2016–17 Recommended Budget and the Fiscal Year 2015–16 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2016–17 is presented on the following page by Group/Agency and highlights changes and key

areas of focus. Appendix A: All Funds Budget Summary provides a summary of expenditures and financing sources by revenue category for the entire County and for each Group/Agency.

Total Appropriations by Group/Agency
Fiscal Years 2014–15 through 2017–18



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety	$ 1,635.0	$ 1,711.6	$ 1,753.6	2.5	$ 1,746.8
Health and Human Services	1,900.9	2,004.2	1,842.1	(8.1)	1,816.3
Land Use and Environment	417.5	423.9	453.9	7.1	376.9
Community Services	325.6	328.4	334.2	1.8	319.1
Finance and General Government	384.8	402.2	407.8	1.4	378.3
Capital Program	83.7	141.0	73.5	(47.8)	11.7
Finance Other	336.3	402.9	484.7	20.3	351.2
Total	**$ 5,083.7**	**$ 5,414.2**	**$ 5,349.9**	**(1.2)**	**$ 5,000.3**

Public Safety Group (PSG)

A **net increase of $42.0 million or 2.5%** from the Fiscal Year 2015–16 Adopted Budget. The increase primarily relates to increased costs as a result of negotiated labor agreements, retirement costs, a net increase of 69.00 staff years, growth in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993* funding, and the planned use of one–time resources. All mandated services are maintained.

Major changes include:

- Increases in staff in the Sheriff's Department, Department of Child Support Services, the Public Defender and the San Diego County Fire Authority.
- Transfer of the Public Assistance Fraud Investigations unit from the District Attorney to the Department of Child Support Services.
- Amounts allocated for one–time expenditures to support staffing, major maintenance projects, the Emergency Vehicle Operations Course capital project, equipment purchase, electronic record storage and radio replacements.
- Increases in various Internal Service Funds and Public Liability insurance costs.
- Increases in various information technology projects.
- Increase in contracted services related to fire and emergency medical services and community program, for juveniles at-risk and those in custody.
- A reduction in staff to align operations with the decline of the juvenile and adult populations in the Probation Department, and to align operations with current workload in the Department of Child Support Services, which will not impact services.

The Public Safety Group will continue to provide core services, supporting the County's Strategic Initiatives and operating an efficient and responsive criminal justice system.

Key areas of focus include:

- Promoting the implementation of a service delivery system that is sensitive to individuals' needs with a focus on behavioral health.
- Strengthening our prevention and enforcement strategies to protect our youth from crime, neglect and abuse with a focus on positive outcomes for youth.
- Creating and promoting diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges by engaging communities in public safety solutions.
- Providing modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers with superior fire and emergency medical services in rural communities.

Health and Human Services Agency (HHSA)

A **net decrease of $162.1 million or 8.1%** from the Fiscal Year 2015–16 Adopted Budget. The decrease is driven by a reduction of $250.3 million to reflect the transfer of collective bargaining responsibilities to the State for In-Home Supportive Services (IHSS) providers as part of the Coordinated Care Initiative (CCI). There is no impact to services resulting from this change. Offsetting this reduction is a net increase of $88.2 million across departments, including the addition of 240.00 staff years, to augment supports to strengthen families and improve outcomes for vulnerable populations; respond to service demands tied to growing caseloads and new State and federal policy direction; improve the service delivery system; and fund overall increases in cost of doing business including negotiated labor agreements and retirement contributions. Over half of the $88.2 million increase is related to an expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment, in Behavioral Health Services.

Major changes include:

- Decrease in contracted services primarily due to transfer of collective bargaining responsibilities to the State for IIHSS providers as part of the CCI. There is no impact to services resulting from this change.
- Decrease for one-time costs for initial phases of ConnectWellSD project, offset by increase for last year of design, development and implementation.
- Decrease for CalWORKs benefit payments and Cash Assistance Program for Immigrants based on projected caseload trends.
- Increase for expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment, primarily in the Behavioral Health Services Department.
- Increase for projects, including Project One for All, to serve homeless persons that have a serious mental illness and/or substance use disorder in the County of San Diego.
- Increase for crisis stabilization and treatment for persons who are in psychiatric crisis.
- Increase for the addition of licensed staff to residential and outpatient recovery services.
- Increase for Medical Services Group to provide psychiatric services at the San Diego County Psychiatric Hospital.
- Increases for General Relief (GR) caseload growth, Family Stabilization and Expanded Subsidized Employment, CalFresh client benefits, and Approved Relative Caregiver program to align with projected caseload.
- Increase for various information technology (IT) increases related to annual ISF adjustments, one-time projects including desktop modernization, and an increase for the IT innovation fund.
- Increase for the Foster and Relative Caregiver Recruitment, Retention and Support contract to strengthen the retention, recruitment and training support for Foster and Kinship parents and caregivers.
- Increase in Public Authority related to workload increases for the implementation of the Fair Labor Standards Act for the IHSS program and one-time costs for the relocation of the training center.
- Increase for Alzheimer's awareness and support projects.

A major goal in the development of HHSA's operational plan is to advance the *Live Well San Diego* vision. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Investing in Project One for All to provide intensive intervention and wraparound services to homeless individuals with a serious mental illness.
- Expanding the Psychiatric Emergency Response Teams (PERT), with a total of 40 teams, to link individuals with appropriate levels of care to reduce unnecessary incarcerations and inpatient psychiatric hospitalizations.
- Supporting the retention, recruitment and training of Foster and Kinship parents and caregivers augmentation in order to continue to decrease reliance on congregate care settings for foster youth and increase placements in home-based family settings.
- Investing in the Commercially Sexually Exploited Children Program to help address the young victims of human trafficking.
- Investing to improve resources and services for Alzheimer's patients and caregivers to continue to meet identified needs.
- Expanding counseling and outreach to previously underserved communities by the Office of Military and Veterans Affairs.
- Continuing investment in Public Health prevention services associated with the Nutrition Education and Obesity Prevention, Health prevention and HIV prevention grants, and Childhood Obesity Initiative will be expanded.
- Providing additional subsidized employment opportunities to assist CalWORKs participants in achieving self-sufficiency.
- Continuing investment in the last phase of the design, development and implementation of the ConnectWellSD Information Exchange, enabling information sharing and collaboration among County programs and support a person-centered and trauma informed delivery system.
- Continuing modernization of facilities to promote a professional and trauma informed atmosphere and to match location with public need.
- Modernizing information technology systems to enhance service delivery when possible.

Land Use and Environment Group (LUEG)

A **net increase of $30.0 million or 7.1%** from the Fiscal Year 2015–16 Adopted Budget. The increase primarily relates to negotiated labor agreements, increases to retirement costs, pavement resurfacing projects, one-time infusion into the Environmental Trust Fund and the addition of 14.00 staff years.

Major changes include:

- Increased staffing costs as a result of negotiated labor agreements, retirement contributions and the addition of 14.00 staff years in the Department of Parks and Recreation; Agriculture, Weights and Measures; Planning & Development Services; and in the Department of Public Works.
- Increased costs related to the Watershed Protection Program to fund Total Maximum Daily Load (TMDL) for structural Best Management Practices (BMP) design and environmental review, non-structural BMPs, water quality monitoring, and development of the Water Quality Improvement projects necessary to comply with Stormwater Permit requirements.
- One-time funding for the Environmental Trust Fund to offset additional requirements imposed by the State for burn sites and one landfill that were not part of the original Solid Waste divestiture in 1997.
- Additional one-time funding from the State due to unspent State funds for mobile incentives.
- A reduction in construction costs for completed capital improvement projects.
- Reduced costs due to a one-time transfer between the General Fund and the Road Fund for San Diego Gas and Electric (SDG&E) impact fees for road maintenance work.

Key areas of focus include:

- Protecting San Diego County's $1.8 billion agricultural industry from damaging pests, noxious non-native weeds and diseases. Agriculture serves as a basis to economic development through its contributions to national and international trade, employment, and the production of healthy and high quality crops for our health.
- Protecting people and the environment from the harmful effects of air pollution, to make the air as clean as possible since the quality of the air has an impact on health.
- Continuing to work with the University of California Cooperative Extension (formerly Farm and Home Advisor) to bring together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.
- Protecting public health and helping to prevent disease through education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.

- Expanding and protecting park resources, by acquiring additional parkland throughout the county to provide opportunities for high quality parks and recreation experiences.
- Improving the overall land development process, as well as the associated customer experience and streamlining permit processing to enhance the quality of communities.
- Stabilize roadway infrastructure throughout the unincorporated county through the implementation of a nearly $36.0 million multi-year pavement maintenance program (e.g., resurfacing, repaving, culverts and guard rail repairs, etc.), which included feedback from most community groups to slow the degradation of roads and maintain the current Pavement Condition Index.

Community Services Group (CSG)

A **net increase of $5.8 million or 1.8%** from the Fiscal Year 2015–16 Adopted Budget. The increase is due to negotiated labor agreements and increases in retirement costs for existing employees and for 17.50 new staff years; one-time IT projects for procurement processes and records management; library books and materials; utility costs for new and expanded facilities; vehicle and equipment purchases and related depreciation expense; reserves for future elections; and operating transfers between internal service funds for energy efficiency projects. Partially offsetting decreases include a reduction of planned major maintenance facility projects, Housing Authority program expenditures, and planned use of management reserves.

Major changes include:

- Projected personnel costs, including 17.50 new staff years, negotiated labor agreements, and retirement costs.
- New and upgraded systems for contract award and management and for County records management.
- Additional books and materials for library branches.
- A triennial facility condition assessment effort for selected County facilities.
- Increased vehicle and equipment replacement activities.
- A decrease in major maintenance facility projects to align with forecasted needs in Fiscal Year 2016-17.

Key areas of focus include:

- Improving County animal shelter facilities, including Phase 1 of capital improvements to the South County Animal Shelter in Bonita.
- Enhancing volunteer service coordination in all County animal shelter facilities.
- Maintaining library hours to provide patron access to library materials and services, including the completion of the 24/7 Library-To-Go Kiosk pilot program in all five County districts.
- Completion of an expanded library in Imperial Beach, while planning for improved library facilities in Borrego Springs, Lakeside, and 4S Ranch.
- Continuing the development of a strategic facility replacement and improvement plan to address aging and obsolete County facilities.
- Improving energy and water efficiency in existing County facilities, while incorporating efficiency technology in all new facility construction.
- Providing resources to homeless families and veterans exiting from transitional housing.
- Improving County procurement using updated systems for contract award and management.
- Increasing the number of permanent vote-by-mail voters and successfully conducting the November 2016 Presidential General Election.

Finance and General Government Group (FGG)

A **net increase of $5.6 million or 1.4%** from the Fiscal Year 2015–16 Adopted Budget. The increase is due primarily to negotiated labor agreements and increases in retirement costs, facility maintenance operations costs and one-time information technology (IT) projects.

Major changes include:

- A change in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
  - Upgrades of the County's financial and human resources management system databases.
  - Upgrade of County's IT Oracle Business Intelligence platform.
  - One-time projects of multiple IT systems, including integration of Digital Signature with document repositories and upgrade of Revenue and Recovery's collections system.
  - Increase in ongoing IT costs for the County's financial systems related to data storage and a disaster recovery environment.
- Major Maintenance projects for the County Administration Center and ongoing costs associated with Cedar & Kettner parking garage.

Key areas of focus include:

- Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of all funds.
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintaining a strong Treasurer's Investment Pool.
- Maintaining an investment in modern information technology to support County operations.
  - Upgrading of the County's auditing software to ensure adequate controls are in place.

- Upgrading the County's Learning Management System to provide continued training opportunities to employees.
- Select a vendor and negotiate a new agreement for the continued outsourcing of the County's information technology and telecommunications services.

- Strengthen the customer service culture by ensuring every customer has a positive experience.

Capital Program

A **net decrease of $67.5 million or 47.8%** from the Fiscal Year 2015–16 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 2016–17 Capital Program includes $64.4 million for the following capital projects:

- $15.9 million for the South County Animal Shelter (Bonita), Phase 1;
- $15.0 million for the Emergency Vehicle Operations Course;
- $13.5 million for the ARCC East County Operations and Archive;
- $10.0 million for the Multiple Species Conservation Program (MSCP);
- $7.0 million for 4S Ranch Library Expansion;
- $1.3 million for Lakeside Library Land Acquisition;
- $1.0 million for Lindo Lake Improvements;
- $0.4 million for Tijuana River Valley Well and Water Distribution;
- $0.3 million for San Luis Rey River Park SR76 Right of Way Trail – Middle Portion.

The Capital Program also includes $9.2 million for the Edgemoor Development Fund to pay debt service on the 2014 Refunding Certificates of Participation related to construction of the Edgemoor Skilled Nursing Facility and other costs to improve the Edgemoor property. Together with the amounts in the other Capital Program Funds, appropriations for Fiscal Year 2016–17 total $73.5 million.

In Fiscal Year 2017–18, recommended appropriations decrease by $61.8 million from Fiscal Year 2016–17 and the program includes funding of $2.5 million for the MSCP and $9.2 million for the Edgemoor Development Fund.

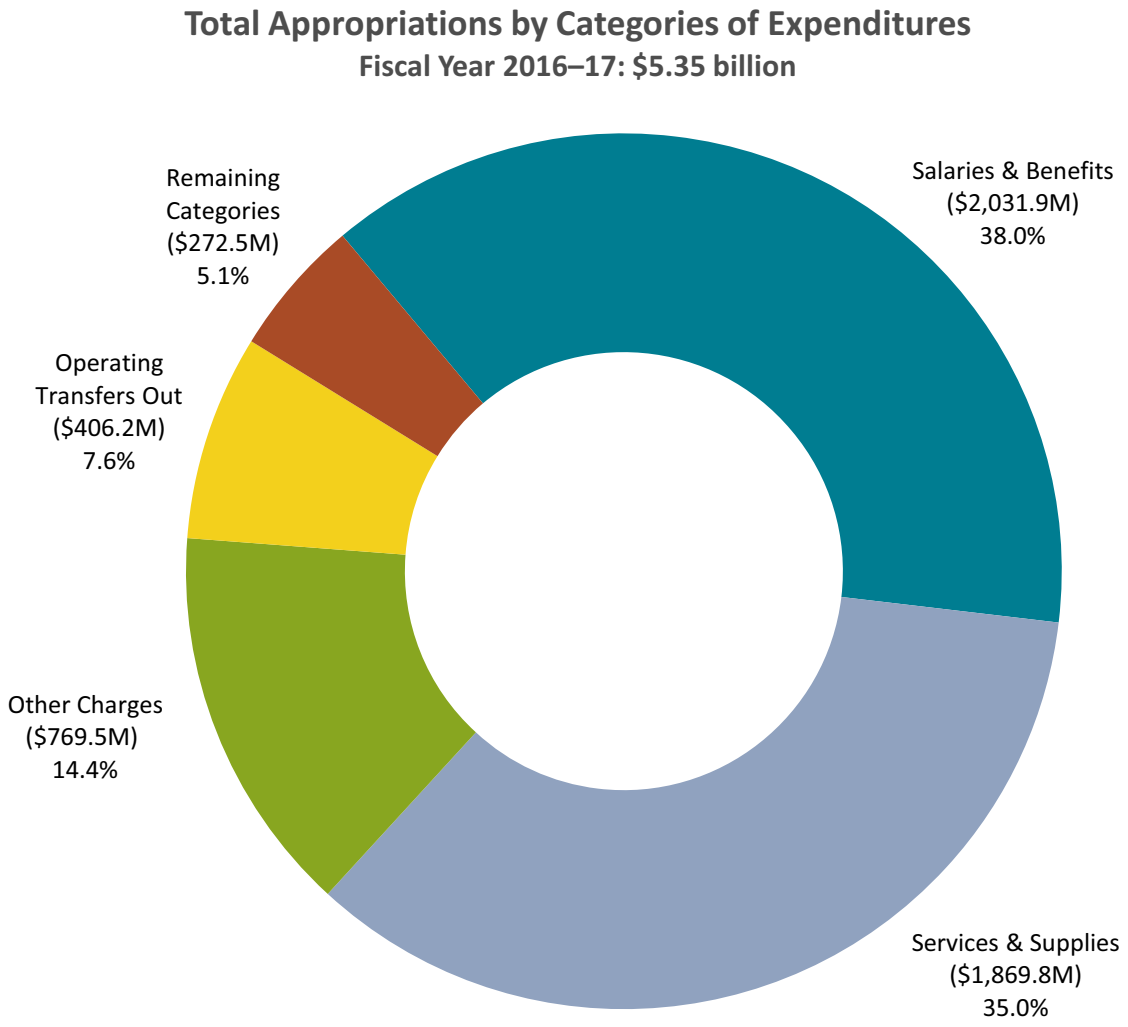
Finance Other

A **net increase of $81.8 million or 20.3%** from the Fiscal Year 2015–16 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly.

The majority of the increase in the Fiscal Year 2016–17 budget supports the existing Pension Obligation Bonds (POB), which will serve as an alternative funding source for existing POB costs currently supported by General Purpose Revenue.

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 2016–17** CAO Recommended Budget is **decreasing overall by $64.3 million** from the Fiscal Year 2015–16 Adopted Budget and decreasing by $349.6 million in Fiscal Year 2017–18.



The changes by category are summarized as follows:

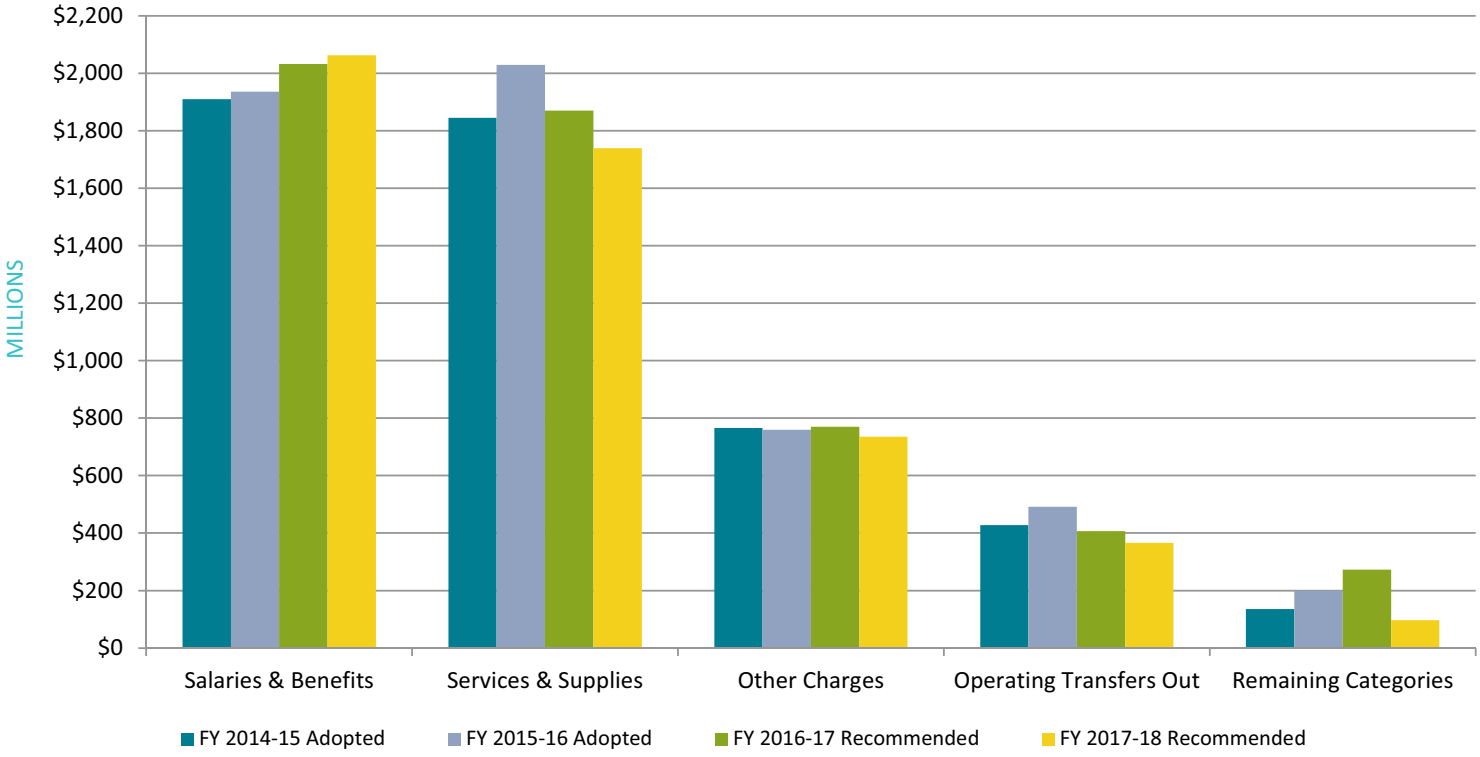
Salaries & Benefits

Salaries & Benefits are **increasing overall by a net $96.2 million or 5.0%** in Fiscal Year 2016–17. This change reflects negotiated labor agreements, increased retirement contributions and a net staffing increase of 344.50 staff years. Staffing changes include additions in the Sheriff's Department, Self-Sufficiency Services, Aging & Independence Services, Behavioral Health Services, General Services and other departments as well as staffing reductions in the Department of Child Support Services, Probation Department and Medical Examiner.

In Fiscal Year 2017–18, Salaries & Benefits are increasing by a net of $30.8 million or 1.5%, which reflects negotiated salary and benefit costs. The budget reflects the estimated impact of labor agreements that have been negotiated through Fiscal Year 2017-18. There are no estimates included in Fiscal Year 2017-18 for employee organizations with agreements that are set to expire during Fiscal Year 2016-17. Staff years are expected to decrease by 5.00.

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

Total Appropriations by Categories of Expenditures
Fiscal Years 2014-15 through 2017-18



Total Appropriations by Categories of Expenditures (in millions)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 1,910.1	$ 1,935.7	$ 2,031.9	5.0	$ 2,062.7
Services & Supplies	1,845.1	2,029.3	1,869.8	(7.9)	1,738.7
Other Charges	765.5	758.9	769.5	1.4	735.7
Operating Transfers Out	427.3	491.0	406.2	(17.3)	365.9
Remaining Categories:					
Capital Assets/Land Acquisition	84.5	136.1	110.1	(19.1)	53.2
Capital Assets Equipment	21.9	27.1	34.2	26.2	24.1
Expenditure Transfer & Reimbursements	(30.3)	(31.4)	(32.3)	2.8	(32.6)
Contingency Reserves	24.8	26.7	27.7	3.6	28.2
Fund Balance Component Increases	2.6	1.4	101.4	7,142.9	0.4
Management Reserves	32.2	39.5	31.5	(20.3)	24.0
Total	**$ 5,083.7**	**$ 5,414.2**	**$ 5,349.9**	**(1.2)**	**$ 5,000.3**

Services & Supplies

Services and Supplies are **decreasing by a net of $159.5 million or 7.9%**. 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 and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include: decrease of $250.3 million in the Health and Human Services Agency (HHSA) In-Home Support Services as a technical adjustment related to the transfer of collective bargaining from the County to the State, a decrease of $15.0 million for Countywide major maintenance projects and a decrease of $4.4 million in temporary contract help Countywide, offset by increases of $50.0 million in HHSA Mental Health expenses, $7.1 million for contracted services in HHSA Child Welfare Services and Public Health Services, $9.9 million in HHSA information technology projects, $6.1 million increase in PSG contracted services, $5.8 million increase in IT spending, an increase in costs for maintenance of facilities and equipment at various facilities, and various increases or decreases in one-time projects.

A decrease of $131.1 million or 7.0% in Fiscal Year 2017–18 is primarily due to the anticipated completion of one-time projects.

Other Charges

Other Charges are **increasing by $10.5 million or 1.4%**. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and Neighborhood Reinvestment Programs. The increase is primarily due an increase of $21.1 million to extend the life of the Environmental Trust Fund and an increase of $3.4 million in HHSA General Relief assistance payments to align with projected caseload growth offset by a decrease of $15.0 million in HHSA CalWORKs Assistance payments related to an improving economy.

A decrease of $33.8 million or 4.4% in Fiscal Year 2017–18 is primarily due to a decrease of $21.0 million in Public Works for one-time funding for the Environmental Trust Fund and a decrease of $11.5 million in Air Pollution Control District mobile incentive funds from the State.

Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **decreasing by $84.8 million or 17.3%**. The most significant decreases are related to the changes in the County's capital program from Fiscal Year 2015–16 including decreases of $54.9 million for the Sheriff's Crime Lab and $50.6 million for the Regional Communication System upgrade offset by increases to support the capital program for Fiscal Year 2016–17 including an increase of $15.9 million for the South County Animal Shelter, $5.0 million for the Emergency Vehicle Operations Course (EVOC).

A decrease of $40.3 million or 9.9% is projected for Fiscal Year 2017–18, and is 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 $25.9 million or 19.1%** from Fiscal Year 2015–16. Appropriations vary from year to year depending upon the cost of the projects being funded. The Fiscal Year 2016–17 Capital Program includes $15.9 million for the South County Animal Shelter, $15.0 million for the EVOC, $13.5 million for the Assessor/Recorder/County Clerk East County Operations and Archive, $10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP), $7.0 million for the 4S Ranch Library Expansion, $1.3 million for the Lakeside Library Land Acquisition, $1.0 million for Lindo Lake Improvements, $0.4 million for the Tijuana River Valley Well and Water Distribution and $0.3 million for San Luis Rey River Park SR 76 Right of Way Trail Middle Portion.

A decrease of $56.9 million or 51.7% is projected for Fiscal Year 2017–18 due to the removal of appropriations to support the one-time projects identified above.

Capital Assets Equipment

Capital Assets Equipment is **increasing by $7.1 million or 26.2%** from the prior year. This account primarily includes routine ISF purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year.

A decrease of $10.1 million or 29.6% is expected for Fiscal Year 2017–18.

Expenditure Transfers & Reimbursements

Expenditure Transfers & Reimbursements are **decreasing by $0.9 million or 2.8%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department. No significant change is recommended for Fiscal Year 2017–18.

The Expenditure Transfers & Reimbursement 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 Public Assistance Fraud investigation services. The DCSS investigates suspected fraudulent public assistance cases for HHSA. The DCSS offsets the budgeted expenses with a

negative amount in the Expenditure Transfers & Reimbursements account. HHSA budgets the expense for that activity in a Services & Supplies account offset by the appropriate State or federal revenue account.

Contingency Reserves

Contingency Reserves are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2016–17, two funds have a contingency reserve. The General Fund contingency reserve is increasing to $22.6 million from $21.7 million. The Employee Benefits ISF contingency reserve remains at $5.0 million. In Fiscal Year 2017–18, the General Fund contingency reserve is projected to increase to $23.2 million. See the discussion of the General Fund Contingency Reserve in the Reserves and Resources section.

Fund Balance Component Increases

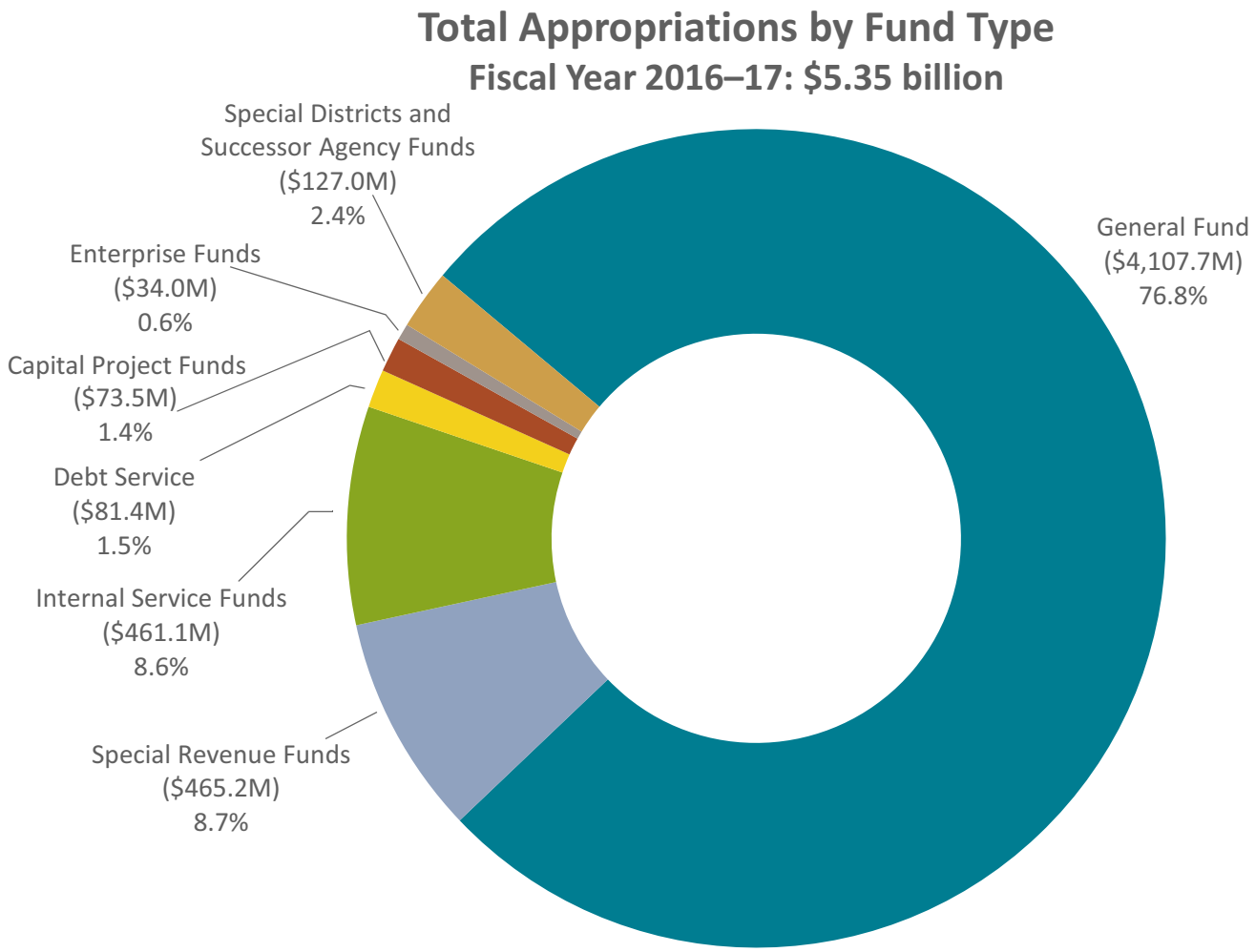
Fund Balance Component Increases can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2016–17, the most significant commitment of fund balance includes $100.0 million committed for a portion of the payment of the debt service costs of the County's existing Pension Obligation Bonds (POBs) beginning in Fiscal Year 2017–18. This funding source will be drawn down over a ten year period, as an alternative funding source for POB costs currently supported by general purpose revenue. More information about the committed fund balance for POBs can be found in the Finance Other section. For Fiscal Year 2017–18 there are no fund balance commitments anticipated.

Group Management Reserves

Management Reserves are **decreasing by $8.0 million or 20.3%**. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent mitigation for revenue and economic uncertainties at the business group or department level.

Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" in the Summary of Financial Policies section.)



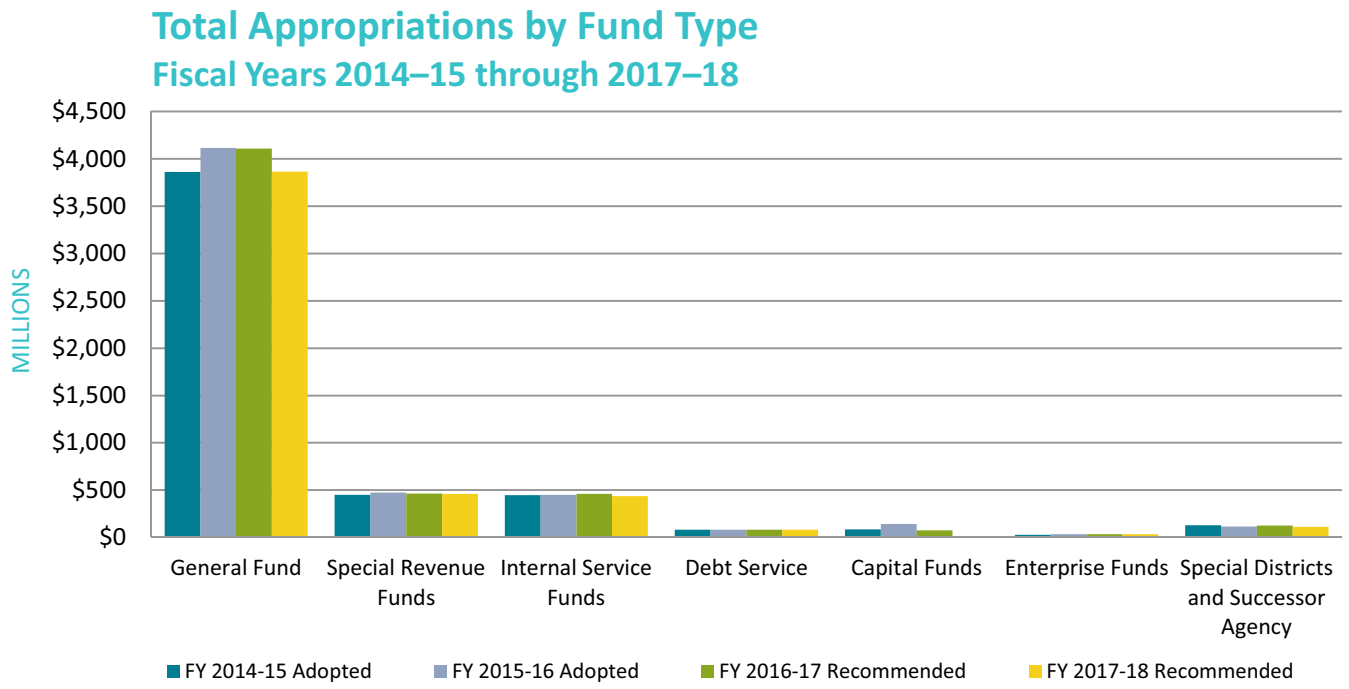
Governmental Fund Types

The **General Fund** is the County's primary operating fund and accounts for all financial resources except those required to be accounted for in another fund.

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

Debt Service Funds account for the accumulation of resources for the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long and short-term financial obligations can be found in the Debt Management Policies and Obligations section.

Capital Project Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).



Total Appropriations by Fund Type (in millions)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 3,863.6	$ 4,116.7	$ 4,107.7	(0.2)	$ 3,866.8
Special Revenue Funds	450.2	475.3	465.2	(2.1)	458.8
Internal Service Funds	447.5	450.1	461.1	2.4	437.9
Debt Service Funds	81.5	81.5	81.4	(0.1)	81.5
Capital Project Funds	83.7	141.0	73.5	(47.8)	11.7
Enterprise Funds	27.4	34.0	34.0	0.1	33.3
Special Districts and Successor Agency	129.8	115.6	127.0	9.8	110.4
Total	**$ 5,083.7**	**$ 5,414.2**	**$ 5,349.9**	**(1.2)**	**$ 5,000.3**

Proprietary Fund Types

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

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

- 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.

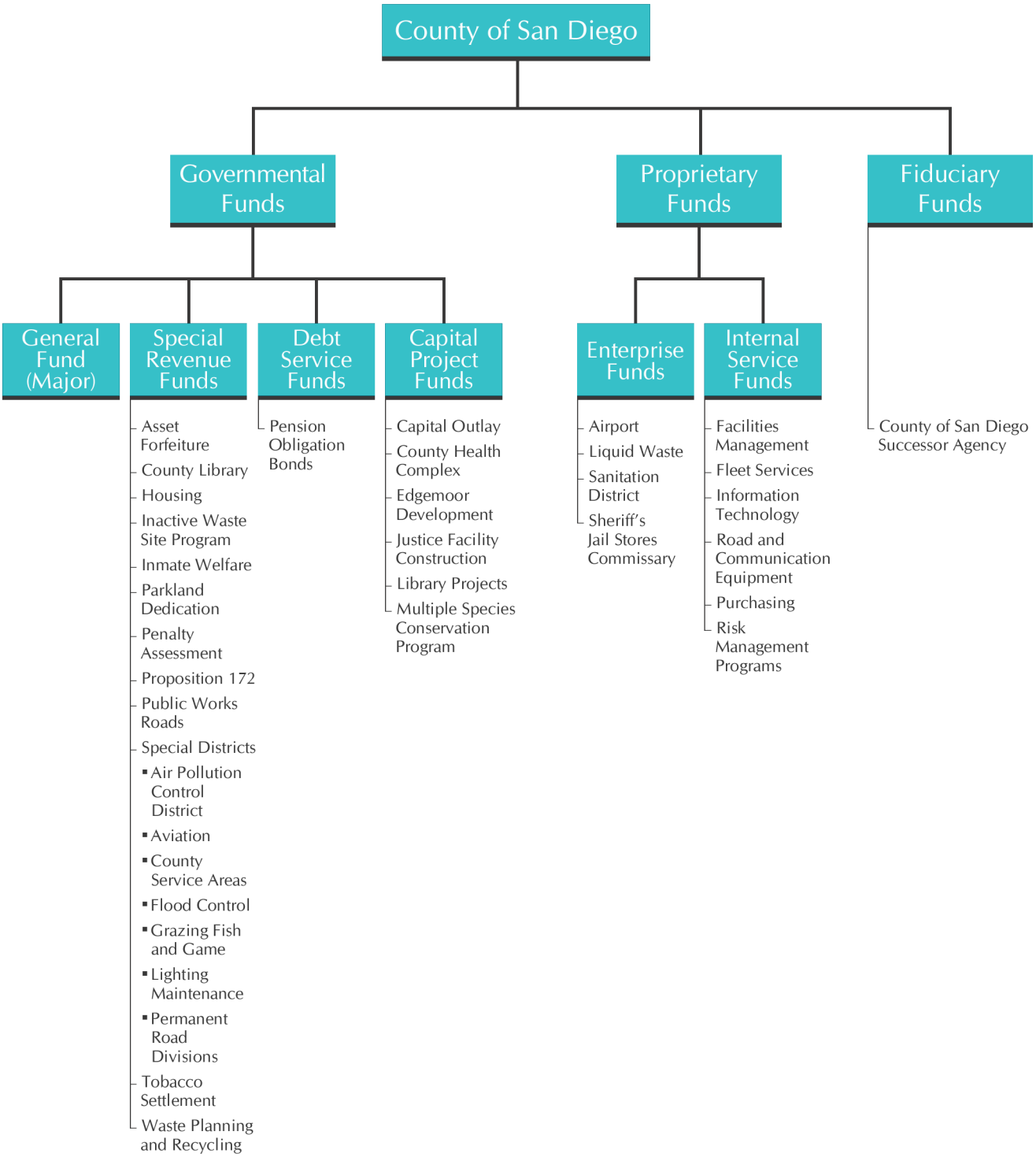
Examples include the Airport, Wastewater and Jail Commissary Fund.

Fiduciary Funds

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

Successor Agency Funds are used to pay the outstanding obligations of the dissolved Redevelopment Agencies and taxing entities where the County is the Successor Agency. Redevelopment Agencies were originally established to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate slums and blighted areas, improve housing, expand employment opportunities and provide an environment for the social, economic and psychological growth and well-being of all citizens 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 a successor agency for payment or disbursement.

County Budgetary Fund Structure



Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County's business groups. 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)							
Child Support Services	✓						
Citizens' Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓			✓		
Health and Human Services Agency (HHSA)							
Administrative Support	✓						
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
Public Health Services	✓	✓					
Self Sufficiency Services	✓						
Land Use and Environment Group (LUEG)							
Agriculture, Weights & Measures	✓	✓					
Air Pollution Control District		✓					
Environmental Health	✓						
University of California Cooperative Extension	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	

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
Community Services Group (CSG)							
Animal Services	✓						
County Library		✓					
County of San Diego Successor Agency							✓
CSG Executive Office	✓						
General Services						✓	
Housing and Community Development	✓						✓
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
Grand Jury	✓						
Human Resources	✓					✓	
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 (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 be far below the Gann Limit.

San Diego County Appropriations Limit (in millions)

	Fiscal Year 2008–09	Fiscal Year 2009–10	Fiscal Year 2010–11	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16
Gann Limit	$ 3,825	$ 3,897	$ 3,852	$ 3,977	$ 4,164	$ 4,465	$ 4,509	$ 4,737
Appropriations subject to the limit	$ 1,340	$ 1,309	$ 1,264	$ 1,255	$ 1,527	$ 1,683	$ 1,772	$ 1,727

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COUNTY OF
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All Funds: Total Staffing

Total Staffing by Group/Agency

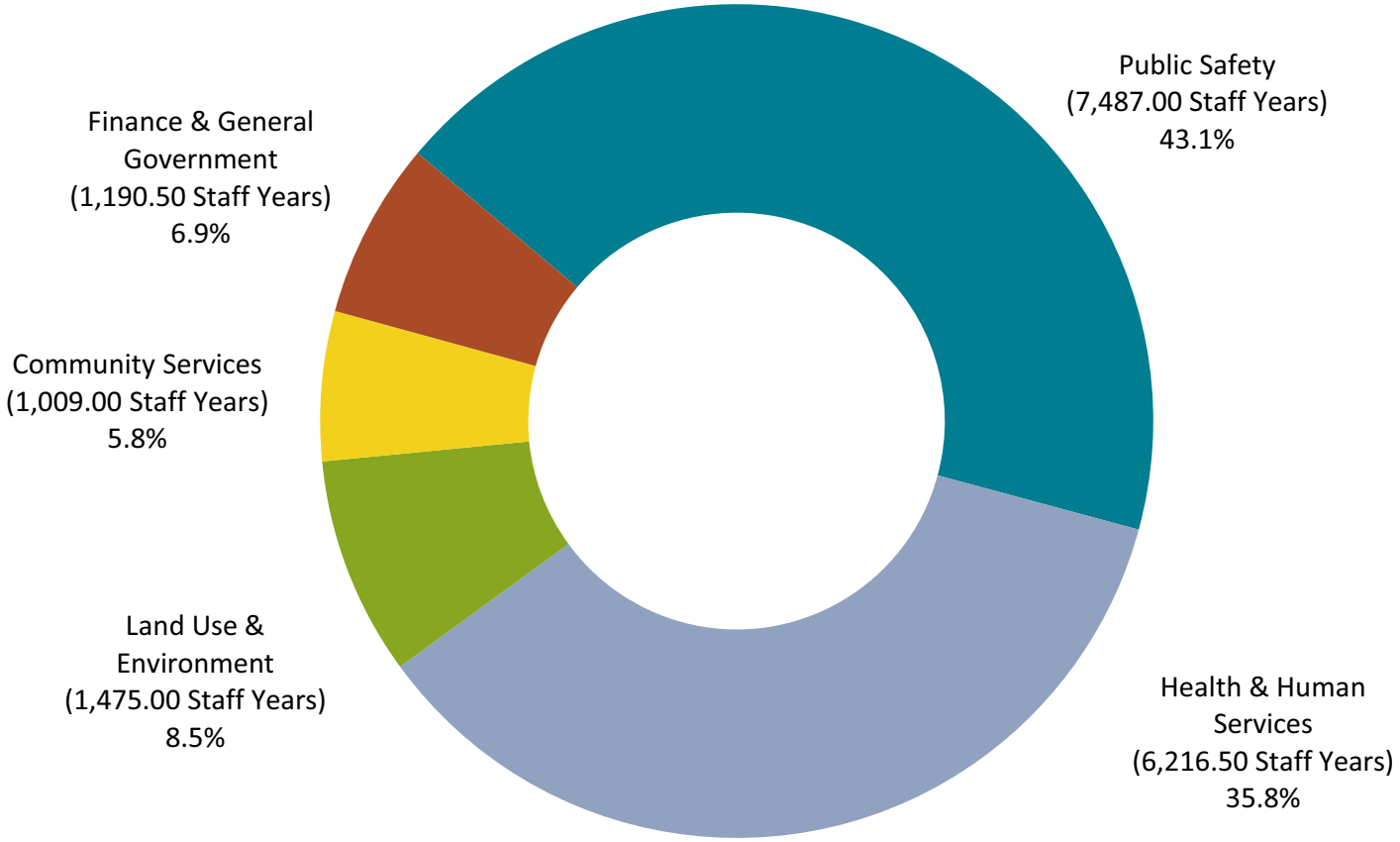
Recommended staff years[1] for **Fiscal Year 2016–17 increased by 344.50** from the Adopted Budget for Fiscal Year 2015–16, **an increase of 2.0% to a total of 17,378.00 staff years**.

This net increase is primarily attributable to increased staffing in the Health and Human Services Agency and Public Safety Group. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. The staffing changes are summarized by business group in the chart below.

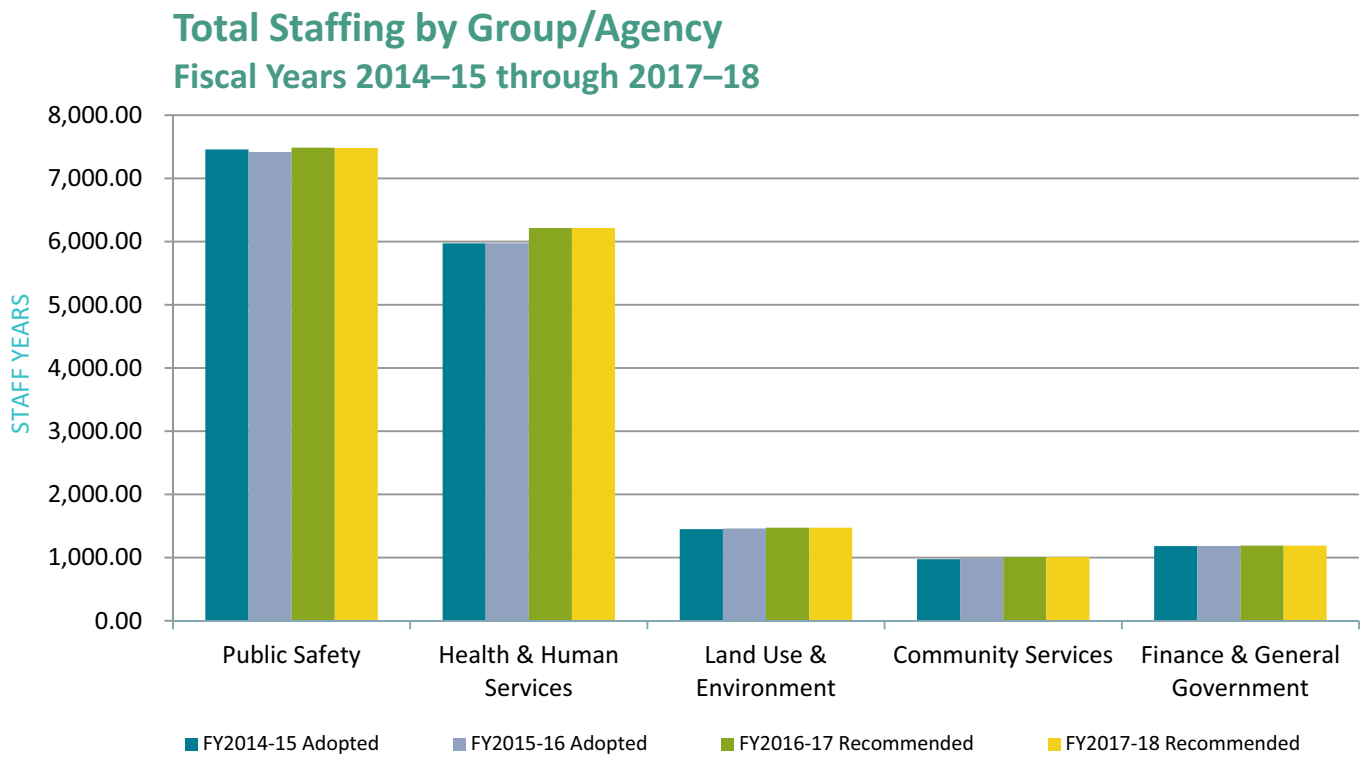
Total staff years in Fiscal Year 2017–18 are expected to decrease by 5.00 staff years to 17,373.00.

Total Staffing by Group/Agency

Fiscal Year 2016–17: 17,378.00 Staff Years



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



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety	7,459.00	7,418.00	7,487.00	0.9	7,482.00
Health and Human Services	5,973.50	5,976.50	6,216.50	4.0	6,216.50
Land Use and Environment	1,452.00	1,461.00	1,475.00	1.0	1,475.00
Community Services	976.00	991.50	1,009.00	1.8	1,009.00
Finance and General Government	1,183.50	1,186.50	1,190.50	0.3	1,190.50
Total	**17,044.00**	**17,033.50**	**17,378.00**	**2.0**	**17,373.00**

Public Safety Group (PSG)

PSG has a **net increase of 69.00 staff years, or 0.9%**, to align staffing with available revenues and to address key operational requirements.

- District Attorney: decreases by 60.00 staff years due to the transfer of Public Assistance Fraud Investigations unit to the Department of Child Support Services to leverage the efficient and effective use of resources with similar activities and goals.
- Sheriff's Department: increases by a net of 97.00 staff years:
  - Increase of 44.00 staff years in the Detention Services Bureau for the Pre-Arraignment Release program, Sheriff's Transfer, Assessment and Release (STAR) unit and the Pre-Trial counseling unit to develop and present objective assessment results regarding offenders on a Pre-Trial status; to support care of offenders with mental health needs in custody; for offender classification and population management; for food services provided to the Probation Department; and due to operational needs.

- Increase of 14.00 staff years in the Law Enforcement Services Bureau to maintain service levels to the unincorporated areas; due to a greater demand for DNA analysis; to augment the information analysis capabilities of the Sheriff's Analysis Group; for Aerial Support to Regional Enforcement Agencies (ASTREA) to provide emergency service air support to public safety agencies; to assist with public education on scam prevention and countering fraudulent activity; and due to a reduction in law enforcement services requested by contract cities.
- Net increase of 32.00 staff years in the Sheriff's Court Services Bureau for law enforcement services primarily to address the additional security requirements of the new San Diego Central Courthouse.
- Increase of 3.00 staff years in the Human Resource Services Bureau to coordinate and manage training requirements; and to support the increasing volume of casework in the Medical Liaison Unit.
- Increase of 3.00 staff years in the Management Services Bureau due to increased workload of the Budget and Revenue Management Unit; and to provide support for the new Internet Protocol Microwave Transport Communications System and for the Justice Regional Information System (JURIS) project.
- Increase of 1.00 staff year in the Sheriff's Internal Service Fund/Information Technology Bureau to manage the new generation electronic security systems at Sheriff's Detentions facilities.

- Child Support Services: increases by a net of 47.00 staff years due to the transfer of the Public Assistance Fraud Investigations Unit from the District Attorney and to align staffing with current workload.
- Medical Examiner: decreases by 2.00 staff years in the Toxicology Division due to the expiration of the County of San Bernardino revenue contract.
- Probation Department: decreases by 17.00 staff years. This includes decreases of 10.00 staff years in Adult Field Services and 7.00 staff years in Juvenile Field Services as a result of aligning operations with the decline of the juvenile and adult populations and the current workload.
- Public Defender: increases by 3.00 staff years to provide mental health planning services for clients being released from custody and to support processing videos from body worn cameras.
- San Diego County Fire Authority: increases by 1.00 staff year to support fire prevention activities.

In Fiscal Year 2017-18, the Public Defender decreases by 5.00 staff years to align operations related to Proposition 47.

Health and Human Services Agency (HHSA)

HHSA has a net **increase of 240.00 staff years or 4.0%**. The increase includes the addition of 150.00 staff years in Self Sufficiency Services (SSS), 50.00 staff years in Aging & Independence Services (AIS), 30.00 staff years in Behavioral Health Services (BHS), 11.00 staff years in Administrative Support, offset by a decrease of 1.00 staff year in Child Welfare Services (CWS).

The increase in SSS, AIS and Administrative Support staff years is a result of growing service demands tied to increasing caseloads and new State and federal policies, including:

- Increases in the In-Home Supportive Services (IHSS) program to address growth in the program and new administrative responsibilities associated with the Fair Labor Standards Act (FLSA) which will grant overtime and make other compensation enhancements for IHSS providers.
- Increases in SSS to support the State's expansion of full-scope Medi-Cal to undocumented children under the age of 19.

The increase in staff years in BHS is related to the expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment. The increase in Office of Military and Veterans Affairs is to augment counseling and outreach services. This is offset by a decrease of 1.00 staff year due to a transfer to County Counsel to support program coordination between County Counsel and CWS in juvenile dependency and litigation matters.

All other staffing changes are transfers between departments associated with the realignment of the Regional Operations budget for SSS, CWS, Public Health Services (PHS) and Administrative Support to their respective functional areas.

In Fiscal Year 2017–18, no change in staffing is recommended.

Land Use and Environment Group (LUEG)

LUEG has an **increase of 14.00 staff years or 1.0%**.

- Agriculture, Weights and Measures: increases by 5.00 staff years. This includes an increase of 2.00 staff years in the Integrated Pest Control program for increased invasive weed abatement work; an increase of 1.00 staff year in Pesticide Regulation program due to increased pesticide regulation work; an increase of 1.00 staff year in Agricultural Standards program due to increased workload in Organics, Standardization, and Direct Marketing programs; and an increase of 1.00 staff year in Plant Health and Pest Prevention (PHPP) program to promote compliance with the Bee Protection Program. The PHPP position was added during Fiscal Year 2015-16.
- Parks and Recreation: increases by 1.00 staff year for a Park Ranger for the Escondido Creek Preserve.

- Planning & Development Services: increases by 4.00 staff years in the Project Planning and Building Divisions due to increased workload.
- Public Works: increases by a net of 4.00 staff years. Increases of 5.00 staff years departmentwide includes 4.00 new staff years in the General Fund for the Private Development Construction Inspection unit due to an increase in required inspections to comply with stormwater regulations and 1.00 new staff in the Airport Enterprise Fund to provide operational coverage when a new commercial airline becomes effective. Other changes in staffing include a decrease in the Road Fund of 1.00 staff year in Cartography as a result of decreased workload for projects funded by the Highway Users Tax and the transfer of 2.00 staff years within the Road Fund due to assignment changes.

In Fiscal Year 2017–18, no change in staffing is recommended.

Community Services Group (CSG)

CSG has an **increase of 17.50 staff years or 1.8%**.

- Animal Services: increases by 1.00 staff year to coordinate volunteer services for all three County animal shelters.
- County Library: increases by 0.50 staff year to support the newly expanded Imperial Beach Library.
- Department of General Services: increases by 14.00 staff years:
  - 4.00 staff years for maintenance of the East Mesa Detention Facility Complex.
  - 4.00 staff years for countywide strategic facility planning efforts, including construction management, inspection, safety, and administrative support.
  - 6.00 staff years for the Fleet Management Internal Service Fund (ISF) for vehicle acquisition, maintenance, and fuel services.
- Registrar of Voters: increases by 2.00 staff years. This includes 1.00 staff year to support the implementation of a new language requirement in the Federal Voting Act, Section 203; and 1.00 staff year to address operational and technical requirements in the Technical Services Division.

In Fiscal Year 2017–18, no change in staffing is recommended.

Finance and General Government Group (FGG)

FGG has an **increase of 4.00 staff years or 0.3%**.

- Chief Administrative Office: increase of 1.00 staff year in the Office of Strategy and Intergovernmental Affairs for additional legislative and leadership activities with the California State Association of Counties and the National Association of Counties.
- Auditor and Controller: increases by 1.00 staff year in the Office of Revenue and Recovery to support operational needs in the fiscal division.
- Clerk of the Board of Supervisors: increase of 1.00 staff year due to improve service levels for U.S. Passport application acceptance.
- County Counsel: increases by 1.00 staff year due to a transfer from the HHSA to support program coordination on juvenile dependency and litigation matters between County Counsel and HHSA's CWS.

In Fiscal Year 2017–18, no change in staffing is recommended.

Total Staffing by Department within Group/Agency

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

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

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety	**7,459.00**	**7,418.00**	**7,487.00**	**0.9**	**7,482.00**
Public Safety Executive Office	11.00	10.00	10.00	0.0	10.00
District Attorney	996.00	1,003.00	943.00	(6.0)	943.00
Sheriff	4,212.00	4,219.00	4,316.00	2.3	4,316.00
Child Support Services	471.00	466.00	513.00	10.1	513.00
Citizen's Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00

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

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Office of Emergency Services	17.00	19.00	19.00	0.0	19.00
Medical Examiner	56.00	56.00	54.00	(3.6)	54.00
Probation	1,316.00	1,259.00	1,242.00	(1.4)	1,242.00
Public Defender	357.00	362.00	365.00	0.8	360.00
San Diego County Fire Authority	19.00	20.00	21.00	5.0	21.00
Health and Human Services	**5,973.50**	**5,976.50**	**6,216.50**	**4.0**	**6,216.50**
Regional Operations	3,183.75	3,165.00	—	(100.0)	—
Self Sufficiency Services	—	—	2,519.00	—	2,519.00
Aging & Independence Services	385.00	390.00	428.00	9.7	428.00
Behavioral Health Services	786.25	789.00	818.00	3.7	818.00
Child Welfare Services	757.00	768.00	1,364.00	77.6	1,364.00
Public Health Services	484.50	485.50	645.50	33.0	645.50
Administrative Support	377.00	379.00	442.00	16.6	442.00
Land Use and Environment	**1,452.00**	**1,461.00**	**1,475.00**	**1.0**	**1,475.00**
Land Use and Environment Executive Office	10.00	11.00	11.00	0.0	11.00
Agriculture, Weights and Measures	162.00	162.00	167.00	3.1	167.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	280.00	280.00	280.00	0.0	280.00
University of California Cooperative Extension	0.00	0.00	0.00	0.0	0.00
Parks and Recreation	178.00	179.00	180.00	0.6	180.00
Planning & Development Services	176.00	180.00	184.00	2.2	184.00
Public Works	500.00	503.00	507.00	0.8	507.00
Community Services	**976.00**	**991.50**	**1,009.00**	**1.8**	**1,009.00**
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	124.00	124.00	125.00	0.8	125.00
County Library	270.00	273.50	274.00	0.2	274.00
General Services	352.00	364.00	378.00	3.8	378.00
Housing and Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	64.00	64.00	66.00	3.1	66.00
Finance and General Government	**1,183.50**	**1,186.50**	**1,190.50**	**0.3**	**1,190.50**

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

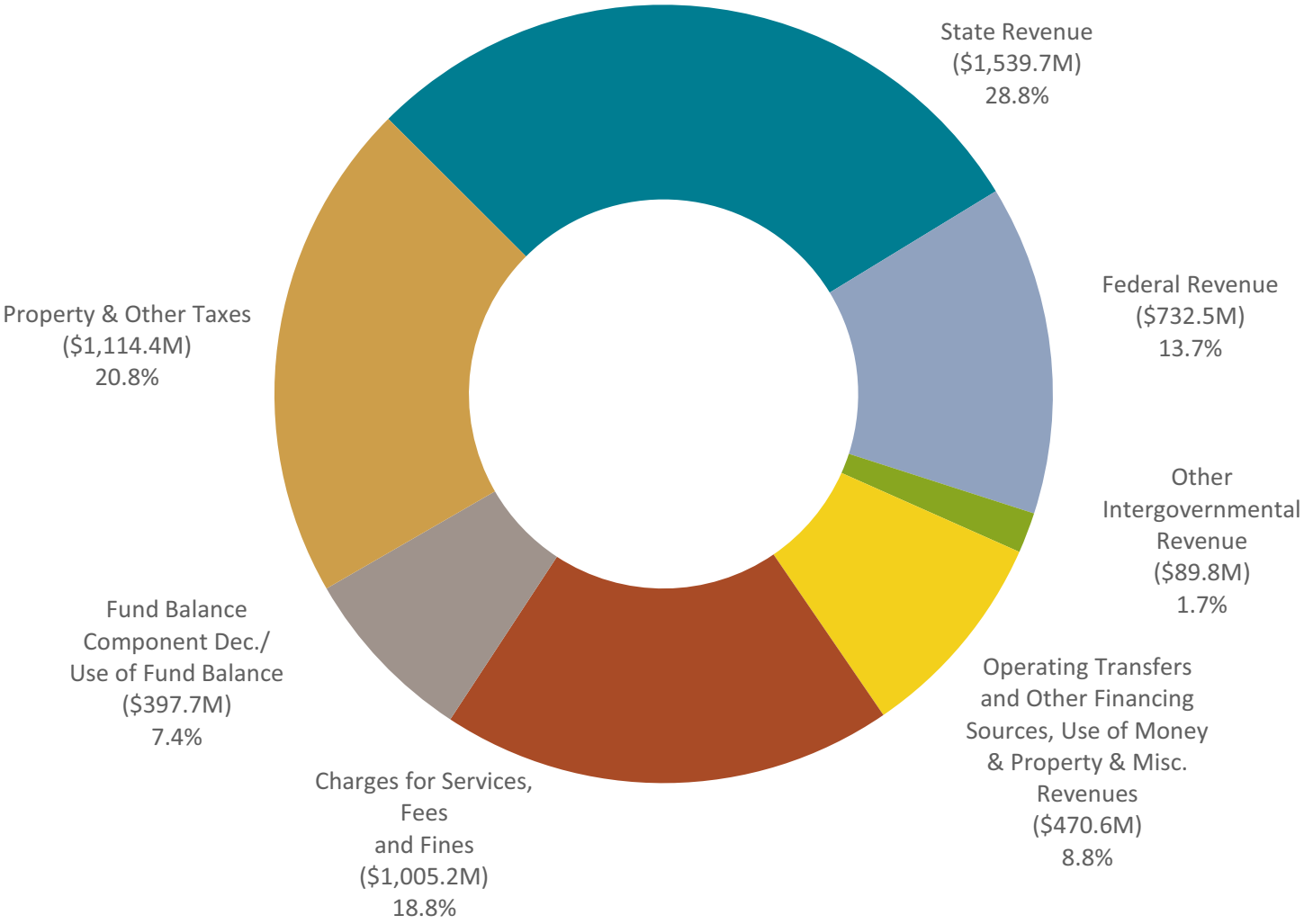
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Finance and General Government Group Executive Office	21.00	21.00	21.00	0.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	410.50	410.50	410.50	0.0	410.50
Treasurer-Tax Collector	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	14.50	14.50	15.50	6.9	15.50
Auditor and Controller	232.50	234.50	235.50	0.4	235.50
County Technology Office	17.00	17.00	17.00	0.0	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	27.00	27.00	28.00	3.7	28.00
County Counsel	138.00	138.00	139.00	0.7	139.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	117.00	118.00	118.00	0.0	118.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	**17,044.00**	**17,033.50**	**17,378.00**	**2.0**	**17,373.00**

All Funds: Total Funding Sources

Total Funding by Source

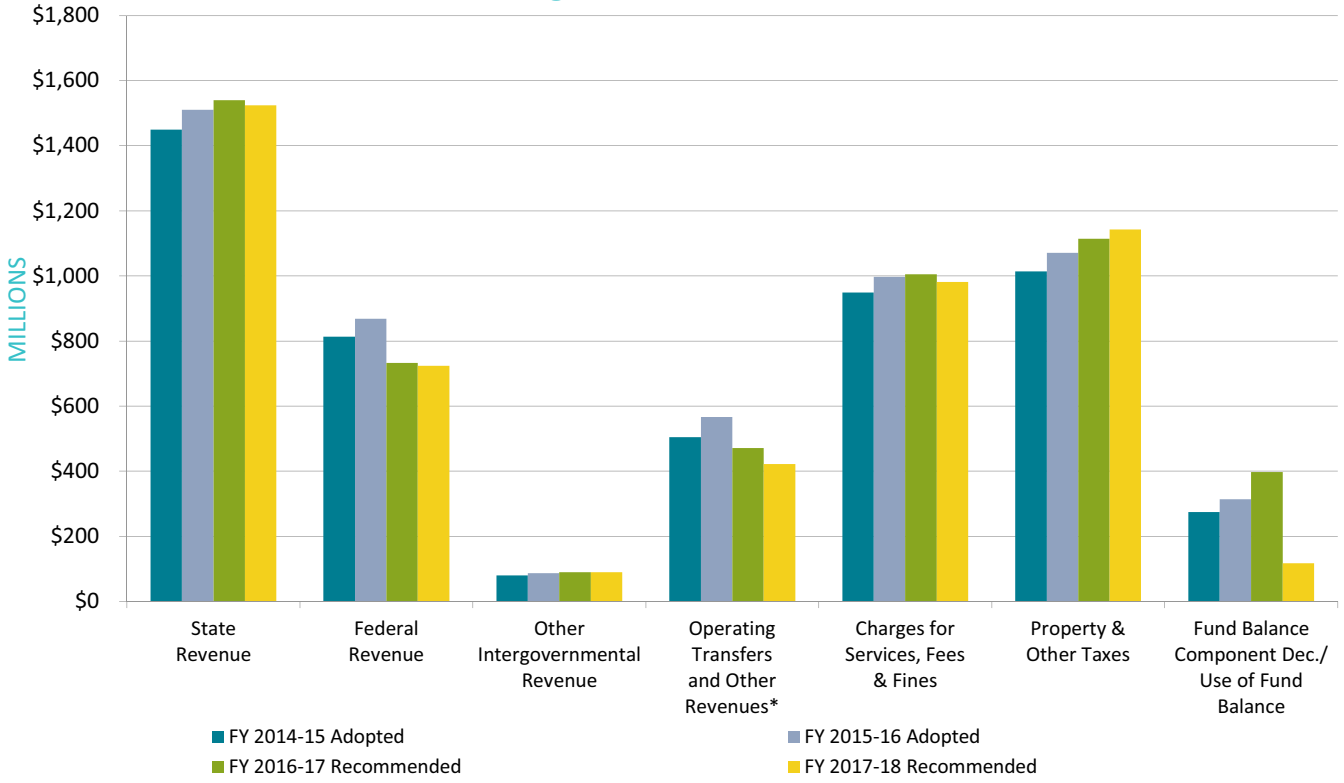
Total resources recommended to support County services for **Fiscal Year 2016–17 are $5.35 billion, a decrease of $64.3 million or 1.2%** from the Fiscal Year 2015–16 Adopted Budget. Total resources are recommended to decrease by $349.6 million or 6.5% to $5.0 billion in Fiscal Year 2017–18. For Fiscal Year 2016–17, the combination of State Revenue ($1.5 billion), Federal Revenue ($732.5 million) and Other Intergovernmental Revenue ($89.8 million) supplies 44.2% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 8.8% of the funding sources ($470.6 million). Another 18.8% ($1.0 billion) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 7.4% ($397.7 million) of the funding sources.

Total Funding by Source
Fiscal Year 2016–17: $5.35 billion



Finally, recommended revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 20.8% ($1.1 billion) of the financing sources for the County's budget. The majority of the recommended revenues in this category (95.2%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.

Total Funding by Source
Fiscal Years 2014–15 through 2017–18



*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues

Total Funding by Source (in millions)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
State Revenue	$ 1,449.1	$ 1,510.3	$ 1,539.7	1.9	$ 1,523.9
Federal Revenue	813.5	868.9	732.5	(15.7)	724.0
Other Intergovernmental Revenue	79.4	86.6	89.8	3.7	89.3
Operating Transfers and Other Financing Sources, Use of Money & Property and Misc. Revenues	504.4	566.8	470.6	(17.0)	422.2
Charges for Services, Fees and Fines	949.2	997.4	1,005.2	0.8	981.1
Property and Other Taxes	1,013.7	1,070.6	1,114.4	4.1	1,142.6
Fund Balance Component Decrease	4.8	28.4	8.5	(70.2)	1.7
Use of Fund Balance	269.5	285.3	389.2	36.4	115.5
Total	**$ 5,083.7**	**$ 5,414.2**	**$ 5,349.9**	**(1.2)**	**$ 5,000.3**

Overall Change

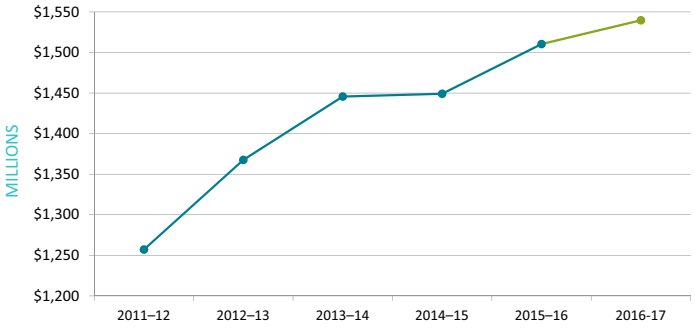
In the Total Funding by Source table, the $64.3 million decrease in the Fiscal Year 2016–17 Recommended Budget shows increases and decreases in various revenue categories. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue is recommended to **increase by $29.4 million or 1.9%** overall in Fiscal Year 2016–17. The recommended increases in State Revenue are in the Public Safety Group (PSG) of $23.1 million and in the Land Use and Environment Group (LUEG) of $10.7 million. These are offset by decreases in the Health and Human Services Agency (HHSA) of $2.8 million and in the Community Services Group (CSG) of $1.6 million. A recommended increase of $8.9 million in the General Fund is described in the next section.

All Funds:
State Revenue History

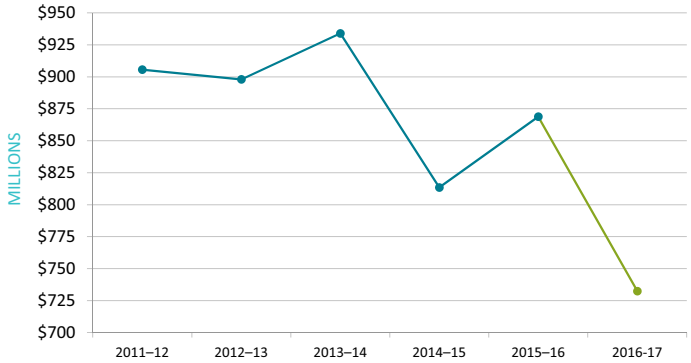


State revenues outside of the General Fund are recommended to increase by $20.5 million primarily in LUEG due to an increase of $10.4 million in Air Pollution Control District (APCD) for the mobile incentive program and in PSG due to an increase of $10.1 million in the Proposition 172 Fund which supports regional law enforcement services.

Federal Revenue

Federal Revenue is recommended to **decrease by $136.4 million or 15.7%** overall in Fiscal Year 2016–17. Of the recommended decreases in Federal Revenue, $143.1 million are in the General Fund which is described in the next section.

All Funds:
Federal Revenue History

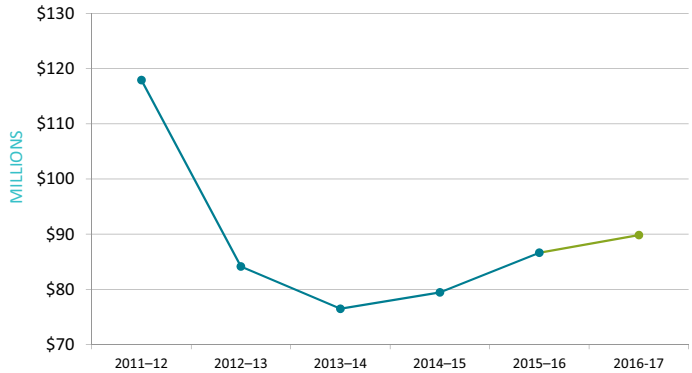


This is offset by an increase of $6.7 million outside of the General Fund primarily in the Capital Program due to an increase of $8.1 million for one-time expenditures and in LUEG due to a decrease in Department of Public Works of $1.1 million in reduced construction work under the Federal Highway Planning and Construction for Federal Highway Administration projects in the Road Fund and a decrease in APCD of $0.2 million due to reduction in one-time grant funding for the Near Road Monitoring Project.

Other Intergovernmental Revenue

Other Intergovernmental Revenue is recommended to **increases by a net of $3.2 million or 3.7%** overall in Fiscal Year 2016–17.

All Funds:
Other Intergovernmental Revenue History

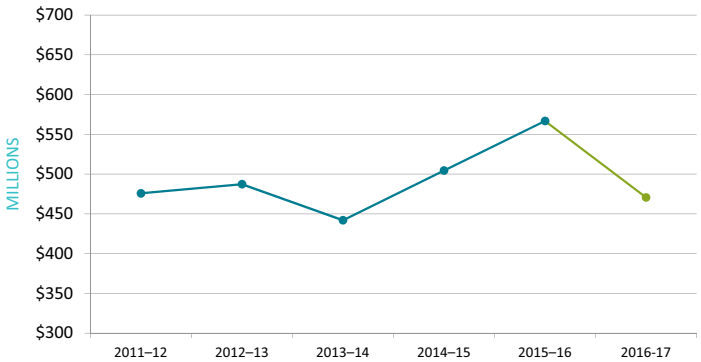


The overall increase of $0.2 million outside the General Fund includes a $0.2 million increase in HHSA in Public Health Services due to an increase in residential ambulance transport services, $0.2 million increase in LUEG due to ALERT Flood Warning System grant. These are partially offset by a $0.2 million decrease in CSG in Department of General Services due to reduced mail services provided to other governmental agencies.

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

Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues are recommended to **decrease by a net $96.2 million or 17.0%** overall in Fiscal Year 2016-17.

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

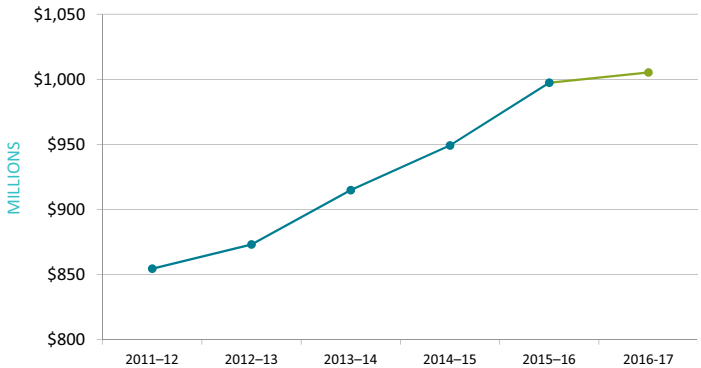


- Other Financing Sources (primarily Operating Transfers between funds) is recommended to **decrease by a net of $91.7 million or 19.0%** of which $3.0 million is in the General Fund. The most significant changes outside of the General Fund include decreases of $85.2 million in the Capital Program due to removal of funding for prior year projects. In LUEG, the $6.0 million decrease is primarily due to transfer of SDG&E impact fees for road maintenance work in DPW. The increase of $2.0 million in CSG is primarily due to the On-Bill financing program, which is used to finance Countywide energy efficiency projects. The increase of $0.6 million in PSG is primarily due to increases in penalty assessment revenues, commissary sales in Jail Stores, and CSA 135.
- Revenue from Use of Money & Property is recommended to **decrease by a net of $7.6 million or 18.8%** in Fiscal Year 2016–17. The General Fund decreases by $4.5 million. Outside of the General Fund, a decrease of $3.3 million is in PSG primarily due to a decrease in revenue from the inmate telephone system contract. The decrease is partially offset by an increase of $0.1 million in LUEG due to an increase in leases for properties owned by County Airports and $0.1 million in Finance Other due to an increase in interest earnings from the Employee Benefits Internal Service Fund.
- Miscellaneous Revenues is recommended to **increase by $3.1 million or 7.0%** in Fiscal Year 2016-17. The General Fund decreases by $7.7 million. An increase of $10.8 million outside of the General Fund primarily includes:
  - Increase of $9.7 million in Capital Program primarily due to funding of ARCC East County Operations and Archive project.
  - Increase of $0.7 million in PSG includes $0.4 million increase in Sheriff's Jail Stores Commissary Enterprise Fund due to increases in e-commerce sales and commissary purchases and $0.3 million increase in San Diego County Fire Authority due to an increase in revenue for fire and emergency protection services.
  - Increase of $0.2 million in LUEG due to tribal agreements for capital improvement projects in the Road Fund.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines are recommended to **increase by a net $7.8 million or 0.8%** overall in Fiscal Year 2016-17.

All Funds:
Charges for Services, Fees and Fines History



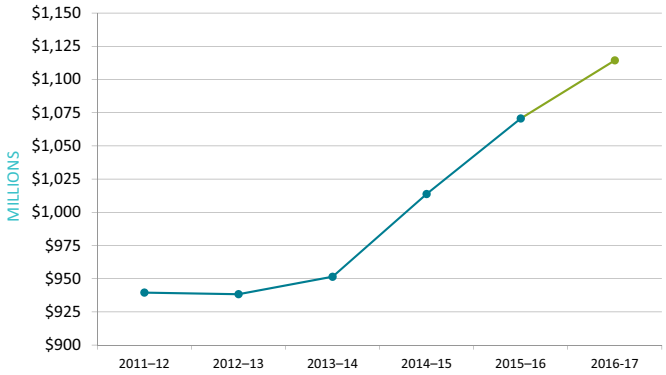
- Charges for Current Services are recommended to **increase by $9.2 million or 1.0%** in Fiscal Year 2016-17. Of this increase, $9.3 million is in the General Fund. The increase is partially offset by an overall decrease of $0.1 million outside of the General Fund. Of this decrease, $9.8 million is in CSG for the Department of General Services (DGS) due to a decrease to align with projected spending for major maintenance projects and an increase of cost of services provided to client departments. This is offset by $5.8 million increase in FGG due to an increase in departmental IT operation and maintenance costs; $2.3 million increase in LUEG primarily for DPW for charges from the Rancho San Diego Pump Station, increased inspections from the Private Development Construction Inspection unit and for work funded by Airport Enterprise Fund, Liquid Waste, San Diego County Sanitation District and Survey Remonumentation Fund; and $1.2 million increase in Finance Other due to increases in Employee Benefits ISF.
- Licenses, Permits & Franchises are recommended to **increase by $1.1 million or 2.1%** in Fiscal Year 2016-17. Of this increase, $0.1 million is in the General Fund. A $1.0 million increase outside of the General Fund is in LUEG for APCD due to anticipated increase in revenues.

- Fines, Forfeitures & Penalties are recommended to **decrease by $2.4 million or 4.9%** in Fiscal Year 2016-17. There is an overall $2.4 million decrease in General Fund. There is no change outside of the General Fund.

Property and Other Taxes

Property and Other Taxes are recommended to **increase by $43.8 million or 4.1%** in Fiscal Year 2016–17.

All Funds:
Property and Other Taxes History



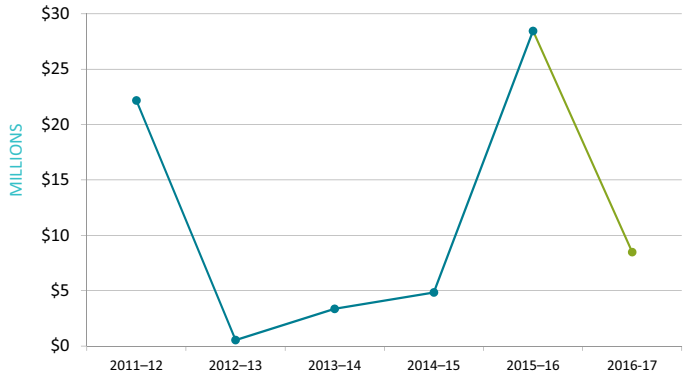
The overall recommended increase of $43.8 million is in the General Fund. Outside of the General Fund, there is no net change. The recommended increase of $1.2 million in PSG is for San Diego County Fire Authority due to the transfer of property tax revenue related to Step III of the County's Fire and Life Safety Reorganization Report, $0.9 million in CSG for County Library, and $0.3 million in LUEG primarily for DPW due to projected taxes from property owners for the Street Lighting District and special taxes from Harmony Grove Village. These are offset by a decrease of $2.5 million in LUEG for DPW due to completed TransNet funded construction projects, including Bear Valley Parkway and San Vicente Road.

Fund Balance Component Decreases

The Use of Fund Balance Component Decreases is recommended to **decrease by $20.0 million or 70.2%** in Fiscal Year 2016–17.

The recommended decreases in this category are $18.3 million in the General Fund and $1.7 million outside of the General Fund primarily due to a decrease in the San Diego County Sanitation District for completed capital improvement projects for Flinn Springs and Industry Road interceptors.

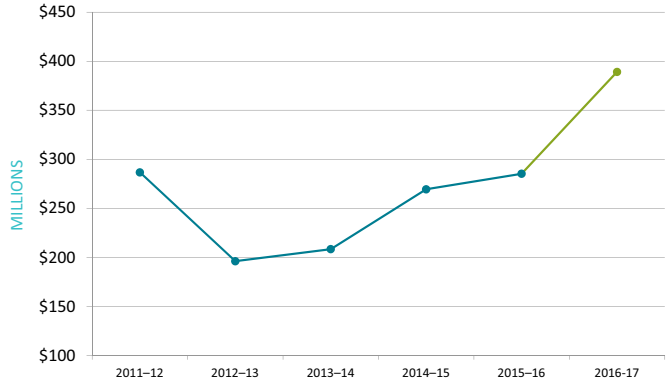
All Funds:
Fund Balance Component Decreases History



Use of Fund Balance

Finally, the Use of Fund Balance is recommended to **increase by $103.9 million or 36.4%** in Fiscal Year 2016–17. Of this amount, $104.9 million is in the General Fund and described in the next section.

All Funds:
Use of Fund Balance History

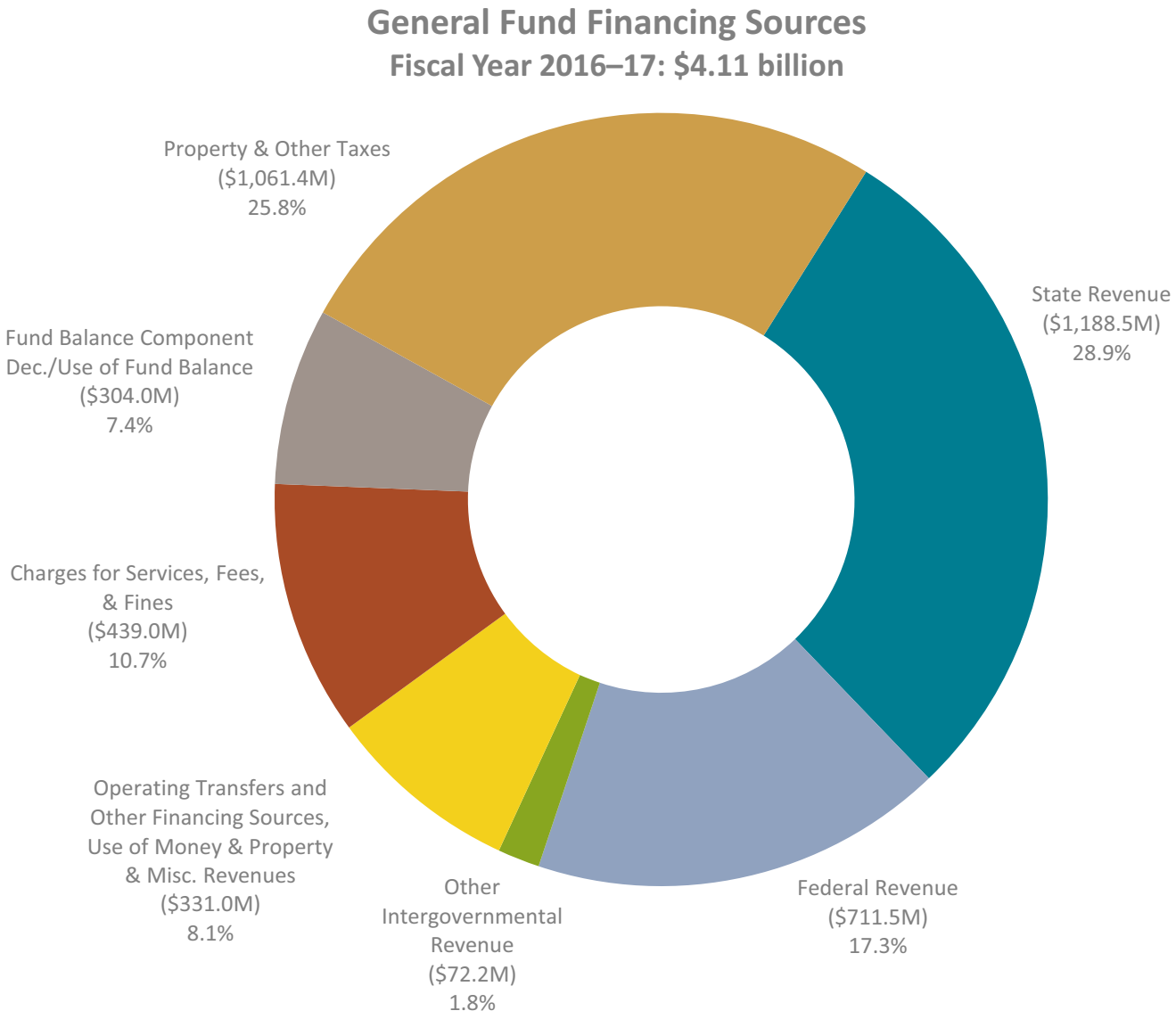


Outside of the General Fund, there is an overall net decrease of $1.0 million due to $11.7 million increase in CSG and $0.6 million increase in LUEG, offset by $7.3 million decrease in HHSA and $6.0 million decrease in PSG. The increase in CSG is primarily to fund the Fleet Management ISF Countywide replacement acquisition program, to purchase library materials and for one-time projects. The increase in LUEG is primarily in DPW to fund one-time projects. The decrease in HHSA is primarily due to a decrease in projects reimbursed through the securitized Tobacco Settlement funds. The decrease in PSG is primarily in the PSG Executive Office related to Proposition 172 Fund for one-time projects supporting regional law enforcement services.

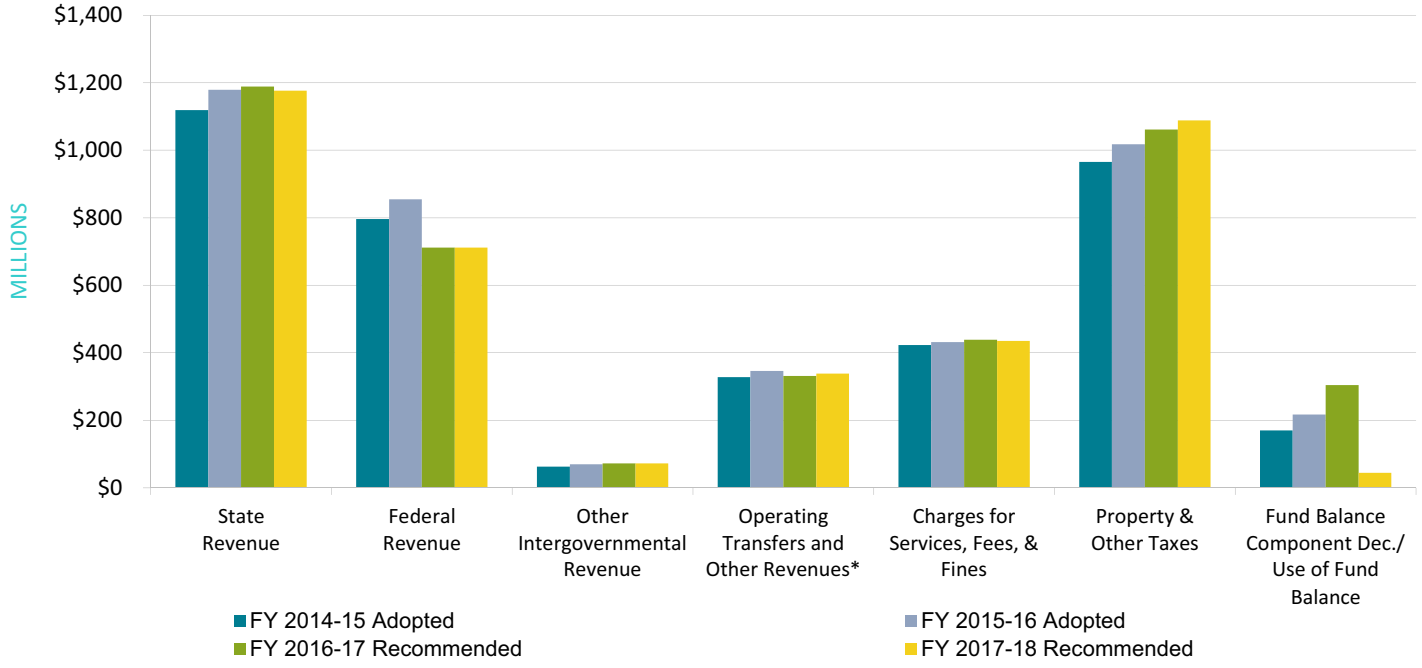
General Fund

Overview of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Recommended Operational Plan, General Fund Financing Sources **total $4.11 billion for Fiscal Year 2016-17, a $9.0 million or 0.2% decrease** from the Fiscal Year 2015-16 Adopted Budget. In comparison, the ten-year average annual growth rate through Fiscal Year 2015-16 was 3.5%. General Fund Financing Sources decrease by $240.9 million or 5.9% in Fiscal Year 2017-18 primarily due to a reduction in the use of one-time resources.



General Fund Financing Sources
Fiscal Years 2014–15 through 2017–18



*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

General Fund Financing Sources (in millions)

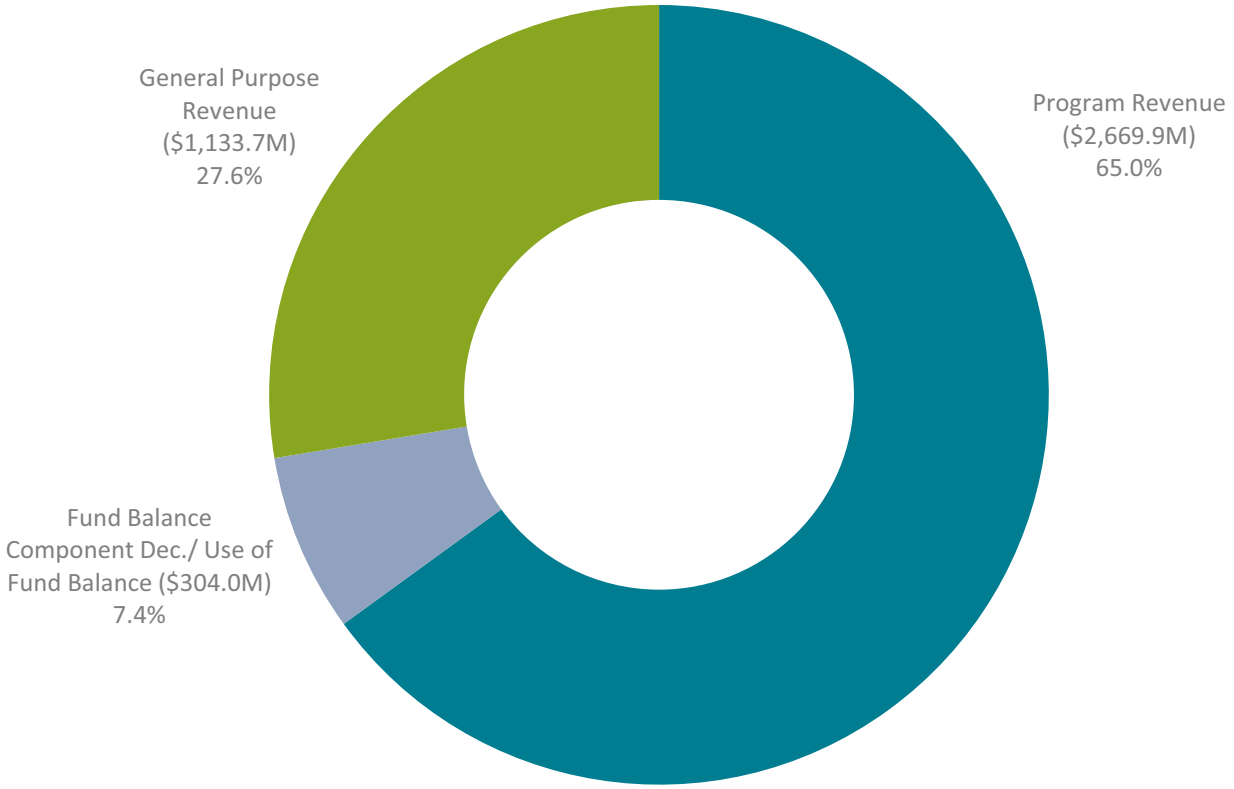
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
State Revenue	$ 1,118.7	$ 1,179.6	$ 1,188.5	0.8	$ 1,176.8
Federal Revenue	796.7	854.5	711.5	(16.7)	711.5
Other Intergovernmental Revenue	62.7	69.2	72.2	4.4	71.9
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	327.6	346.2	331.0	(4.4)	338.6
Charges for Services, Fees, & Fines	423.1	432.0	439.0	1.6	434.9
Property & Other Taxes	965.3	1,017.7	1,061.4	4.3	1,088.5
Fund Balance Component Decreases	1.4	18.7	0.4	(98.0)	1.7
Use of Fund Balance	168.1	198.7	303.6	52.8	43.0
Total	**$ 3,863.6**	**$ 4,116.7**	**$ 4,107.7**	**(0.2)**	**$ 3,866.8**

General Fund Financing Sources by Category

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

In Fiscal Year 2016-17, Program Revenue decreases by $143.1 million or 5.1%, the Fund Balance Component Decreases/Use of Fund Balance increases by $86.6 million or 39.8% and General Purpose Revenue (GPR) increases by $47.5 million or 4.4% from the Fiscal Year 2015-16 Adopted Budget.

General Fund Financing Sources by Category
Fiscal Year 2016–17: $4.11 billion

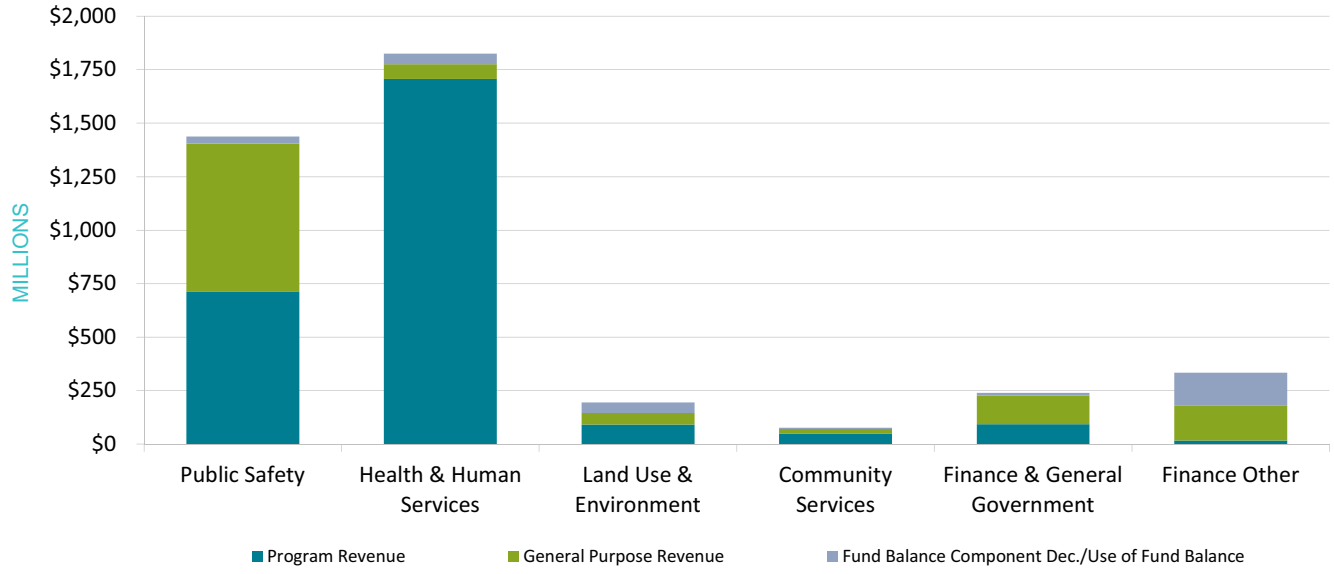


General Fund Financing Sources by Category (in millions)

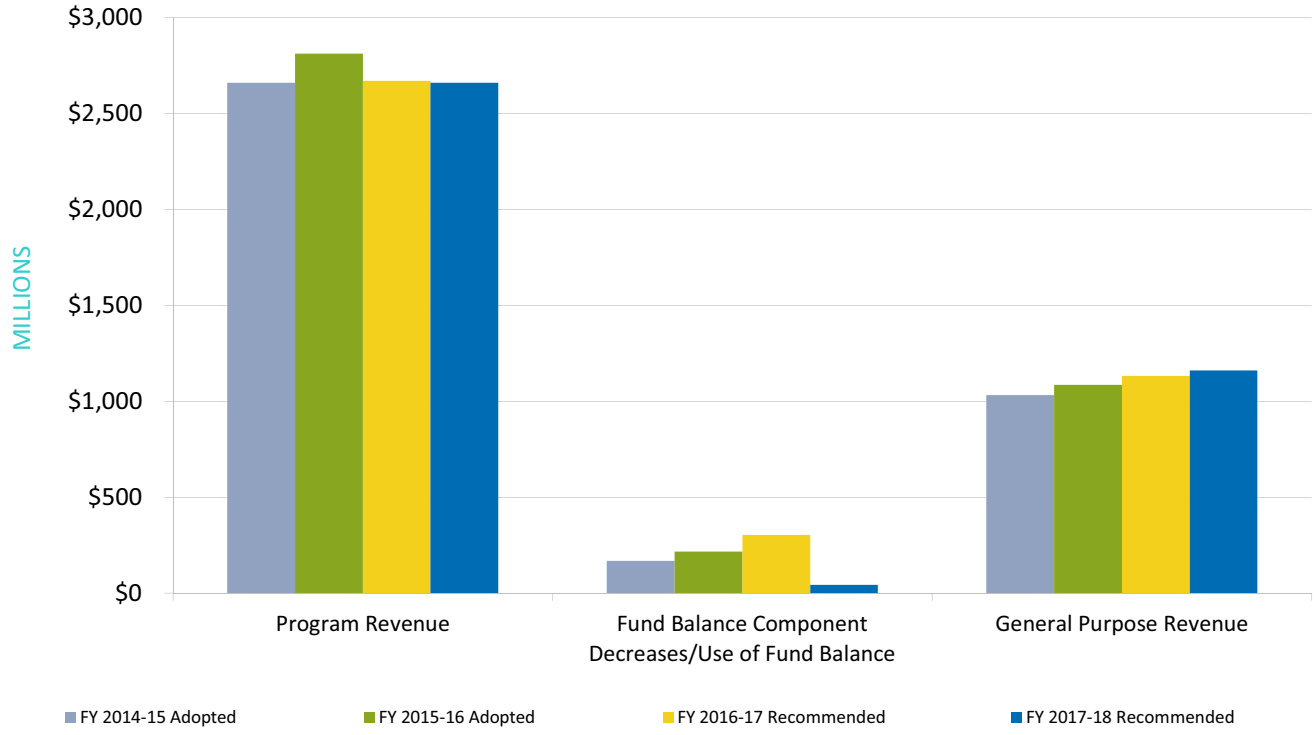
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Program Revenue	$ 2,660.7	$ 2,813.0	$ 2,669.9	(5.1)	$ 2,661.2
Fund Balance Component Decreases/Use of Fund Balance	169.5	217.4	304.0	39.8	44.6
General Purpose Revenue	1,033.5	1,086.2	1,133.7	4.4	1,161.0
Total	**$ 3,863.6**	**$ 4,116.7**	**$ 4,107.7**	**(0.2)**	**$ 3,866.8**

In Fiscal Year 2017-18, GPR increases by 2.4% ($27.3 million), Program Revenue decreases by 0.3% ($8.7 million) and the planned Use of Fund Balance declines by 85.3% ($259.4 million). Uses of fund balance in Fiscal Year 2017-18 are tentative and subject to revision during the next Operational Plan development cycle.

General Fund Financing by Group and Category
Fiscal Year 2016–17: $4.11 billion



General Fund Financing Sources by Category
Fiscal Years 2014–15 through 2017–18

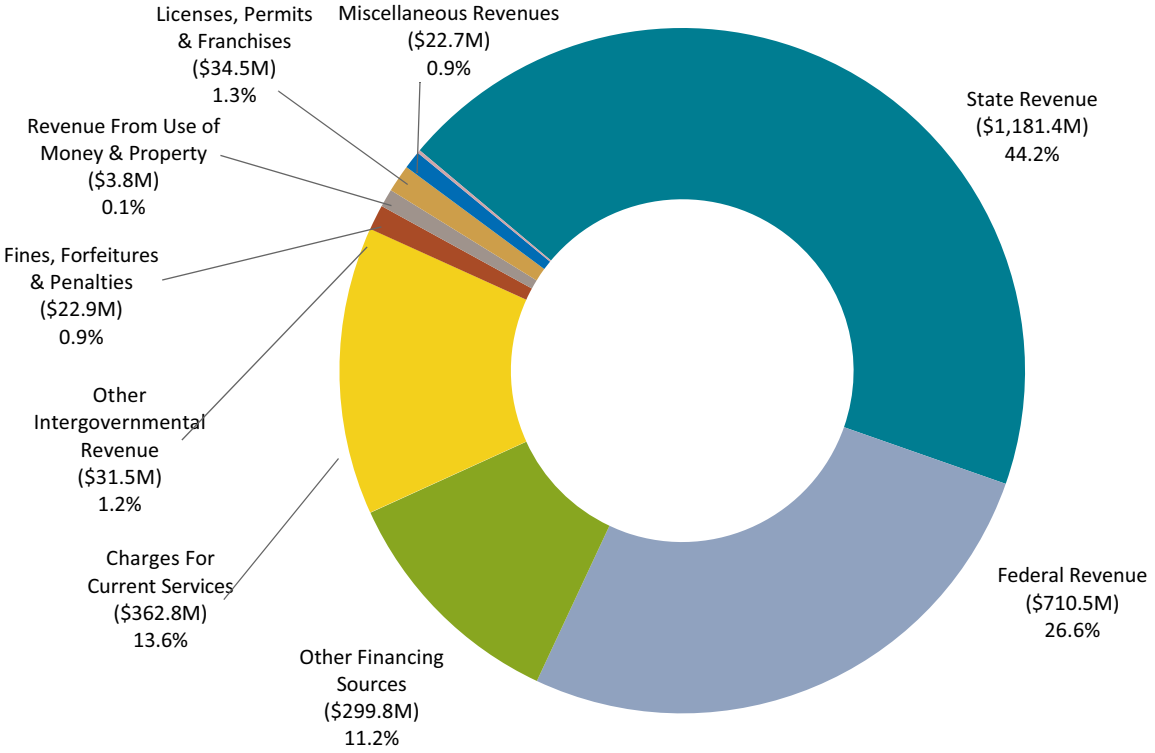


General Fund Program Revenue

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 65.0% of General Fund financing sources in Fiscal Year 2016-17, and is derived primarily from State and federal subventions and grants, and from charges and fees earned by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 63.9%, the Public Safety Group manages 26.7% and the balance is managed across the County's other business groups. Program Revenue is expected to decrease by 5.1% ($143.1 million) from the Fiscal Year 2015-16 Adopted Budget compared to an average annual growth for the last ten years of 3.5%.

General Fund Program Revenue by Source

Fiscal Year 2016–17: $2.67 billion



General Fund Program Revenue by Source (in millions)

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
State Revenue	$ 1,111.5	$ 1,172.4	$ 1,181.4	0.8	$ 1,169.6
Federal Revenue	795.8	853.6	710.5	(16.8)	710.6
Other Financing Sources	290.0	302.8	299.8	(1.0)	311.0
Charges For Current Services	344.5	353.6	362.8	2.6	359.0
Other Intergovernmental Revenue	30.0	31.7	31.5	(0.9)	31.1
Fines, Forfeitures & Penalties	21.6	25.7	22.9	(11.2)	19.4
Licenses, Permits & Franchises	33.6	34.4	34.5	0.3	37.6
Miscellaneous Revenues	25.5	30.4	22.7	(25.3)	19.0
Revenue From Use of Money & Property	8.2	8.3	3.8	(54.7)	3.8
Total	**$ 2,660.7**	**$ 2,813.0**	**$ 2,669.9**	**(5.1)**	**$ 2,661.2**

General Fund Change in Program Revenue

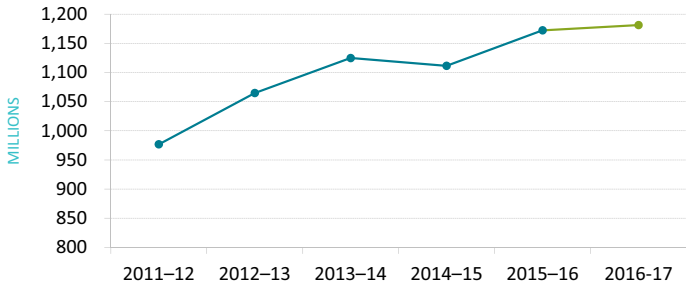
The $143.1 million decrease in Program Revenue in the Fiscal Year 2016-17 Recommended Budget is the result of decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue **increases by $8.9 million or 0.8%**.

General Fund Program Revenue:
State Revenue History

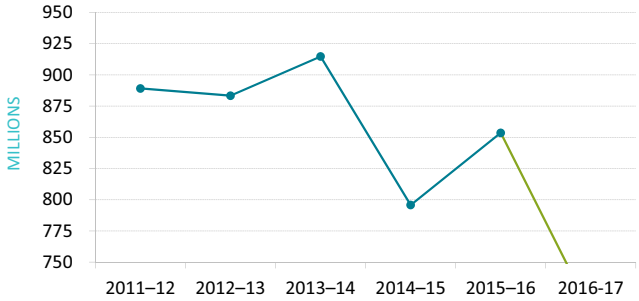


There is an overall net increase of $13.0 million in the Public Safety Group (PSG) primarily in the Sheriff's Department from the Local Revenue Fund 2011 Community Correction Subaccount due to increased costs for negotiated labor agreements, reimbursements to allied agencies associated with Regional Realignment Response Group overtime, costs to support the Sheriff's Transfer, Assessment and Release and Pre-Trial units, the Jail Mental Health Intake Screening and Assessment Unit, the new San Diego Central Courthouse and the Jail Mental Health Discharge Planning Coordination unit, and Probation Department for the Youth Offender Block Grant, Juvenile Justice Crime Reduction Act Funds and the Senate Bill (SB) 678, *The California Community Corrections Performance Incentive Act* to be used for treatment and intervention services for adult offenders. An overall increase of $0.2 million in Land Use and Environmental Group (LUEG) is primarily for grants related to trash reduction and river conservancy. An overall decrease of $2.8 million in Health and Human Services Agency (HHSA) with the largest reduction for In-Home Supportive Services (IHSS) provider payment revenue associated with the reduction in IHSS Individual Provider (IP) wage appropriations to reflect the transfer of collective bargaining responsibilities for providers to the State, offset by increases in other programs including mental health and social services. An overall decrease of $1.5 million in Community Services Group (CSG) includes a decrease of $1.2 million in Housing and Community Development in CalHome grant revenue and $0.2 million decrease in Registrar of Voters for Help America Vote Act (HAVA) grant funding for various booth and voter system hardware.

Federal Revenue

Federal Revenue **decreasing by a net of $143.1 million, or 16.8%**.

General Fund Program Revenue:
Federal Revenue History



The net decrease of $144.3 million in HHSA is primarily related to IHSS provider payments associated with the reduction in IHSS IP wage appropriations to reflect the transfer of collective bargaining responsibilities for providers to the State. The net increase in LUEG of $0.7 million includes an increase of $0.5 million in the Department of Environmental Health due to increase in Homeland Security grant and various State grants and $0.2 million in the Department of Agriculture, Weights and Measures due to increases in contract funding for various plant and pest prevention program. The net increase in PSG of $0.3 million includes an increase of $2.1 million in the Probation department mainly for Foster Care Assistance revenue to support the Title IV-E California Well-Being project with individualized services and support for children and their families. This increase is partially offset by a decrease of $1.1 million in the Office of Emergency Services (OES) related to Homeland Security grant funds and the Community Development Block Grant and $0.7 million decrease in Sheriff's department for various grant funding. The increase of $0.2 million in CSG is in Housing and Community Development (HCD) and is associated with HOME grant revenue based on available one-time remaining prior year funding.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **decreases by a net of $3.0 million or 1.0%**. This is a result of a decrease of $2.4 million in HHSA and $0.6 million decrease in PSG, partially offset by an increase of $0.1 million in LUEG.

The $2.4 million decrease in HHSA is due to a decrease in Operating Transfer from the Proposition 172 Fund for prior year one-time costs related to the ConnectWellSD project ($1.7 million)

and a decrease in Operating Transfer from Tobacco Securitization revenues due to decreased costs in the County Medical Services program ($0.7 million).

The net decrease of $0.6 million in PSG is primarily due to a net decrease in Operating Transfer from the Proposition 172 Fund as a result of the transfer of growth to public safety departments offset by completion of one-time projects in Fiscal Year 2015-16 and a decrease in Operating Transfer from the Sheriff's Inmate Welfare Fund.

The increase of $0.1 million in LUEG is in the Department of Parks and Recreation due to an increase in staff cost supporting County Service Areas.

Charges For Current Services

Charges For Current Services **increases by a net of $9.3 million or 2.6%**. Revenues increase by $3.6 million in CSG, $3.1 million in PSG, $1.0 million in LUEG, $0.9 million in Finance and General Government Group (FGG) and $0.7 million in HHSA.

- In CSG, the net increase of $3.6 million is largely in the Registrar of Voters as a result of the greater number of billable participating jurisdictions in the November 2016 Presidential General Election as compared to the June 2016 Presidential Primary Election.
- In PSG, the net increase of $3.1 million includes a $3.5 million increase in revenue in the Sheriff's Department primarily to recover costs of negotiated labor agreements and service adjustments for contracted law enforcement services provided to nine contract cities, transit entities, a community college district and tribes; $2.2 million increase in revenue agreements for the fire prevention program in the San Diego County Fire Authority; offset by a decrease of $1.5 million in the PSG Executive Office to align actual levels of revenue received in Contributions for Trial Courts; $0.8 million decrease in the Probation department due to overall reduction in collections for the cost of supervision; and $0.4 million decrease in the Medical Examiner due to the expiration of the County of San Diego revenue contract.
- In LUEG, the net increase of $1.0 million is primarily in the Department of Planning & Development Services (PDS) related to increased work on various land development projects.
- In FGG, the net increase of $0.9 million is primarily in the Treasurer Tax Collector for Banking Pooled Services due to revenue offset for IT system upgrades.
- In HHSA, the net increase of $0.7 million is primarily in Public Health Services for third party external administration fees and ambulance transports fees.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **decreases by a net of $0.3 million or 0.9%**. A net decrease of $0.3 million in FGG is primarily due to a decrease in one-time costs related to updating of exterior lighting at the County Administration Center (CAC) offset by increases in operations and maintenance costs associated with CAC Waterfront Park and Cedar & Kettner parking garage.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of $2.9 million or 11.2%,** primarily in PSG due to decrease in Sheriff's Warrant Automation Trust Fund revenue due to the completion of the JURIS re-platform project.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by $0.1 million or 0.3%**, primarily in CSG for an anticipated increase in dog license renewals in Animal Services.

Miscellaneous Revenues

Miscellaneous Revenues **decreases by a net of $7.7 million or 25.3%**. A net decrease of $8.4 million in PSG is related to decrease of $4.2 million in the San Diego County Fire Authority primarily due to reduction of expenditures reimbursed from the Firestorm 2003 Trust Fund related to the California Public Employees' Retirement System termination payout; $4.0 million decrease in the Sheriff's department due to a decrease in planned expenditures to be reimbursed from the Regional Communications System (RCS) Trust Fund and decrease from the Cal-ID Equipment Replacement/System Enhancement Trust Fund for one-time projects funded in Fiscal Year 2015–16; $0.2 million decrease in Probation primarily due to expiration of the Sierra Health Foundation Grant for Positive Youth Justice Initiative. A net increase of $0.4 million in FGG is primarily due to increased cost reimbursement from the Employee Benefits Division and Workers' Compensation portions of the Employee Benefits Internal Service Fund. A net increase of $0.3 million in LUEG is primarily in the Department of Parks and Recreation due to available funding for Waterfront Park based on parking revenue at the CAC and Waterfront Trust Fund fund balance.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by $4.5 million or 54.7%**. The primary source of the decrease is in PSG in the Sheriff's department for decrease of Rents and Concessions due to the termination of the lease with the Corrections

Corporation of America for the Otay Mesa Detention Facility and decrease in anticipated revenue from the inmate telephone system contract.

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 (**$586.8 million in Fiscal Year 2016-17 and $579.6 million in Fiscal Year 2017-18**) are projected to be received from the State to support health and social services programs.

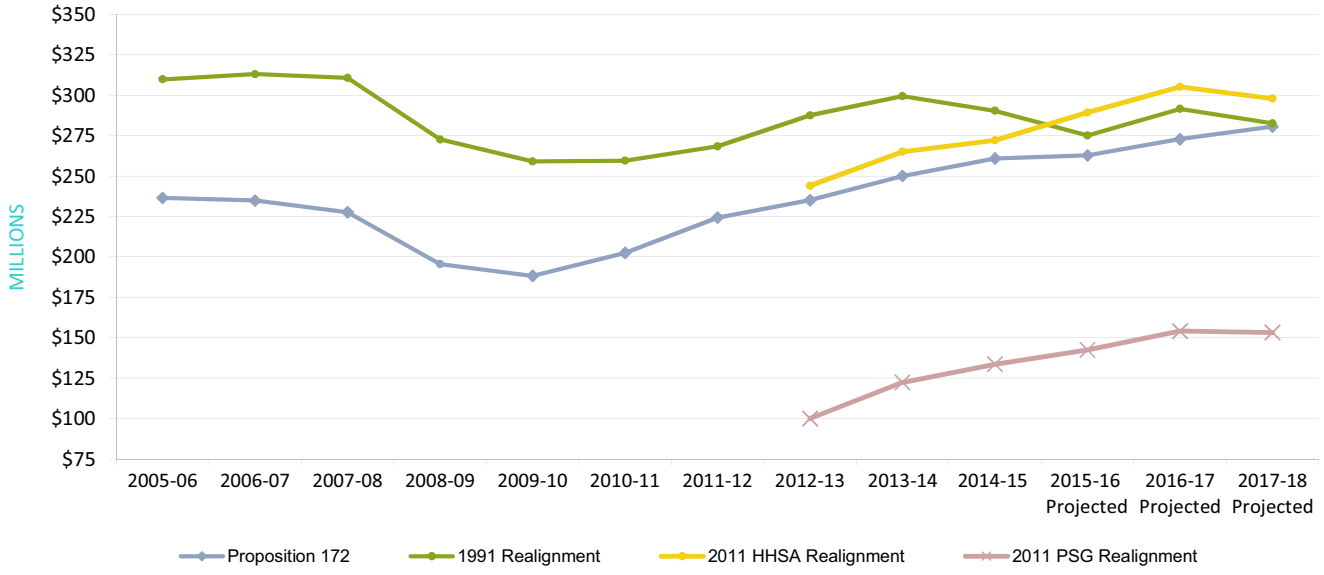
The term "1991 Realignment" refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these services. In Fiscal Year 2011–12 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 2016-17, it is projected that 32.2% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 5.8% ($32.4 million) compared to Fiscal Year 2015-16 budget ($554.4 million) to align with projected statewide sales tax and vehicle license fees. This assumes an underlying statewide sales tax growth rate of 3% and vehicle license fees growth rate of 6% in Fiscal Year 2016-17 compared to anticipated Fiscal Year 2015-16 statewide receipts. A budgetary decrease of 1.2% ($7.3 million) is anticipated for Fiscal Year 2017-18 primarily due to elimination of one-time realignment growth funds tied to prior year one-time projects.

The chart below shows the realized and projected revenues for 1991 and 2011 Health and Social Services Realignment, Proposition 172, and 2011 PSG Realignment.

Proposition 172, 1991 and 2011 Realignment Sales Tax Revenue

Fiscal Year 2005–06 to Fiscal Year 2017–18



Note: Fiscal Year 2005–06 to 2014–15 figures represent actual revenues. Fiscal Year 2015–16 through Fiscal Year 2017–18 figures represent projected revenue as included in the Fiscal Years 2016–18 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 (**$154.1 million in Fiscal Year 2016-17 and $153.2 million in Fiscal Year 2017-18**) are projected to be received from the State to support criminal justice programs. The revenue source is a dedicated portion of State sales tax and State and local VLF. The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts by statute. Funds allocated to the Community Corrections Subaccount will support services required to address the transfer of responsibility for certain offenders from the State to the counties pursuant

to Assembly Bill (AB) 109, *Public Safety Realignment* (2011), which includes supervision of offenders, costs associated with the custody of offenders (ex. food, medical costs and equipment) and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. These revenues are projected to increase in Fiscal Year 2016-17 by 8.2% ($11.6 million) compared to Fiscal Year 2015-16. This growth is based on formulaic assumptions provided by the State of California. A decrease of 0.6% ($0.9 million) is anticipated for Fiscal Year 2017-18.

2011 Realignment for Public Safety includes the following subaccounts: Enhancing Law Enforcement Activities (various programs), Trial Court Security, Community Corrections (AB 109), District Attorney and Public Defender Revocation Hearings (AB 109) and Juvenile Justice (Youthful Offender Block Grant and Juvenile Reentry).

Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues **($272.8 million in Fiscal Year 2016-17 and $280.5 million in Fiscal Year 2017-18**) support regional public safety services provided by three Public Safety Group departments: the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the Statewide sales tax that was approved by voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to the Government Code.

For Fiscal Year 2016-17, these revenues are 3.8% ($10.1 million) above the Fiscal Year 2015-16 budgeted amount, exceeding the level received in Fiscal Year 2005–06. This assumes an underlying statewide sales tax growth rate of 3% for Fiscal Year 2016-17. It is anticipated that these revenues will grow modestly in Fiscal Year 2017-18. The chart on the previous page shows the realized revenues for Proposition 172 for Fiscal Years 2005–06 through 2014–15 and projected levels for Fiscal Years 2015–16 through 2017–18.

Tobacco Settlement Revenues

Tobacco Settlement Revenues (**$14.0 million in Fiscal Year 2016-17 and $14.0 million in Fiscal Year 2017-18**) by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue* in San Diego County, are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of $466.8 million in January 2002 in exchange for its Tobacco Settlement Payments. These funds are spent pursuant to the Board of Supervisors Policy.

In May 2006, the County securitized additional anticipated receipts and added $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 $14.0 million budgeted in Fiscal Year 2016-17 reflects $8.0 million in non-securitized Tobacco Settlement funds and $6.0 million in Securitized Tobacco funds. This is a reduction in Securitized Tobacco Funds support to the General Fund of $0.7 million from Fiscal Year 2015-16 as a result of savings due to decreased costs in the County Medical Services program. Another $0.2 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund for processing costs in Fiscal Year 2016-17. This is a decrease of $6.6 million in the Tobacco Securitization Special Revenue Fund from Fiscal Year 2015-16 which included a set aside of $6.6 million for an unallocated reserve. This reserve was removed from the Fiscal Year 2016-17 budget in order to align projected expenditures held for contingencies to the estimated Interest on Deposits & Investments revenue. Low interest rates set by the Federal Reserve have led to a decreasing trend on Interest on Deposits and Investments revenue. A request will be submitted to the Board of Supervisors if additional resources are needed.

General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 27.6% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**$304.0 million in Fiscal Year 2016–17 and $44.6 million in Fiscal Year 2017–18**), represents 7.4% of General Fund Financing Sources in Fiscal Year 2016–17. 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.

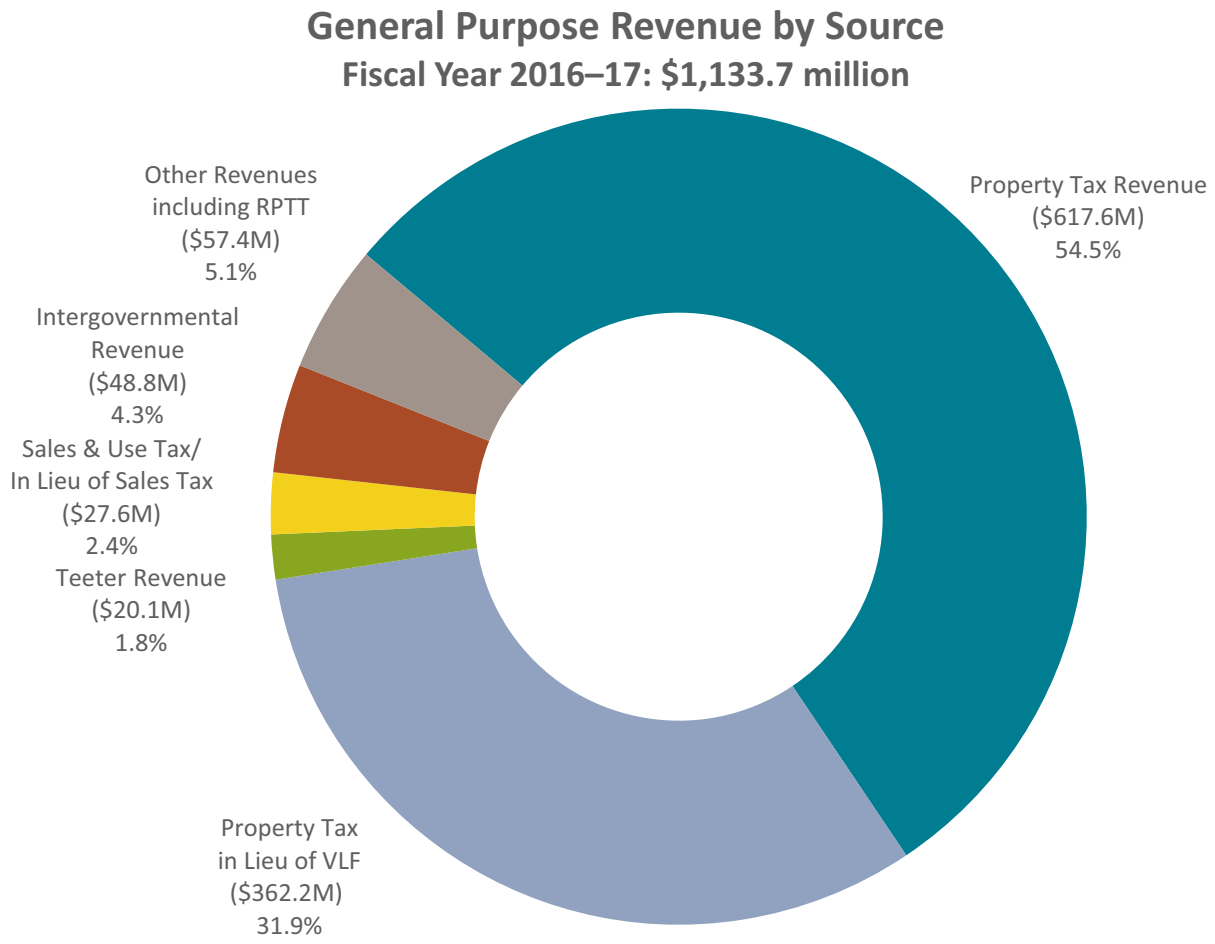
The following list details the various General Fund Use of Fund Balance/Fund Balance Component Decreases budgeted for Fiscal Year 2016–17:

- Management reserves.
- Labor costs due to negotiated one-time salary and benefit payments.
- One-time funding for various trainings, education and outreach.
- General Plan Policy Land Use Policies Amendment.
- Updates to the Flood Control Hydrology Manual.
- Updates to the Zoning and Resource Protection Ordinance.
- One-time Bridge-funding for loss of Corrections Corporation of America revenue due to the termination of lease for the Otay Mesa Detention Facility.
- One-time funding for additional security requirements at the New Central Courthouse.
- Escondido Creek startup costs.
- To provide temporary support for Proposition 47 petition filing.
- Call When Needed Program to access fire suppression aircraft.
- One-time funding to support for the Comprehensive strategy for Juvenile Justice.
- One-time Use of Fund Balance for potential additional costs in the General Relief program.
- Heritage Tree Preservation.
- Homeowner Relief and Green Building Permit fee waivers.
- Purchase of Agriculture Conservation Easements (PACE) program.
- Multiple Species Conservation Program land acquisition.
- One-time consultant services.
- Various one-time projects related to the Total Maximum Daily Load/Stormwater Permit.
- Transfer from the General Fund to the Environmental Trust Fund to extend the life of the fund.
- Grants provided to community organizations.
- Workforce Academy for Youth (WAY) program.
- Commitment of General Fund fund balance to support Pension Obligation Bonds.
- Temporary help including contract monitoring in various departments.
- Various one-time information technology (IT) projects, including:
  - Records and data storage initiatives.
  - System acquisition, implementation, development, enhancements, conversion and upgrades.
  - Website development and redesign.
  - Enterprise Information Technology contracts and system upgrades.
- Various one-time facility, maintenance and upgrades which include:
  - County road maintenance projects.
  - ADA Accessibility Improvements.
  - Energy saving upgrades and Smart Building projects.
  - Facility Replacement Strategic Plan.
  - Facility Condition Assessment and site inspection.
  - One-time maintenance projects.
- Various equipment purchase/replacement including:
  - Regional Communications System Radios.
  - Equipment for the required relocation from the Central Courthouse.
  - Storage for emergency response equipment.
  - Replacement of fire apparatus and equipment, radio repair and maintenance.
  - Vehicle acquisition.
  - One-time equipment purchases including Rescue and Safety equipment, Close Capture TV, Security Cameras, and subsurface pavement.
- Rebudgets:
  - Vehicle acquisition.
  - Various information technology initiatives.
  - Consultant services.
  - Fire victim and Firestorm 2007 rebuilding permit fee waiver.
  - Community Plan, various General Plan, Climate Action Plan, Zoning ordinance and Transportation Impact Fee update.
  - Continuous improvement training.
  - Code enforcement abatements.
  - PACE Program.
  - One time maintenance projects.

General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 27.6% 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.



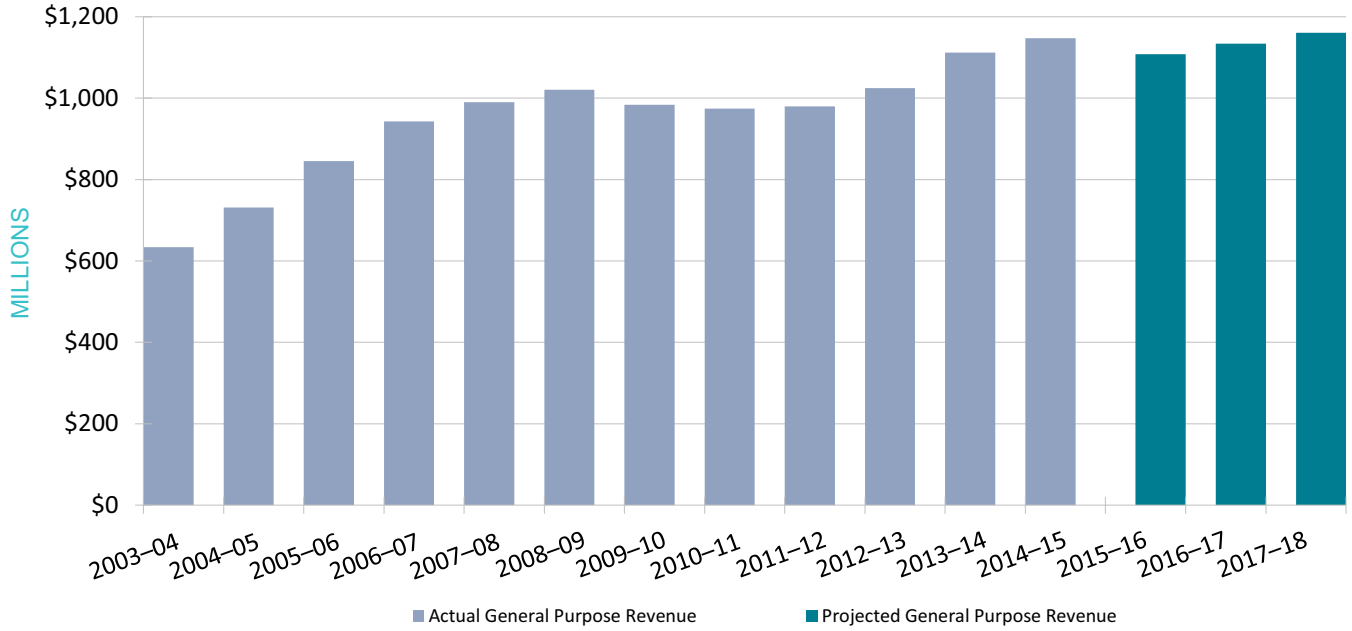
The national economy will experience continued job growth along with wage increases which will power consumption in 2016 leading to the first year of greater than 3% growth in real GDP since 2005. The increase in US growth rates will continue to fuel the local economy which means a steady decrease in the unemployment rate in California over the next two years (Source: UCLA Anderson Forecast for the Nation and California, December 2015). For Fiscal Year 2016–17, the $1,133.7 million budgeted for GPR is an increase of $47.5 million or 4.4% from the Fiscal Year 2015–16 budgeted amount of $1,086.2 million. These resources are projected to increase to $1,161.0 million in Fiscal Year 2017–18. 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 2014–15 through 2017–18

General Purpose Revenue History

Fiscal Year 2003–04 to Fiscal Year 2017–18



Notes: General Purpose Revenue (GPR) for Fiscal Years 2003–04 through 2014–15 represents actual revenue. Fiscal Year 2015–16 represents the 2nd Quarter estimate produced in December 2015. For Fiscal Years 2016-17 and 2017-18, the projections are included in the Fiscal Years 2016-18 Recommended Operational Plan.

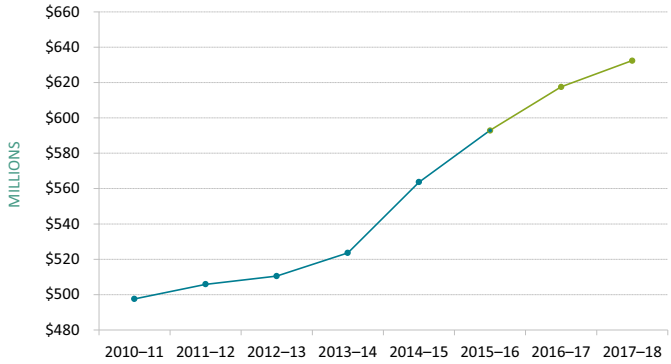
General Purpose Revenue

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Property Taxes Current Secured	$ 543,889,435	$ 572,474,367	$ 594,913,295	3.9	$ 609,766,189
Property Taxes Current Supplemental	2,552,267	2,595,796	4,652,939	79.2	4,699,460
Property Taxes Current Unsecured	17,128,637	17,819,370	17,953,910	0.8	17,884,832
Property Taxes Current Unsecured Supplemental	51,511	52,284	53,068	1.5	53,864
Total Property Tax Revenue	**$ 563,621,850**	**$ 592,941,817**	**$ 617,573,212**	**4.2**	**$ 632,404,345**
Total Property Tax In Lieu of VLF	**$ 326,332,670**	**$ 345,657,552**	**$ 362,195,423**	**4.8**	**$ 372,728,369**
Teeter Tax Reserve Excess	$ 13,100,000	$ 13,100,000	$ 13,100,000	0.0	$ 13,100,000
Teeter Property Tax All Prior Years	6,003,200	6,003,200	7,028,400	17.1	7,028,400
Total Teeter Revenue	**$ 19,103,200**	**$ 19,103,200**	**$ 20,128,400**	**5.4**	**$ 20,128,400**
Sales & Use Taxes	$ 18,443,383	$ 23,520,925	$ 27,595,633	17.3	$ 28,944,685
In Lieu Local Sales & Use Tax	5,974,000	3,300,462	–	(100.0)	–
Total Sales & Use Tax/In Lieu of Sales Tax	**$ 24,417,383**	**$ 26,821,387**	**$ 27,595,633**	**2.9**	**$ 28,944,685**
State Aid Homeowner's Property Tax Relief (HOPTR)	$ 4,795,214	$ 4,714,725	$ 4,714,725	0.0	$ 4,714,725
Federal In-Lieu Taxes	922,549	922,549	922,549	0.0	922,549
Local Detention Facility Revenue/State Aid Booking Fees	2,450,380	2,460,342	2,460,342	0.0	2,460,342
Aid From City of San Diego	2,772,173	2,762,211	2,500,000	(9.5)	2,500,000
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	29,971,545	34,690,335	38,238,216	10.2	38,238,216
Total Intergovernmental Revenue	**$ 40,911,861**	**$ 45,550,162**	**$ 48,835,832**	**7.2**	**$ 48,835,832**
Property Taxes Prior Secured	$ 400,000	$ 400,000	$ 400,000	0.0	$ 400,000
Property Taxes Prior Secured Supplemental	5,685,976	5,742,562	5,800,142	1.0	5,858,218
Property Taxes Prior Unsecured	450,000	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	2,635,824	2,675,362	2,715,492	1.5	2,756,225
Transient Occupancy Tax	3,100,000	3,300,000	3,801,728	15.2	3,800,000
Real Property Transfer Taxes (RPTT)	19,175,936	20,477,745	20,682,528	1.0	20,889,353
Franchises, Licenses, Permits	10,441,416	5,469,355	5,469,355	0.0	5,469,355
Fees, Fines & Forfeitures	1,939,135	1,625,161	1,636,130	0.7	1,554,323
Penalties & Cost Delinquency Taxes	10,936,000	11,179,440	11,634,533	4.1	11,911,952
Interest On Deposits & Investments	2,867,302	3,721,995	3,721,995	0.0	3,721,995
Interfund Charges/Miscellaneous Revenues	1,036,334	1,003,850	1,000,000	(0.4)	1,000,000
Total Other Revenues including RPTT	**$ 59,067,923**	**$ 56,145,470**	**$ 57,411,903**	**2.3**	**$ 57,911,421**
Total General Purpose Revenue	**$ 1,033,454,887**	**$ 1,086,219,588**	**$ 1,133,740,403**	**4.4**	**$ 1,160,953,052**

Property Tax Revenue

Property Tax Revenue, (**$617.6 million in Fiscal Year 2016–17 and $632.4 million in Fiscal Year 2017–18**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 54.5% of the total General Purpose Revenue in both Fiscal Year 2016–17 and in Fiscal Year 2017–18.

General Purpose Revenue: Property Tax Revenue History

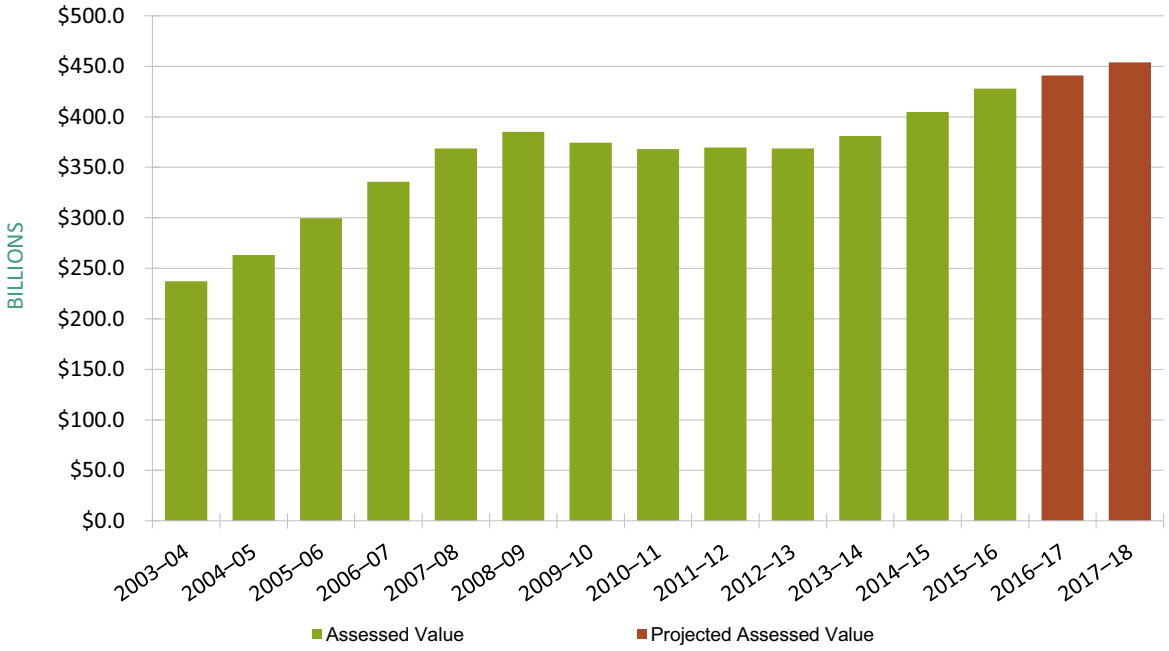


The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2016–17, property tax revenue is budgeted to be $24.6 million or 4.2% higher than the budget for Fiscal Year 2015–16. Property tax revenue is projected to increase 2.4% or $14.8 million for Fiscal Year 2017–18. 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, the final growth rate was 5.7%, an improvement from the assumed rate of 4.0% used in the projection. For Fiscal Year 2016–17, an assumed rate of 3.0% is projected in overall assessed value of real property.

Locally Assessed Secured Property Values

Fiscal Year 2003–04 to Fiscal Year 2017–18



Note: The projected locally assessed secured values assume a 3.0% growth rate for Fiscal Year 2016–17 and 3.0% rate for Fiscal Year 2017–18.
Source: San Diego County Auditor and Controller

Current Secured Property Tax Revenue

Current Secured property tax revenue (**$594.9 million in Fiscal Year 2016–17 and $609.8 million in Fiscal Year 2017–18**) is expected to increase by $22.4 million in Fiscal Year 2016–17 from the adopted level for Fiscal Year 2015–16.

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 2016–17 revenue amount assumes an increase of 3.0% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2015–16 of 5.7%. The Fiscal Year 2015–16 current secured revenue assumed a 4.0% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2014–15; however, the actual current local secured assessed value increased by 5.7% (gross less regular exemptions). Further, as noted above, for Fiscal Year 2016–17, local secured assessed value is budgeted to increase by 3.0%. For Fiscal Year 2017–18, local secured assessed value is assumed to grow by 3.0%. The budget also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate, exemptions and the amount of tax roll corrections and refunds on prior year assessments.

In Fiscal Year 2016–17, refunds and corrections combined are projected at $7.3 million compared to the Fiscal Year 2010–11 high level of $19.4 million.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**$4.7 million in Fiscal Year 2016–17 and $4.7 million in Fiscal Year 2017–18**) is expected to increase by $2.1 million in Fiscal Year 2016-17 from the adopted level for Fiscal Year 2015-16. 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. During the recession, the slowdown in new construction and the decline in real estate prices acutely impacted supplemental property tax revenues. In many change of ownership transactions, a refund was due to the owner since the value of the property is lower than it was on the lien date instead of a bill for an additional amount of property tax because the property value is higher than the value as of the lien date. During the period of recession, refunds on current supplemental property tax reached a high $38.3 million in Fiscal Year 2008–09, compared to a low of $4.0 million in Fiscal Year 2005–06 prior to the housing market surge. Refunds have declined gradually over time as activities in residential and commercial properties and assessed values improved resulting in improvement in this revenue stream.

Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue (**$18.0 million in Fiscal Year 2016–17 and $17.9 million in Fiscal Year 2017–18**) is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants. Based on trends and most up-to-date information, a slight increase in projection is used for the next two fiscal years.

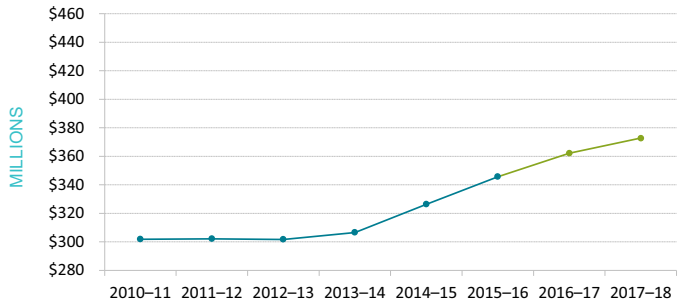
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**$0.1 million in Fiscal Year 2016–17 and $0.1 million in Fiscal Year 2017–18**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or a subsequent change in ownership following the initial change in ownership occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.9% (**$362.2 million**) of the General Purpose Revenue amount in **Fiscal Year 2016–17** and 32.1% of the projected amount (**$372.7 million**) in **Fiscal Year 2017–18**.

General Purpose Revenue: Property Tax in Lieu of VLF History



Beginning in Fiscal Year 2004–05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected 3.0% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2016–17, revenues are anticipated to be $16.5 million higher than budgeted for Fiscal Year 2015–16. The increase is partially associated with the change in actual assessed value in Fiscal Year 2015–16 which increased by 5.7% compared to a budgeted increase of 4.0%. The Fiscal Year 2017–18 revenue is estimated using a 3.0% assessed value growth.

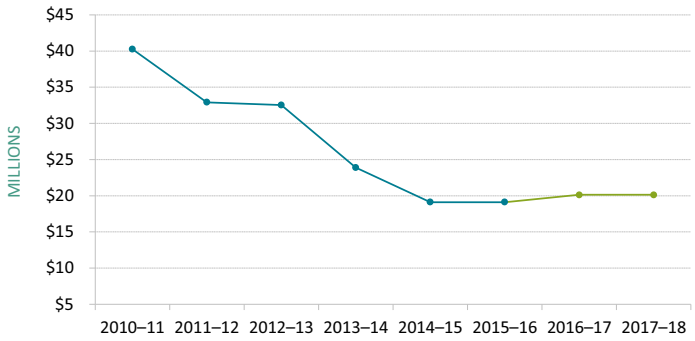
Teeter Revenue

Teeter Revenue (**$20.1 million in Fiscal Year 2016–17 and $20.1 million in Fiscal Year 2017–18**) represents approximately 1.8% of General Purpose Revenue in Fiscal Year 2016–17 and 1.7% of the projected amount in Fiscal Year 2017–18. Teeter Revenue is expected to increase by $1.0 million in Fiscal Year 2016–17 from the adopted level for Fiscal Year 2015–16.

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



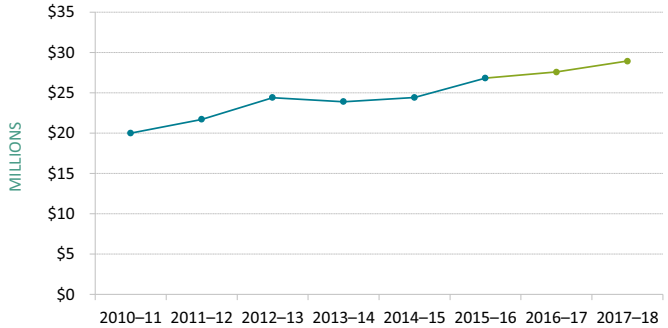
Sales & Use Tax Revenue

Sales & Use Tax Revenue (**$27.6 million in Fiscal Year 2016–17 and $28.9 million in Fiscal Year 2017–18**) represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2016–17 and 2.5% in Fiscal Year 2017–18. 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. The amounts shown in the General Purpose Revenue table reflect the total revenue budgeted in Sales & Use Taxes and In Lieu Local Sales & Use Tax replacement funding that transfers to the County from the Educational Revenue Augmentation Fund (ERAF) which has been completed, marking the end of the "Triple Flip," which is reflected in the Fiscal Year 2016–17 budget.

The ERAF was established in Fiscal Years 1992–93 and 1993–94 in response to serious State budgetary shortfalls. The State legislature and administration permanently redirected more than $3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the State's funding obligation for K-14 school districts by a commensurate amount.

The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003–04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to $15.0 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. The projected Sales & Use Tax revenue reflects the complete end of the Triple Flip in Fiscal Year 2016–17. As a result, amounts previously budgeted as In Lieu Local Sales & Use Tax are now budgeted as Sales & Use Tax.

General Purpose Revenue: Sales and Use Tax Revenue History

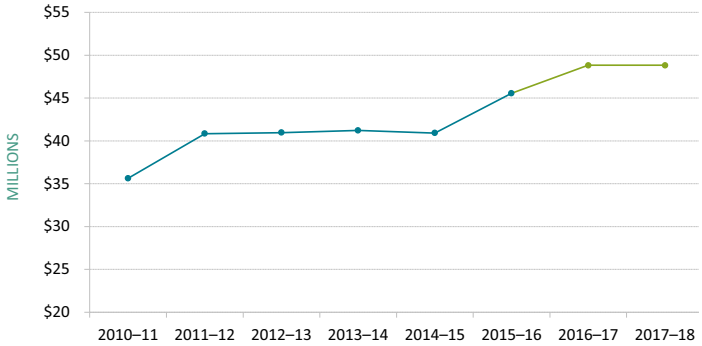


Fiscal Year 2015–16 Sales & Use Tax revenue is projected to be flat compared to budget. This is mainly due to the decline in fuel prices and a lack of new auto dealers or large allocations for used autos and leasing which is a large contributor of growth in Sales & Use Tax for the State of California. Based on a statewide growth assumption of 3.0%, Sales & Use Tax Revenue in Fiscal Year 2016–17 is estimated to be $0.8 million or 2.9% higher than the Fiscal Year 2015-16 Adopted Operational Plan and is estimated to be $1.3 million or 4.9% higher in Fiscal Year 2017–18. The Fiscal Year 2016-17 Sales & Use Tax Revenue budget of $27.6 million will be relatively flat compared to the Fiscal Year 2015-16 3rd Quarter projection of $27.5 million (excludes any one-time adjustment payment for the end of the "Triple Flip").

Intergovernmental Revenue

Intergovernmental Revenue (**$48.8 million in Fiscal Year 2016–17 and $48.8 million in Fiscal Year 2017–18**) comprises 4.3% of the General Purpose Revenue amount in Fiscal Year 2016–17 and 4.2% of the projected amount in Fiscal Year 2017–18. For Fiscal Year 2016–17, the amount budgeted is $3.3 million or 7.2% higher than the Fiscal Year 2015–16 Adopted Operational Plan.

General Purpose Revenue: Intergovernmental Revenue History



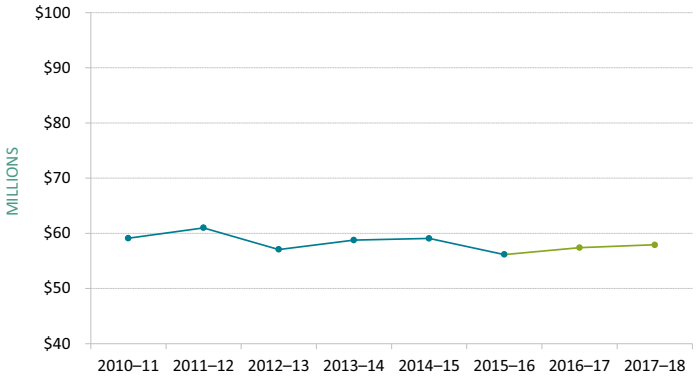
Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] related to the County's Central Jail), the federal government (Payments in Lieu of Taxes [PILT] for tax-exempt 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. 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, 33607.7 or 33676. These "residual funds" not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this "residual fund" tax distribution, but this has not been included in the General Fund's Fiscal Year 2016–18 Recommended Operational Plan.

Other Revenues

Other Revenues for **Fiscal Year 2016–17 total $57.4 million and increase to $57.9 million in Fiscal Year 2017–18**, and are approximately 5.1% of the total General Purpose Revenue amount in Fiscal Year 2016–17 and 5.0% in Fiscal Year 2017–18. The Fiscal Year 2016–17 amount represents a 2.3% or $1.3 million increase from the Fiscal Year 2015–16 Adopted Operational Plan.

General Purpose Revenue: Other Revenues History

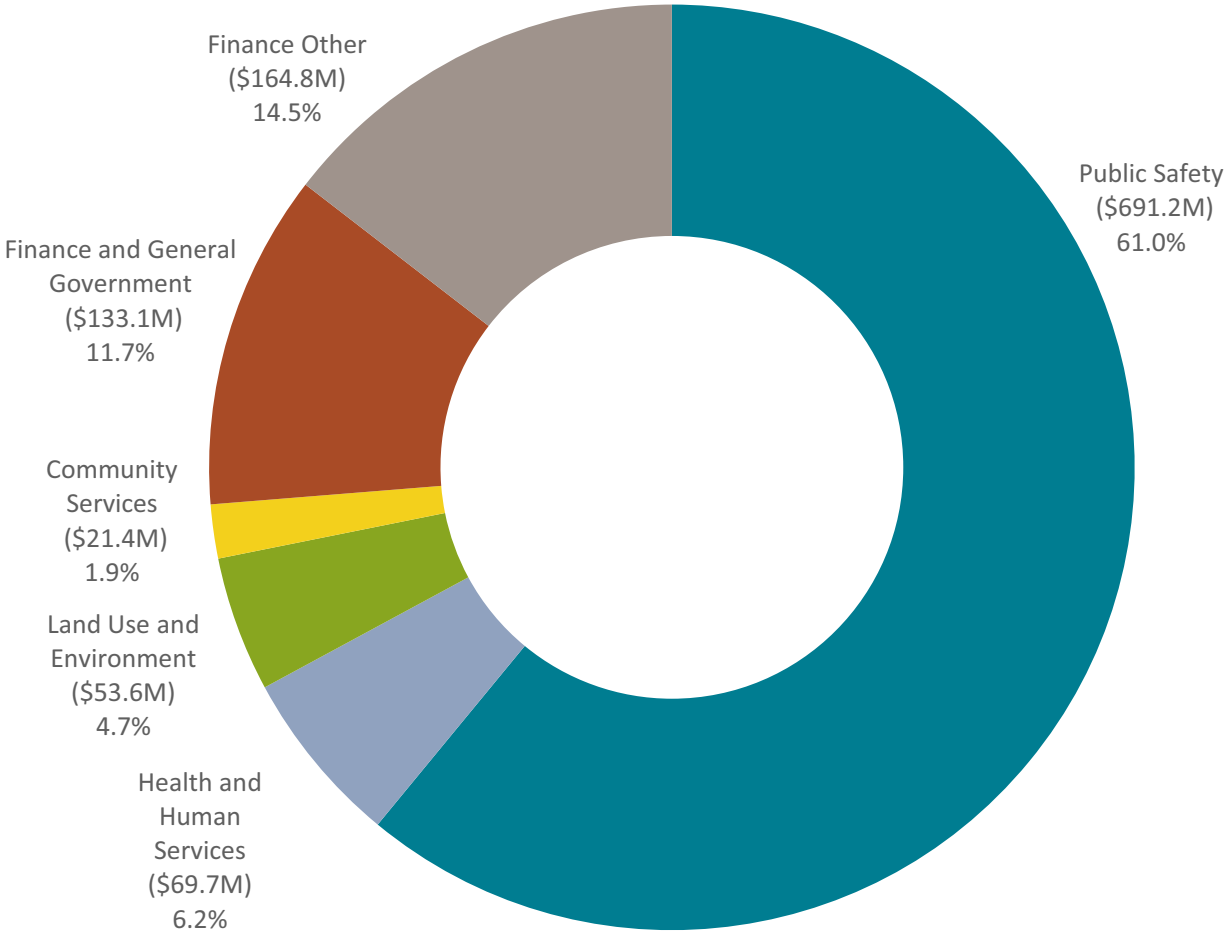


Various revenue sources make up this category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines, forfeitures, prior year property taxes, penalties and cost on delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues. One large component of this revenue category for Fiscal Year 2016–17 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2016–17 is budgeted at $20.7 million, a 1.0% ($0.2 million) slight increase from the Fiscal Year 2015–16 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2015–16 compared to substantial slowing and overall volatility that began in fall 2008. Revenues are projected to slightly increase by $0.2 million or 1.0% in Fiscal Year 2017–18. RPTT is paid when any lands, tenements or other realty exceeding $100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate set by the State is $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% from transactions in the incorporated areas. Another large component, $11.6 million, is Penalties and Cost on Delinquency Taxes. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). These revenues are projected to increase in Fiscal Years 2016–17 ($0.5 million or 4.1%) and 2017–18 ($0.3 million or 2.4%).

Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal or State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2016–17 budget for the Public Safety Group represents 32.8% of total County expenditures, the allocation of GPR for services in that Group equals 61.0% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 34.4% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 6.2% of total GPR.

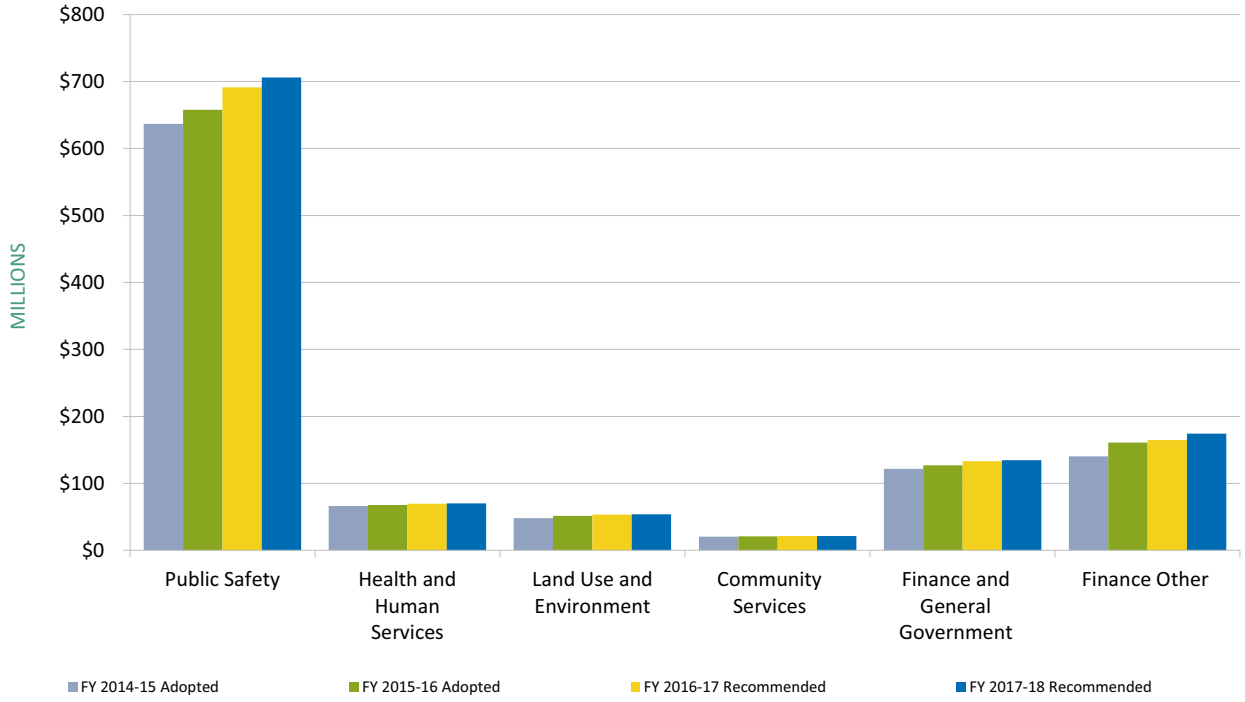
General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2016–17: $ 1,133.7 million



The allocation of GPR for Fiscal Years 2016–17 and 2017–18 reflects a multi-year strategy to manage County resources within the recovering economic environment. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

GPR is budgeted at $1,133.7 million in Fiscal Year 2016–17, an increase from Fiscal Year 2015–16 budget of $1,086.2 million. The most significant cost driver resulting from the economic recession has been employer retirement contributions. While in Fiscal Year 2016–17 employer contributions to the retirement fund are budgeted to increase by 8.7%, the annual rate of increase beyond Fiscal Year 2016–17 is not certain. Future contribution rates will be driven by actual market performance of the retirement fund and actuarial assumptions. If the fund does not meet its assumed rate of return for the current fiscal year, and/or if there are changes to future assumptions, contributions could increase beyond current projections as early as Fiscal Year 2017–18.

General Purpose Revenue Allocations by Group/Agency
Fiscal Years 2014–15 through 2017-18



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

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety	$ 636.5	$ 657.9	$ 691.2	5.1	$ 706.0
Health and Human Services	66.4	67.9	69.7	2.7	70.3
Land Use and Environment	47.9	51.4	53.6	4.2	54.1
Community Services	20.5	21.0	21.4	1.6	21.5
Finance and General Government	121.7	127.2	133.1	4.6	134.7
Finance Other	140.4	160.8	164.8	2.5	174.4
Total	**$ 1,033.5**	**$ 1,086.2**	**$ 1,133.7**	**4.4**	**$ 1,161.0**

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

- Fiscal Year 2016–17 Recommended Operational Plan allocates $43.5 million of GPR growth to the County's five business groups to fund the increase in negotiated labor agreements ($41.4 million) as well as allocation for programs ($2.1 million). The remaining GPR growth will be appropriated to a countywide stabilization fund to mitigate anticipated future volatility in employer contributions for retirement costs and to support future capital requirements.
- Fiscal Year 2017–18 Recommended Operational Plan allocates $17.7 million of GPR to the County's five business groups to fund increases in negotiated labor agreements and to support future capital requirements.

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 for Fiscal Years 2016–17 and 2017–18 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: www.sandiegocounty.gov/content/sdc/cob/ocd.html.

Financial Planning and Budget

The County is actively engaged in financial and strategic planning activities. As discussed previously, the General Management System is the framework that guides County operations as set forth in Board of Supervisors Policy A-136, *Use of County of San Diego General Management System for Administration of County Operations*.

- With the GMS as a guide for fiscal management practices, the County will:
  - Maintain fiscal stability to ensure the ability to provide services that customers rely on, in good times and in bad. All departments share in the responsibility of ensuring fiscal stability for the County.
  - Ensure that the financial management activities of the County support structural balance between ongoing revenues and expenditures.
  - Use the Strategic Plan as a guide to develop an annual five year financial forecast to review primary cost drivers, service needs and available funding sources, which will lay the foundation for the upcoming Operational Plan.
  - Annually develop a structurally-balanced two-year Operational Plan, the first year of which is formally adopted by the Board of Supervisors as the County's budget and the second year is accepted as a tentative plan.
    - California Government Code §29009 requires a balanced budget, defined as "the funding sources shall equal the financing uses," in the recommended, adopted and final budgets.
    - A structurally balanced budget means that ongoing, not one-time, resources are used to fund ongoing costs.
    - Conduct quarterly financial reporting processes to allow County managers to appropriately address changes in the external economic or internal financial conditions of the organization. At no time shall total expenditures exceed total appropriations; a budget amendment must be submitted and approved by the Board of Supervisors.
  - Develop and use performance measures to monitor progress and ensure that the County is on track to achieve its goals

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 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*.
- County departments will seek to recover the full cost of all services provided to agencies or individuals outside the County of San Diego organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require specific Board of Supervisors approval for the non-reimbursed costs as set forth in Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
  - Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County.
  - All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing was unavailable.
  - Funding sources that will require a revenue match from the County General Fund shall be limited to the designated match level mandated as a condition of funding.
  - The establishment of fees, and subsequent changes to fees, will be done by ordinance at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently if warranted, to allow for full cost recovery.
  - The Chief Administrative Officer shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. County Counsel shall review all revenue contracts to ensure that the County's interests are protected.
- During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided as set forth in Board of Supervisors Policy B-63, *Competitive Determination of Optimum Service Delivery Method*.
- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue pursuant to Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*.
- All County funds shall be established according to the procedures set forth in County of San Diego Administrative Manual 0030–18, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise.

Expenditures

- Pursuant to the Charter of the County of San Diego, Article VII, §703.4, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Deputy Chief Administrative Officer/ Auditor and Controller.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or is to or from Capital Projects, Road Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.
- As a general practice, the County does not backfill programmatic funding eliminated by the State of California.

- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to $10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.

Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to San Diego County Code of Administrative Ordinances Article VII, Section 113 *Relating to the Maintenance and Restoration of Fund Balances and Reserves in the General Fund*, the County will maintain fund balances and reserves in the General Fund to support fiscal health and stability including:
  - Fund Balance Committed for Unforeseen Catastrophic Events
  - General Fund Contingency Reserve
  - General Fund Minimum Fund Balance
  - Management Reserves
  - Other Commitments and Assignments of Fund Balance
- The Board of Supervisors may waive the requirement to maintain fund balance and reserve amounts at the targeted levels if it finds that it is in the best interest of the residents of the County to do so.
- In the event that the Fund Balance Committed for Unforeseen Catastrophic Events, the Contingency Reserve or General Fund Minimum Fund Balance for economic uncertainty falls below established levels, the Chief Administrative Officer shall present a plan to the Board of Supervisors for restoration of those targeted levels within two years.
- In addition, the ordinance authorizes the Chief Administrative Officer to assign fund balance for specific purposes.
- For additional details on County Reserves, refer to the section on Reserves and Resources.

Long-Term Financial and Debt Management

- The County adopted Board of Supervisors Policy B-65, L*ong-Term Financial Management Policy*, to ensure sound financial management. The Policy sets forth practices to be adhered to in managing the County's long-term financial outlook including:
  - General financial management practices such as long-term financial/capital planning, quarterly budget status reports to the Board of Supervisors, investor relations, disclosure practices, and cash flow reporting and maintaining reserves.
  - The policy requires that the County reinvest general purpose revenue savings generated by maturing debt obligations and/or refinacings 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.
  - The policy governs the County's entry into financial obligations that exceed one fiscal year and sets policy on how long-term obligations should be used as well as how these obligations should be structured.
- The County may issue Tax and Revenue Anticipation Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to the Debt Management Policies and Obligations section.

Investments

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

Capital Improvements

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

Measurement Focus and Basis of Accounting

Governmentwide, proprietary and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the fiscal year for which the taxes are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, 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. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services,

administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

For governmentwide (governmental and business-type activities) and proprietary fund activities, the County applies all applicable Governmental Accounting Standards Board (GASB) pronouncements, as well as any applicable pronouncement of the Financial Accounting Standards Board (FASB), the Accounting Principles Board, or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The County has elected not to apply the FASB standards issued subsequent to November 30, 1989, in reporting business-type activities and proprietary funds. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes Generally Accepted Accounting Principles (GAAP) for government agencies.

Financial Statement Presentation

For governmental funds only, current assets, current liabilities and fund balances are generally included on the balance sheet. The statement of revenues, expenditures and changes in fund balances—governmental funds present increases (i.e., revenues and other financing sources), decreases (i.e., expenditures and other financing uses) and the net change in fund balances.

For proprietary funds and fiduciary funds, all assets and all liabilities associated with the operation of these funds are included on the statement of net assets. Net assets for the proprietary funds are segregated into “invested in capital assets, net of related debt” and “unrestricted net assets” in the County's Comprehensive Annual Financial Report (CAFR). The net assets for the fiduciary funds are described as “held in trust for other pool participants” and “held in trust for individual investment accounts” in the CAFR. Proprietary funds statement of revenues, expenses and changes in fund net assets present increases (i.e., operating revenues and non-operating revenue), decreases (i.e., operating expenses and non-operating expenses), income/loss before capital contributions and transfers, and the change in net assets.

Differences Between Budgetary and Financial Reports

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. Any budget amendments are approved by the Group and department managers or the Board of Supervisors.

The schedule of revenues, expenditures and changes in fund balance—budget and actual—is presented as Required Supplementary Information in the CAFR and is prepared in accordance with GAAP. This statement includes the following columns:

- The Original Budget column consists of the adopted budget plus the encumbrances carried forward from the prior fiscal year. The County adopts its budget subsequent to the start of the new fiscal year.
- The Final Budget column consists of the Original Budget column plus amendments to the budget occurring during the fiscal year.
- The Actual column represents the actual amounts of revenues and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned original and final budget.

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.

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Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning* and B-37, *Use of the Capital Program Funds.* These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Certain recurring capital or infrastructure projects, such as roads, bridges and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2016–17 capital projects budget for the County is $64.4 million and $2.5 million for Fiscal Year 2017–18. This excludes the $9.2 million appropriated in Fiscal Year 2016–17 and 2017–18 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction.

The following table shows the dollar amount and number of projects with new appropriations by Capital Program fund. Once appropriations are established for a capital project, they are carried forward until the project is completed.

Capital Project Appropriations

Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2016–17)	Dollar Amount	Number of Projects
Capital Outlay Fund	$ 31,074,680	5
County Health Complex Fund	—	0
Justice Facility Construction Fund	15,000,000	1
Library Construction Fund	8,299,000	2
Multiple Species Conservation Program Fund	10,000,000	1
Total Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2016-17)	**$ 64,373,680**	**9**

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

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Reserves and Resources

Reserves and Resources

The County maintains a prudent level of resources to help protect fiscal health and stability. The following tables include frequently referenced budgetary reserves and resources but do not include the reserves and resources of all funds as reported in the County's Comprehensive Annual Financial Report (CAFR). The figures in the tables reflect budgeted and/or estimated amounts for the items listed. The totals for these items may vary from those in the CAFR since the CAFR reflects final audited fiscal year end balances. The CAFR can be accessed at www.sdcounty.ca.gov/auditor/cafr.html.

Reserves and Resources (in millions)

	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget
General Fund Minimum Fund Balance for Economic Uncertainty	$ 108.6	$ 113.4
Group/Agency Management Reserves	38.4	30.4
General Fund Contingency Reserve: Operations	21.7	22.7
Committed Fund Balance: Unforeseen Catastrophic Events	55.5	56.7
Total	**$ 224.2**	**$ 223.2**

General Fund Fund Balance and Reserves

The County provides a wide variety of services that are funded by a number of revenue sources. Expenditures for these services are subject to fluctuations in demand; revenues are influenced by changes in the economy and budgetary decisions made by the State of California and the federal government. In accordance with the Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, 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.

General Fund Minimum Fund Balance for Economic Uncertainty

Pursuant to the Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, sets a target amount that equates to 10% of General Purpose Revenue. The $113.4 million set aside of General Fund unassigned fund balance for Fiscal Year 2016-17 equates to 10% of General Purpose Revenue and is in compliance with the code.

General Fund Contingency Reserve

Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. The Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, sets a target amount that equates to 2% of budgeted General Purpose Revenue. The $22.7 million budgeted for Fiscal Year 2016-17 equates to 2% of General Purpose Revenue and is in compliance with the code.

Committed: Unforeseen Catastrophic Events

Established by the Board of Supervisors, previously known as General Reserve, to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board. In the case of a legally declared emergency as defined in Government Code §29127, the Board, by a four-fifths vote, may appropriate these funds and make the expenditures necessary for the emergency. The Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's fund balance commitment for Unforeseen Catastrophic Events of $56.7 million in Fiscal Year 2016-17 equates to 5.0% of Fiscal Year 2016-17 budgeted General Purpose Revenue and is in compliance with the code.

Group/Agency Management Reserves

Appropriations established at the Group/Agency or department level to fund unanticipated items during the fiscal year, or for a planned future year use. There is no targeted level for these reserves. However, establishment of management reserves shall not be permitted if the action would result in the amount of unassigned fund balance falling below the targeted level.

Additional Reserves and Resources (in millions)		
	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget
Tobacco Securitization Endowment Fund	$ 312.2	$ 306.7
Workers' Compensation Fund	127.1	124.3
Environmental Trust Fund	50.5	44.7
Public Liability Fund	38.2	37.0
Restricted: Debt Service	27.1	24.3
Total	**$ 555.1**	**$ 537.0**

Restoration of Fund Balances and Reserves

In accordance with the Code of Administrative Ordinance Sec. 113.2, *Restoration of Fund Balances and Reserves*, in the event that the fund balance Commitment for Unforseen Catastrophic Events, the Contingency Reserve, or the General Fund Minimum unassigned fund balance falls below the established levels, the Chief Administrative Officer shall present a plan to the Board for restoration of those targeted levels. The plan shall restore balances to targeted levels within two fiscal years.

Additional Reserves and Resources

The additional reserves and resources reflected in the table above represent the most frequently referenced budgetary reserves and resources, but do not include all reserves and resources reported in the CAFR. Additional authority will be required to access this fund such as Board of Supervisors approval and Bondholder consent.

Tobacco Securitization Endowment Fund

The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund. Based on certain interest rate assumptions, these proceeds would have enabled the County to fund approximately $24.2 million of health care programs annually through approximately year 2020. Due to lower than anticipated interest earnings, in May 2006 the original issuance was refunded through a second securitization and an additional $123.5 million was deposited into the fund. It was estimated that this would extend the life of the endowment fund through year 2034. In accordance with Board of Supervisor's Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, $6.2 million is allocated in the Tobacco Securitization Endowment Fund for Fiscal Year 2016-17, based on planned operational needs, which will fluctuate from year to year based on program and one-time projects.

Workers' Compensation Fund

The County contracts with an actuary to annually estimate the liability and capture the costs associated with all reported and unreported workers' compensation claims. The liability is estimated to be $175.3 million, which includes $28.0 million in expected costs for Fiscal Year 2016-17. The cash balance in the fund is projected to be $124.3 million on July 1, 2016.

Environmental Trust Fund

Proceeds from the sale of the County's solid waste system on August 12, 1997, were set aside to fund inactive/closed landfill management for approximately 30 years.

Public Liability Fund

The County contracts with an actuary to annually assess the long-term liability of the fund and determine an adequate level of reserves for current and future public risk management claims. The liability is estimated to be $38.2 million, which includes $15.6 million in expected costs for Fiscal Year 2016-17. The cash balance in the fund is projected to be $37.0 million on July 1, 2016.

Restricted: Debt Service

A portion of bond proceeds from various County Certificates of Participation and Lease Revenue Bonds is set aside to provide assurance to investors that funds are available should the County not be able to make a lease payment from currently budgeted resources.

Committed Fund Balance (General Fund only)

The Board of Supervisors has determined periodically that certain amounts of fund balance be set aside for specific purposes. Balances can increase or decrease depending upon whether the

funds are being accumulated for later use, are being used because of fluctuating workloads, or to make scheduled payments over a limited period of time. The figures in the table below do not reflect all General Fund commitments, but rather those with a year-over-year increase or decrease. Totals for these items may vary from those in the CAFR since the CAFR reflects final audited fiscal year end balances.

Committed: Registrar of Voters

Established in Fiscal Year 2003–04 to provide sustained funding for those election years with few billable participating jurisdictions.

Committed: SDCFA Equipment Replacement

Established in Fiscal Year 2012–13 to set aside funds for future replacement of San Diego County Fire Authority (SDCFA) equipment.

Committed: Environmental Health

Established in Fiscal Year 2003–04 by the Department of Environmental Health (DEH) to set aside any excess revenue over cost that may occur in some fiscal years for use in a subsequent fiscal year when costs exceed revenue. This ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

Committed: Sheriff's Capital Projects

Established in Fiscal Year 1999-00 to set aside funds for future capital expenditures for the Sheriff's Department.

Committed: Replacement/Upgrade Public Safety Communication System

Established in Fiscal Year 2011-12 for the future design, procurement and installation of the next generation of communication technology to be used by public safety and public service agencies throughout San Diego County. These funds will be used to support the County's share of costs to replace the existing 800MHz Regional Communication System implemented in 1996.

Committed: Pension Obligation Bonds

Established in Fiscal Year 2016–17 to set aside funds to support existing Pension Obligation Bonds (POB). This fund balance commitment will serve as an alternative funding source for existing POB costs currently supported by General Purpose Revenue.

Committed Fund Balance (General Fund only, in millions)

	Fiscal Year 2015-16 Adopted Budget Increase/(Decrease) From Prior Year	Fiscal Year 2016-17 Recommended Budget Increase/(Decrease) From Prior Year
Committed: Registrar of Voters	$ (1.0)	$ 1.0
Committed: Sale Proceeds Grand Avenue Clinic	0.0	0.0
Committed: SDCFA Equipment Replacement	0.1	0.1
Committed: Environmental Health	(1.4)	(0.4)
Committed: Sheriff's Capital Projects	1.0	0.0
Committed: Replacement/Upgrade Public Safety Communication System	(16.3)	0.0
Committed: Pension Obligation Bonds	0.0	100.0
Total	**$ (17.6)**	**$ 100.7**

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Debt Management Policies and Obligations

Debt Management

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

Long-Term Obligation Policy

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

The County Board of Supervisors adopted Board Policy B-65, *Long-Term Financial Management Policy*, on August 11, 1998. The policy was updated in 2015 expanding the scope to provide guidelines on general long-term financial management in addition to management of long-term obligations. See the "Summary of Financial Policies" section for more details on this policy. Policy B-65 has been the foundation for managing the County's debt program. For purposes of this policy, long-term financial obligations are those that exceed one fiscal year.

Long-Term Obligation Limits

- All long-term financings 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, which is currently composed of the Assistant Chief Administrative Officer/Chief Operating Officer, the Deputy Chief Administrative Officer/Auditor and Controller and the Treasurer-Tax Collector.
- Prior to its recommendation, the Debt Advisory Committee shall assess the credit impact of the financing, which includes analyzing the ability of the County to repay the obligation, identifying the funding source of repayment, evaluating the impact of the ongoing obligation on the current budget and future budgets, and assessing the maintenance and operational requirements of the project to be financed.
- The term of the long-term obligation will not exceed the useful life or the average life of the project or projects being financed.
- Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.

Uses of Long-Term Obligations

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

- 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, will be considered only if they meet the economic goals and policy objectives of the County as outlined in the Swap Policy of the Debt Advisory Committee.
- Long-term obligations taken on by organizations utilizing the County as a conduit issuer must qualify for an investment grade rating by at least one of the nationally recognized rating agencies (either with or without credit enhancement). An exception to this requirement would be private placements subject to approval by the Debt Advisory Committee.

Management Practices

- The County shall encourage and maintain good relations with credit rating agencies, its investors, and those in the financial community who participate in the issuance or monitoring of the County's long-term obligations. A policy of full and open disclosure on every financial report and long-term obligation transaction will be enforced, an investor relations website will be maintained with current and accurate information, and a credit rating agency presentation/update shall be conducted annually.
- The County shall comply with all ongoing disclosure conditions and shall file such required documents in a timely manner.
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the U.S. Treasury to avoid the loss of tax-exempt status.
- The County of San Diego will enforce filing notices of completion on all projects within five years of their financing. The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.
- 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 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 January 2016 in connection to the San Diego Regional Building Authority (described below) Lease Revenue Refunding Bonds (County Operations Center), Series 2016A. At this time, all three rating agencies affirmed the County's issuer and long-term obligation ratings.

The rating agencies cited the County's strong financial management, broad and diverse economy, and low to moderate debt burden in their rationale for the ratings they assigned. Standard and Poor's affirmed its ratings of the County and its obligations and maintained the stable outlook on the County's ratings noting that this, "...stable outlook reflects Standard & Poor's opinion of San Diego County's deep and diverse economy, strong reserves, formal policies, manageable debt and conservative budgeting, where actual results typically exceed projections." Fitch Ratings states, "the county's strong financial results are supported by forward-looking management policies and practices which include clear reserve targets, disciplined funding of capital needs and long-term obligations, and conservative budgeting." Moody's Investors Service noted the County's large and diverse economy, strong and consistent operating performance, deep and effective management team and moderate debt profile.

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	Aa2	AA+	AA+
Pension Obligation Bonds	Aa2	AA+	AA+

Authority to Finance and Bond Ratios

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

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

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

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

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

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

Authority to Finance

Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §5900 et seq. and §29900 et seq. Maximum Indebtedness: Government Code §29909 Short-Term TRANs: Government Code §53820 et seq. Pension Obligation Bonds: Government Code §53580 et seq.
Nonprofit Public Benefit Corporation	Corporations Code §5110 et seq.
Joint Powers Authority	Government Code §6500 et seq.
Redevelopment Successor Agency	Health and Safety Code §34177.5 et seq.
Housing Authority	Health and Safety Code §34200 et seq. Multi-family Rental Housing Bonds: Health and Safety Code §52075 et seq.
Assessment Bonds	Street and Highway Code §6400 et seq. and §8500 et seq.
Mello-Roos Community Facilities District	Government Code §53311 et seq.
Conduit Bonds	Government Code §26227
School District General Obligation Bonds	Education Code §15000 and following Government Code §53500 and following

Bond Ratios	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16	Fiscal Year 2016–17
Net Bonded Debt (in millions)[1]	$ 1,204.4	$ 1,177.0	$ 1,144.3	$ 1,086.1	$ 1,016.9	$ 939.0
Net Bonded Debt per Capita[2]	$ 385	$ 374	$ 358	$ 337	$ 312	$ 291
Ratio of Net Bonded Debt to Assessed Value[3]	0.31%	0.30%	0.28%	0.25%	0.22%	0.20%

[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, gauging the County's long-term financial obligations within the context of population and assessed value.

General Fund Debt Service Ratios

The total debt service reported in the Components of General Fund Debt Service Ratio table is composed of payments on the County's General Fund long-term financial obligations, which include Pension Obligation Bonds, Certificates of Participation and Lease Revenue Bonds. They are described in the following section titled Long-Term Obligations. In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds and the payments required for the Pension Obligation Bonds is provided in the Finance Other section.

Components of General Fund Debt Service Ratio (in millions)	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	Fiscal Year 2017–18 Recommended Budget
General Fund Revenue[1]	$ 3,719.7	$ 3,694.1	$ 3,899.3	$ 3,803.6	$ 3,822.1
Total Debt Service[2]	$ 120.0	$ 118.5	$ 116.9	$ 112.6	$ 112.6
Ratio of Total Debt Service to General Fund Revenue	3.23%	3.21%	3.00%	2.96%	2.95%
General Fund Share of Debt Service Cost[3]	$ 92.5	$ 90.5	$ 90.3	$ 86.2	$ 86.2
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.49%	2.45%	2.31%	2.27%	2.26%

[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)		
	As of June 30, 2016	Projected as of June 30, 2017
Certificates of Participation	$ 202.5	$ 188.6
Lease Revenue Bonds	105.3	102.6
Pension Obligation Bonds	649.9	605.5
Redevelopment Successor Agency Bonds	12.2	11.7
Total	**$ 969.9**	**$ 908.4**

Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2016, and projected as of June 30, 2017, are presented in the table above.

The following discussion explains the nature and purpose of each of the long-term financing instruments available to or used by the County.

Certificates of Participation (COPs) and Lease Revenue Bonds (LRBs)

COPs and LRBs are sold to investors to raise cash for the financing of capital infrastructure. The repayment of these COPs and LRBs is secured by a revenue stream created by lease payments, often associated with the capital asset that the proceeds of the COPs or LRBs are funding. These lease payments are established in agreements between the County and another entity, typically either a nonprofit corporation, such as the San Diego County Capital Asset Leasing Corporation, formed by the Board of Supervisors to advise and assist with capital financings, or a joint powers authority, such as the San Diego Regional Building Authority, which is a joint powers authority between the County and the San Diego Metropolitan Transit System. The annual lease payments from the County to the financing entity are in an amount sufficient to satisfy the principal and interest payments due to the holders of the COPs or LRBs. At the end of the lease period, the title of a given lease premise used in a financing is cleared of this lease obligation.

The County first used COPs in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has used various lease-backed transactions, both COPs and LRBs, to fund the County's major capital requirements. The County currently has COPs and LRBs outstanding, the proceeds of which were used to fund the construction of various justice facilities, the Edgemoor Skilled Nursing Facility, the County Operations Center, the County Administration Center Waterfront Park, and the Cedar & Kettner Development Project Parking Structure.

Taxable Pension Obligation Bonds (POBs)

POBs are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund and retiree benefits. POBs totaling $430,430,000 were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in October 2002, the County issued $737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional $454,112,916 of POBs; and in August 2008, $443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002.

A total of $264 million of the principal component of the County's outstanding taxable POBs has been prepaid. As included in the Fiscal Year 2009–10 Adopted Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the $100 million of outstanding 2008 Series B1-B2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity to Fiscal Year 2026–27. As of June 30, 2016, the County is anticipated to have $649.9 million of taxable POBs outstanding.

Redevelopment Successor Agency Tax Allocation Bonds (TABs)

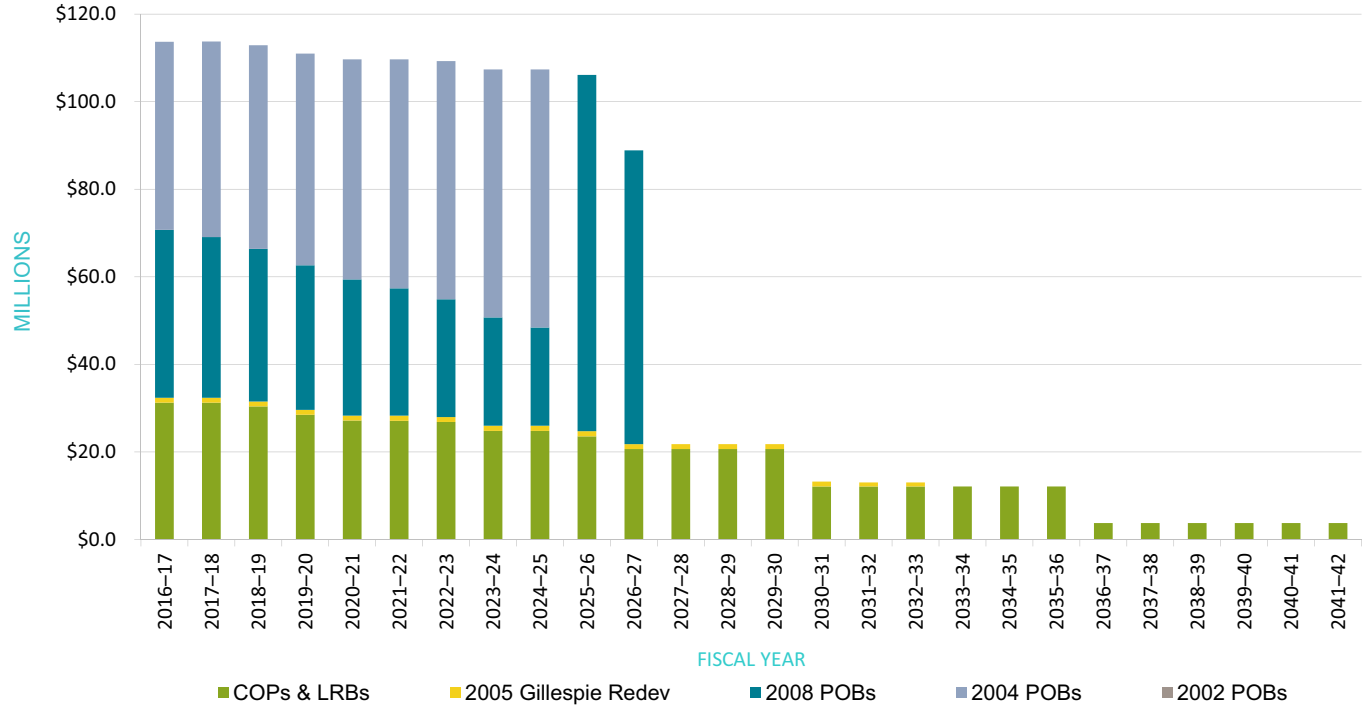
TABs are limited obligations issued by the former Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to projects within its redevelopment areas. The Agency was formed on October 14, 1974, pursuant to Redevelopment Law, and effective February 1, 2012 was dissolved 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 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 $1.2 million through Fiscal Year 2032–33; the final maturity of the 2005 TABs is in December 2032.

General Obligation Bonds (GO Bonds)

GO Bonds are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO bonds are backed by the full faith and credit of the issuing entity; in California, authorization to issue GO bonds requires supermajority (two-thirds) voter approval as the bonds are secured by an ad valorem tax that may be levied in whatever amount is necessary to pay debt service. The County has no outstanding General Obligation Bonds.

The Long-Term Debt Obligations chart shows the County's scheduled long-term obligation payments through final maturity of Fiscal Year 2041–42 as of June 30, 2016, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The Outstanding County Financings table details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

Long-Term Debt Obligations[1]
Fiscal Years 2016–17 through 2041–42



[1]Represents principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2016.

Outstanding County Financings (in thousands)[1]	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2009 Justice Facilities Refunding	2025	80,940	47,190
2011 MTS Tower Refunding	2019	19,260	8,670
2011 County Administration Center Waterfront Park	2042	32,665	30,265
2012 Cedar & Kettner Development Project	2042	29,335	27,540
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	88,835
2016 COC Refunding, issued March 2016	2035	105,330	105,330
Total Certificates of Participation and Lease Revenue Bonds		**$ 361,280**	**$ 307,830**
Taxable Pension Obligation Bonds			
Series 2004	2024	454,113	348,420
Series 2008	2027	343,515	301,440
Total Pension Obligation Bonds		**$ 797,628**	**$ 649,860**
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$16,000	$12,210
Total Tax Allocation Bonds		**$ 16,000**	**$ 12,210**

[1]*This table reflects the County's outstanding financings as of June 30, 2016.*

Short-Term Obligations

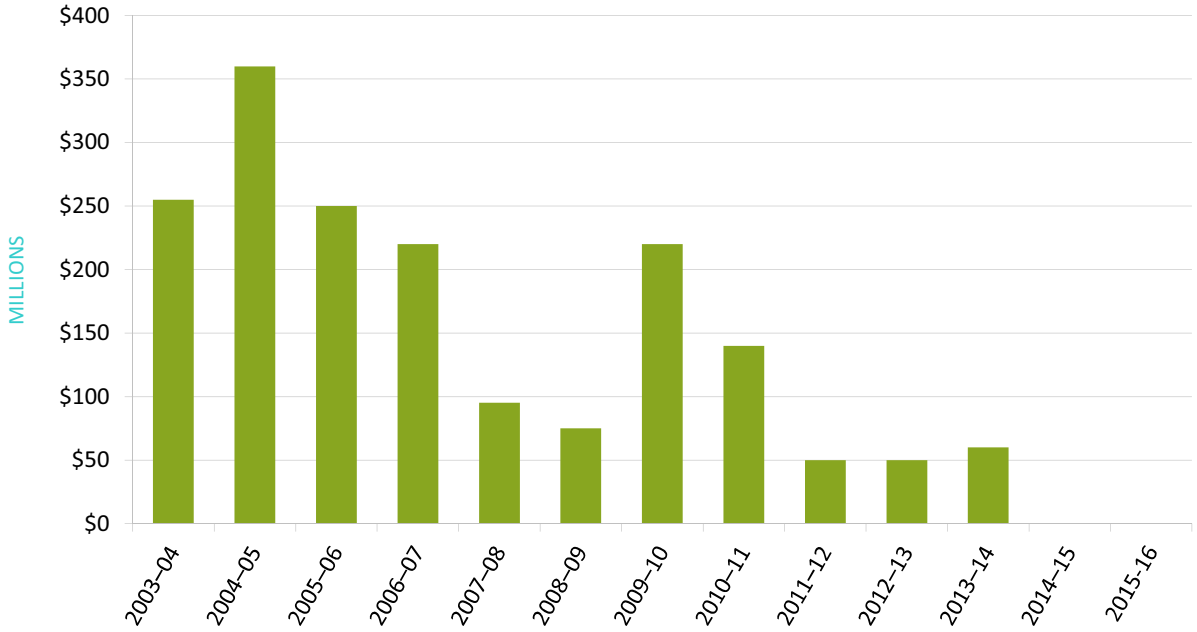
During the ordinary course of business, local governments, such as the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. To mitigate these cash flow imbalances, the County may borrow cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within 12 to 13 months of the date of issuance and are, therefore, considered short-term obligations. The chart on the following page shows TRANs borrowing since 2004-05. The County did not issue TRANs for the past two fiscal years.

Conduit Issuances

Board of Supervisors Policy B-65, L*ong-Term Financial Management Policy*, also provides for the County to assist qualified non-profit and for-profit entities to access tax-exempt financing for projects that provide a public benefit, contribute to social and economic growth and improve the overall quality of life to the residents of the San Diego region. In these financings, the County is a conduit issuer whereby it issues tax-exempt long-term bonds on behalf of the qualifying entity. That entity, the conduit borrower, is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is secured by the borrower, and is not considered to be a debt of the County.

Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing

2003–04 through 2015–16



The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of nonprofit organizations upon recommendation of the Debt Advisory Committee. The Board of Supervisors may also consider assessment district and community facilities district financings to provide for public improvements and services, whether initiated by petition of the property owners, the County or a non-County agency.

All considerations for financing will be directed to the Debt Advisory Committee and, if the Committee decides that the conduit financing is feasible, financially and economically prudent, aligned with the County's objectives, and does not impair the County's creditworthiness, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the conduit financing will be borne by the applicants.

The Outstanding Conduit Issuances table details the County's outstanding conduit issuances as of June 30, 2016.

Outstanding Conduit Issuances (in thousands)[1]			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Conduits			
2000 San Diego Museum of Art	2030	$ 6,000	$ 5,700
2003 Chabad	2023	11,700	6,650
2003 San Diego Jewish Academy	2026	13,325	4,175
2004 Museum of Contemporary Art	2034	13,000	4,550
2010 Salk Institute for Biological Studies	2040	37,445	35,760
2015 Sanford Burnham Prebys Medical Discovery Institute	2030	59,060	59,060
Total Conduits		**$ 140,530**	**$ 115,895**
Housing			
2002 Spring Valley	2032	3,250	1,614
Total Housing		**$ 3,250**	**$ 1,614**

[1]*This table reflects the County's outstanding conduit issuances as of June 30, 2016.*

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County of San Diego

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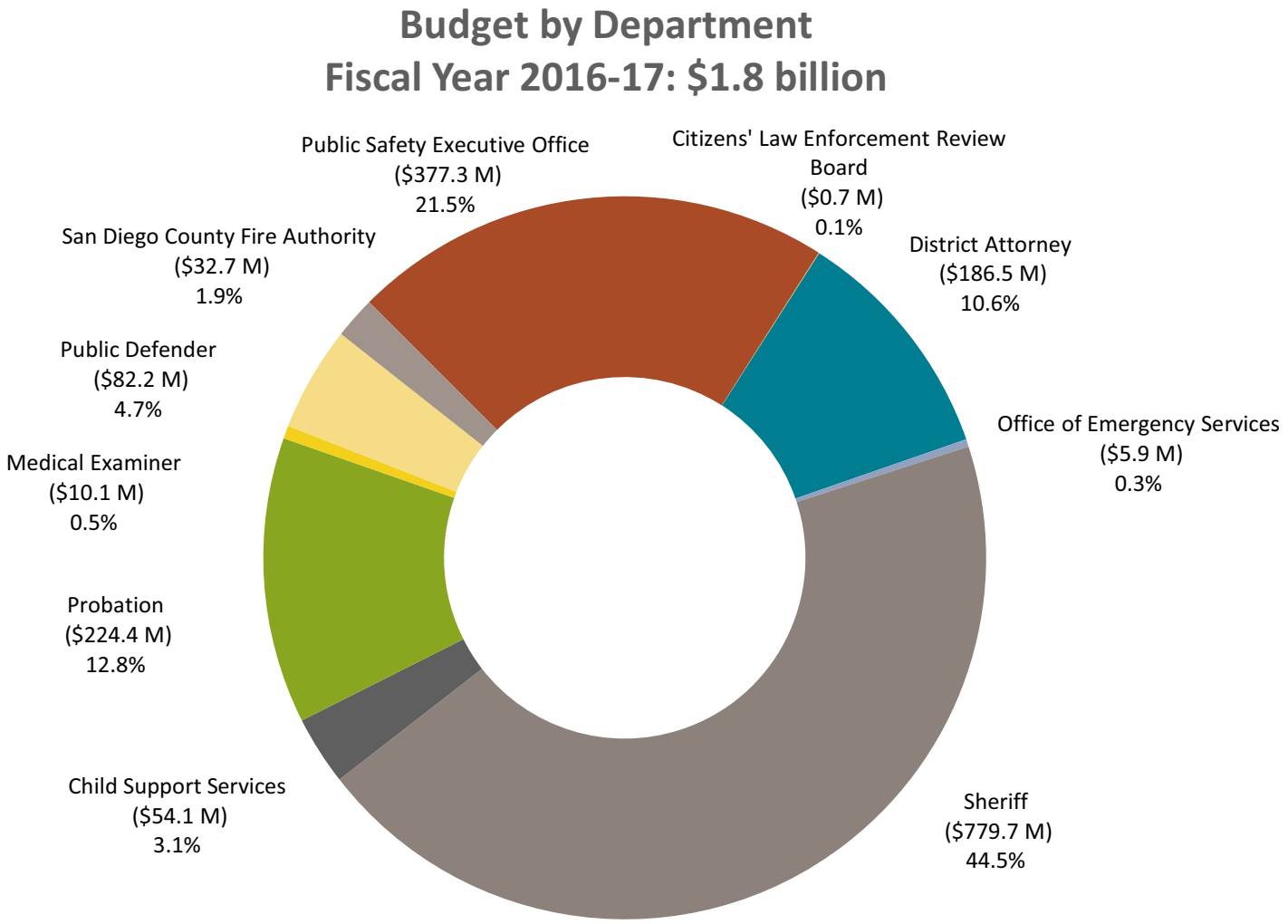
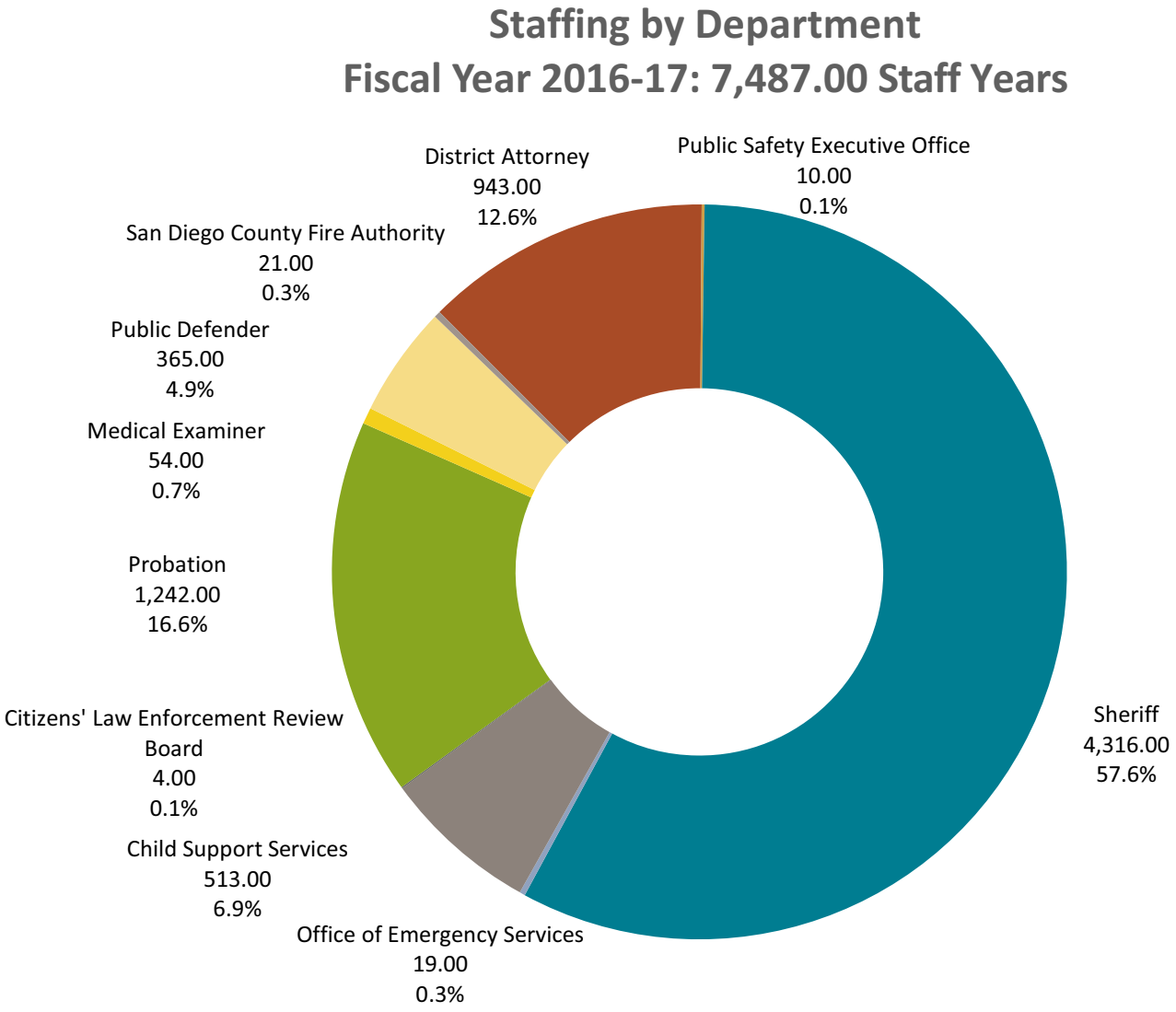
Public Safety Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department



Public Safety Group Summary & Executive Office

Mission Statement

As part of a regional coalition of public safety and criminal justice partners, the Public Safety Group improves public safety and criminal justice in San Diego County, and communicates and coordinates within the group and community to deliver high quality programs and services.

Vision Statement

A county where residents are safe and protected and have confidence in the criminal justice system, offenders are held accountable through appropriate sentences, proven strategies are implemented to reduce recidivism and successfully transition offenders back into communities, and communities are able to prepare for, respond to and recover from natural disasters and other emergencies.

Group Description

The Public Safety Group (PSG) provides leadership throughout the region in public safety, criminal justice administration, emergency preparedness and public accountability. The PSG departments operate both independently and collaboratively to support the region by investigating crime, prosecuting and defending persons accused of crimes, holding offenders in custody and supervising sentenced offenders. PSG departments also provide programs and services promoting opportunities for children and young adults.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

PSG Departments

- District Attorney
- Sheriff

- Child Support Services
- Citizens' Law Enforcement Review Board
- Office of Emergency Services
- Medical Examiner
- Probation
- Public Defender
- San Diego County Fire Authority

Public Safety Group Priorities

The departments of the Public Safety Group collectively support the County's Strategic Initiatives and advance the County's vision of a region that is Building Better Health, Living Safely and Thriving, which is called *Live Well San Diego*.

Healthy Families

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

Focus on behavioral health

The County's public safety departments routinely engage people with mental illness and other behavioral health issues. Many youth in the juvenile justice system may have experienced trauma. A number of adults who spend time in jail have serious mental illness or addiction—often both. We will work with the Health and Human Services Agency and other internal and external partners this year to:

- Enhance the ability to identify adults in the criminal justice system with behavioral health needs and mental illness and link them to effective interventions
- Enhance efforts to identify youth with mental health needs in the juvenile justice system and link them to expanded intervention options to help them achieve their positive potential

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse

Focus on positive outcomes for youth

The County works with schools, families, community organizations and law enforcement to achieve positive outcomes for youth. The number of youth in the juvenile justice system and in custody has dropped each year for the past five years—which means more youth with brighter futures. This year, the focus will continue on:

- Diversion programs and supportive community-based programs to prevent youth from entering the juvenile justice system
- Reducing the number of juveniles held in custody through use of community-based options and referrals to effective interventions that help steer youth away from future crimes

Sustainable Environments

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

Engaging communities in public safety solutions

Public expectations for law enforcement and the criminal justice system evolve quickly. Therefore, it's critical to engage the public in solutions for their own communities. Encouraging civic engagement means locating services in the communities that need them most and engaging neighborhood providers in service delivery, inviting public input into law enforcement, and being responsive to evolving community expectations. Efforts this year will include:

- Working with County departments and community-based organizations to connect individuals and justice-involved populations with needed services close to home and to build the capacity of neighborhood-based providers to deliver services
- Moving units out of a central Probation office into smaller community locations to meet client and community needs

Operational Excellence

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

Superior fire and emergency medical services in rural communities

The San Diego County Fire Authority, working with the California Department of Forestry and Fire Protection (CAL FIRE) and other partner agencies, has steadily improved rural fire coverage to residents and visitors in 1.5 million acres of unincorporated area over the last 5 years. Service levels are better than they have ever been, and this year the group will aim for superior service through:

- Improved Insurance Service Office (ISO) ratings to lower insurance rates for residents
- First-on-scene San Diego County Fire Authority response times of an average of 9 minutes 30 seconds
- Increasing the area covered by a paramedic-level first response

2016–18 Public Safety Group (PSG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various PSG departments' efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department's 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Child Support Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	HF5	Help employees understand how they contribute to *Live Well San Diego*	Child Support Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	Office of Emergency Services, San Diego County Fire Authority, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SC2	Create opportunities for safe access to places that provide community connection and engagement	District Attorney, Office of Emergency Services, Probation, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SC3	Identify and mitigate community threats that impact quality of life	District Attorney, Sheriff, Office of Emergency Services, Medical Examiner, Probation, San Diego County Fire Authority, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	SC5	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Public Defender, Health and Human Services Agency
	SC6	Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism	Sheriff, Medical Examiner, Probation, Public Defender, Finance and General Government Group, Land Use and Environment Group
	SC7	Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody	District Attorney, Sheriff, Probation, Public Defender
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE2	Anticipate customer expectations and needs in order to increase consumer and business confidence	Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	District Attorney, Citizens' Law Enforcement Review Board, Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Sheriff, Child Support Services, Medical Examiner, Office of Emergency Services, Probation, Public Defender, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Child Support Services, Citizens' Law Enforcement Review Board, Medical Examiner, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE5	Engage employees to take personal ownership of the customer experience	Sheriff, Medical Examiner, Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE6	Foster employee well-being, inclusion and development	District Attorney, Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group

Related Links

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

- www.sandiegocounty.gov/public_safety

Executive Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of $3.7 million

- Salaries & Benefits—increase of $0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net increase of $3.0 million.
  - Net increase of $3.4 million primarily due to major maintenance, offset by a decrease in operational costs in the Public Safety Group Executive Office.
  - Decrease of $0.4 million due to amounts budgeted and retained in the Proposition 172 Fund, which supports regional law enforcement services.
- Other Charges—decrease of $2.7 million to align to actual levels of expenditures for statutorily-required payments in Contribution for Trial Courts.
- Operating Transfers Out—net increase of $3.2 million.
  - Increase of $3.0 million for transfers to public safety departments to support regional law enforcement services based on increased revenue from the Proposition 172 Fund offset by decreases due to completion of one-time projects in Fiscal Year 2015–16.
  - Increase of $0.3 million due to an increase in penalty assessment revenues.
  - Decrease of $0.2 million due to a decrease in revenue to support annual debt service obligations.

Revenues

Net increase of $3.7 million

- Fines, Forfeitures & Penalties—net decrease of $1.5 million.
  - Net decrease of $1.5 million to align to actual levels of revenue received in Contribution for Trial Courts.
  - Increase of $0.3 million due an in an increase in penalty assessment revenue.
  - Decrease of $0.3 million due to a decrease in parking and traffic school assessment revenue.
- Intergovernmental Revenues—increase of $10.1 million due to an increase in revenue from Proposition 172 Fund, which supports regional law enforcement services.
- Charges for Current Services—net decrease of $1.5 million to align to actual levels of revenue received in Contribution for Trial Courts.
- Other Financing Sources—increase of $0.3 million in Operating Transfers In due to an increase in penalty assessment revenues.
- Use of Fund Balance—net decrease of $4.9 million primarily in Proposition 172 Fund for the completion of one-time projects in Fiscal Year 2015–16. A total of $14.6 million is budgeted.
  - $7.8 million in the Proposition 172 Fund, which supports regional law enforcement services.
    - $5.0 million for a transfer to the Justice Facility Construction Fund for the Emergency Vehicle Operations Course capital project.
    - $1.0 million for body-worn cameras.
    - $0.7 million for radio projects.
    - $0.6 million for information technology projects.
    - $0.3 million to support regional law enforcement.
    - $0.2 million for Juvenile Intervention and Diversion Services.
  - $3.5 million for major maintenance projects in the Public Safety Group Executive Office.
  - $3.0 million for the maintenance of County criminal justice facilities in the Justice Facility Construction Fund.
  - $0.3 million for the construction of County court facilities in the Courthouse Construction Fund.
- General Purpose Revenue—increase of $1.2 million.
  - Increase of $0.9 million for planned major maintenance projects.
  - Increase of $0.3 million in Contribution for Trial Courts to offset the decline in court revenues supporting statutorily-required payments.

Executive Office Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net increase of $4.5 million is primarily due to an increase in transfers of $6.1 million to public safety departments offset by a decrease of $1.6 million due to the anticipated completion of one-time projects and for amounts budgeted and retained in the Proposition 172 Fund.

Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety Executive Office	11.00	10.00	10.00	0.0	10.00
District Attorney	996.00	1,003.00	943.00	(6.0)	943.00
Sheriff	4,212.00	4,219.00	4,316.00	2.3	4,316.00
Child Support Services	471.00	466.00	513.00	10.1	513.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	17.00	19.00	19.00	0.0	19.00
Medical Examiner	56.00	56.00	54.00	(3.6)	54.00
Probation	1,316.00	1,259.00	1,242.00	(1.4)	1,242.00
Public Defender	357.00	362.00	365.00	0.8	360.00
San Diego County Fire Authority	19.00	20.00	21.00	5.0	21.00
Total	**7,459.00**	**7,418.00**	**7,487.00**	**0.9**	**7,482.00**

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety Executive Office	$ 347,999,496	$ 373,584,453	$ 377,252,808	1.0	$ 381,796,968
District Attorney	170,595,851	175,160,419	186,495,372	6.5	182,786,973
Sheriff	729,234,894	758,280,724	779,708,246	2.8	773,924,211
Child Support Services	51,460,166	52,897,983	54,129,642	2.3	51,663,599
Citizens' Law Enforcement Review Board	631,239	659,682	683,052	3.5	691,776
Office of Emergency Services	6,635,516	6,520,365	5,888,064	(9.7)	5,893,406
Medical Examiner	9,814,462	9,983,645	10,116,528	1.3	10,163,096
Probation	216,837,604	223,261,016	224,365,114	0.5	227,039,576
Public Defender	77,288,460	79,481,935	82,229,919	3.5	83,797,448
San Diego County Fire Authority	24,470,081	31,753,900	32,720,294	3.0	29,040,306
Total	**$ 1,634,967,769**	**$ 1,711,584,122**	**$ 1,753,589,039**	**2.5**	**$ 1,746,797,359**

Executive Office Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety Executive Office	11.00	10.00	10.00	0.0	10.00
Total	**11.00**	**10.00**	**10.00**	**0.0**	**10.00**

Executive Office Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Public Safety Executive Office	$ 7,635,835	$ 9,335,501	$ 12,946,202	38.7	$ 11,946,287
Penalty Assessment	7,875,730	6,736,509	7,064,420	4.9	7,064,420
Criminal Justice Facility Construction	7,491,425	7,760,858	7,769,685	0.1	8,037,870
Courthouse Construction	970,000	1,283,876	1,103,628	(14.0)	835,443
Public Safety Proposition 172	254,767,334	278,000,698	280,632,170	0.9	286,176,245
Contribution for Trial Courts	69,259,172	70,467,011	67,736,703	(3.9)	67,736,703
Total	**$ 347,999,496**	**$ 373,584,453**	**$ 377,252,808**	**1.0**	**$ 381,796,968**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,105,499	$ 1,953,265	$ 2,088,626	6.9	$ 2,126,155
Services & Supplies	7,881,647	13,063,996	16,102,577	23.3	14,542,038
Other Charges	72,481,112	73,605,328	70,919,790	(3.6)	70,929,758
Operating Transfers Out	265,531,238	284,961,864	288,141,815	1.1	294,199,017
Total	**$ 347,999,496**	**$ 373,584,453**	**$ 377,252,808**	**1.0**	**$ 381,796,968**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 150,710	$ —	$ —	—	$ —
Fines, Forfeitures & Penalties	19,017,405	18,205,917	16,667,526	(8.4)	16,667,526
Revenue From Use of Money & Property	78,757	120,000	150,000	25.0	150,000
Intergovernmental Revenues	251,015,756	262,703,424	272,812,170	3.8	280,546,048
Charges For Current Services	16,771,773	17,011,346	15,498,227	(8.9)	15,498,227
Other Financing Sources	4,746,780	3,607,559	3,935,470	9.1	3,935,470
Use of Fund Balance	9,918,280	19,544,449	14,586,956	(25.4)	8,897,153
General Purpose Revenue Allocation	46,300,035	52,391,758	53,602,459	2.3	56,102,544
Total	**$ 347,999,496**	**$ 373,584,453**	**$ 377,252,808**	**1.0**	**$ 381,796,968**

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

District Attorney

Mission Statement

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

Department Description

The Office of the District Attorney serves the citizens of San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 18 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer and protects the taxpayer by investigating and prosecuting consumer and insurance fraud. Effective Fiscal Year 2016-17, the operations of the Public Assistance Fraud Investigations Unit of the District Attorney's Office has been realigned within the Public Safety Group to the oversight and management of the Department of Child Support Services, to leverage the efficient and effective use of resources in departments with similar activities and goals.

To ensure these critical services are provided, the District Attorney's Office has 943.00 staff years and a budget of $186.5 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Safe Communities

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

  - Opened a District Attorney's Community Storefront office in National City to provide law enforcement services and education, and to solicit community input on law enforcement initiatives. (SC2)
  - Integrated new human trafficking training standards into the curriculum of the California Peace Officers Standards Training to ensure sworn law enforcement officers across the State will receive instruction based on best practices. (SC3)
  - Created and provided quick reference cards to law enforcement on the elements of domestic violence and human trafficking crimes. (SC3)
  - Conducted elder abuse mandatory reporter trainings for 325 law enforcement officers, social service workers and hospital staff across San Diego County on the legal updates, reporting requirements and reporting methods. (SC3)
  - Developed the Cyber Transmitted Threats of Violence Protocol to assess, identify and preempt active shooter events in San Diego County in partnership with San Diego County Office of Education, San Diego Unified School District mental health practitioners and the Law Enforcement Coordination Center member agencies. (SC3)
  - Collaborated with the Chula Vista Police Department, Probation, Child Welfare and nonprofit agencies to implement the Smart Policing Initiative, a program to reduce repeat domestic violence incidents.
  - Established the Domestic Violence Stalking and Homicide Prevention Team in partnership with local law enforcement and social service agencies. The team is developing electronic monitoring protocols for the use with first-time domestic violence offenders. (SC3)
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level

- Created standardized protocols, Memoranda of Understanding, referrals and training for the District Attorney's four regional High Risk Domestic Violence Teams to support victims of domestic violence. (SC5)
- Deputy District Attorneys delivered trainings to local law enforcement first responders on the consolidated domestic violence intervention protocols. (SC3)

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - In partnership with the Public Defender's Office, established a Youth Advisory Board at Serra High School to increase awareness about youth issues in the community. (SC6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Increased the number of referrals to Veterans Court from 134 to 136 cases. (SC7)
  - Reviewed and held stakeholder meetings regarding the feasibility of duplicating the City Attorney's Community Court processes as a solution for a future collaborative court, subject to funding availability. (SC7)
  - Updated the eligibility criteria of Drug Court to include misdemeanants and other non-violent felony offenders. (SC7)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Expanded the Computer and Technology Crime High-Tech Response Team to include a credentialed District Attorney Investigator Forensic Examiner to investigate crimes where there is digital or hardware-related evidence. (SE1)

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Establish a District Attorney satellite office in South San Diego to expand the number and diversity of community-based organizations providing services to the public. (SC2)
  - Implement the Ugly Truth multimedia public service campaign to educate the community on the realities of Human Trafficking. (SC3)
  - Establish a Conviction Review Unit to formalize and expand the District Attorney's ability to pursue justice during and after a conviction of a crime. (SC3)
  - Support the goals of Prop 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute. (2014),* by working to remove filing deadlines allowing eligible petitioners to apply to have their sentences reduced. (SC3)
  - Provide educational outreach to the community on the dangers of drunk driving and conduct technical trainings for law enforcement officers and prosecutors on best practices in DUI investigations and court testimony. (SC3)
  - Continue to expand the elder abuse mandatory reporter training for law enforcement, social service agencies and emergency room staff on legal updates, reporting requirements and reporting methods. (SC3)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Continue to expand the use of Collaborative Court to better address specific criminal behaviors that may lead to drug addiction and/or mental illness. (SC7)

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Deploy a community outreach campaign in multiple languages to reach a diverse segment of the population with information about victim services available through the District Attorney's Office. (SE6)

Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Collaborate with the California District Attorney Association to develop a week-long cybercrime conference to be held in San Diego to deliver best practices training on high tech crime to prosecutors, investigators and forensic examiners. (OE6)

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	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Achieve a conviction on felony cases prosecuted[1]	94% of 14,944	90%	93% of 11,145	90%	90%
Achieve a conviction on misdemeanor cases prosecuted[2]	86% of 21,686	80%	83% of 24,126	80%	80%
Resolve adult felony cases prior to the preliminary hearing	76% of 14,944	65%	71% of 11,145	65%	65%

Table Notes

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

[2] Prop 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute. (2014)*, has reduced many felonies to misdemeanors. This results in an increased number of misdemeanor cases per person that are dismissed as a result of negotiated plea agreements.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

A net decrease of 60.00 staff years primarily due to the transfer of the Public Assistance Fraud Investigations Unit to the Department of Child Support Services. The remaining changes in staffing are a result of transfers between programs to meet operational needs.

Expenditures

Increase of $11.3 million

- Salaries & Benefits—net increase of $0.7 million.
  - Increase of $5.0 million as a result of negotiated labor agreements.
  - Increase of $3.6 million due to an increase in retirement contributions.
  - Decrease of $7.9 million due to the transfer of the Public Assistance Fraud Investigations Unit.
- Services & Supplies—net increase of $2.0 million.
  - Increase of $1.0 million due to one-time contracted services for community programs.
  - Increase of $1.0 million for increased capacity to process digital evidence.
  - Increase of $0.6 million in facility costs and one-time major maintenance projects.
  - Increase of $0.4 million in Public Liability insurance costs.
  - Decrease of $1.0 million due to the transfer of the Public Assistance Fraud Investigations Unit.
- Other Charges—increase of $0.1 million due to increases for Asset Forfeiture.
- Capital Assets Equipment—decrease of $0.3 million due to the transfer of Public Assistance Fraud Investigations Unit fixed assets.
- Expenditure Transfers & Reimbursements—decrease of $8.8 million associated with the transfer of the Public Assistance Fraud Investigations Unit. Since this is a transfer of expenditures, it has the effect of an $8.8 million increase in expenditures.
- Management Reserves—a total of $5.0 million is budgeted for one-time facility maintenance and renovations ($4.0 million) and document management and imaging projects ($1.0 million).

Revenues

Increase of $11.3 million

- Intergovernmental Revenues—increase of $1.0 million in State revenue allocated to the Local Revenue Fund, Community Corrections Subaccount, for contracted services for community programs.
- Other Financing Sources—increase of $3.0 million from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, for increases as a result of negotiated labor agreements and to increase capacity to process digital evidence from body-worn cameras.
- Use of Fund Balance—increase of $0.4 million. A total of $9.2 million is budgeted.
  - $8.0 million for multiple projects related to one-time facility maintenance, renovation and ergonomic upgrades, information technology, provision of discovery to defense counsel electronically and activities related to document imaging solutions to reduce off-site storage costs.

- $0.6 million associated with temporary staff and one-time negotiated salary and benefit payments.
- $0.6 million in Asset Forfeiture Funds to support law enforcement purposes.

- General Purpose Revenue Allocation—increase of $6.9 million as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $3.7 million due to the anticipated completion of one-time projects, offset by an increase in Salaries & Benefits as a result of negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Criminal Prosecution	571.00	573.00	581.00	1.4	581.00
Specialized Criminal Prosecution	263.00	271.00	266.00	(1.8)	266.00
Juvenile Court	42.00	43.00	43.00	0.0	43.00
Public Assistance Fraud	69.00	65.00	0.00	(100.0)	0.00
District Attorney Administration	51.00	51.00	53.00	3.9	53.00
Total	**996.00**	**1,003.00**	**943.00**	**(6.0)**	**943.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Criminal Prosecution	$ 105,198,845	$ 108,303,883	$ 116,807,271	7.9	$ 111,194,958
Specialized Criminal Prosecution	50,615,732	51,716,942	52,982,575	2.4	54,371,284
Juvenile Court	6,323,017	6,393,918	6,530,033	2.1	6,890,384
Public Assistance Fraud	(598,803)	(859,011)	—	(100.0)	—
District Attorney Administration	8,542,060	9,089,687	9,550,493	5.1	9,705,347
District Attorney Asset Forfeiture Program	515,000	515,000	625,000	21.4	625,000
Total	**$ 170,595,851**	**$ 175,160,419**	**$ 186,495,372**	**6.5**	**$ 182,786,973**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 151,260,367	$ 153,647,325	$ 154,299,323	0.4	$ 159,775,987
Services & Supplies	20,256,656	21,371,364	23,437,634	9.7	21,267,634
Other Charges	2,884,891	2,168,594	2,278,594	5.1	2,278,594
Capital Assets Equipment	1,382,200	2,536,116	2,258,000	(11.0)	258,000
Expenditure Transfer & Reimbursements	(9,188,263)	(9,562,980)	(778,179)	(91.9)	(793,242)
Management Reserves	4,000,000	5,000,000	5,000,000	0.0	—
Total	**$ 170,595,851**	**$ 175,160,419**	**$ 186,495,372**	**6.5**	**$ 182,786,973**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 20,059,293	$ 20,159,741	$ 21,159,741	5.0	$ 20,159,741
Charges For Current Services	1,060,000	1,160,000	1,160,000	0.0	1,160,000
Miscellaneous Revenues	2,616,297	2,041,000	2,041,000	0.0	2,041,000
Other Financing Sources	49,291,877	52,877,834	55,899,583	5.7	56,446,359
Use of Fund Balance	10,640,472	8,754,450	9,200,838	5.1	895,558
General Purpose Revenue Allocation	86,927,912	90,167,394	97,034,210	7.6	102,084,315
Total	**$ 170,595,851**	**$ 175,160,419**	**$ 186,495,372**	**6.5**	**$ 182,786,973**

Sheriff

Mission Statement

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

Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department is comprised of seven detention facilities as well as seven patrol stations, seven patrol substations, a crime laboratory and an array of support operations necessary to provide full law enforcement coverage for the County of San Diego. The department's approximately 4,300 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 928,000 county residents, including those in 9 contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,100 inmates per day. The Sheriff's detention facilities conduct approximately 82,500 unduplicated inmate bookings annually. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.

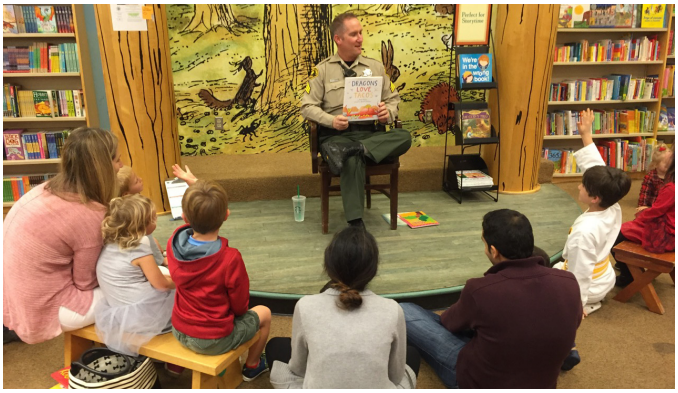
To ensure these critical services are provided, the Sheriff's Department has 4,316.00 staff years and a budget of $779.7 million.

Strategic Initiative Legend

HF	SC	SE	OE

○	- Audacious Vision
●	- Enterprise Wide Goal
□	- Cross-Departmental Objective
■	- Department Objective
◆	- Objective Sub-Dot Point Level 1

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



2015–16 Anticipated Accomplishments

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Crime in Sheriff's jurisdictions increased by 14%, not meeting the crime reduction goal of 5%. After a steady 35 year decline in crime rates, the rate of criminal activity is rising across the State and nation. San Diego County's recent uptick in crime rates is lower than most other urbanized areas of the State. Numerous strategies are being employed to thwart this increase. (SC3)
  - ■ To maintain safety and security of inmates in detention facilities and provide increased suicide prevention training to staff, deputies were sent to Psychiatric Emergency Response Team (PERT) training and an Inmate Safety Program was developed internally along with a training video.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - ■ Continued to implement information-led policing (ILP) throughout the department as the primary philosophy used to address crime trends. Among the noteworthy ILP-based actions were the following:
    - ◆ Using analysis of the time and day patterns for a string of burglaries, detectives were able to apprehend two female suspects in the act of burglarizing vehicles at a local gym. The two suspects were associated with four Sheriff's cases, one in Long Beach, one in Los Angeles, and one in Oceanside.
    - ◆ With the use of technological savvy and a query on license plates, an attempted murder suspect was identified who was subsequently sentenced to 17 years in prison.

- There were 30 Regional Realignment Group (R3G) operations conducted. These R3G operations resulted in 353 arrests, 656 field interviews, and 9 citations. In addition, the Regional Realignment Intelligence Unit at the Law Enforcement Coordination Center has disseminated 2,677 AB 109 Release Notifications, which consist of profiles on offenders released to the community due to sentencing resulting from Public Safety Realignment. Additionally, the Sheriff's Department has conducted a number of operations using Bureau of State and Community Corrections Police Grant funds resulting in significant mitigating impacts on the local criminal environment.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - The Youth Advisory Group (YAG) formally started in Summer 2015. There is an average of 18 YAG youth members that participate along with Sheriff Mentors. The YAG is comprised of young people from San Marcos, Encinitas, Vista, Fallbrook, Poway, Rancho San Diego, Imperial Beach and Santee. (SC6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Added three additional community-based evidence-based programs to inmates within the detention facilities, exceeding the goal of 10%. These community based providers provide services, which include: a book club "Freedom Through Words", health and wellness classes, and classes on basic life skills.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - The number of department chargeable traffic accidents was 2% higher than last Fiscal Year, not meeting the goal of a 5% reduction. In order to minimize further chargeable traffic accidents, the Department has increased its mitigation efforts, including education and training.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior delivery to our customers.
  - The Body Worn Camera Pilot Program was implemented in February 2016 in order to conduct product testing and evaluate equipment. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience.
  - Continued to improve the ability of deputies to work with mentally ill subjects by providing eight hours of PERT training to deputies and sergeants that did not receive training in Fiscal Year 2014–15. Additional deputies have completed the PERT training, however, due to staff turnover and recent graduations from the Academy, deputies will continue to receive training through next fiscal year in order to reach 100% completion. (OE5)

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Increase case clearances for Part I Violent Crimes by 5%. Eight Part I crimes, or "Index Crimes" are tracked by Traditional Uniform Crime Reporting (UCR) guidelines. These crimes include: homicide, rape, robbery, aggravated assault, burglary, larceny theft, motor vehicle theft, and arson. Those categorized as violent crimes include: homicide, rape, robbery, and aggravated assault. Case clearance rules are dictated by the UCR Guidelines and include those cases with the disposition of arrest, exception, and unfounded. (SC3)
  - Participate in regional prevention outreach to those offenders at risk for homelessness and mental health issues.
  - Expand collaboration with the Probation Department and conduct routine compliance checks to enforce the terms of supervision and actively pursue offenders who are non-compliant with their terms of release, with the goal of ensuring public safety in our communities. (SC3)
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Continue prevention outreach and increase identification of at-risk youth. (SC6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Build access to assessment, referral and treatment for inmates with mental health disorders and substance abuse needs, in order to better facilitate rehabilitation. (SC7)
  - Provide additional training to primary health care providers in detention facilities to better recognize and manage mental health issues.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Increase education and training on injury in the workplace in order to better prevent injury and expedite recovery from injury and return to work.
- Strengthen our customer service culture to ensure a positive customer experience
  - Increase customer service with targeted outreach and follow-up with residents who have frequently called for service. (OE5)

Related Links

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

- www.sdsheriff.net

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Field Interviews[1]	16,999	13,000	14,000	14,500	14,750
Case Clearance for Part I Violent Crimes[2]	N/A	N/A	1,020	1,070	1,120
Compliance Checks[3]	N/A	N/A	N/A	1,000	1,100
Daily Average Number of Inmates[4]	5,226	5,250	5,100	N/A	N/A
Number of Inmates Serving One Year or More[5]	2,988	2,950	915	N/A	N/A
Number of Jail "A" Bookings[6]	82,702	83,000	83,000	83,000	83,000
Warrants Cleared[7]	2,448	960	11,500	12,000	12,100
Public Calls for Service[8]	289,631	290,000	300,000	301,000	305,000

Table Notes

[1] The Department continues to emphasize information-led policing (ILP) and increased community knowledge in law enforcement efforts. Field interviews are an easy and readily available method for collecting information. Goals for Fiscal Years 2016–17 and 2017–18 reflect continued increase in the number of field interviews completed. The Field Interviews reported for Fiscal Year 2015–16 include Courts, Detentions, Non-Contract, and Community Colleges.

[2] This is a new measure effective Fiscal Year 2016–17 to identify and mitigate threats that impact quality of life for County residents by increasing case clearances for the violent crimes reported. This measure is used by many law enforcement agencies to measure police effectiveness. Case clearances will include those cleared by arrest, exception, and unfounded.

[3] This is a new measure effective Fiscal Year 2016–17. Compliance checks will help to ensure that offenders serving their time in the community are in compliance with their supervision terms and conditions in order to help prevent recidivism and uphold residents' quality of life.

[4] This measure is being discontinued for Fiscal Year 2016–17 since inmate population is not an outcome that can be controlled by Sheriff's policy and action, and is not relevant to a future goal or objective.

[5] The actual number of inmates serving one year or more in Fiscal Year 2015–16 is lower than projected due to the limited experience with the effect of Public Safety Realignment 2011 and Prop 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute. (2014)* on inmate population. This measure is being discontinued for Fiscal Year 2016–17 as it is not tied to a future goal or objective.

[6] "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.

[7] The number of warrants cleared in Fiscal Year 2015–16 is higher than the set goal resulting from the shift to an ILP philosophy within the warrant service unit, with an increased focus on serving warrants for offenders with the highest risk rating for recidivism. Warrants cleared include local municipal court warrants, local superior court warrants and local juvenile court warrants.

[8] Calls for service continue to increase with the demand for law enforcement services by the public. The goals for Fiscal Years 2016–17 and 2017–18 reflect the expected growth of the public's demand for law enforcement services. The Calls for Service reported for Fiscal Year 2015–16 include Courts, Detentions, Non-Contract, and Community Colleges.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 97.00 staff years

- Increase of 44.00 staff years in the Detention Services Bureau.
  - Increase of 29.00 staff years for the Pre-Arraignment Release program, Sheriff's Transfer, Assessment and Release (STAR) unit and the Pre-Trial counseling (Pre-Trial) unit to develop and present objective assessment results regarding offenders on a Pre-Trial status.
  - Increase of 8.00 staff years to support care for offenders with mental health needs in custody, which includes 1.00 staff year to provide technical leadership in the redesign and expansion of the program and 7.00 staff years to provide comprehensive discharge planning activities and services necessary for the continuity of patient care upon release from jail.
  - Increase of 2.00 staff years in the Jail Population Management Unit for offender classification and population management.
  - Increase of 3.00 staff years due to an increase in food services provided to the Probation Department.
  - Increase of 2.00 staff years due to a transfer from the Human Resource Services Bureau based on operational needs.
- Net increase of 14.00 staff years in the Law Enforcement Services Bureau.
  - Increase of 10.00 staff years to maintain service levels and supervisory span of control to the unincorporated areas due to increases in population in those areas.
  - Increase of 2.00 staff years in the Crime Lab Forensic Biology Unit due to a greater demand for DNA analysis.
  - Increase of 2.00 staff years to augment the information analysis capabilities of the Sheriff's Analysis Group.
  - Increase of 2.00 staff years for Aerial Support to Regional Enforcement Agencies (ASTREA) to provide emergency service air support to public safety agencies.
  - Increase of 1.00 staff year to assist with public education on scam prevention and countering fraudulent activity.
  - Decrease of 2.00 staff years due to a reduction in law enforcement services requested by contract cities.
  - Net decrease of 1.00 staff year due to transfers: from the Court Services Bureau (1.00 staff year), to the Human Resource Services Bureau (1.00 staff year) and to the Management Services Bureau (1.00 staff year) based on operational needs.
- Net increase of 32.00 staff years in the Sheriff's Court Services Bureau.
  - Increase of 33.00 staff years to address the additional security requirements of the new San Diego Central Courthouse due to the architectural design, loss of direct access and additional holding cell capacity.
  - Decrease of 1.00 staff year due to a transfer to the Law Enforcement Services Bureau based on operational needs.
- Increase of 3.00 staff years in the Human Resource Services Bureau.
  - Increase of 1.00 staff year to coordinate and manage the training requirements of professional staff employees.
  - Increase of 1.00 staff year in the Weapons Training Unit to ensure Departmental, California Peace Officer Standards and Training (POST) and California Standards and Training for Corrections (STC) firearms training standards are met.
  - Increase of 1.00 staff year to support the increasing volume of casework in the Medical Liaison Unit.
- Increase of 3.00 staff years in the Management Services Bureau.
  - Increase of 1.00 staff year due to the increased workload of the Budget and Revenue Management unit.
  - Increase of 1.00 staff year to support and maintain the added router layer that has been introduced in the new Internet Protocol Microwave Transport Communications System.
  - Increase of 1.00 staff year to oversee the migration project of the Justice Regional Information System (JURIS) and to maintain, support and enhance JURIS applications after migration.
- Increase of 1.00 staff year in the Sheriff's Internal Service Fund/Information Technology Bureau to manage the new generation electronic security systems at Sheriff's Detentions facilities.

Expenditures

Net increase of $21.4 million

- Salaries & Benefits—net increase of $34.6 million.
  - Increase of $21.4 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Net increase of $9.4 million due to the addition of 97.00 staff years.
  - Net increase of $2.2 million in salary adjustments due to an increase in planned training academies, funding for School Resource Officers, funding for the Jail Mental Health Intake Screening and Assessment Unit offset by decreases due to the Sheriff's STAR unit staffing transitioning to permanent positions and to reflect a higher rate of staff turnover and unfilled positions in Fiscal Year 2016–17 compared to Fiscal Year 2015–16.
  - Net increase of $1.7 million for operational needs.
- Services & Supplies—net decrease of $7.0 million.
  - Decrease of $8.3 million due to the completion of one-time projects including the replacement of security controls and cameras at the George Bailey Detention Facility, the JURIS re-platform project and the High Performance Data (HPD) Operating Channels move.
  - Decrease of $3.2 million due to the completion of one-time projects and purchases based on revenue from the Regional Communications System (RCS) Trust Fund.
  - Increase of $2.6 million due to increased costs for vehicles, facilities and Public Liability insurance.
  - Increase of $1.3 million in grant funds that support State and federal homeland security initiatives.
  - Increase of $0.6 million to replace the radio system at San Diego Central Jail and Vista Detention Facility and to rebuild the Rainbow Peak radio site tower.
- Capital Assets Equipment—net decrease of $4.4 million.
  - Decrease of $3.5 million due to the completion of one-time projects and purchases in Fiscal Year 2015–16.
  - Decrease of $0.6 million due to one-time purchase of equipment in the prior year supported by State and federal homeland security program initiatives.
  - Decrease of $0.3 million due to a decrease in planned expenditures in the Asset Forfeiture Program.
- Expenditure Transfer & Reimbursements—increase of $0.8 million in cost applied expenditure transfers (reimbursement) for food services provided to the Probation Department and for comprehensive discharge planning services to inmates/patients who are in the Psychiatric Step Down Units from the Health and Human Services Agency. Since these are transfers of expenditures, the effect is an $0.8 million decrease in expenditures.
- Fund Balance Component Increases—decrease of $1.0 million due to the use of fund balance in Fiscal Year 2015–16 for the Sheriff Capital Project Commitment account for future capital needs.

Revenues

Net increase of $21.4 million

- Fines, Forfeitures & Penalties—net decrease of $2.0 million.
  - Net decrease of $2.5 million in Sheriff's Warrant Automation Trust Fund revenue due to the completion of the JURIS re-platform project ($2.7 million) offset by an increase associated with the addition of 1.00 staff year in the Management Services Bureau ($0.2 million).
  - Increase of $0.5 million due to increases in Cal-ID revenue based on an increase in planned expenditures from the Cal-ID program.
- Revenue from Use of Money & Property—decrease of $8.0 million in Rents and Concessions due to the termination of the lease with the Corrections Corporation of America for the Otay Mesa Detention Facility ($4.8 million) and decrease in anticipated revenue from the inmate telephone system contract ($3.2 million).
- Intergovernmental Revenues—net increase of $5.1 million.
  - Net increase of $6.6 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to increased costs for negotiated labor agreements, reimbursements to allied agencies associated with Regional Realignment Response Group overtime, costs to support the ongoing operation of the STAR and Pre-Trial units, costs for a pilot program to create the Jail Mental Health Intake Screening and Assessment Unit as well as one-time support for staffing of the new San Diego Central Courthouse and staffing added to create a Jail Mental Health Discharge Planning Coordination unit.
  - Increase of $1.1 million in State and federal grant revenues in the Urban Areas Security Initiative Grant (UASI), State Homeland Security Grant Program (SHSGP), and the Operation Stonegarden Grant Program.
  - Net decrease of $0.6 million in revenue primarily for the following grant programs: Selective Traffic Enforcement Program (STEP) Grant for overtime costs, the California Gang Reduction, Intervention and Prevention Grant program for temporary help and overtime costs and the DNA Capacity Enhancement and Backlog Reduction Program for the purchase of equipment.
  - Decrease of $0.7 million in Fiscal Year 2010 Community Oriented Policing Services (COPS) Technology Grant revenue associated with the JURIS re-platform project.
  - Decrease of $0.5 million in revenue from the Bureau of State and Community Corrections (BSCC) Police Grant funds for overtime costs.

- Decrease of $0.5 million in various revenue accounts related to grant funds that will not be rebudgeted.
- Decrease of $0.2 million for the federal State Criminal Alien Assistance Program, which provides federal reimbursement to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.

- Charges for Current Services—net increase of $3.5 million.
  - Net increase of $3.8 million to recover costs of negotiated labor agreements and service adjustments for contracted law enforcement services provided to nine contract cities, transit entities, a community college district and tribes.
  - Decrease of $0.2 million from the Sheriff's Vehicle Inspection Fee Trust Fund for one-time projects completed in Fiscal Year 2015–16.
  - Decrease of $0.1 million due to the reclassification of revenue to Licenses Permits & Franchises.
- Miscellaneous Revenues—net decrease of $3.7 million.
  - Net decrease of $3.1 million due to a decrease in planned expenditures to be reimbursed from the RCS Trust Fund.
  - Decrease of $0.6 million from the Cal-ID Equipment Replacement/System Enhancement Trust Fund for one-time projects completed in Fiscal Year 2015–16.
- Other Financing Sources—net decrease of $0.1 million due to a reduction in the use of fund balance offset by an increase due to projected receipts from the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services.
- Use of Fund Balance—net increase of $7.4 million. A total of $13.0 million is budgeted.
  - $4.8 million to provide bridge funding due to the termination of the lease with the Corrections Corporation of America for the Otay Mesa Detention Facility.
  - $3.8 million in the Inmate Welfare Fund to support positions and core services, some of which were previously funded with inmate telephone contract revenue.
  - $3.0 million to partially offset costs of the additional security requirements for the new San Diego Central Courthouse.
  - $0.8 million to offset costs related to radio replacements.
  - $0.6 million to offset costs related to School Resource Officers.
- General Purpose Revenue—increase of $19.1 million as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

A net decrease of $5.8 million is primarily due to anticipated completion of one-time projects offset primarily by increases in Salaries & Benefits for negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Detention Services	2,039.00	2,039.00	2,083.00	2.2	2,083.00
Law Enforcement Services	1,372.00	1,371.00	1,385.00	1.0	1,385.00
Sheriff's Court Services	378.00	386.00	418.00	8.3	418.00
Human Resource Services	130.00	130.00	133.00	2.3	133.00
Management Services	251.00	251.00	254.00	1.2	254.00
Sheriff's ISF/IT	16.00	16.00	17.00	6.3	17.00
Office of the Sheriff	26.00	26.00	26.00	0.0	26.00
Total	**4,212.00**	**4,219.00**	**4,316.00**	**2.3**	**4,316.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Detention Services	$ 279,108,547	$ 283,431,556	$ 297,740,023	5.0	$ 303,393,353
Law Enforcement Services	225,231,198	236,571,233	244,372,258	3.3	233,039,402
Sheriff's Court Services	54,779,930	55,757,276	61,144,440	9.7	62,820,589
Human Resource Services	26,680,094	24,123,379	26,698,109	10.7	26,888,079
Management Services	40,954,168	41,005,867	37,523,313	(8.5)	36,328,189
Sheriff's ISF/IT	80,851,089	94,946,495	90,625,030	(4.6)	89,880,452
Office of the Sheriff	5,467,531	5,769,435	5,831,905	1.1	5,904,573
Sheriff's Asset Forfeiture Program	1,100,000	1,600,000	1,102,326	(31.1)	1,102,326
Sheriff's Jail Stores ISF	7,787,452	—	—	—	—
Jail Commissary Enterprise Fund	—	7,673,768	8,061,760	5.1	8,064,101
Sheriff's Inmate Welfare Fund	6,760,355	7,139,313	6,358,180	(10.9)	6,252,245
Countywide 800 MHZ CSA's	514,530	262,402	250,902	(4.4)	250,902
Total	**$ 729,234,894**	**$ 758,280,724**	**$ 779,708,246**	**2.8**	**$ 773,924,211**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 551,087,807	$ 558,100,447	$ 592,713,180	6.2	$ 601,885,564
Services & Supplies	150,406,101	168,358,994	161,346,553	(4.2)	148,085,592
Other Charges	25,792,682	26,054,834	26,054,834	0.0	26,054,834
Capital Assets Equipment	3,450,487	6,305,846	1,969,250	(68.8)	350,000
Expenditure Transfer & Reimbursements	(8,051,198)	(7,909,657)	(8,709,297)	10.1	(8,881,911)
Fund Balance Component Increases	—	1,000,000	—	(100.0)	—
Operating Transfers Out	6,549,015	6,370,260	6,333,726	(0.6)	6,430,132
Total	**$ 729,234,894**	**$ 758,280,724**	**$ 779,708,246**	**2.8**	**$ 773,924,211**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 463,000	$ 463,000	$ 500,500	8.1	$ 500,500
Fines, Forfeitures & Penalties	5,542,127	8,808,111	6,799,126	(22.8)	3,362,222
Revenue From Use of Money & Property	8,328,601	8,419,573	435,226	(94.8)	435,226
Intergovernmental Revenues	56,428,001	64,685,982	69,830,592	8.0	57,705,952
Charges For Current Services	130,049,689	134,873,971	138,378,226	2.6	142,104,846
Miscellaneous Revenues	15,712,386	13,681,512	10,024,927	(26.7)	9,197,268
Other Financing Sources	194,363,110	204,487,710	204,396,393	(0.0)	214,395,247
Use of Fund Balance	11,961,933	5,573,889	12,970,942	132.7	7,371,209
General Purpose Revenue Allocation	306,386,047	317,286,976	336,372,314	6.0	338,851,741
Total	**$ 729,234,894**	**$ 758,280,724**	**$ 779,708,246**	**2.8**	**$ 773,924,211**

Child Support Services

Mission Statement

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

Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. Federal and State law governs the department with oversight by the California Department of Child Support Services. DCSS collaborates with custodial and non-custodial parents, courts, 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 through the life of the case. Effective Fiscal Year 2016-17, the operations of the Public Assistance Fraud Investigations Unit of the District Attorney's Office has been realigned within the Public Safety Group to the oversight and management of the Department to Child Support Services, to leverage the efficient and effective use of resources in departments with similar activities and goals.

To ensure these critical services are provided, Child Support Services has 513.00 staff years and a budget of $54.1 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Healthy Families

- ○ San Diego County has fully optimized its health and social service delivery system to make it an industry leader in efficiency, integration and innovation

  - □ Continued to meet with financial institutions and community-based organizations to partner in the development of a college savings account program for dependents of child support customers to help advance their academic success and facilitate self-sufficiency in adulthood. (HF4)
  - ■ Increased the rate of cases where parentage is established to 98% (49,256 of 50,253), exceeding the goal of 95%.
  - ■ Maintained the percentage of open cases with an enforceable order at 89% (61,353 of 69,035).
  - ■ Increased the percentage of current support collected to current support owed to 72% ($113 million of $158 million), exceeding the goal of 70%.
  - ■ Increased the percentage of arrears cases with a collection to 69% (35,608 of 51,927), falling short of the goal of 70% due to a continued decrease in federal intercept collections.
  - ■ Established 332 parenting time orders along with a child support order to build healthy relationships and encourage consistent payment of child support, exceeding the goal of 300 parenting time orders.
  - ■ Continued to promote family self-sufficiency for parents by partnering with People Assisting the Homeless, Interfaith Community Services, North County Lifeline, Mental Health Services, the San Diego Military Family Collaborative and the Health and Human Services Agency to ensure supportive services were accessible to aid families in achieving self-sufficiency.

Operational Excellence

- ● Align services to available resources to maintain fiscal stability
  - ■ Collected $3.73 for every $1.00 spent on operations, exceeding the goal of $3.50.
- ● Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.

- Implemented innovative electronic cash payment options which made paying child support easier, provided more convenient locations throughout the community for customers, and resulted in an additional $1.3 million collected. (OE3)
- Increased service delivery by establishing offices in Escondido and National City to better serve customers who reside in those areas. (OE3)
- Developed an electronic communication method with employer partners using fillable forms. Distributed information by webinar to educate employers on how their contributions positively affect families in the region. (OE4)
- Explored a partnership with San Diego Dads Corps to provide customers with high school equivalency certificates, but were unable to move forward due to that organization's loss of funding.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Participated in the County's Diversity and Inclusion Task Force and its development and implementation of a Diversity and Inclusion Strategic Plan to create an inclusive, diverse and world-class organization for employees and the community. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensure the percentage of cases with parentage established is at 100%, consistent with the Statewide goal.
  - Maintain the percentage of open cases with an enforceable order at or above 89%, consistent with the Statewide goal.
  - Maintain the percentage of current support collected to current support owed at or above 71% ($112 million of $158 million).
  - Increase the percentage of arrears cases with a collection at or above 70%.
  - Explore a partnership with an educational institution to educate future professionals in the child support field.
  - Maintain collections for child support at or above $177 million.
  - Promote family self-sufficiency by partnering with additional organizations to ensure supportive services are available to families.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Implement a college savings account program for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood. (HF4)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
  - Increase internal communication to employees regarding the connection between healthy and thriving families and the work employees do in assisting child support customers. (HF5)

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect at least $3.50 for every $1.00 spent on operations.
  - Integrate all administrative and operational facets of the Public Assistance Fraud investigative function from the District Attorney's Office and identify areas to increase operational efficiency and effectiveness.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop an automated self-check-in system to improve the customers' office visit experience. (OE3)
  - Establish offices at various locations in the community to better serve customers who reside in those areas. (OE3)
  - Partner with other government or community-based organizations to distribute video messages in their offices regarding how child support services positively affect families in the region. (OE3)
  - Explore and implement innovative electronic communication options, increasing department accessibility and convenience for customers. (OE4)

Related Links

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

- www.sandiegocounty.gov/dcss

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Current support collected (federal performance measure #3) (in millions)[1]	71% of $119	70%	72% of $158	71%	73%
Cases with an enforceable order (federal performance measure #2)[1]	89% of 71,136	89%	89% of 69,035	89%	90%
Arrears cases with a collection (federal performance measure #4)[1]	68% of 54,132	70%	69% of 51,927	70%	71%
Total Collections (in millions)	$176	$175	$177	$177	$177

Table Notes

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

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

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 47.00 staff years

- Production Operations—decrease of 15.00 staff years.
  - Decrease of 13.00 staff years to align staffing levels with anticipated workload.
  - Decrease of 2.00 staff years due to a transfer of staff to Public Assistance Fraud.
- Administrative Services—decrease of 3.00 staff years due to a transfer of staff to Public Assistance Fraud.
- Public Assistance Fraud—increase of 65.00 staff years.
  - Increase of 60.00 staff years due to the transfer of the District Attorney's Public Assistance Fraud Investigations Unit.
  - Increase of 3.00 staff years due to transfer from Administrative Services.
  - Increase of 2.00 staff years due to transfer from Production Operations.

Expenditures

Net increase of $1.2 million

- Salaries & Benefits—net increase of $8.1 million primarily due to the transfer of 60.00 staff years from the District Attorney's Office Public Assistance Fraud Investigations Unit.
- Services & Supplies—net increase of $3.0 million due to $1.6 million for costs associated with the required relocation from the Central Courthouse to leased space and $1.3 million resulting from transfer of the District Attorney's Office Public Assistance Fraud Investigations Unit.
- Capital Assets Equipment—increase of $0.3 million for vehicle assets in the Public Assistance Fraud Investigations Unit.
- Expenditure Transfer & Reimbursements—increase of $10.2 million due to the transfer of the District Attorney's Office Public Assistance Fraud Investigations Unit. Since this is a transfer of expenditures, it has the effect of a $10.2 million decrease in expenditures.

Revenues

Net increase of $1.2 million

- Charges for Current Services—decrease of $0.1 million due to a decrease in child support collected for public assistance cases and a corresponding decline in the reimbursement received by counties for the county share of costs of public assistance.
- Use of Fund Balance—increase of $1.3 million. A total of $2.4 million is budgeted to support costs associated with the required relocation from the Central Courthouse to leased space.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $2.5 million primarily due to the completion of one-time relocation costs.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Production Operations	363.00	362.00	347.00	(4.1)	347.00
Quality Assurance	11.00	12.00	12.00	0.0	12.00
Administrative Services	45.00	40.00	37.00	(7.5)	37.00
Recurring Maintenance and Operations	5.00	5.00	5.00	0.0	5.00
Legal Services	47.00	47.00	47.00	0.0	47.00
Public Assistance Fraud	0.00	0.00	65.00	0.0	65.00
Total	**471.00**	**466.00**	**513.00**	**10.1**	**513.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Production Operations	$ 38,869,304	$ 40,370,158	$ 40,400,451	0.1	$ 40,721,408
Quality Assurance	1,103,592	1,256,197	1,259,430	0.3	1,287,220
Administrative Services	4,339,416	4,124,166	5,012,635	21.5	2,094,407
Recurring Maintenance and Operations	792,113	775,852	774,642	(0.2)	786,885
Legal Services	6,355,741	6,371,610	6,682,484	4.9	6,773,679
Total	**$ 51,460,166**	**$ 52,897,983**	**$ 54,129,642**	**2.3**	**$ 51,663,599**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 43,584,276	$ 43,163,386	$ 51,316,407	18.9	$ 52,206,320
Services & Supplies	7,875,890	9,734,597	12,687,228	30.3	9,411,931
Capital Assets Equipment	—	—	320,000	0.0	320,000
Expenditure Transfer & Reimbursements	—	—	(10,193,993)	0.0	(10,274,652)
Total	**$ 51,460,166**	**$ 52,897,983**	**$ 54,129,642**	**2.3**	**$ 51,663,599**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 49,722,162	$ 50,202,063	$ 50,171,537	(0.1)	$ 50,146,537
Charges For Current Services	1,738,004	1,646,118	1,558,105	(5.3)	1,517,062
Use of Fund Balance	—	1,049,802	2,400,000	128.6	—
Total	**$ 51,460,166**	**$ 52,897,983**	**$ 54,129,642**	**2.3**	**$ 51,663,599**

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Citizens' Law Enforcement Review Board

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 4.00 staff years and a budget of $0.7 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Increased community awareness of the CLERB through quarterly stakeholder outreach with Women Occupy San Diego, Community Assistance Support Team (CAST) San Diego, National University Ethics Program, and Thomas Jefferson School of Law panel on Community-Police Relations. (SE6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continued to implement Business Process Reengineering measures, which defined a standard, measurable process and reduced the amount of effort and lead time required to complete high-quality investigations through the upgrade of the Administrative Investigations Management (AIM) database system. (OE3)
  - Maintained public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting and reporting on 63% (81 of 129) investigations and reviews of citizens' complaints of misconduct within 330 days of receipt. (OE4)
  - Issued and publicly distributed 12 monthly workload reports to the CLERB, Sheriff's Department and Probation Department. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change. (OE4)
  - Completed 100% (129) of complaint investigation within one year of receipt, exceeding the goal of 95%. This measure excludes isolated cases with a different timeline authorized by law. (OE4)
  - Provided 12 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, to enable corrective action when necessary. (OE4)
  - Maintained a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer. (OE4)

- Provided redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights. (OE4)
- Processed 100% (127) of new complaints in a timely manner; maintained a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature. (OE4)

2016–18 Objectives

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Increase community awareness of the CLERB through quarterly stakeholder outreach to include at least four community-based meetings annually (one meeting per quarter). (SE6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Maintain public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation, review and reporting 75% of citizens' complaints of misconduct within 330 days of receipt. (OE4)
  - Issue and publicly distribute monthly workload reports to the CLERB, Sheriff's Department and Probation Department. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change. (OE4)
  - Complete 95% of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required for complex cases. (OE4)
  - Provide monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary. (OE4)
  - Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer. (OE4)
  - Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights. (OE4)
  - Process 100% of new complaints in a timely manner; maintain a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature. (OE4)
  - Provide quarterly training on law enforcement issues. (OE4)

Related Links

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

- www.sandiegocounty.gov/clerb

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Hold or attend at least four community-based meetings annually (one meeting per quarter)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Mail complaint documents for complainant signature within two working days of initial contact[1, 2]	100% of 129	100%	100% of 127	100%	100%
Complete complaint investigations within one year[2]	98% of 106	95%	100% of 129	95%	95%
Provide 12 early warning reports annually to the Sheriff's Department and Probation Department	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Present training on law enforcement issues once per quarter	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 125 based on a five year average.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Increase of $23,000

- Salaries & Benefits—increase of $18,000 due to negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—increase of $5,000 primarily due to increased rents and leases and information technology costs.

Revenues

Increase of $23,000

- General Purpose Revenue Allocation—increase of $23,000 to offset the increase in expenditures mentioned above.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Total	**4.00**	**4.00**	**4.00**	**0.0**	**4.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Law Enforcement Review Board	$ 631,239	$ 659,682	$ 683,052	3.5	$ 691,776
Total	**$ 631,239**	**$ 659,682**	**$ 683,052**	**3.5**	**$ 691,776**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 526,597	$ 527,585	$ 546,072	3.5	$ 554,796
Services & Supplies	104,642	132,097	136,980	3.7	136,980
Total	**$ 631,239**	**$ 659,682**	**$ 683,052**	**3.5**	**$ 691,776**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Use of Fund Balance	8,780	—	—	—	—
General Purpose Revenue Allocation	622,459	659,682	683,052	3.5	691,776
Total	**$ 631,239**	**$ 659,682**	**$ 683,052**	**3.5**	**$ 691,776**

Office of Emergency Services

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Office of Emergency Services has 19.00 staff years and a budget of $5.9 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - □ Contacted 36 San Diego school districts to promote their adoption of the San Diego County "Be Aware, Be Prepared" Disaster Preparedness curriculum for fourth graders by the beginning of the 2017 school year. Thirteen districts have implemented the curriculum in 282 fourth grade classrooms. (SC1)
  - ❖ Engaged 300 organizations participating in the Risk Communication Plan—Partner Relay to promote and encourage translation and/or dissemination of preparedness information found in the Family Disaster Plan and Personal Survival Guide. Shared El Niño preparedness materials with eight Partner Relay language group leaders. Partners also participated in two exercises that involved translation of emergency messages into Spanish, Arabic, Chinese, Filipino, Karen, Korean, Vietnamese, and Somali. (SC1)
  - □ Facilitated four exercises which included preparation for a 2017 regional full-scale exercise; one functional Emergency Medical Services exercise; one Animal Services tabletop exercise; and one tabletop exercise on emergency messaging. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ■ Ensured the consistent and timely dissemination of emergency alerts by creating a reference guide of 20 prescripted disaster alerts for notifying the public of emergency conditions via AlertSanDiego, Wireless Emergency Alerts, sdcountyemergency.com or other emergency alert systems.

Operational Excellence

- Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county
  - □ Facilitated the development of a regional financial donations management plan that documented the organizational and operational framework required to properly receive and disperse monetary donations to help those most affected by disaster. (OE1)

- Promoted financial literacy of the department regarding grants, budget, audits and purchasing and contracting principles through multiple presentations to staff during regularly scheduled bimonthly staff meetings. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increased the number of Accessible AlertSanDiego Spanish language registrations by 49% (330 to 493) and increased overall AlertSanDiego registrants by 4% (376,301 to 390,302) for an overall increase of AlertSanDiego registrations and SD Emergency mobile application downloads combined of 5% (538,222 to 568,702). (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Increased the number of San Diego County disaster service workers registered with San Diego County's Advanced Recovery Initiative (ARI) by 16% (557 to 647) exceeding the goal of 3%. ARI promotes the training of County disaster service workers to staff local assistance centers, shelters, and emergency operation centers or act as 2-1-1 operators during and after large disasters. (OE5)

2016–18 Objectives

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Conduct one public outreach campaign to increase the number of AlertSanDiego registrations and SD Emergency mobile application downloads by 5%. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Complete ten tsunami response playbooks for all coastal jurisdictions, which contain updated plans, procedures and responsibilities that would be used during a tsunami advisory, watch, or warning. These playbooks allow for the implementation of different response scenarios depending on tsunami size, direction, tide, and other factors. (SC3)
  - Facilitate a transportation provider resource inventory and a pre-approved emergency transportation services list for use in the event of evacuations during disasters by establishing new and renewing existing agreements with transportation service providers. The list may include providers who serve the general public and those that specialize in the transportation of older adults and individuals with disabilities and other access and functional needs. (SC2)
  - Conduct two tabletop exercises, one interoperable communications exercise and one full-scale disaster preparedness exercise, which involves multiple agencies and jurisdictions throughout the region. (SC3)
  - Ensure readiness in the region by combining specialized natural disaster maps into an easy to use, localized, public hazard risk map. This map would include information on earthquake, fire, flood, and tsunami risk and would allow residents to identify multiple hazards affecting their neighborhood by entering their address onto a web-based form. (SC1)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Obtain re-accreditation from the Emergency Management Accreditation Program (EMAP). EMAP evaluates local emergency management programs using 63 separate and measurable standards of excellence. Each of these standards must be met, as evaluated by a peer review process. OES was originally accredited in 2007 and re-accredited in 2012. Accreditation is valid for five years. (OE3)
  - Expand the number of available emergency power generator systems to establish a cache of generators and associated power distribution resources. The power generator cache would provide emergency power at specific locations throughout the region for maintaining medical equipment, providing lighting, and powering emergency communication systems. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Expand the number of disaster service workers trained for the Advanced Recovery Initiative by 3%. Training will be focused on increasing available personnel in emergency sheltering and emergency 2-1-1 telephone operations. (OE6)

Related Links

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

- www.sandiegocounty.gov/oes
- www.sdcountyemergency.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness[1]	9	N/A	N/A	N/A	N/A
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[2]	1	N/A	N/A	N/A	N/A
Number of quarterly drills conducted to test Emergency Operations Center Activation procedures[1]	4	N/A	N/A	N/A	N/A
Number of exercises (tabletop or full-scale) conducted to test the County's Tactical Interoperable Communications Plan (TICP)[1]	1	N/A	N/A	N/A	N/A
Percentage increase of AlertSanDiego registration and/or SD Emergency mobile application downloads[3]	N/A	10%	5% (538,222 to 568,702)	5%	5%
Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region's disaster readiness[4]	N/A	4	4	4	4
Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative[3]	N/A	3%	16% (557 to 647)	3%	3%

Table Notes

[1] This measure was discontinued in Fiscal Year 2015–16. Performance measures referencing exercises and drills have been combined into a single Countywide full-scale exercise performance measure.

[2] This measure was discontinued in Fiscal Year 2015–16 due to the decommissioning of the San Onofre Nuclear Generating Station.

[3] This measure was added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely, and Thriving: *Live Well San Diego*. Following the May 2014 fires, the outreach for AlertSanDiego registrations focused on increasing the number of Spanish language users. The number of Spanish language registrants increased by 49% (330 to 493).

[4] This measure was added in Fiscal Year 2015–16 which combined the performance measures referencing exercises and drills. OES will conduct a multi-agency full-scale exercise once every two years to test the region's ability to respond in the event of an emergency.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of $0.6 million

- Salaries & Benefits—increase of $0.2 million due to negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net decrease of $0.4 million.

- Decrease of $0.5 million in contracted services due to the completion of one-time grant funded projects related to the State Homeland Security Program Grant, the Urban Areas Security Initiative and other one-time projects in Fiscal Year 2015-16.
- Decrease of $0.1 million for radio replacements completed in Fiscal Year 2015-16.
- Increase of $0.1 million in maintenance of equipment to support the Operational Area Emergency Operations Center.
- Increase of $0.1 million related to facilities, utility charges, and information technology.

- Other Charges—decrease of $0.4 million due to an anticipated reduction in spending levels of the Fiscal Year 2015 State Homeland Security Program Grant, which provides pass-through funds to other agencies.

Revenues

Net decrease of $0.6 million

- Intergovernmental Revenues—decrease of $0.9 million.
  - $0.6 million decrease in the State Homeland Security Program Grant and the Urban Areas Security Initiative related to the completion of one-time projects.
  - $0.3 million decrease due to the reclassification of revenue to a proper account related to the San Onofre Nuclear Generating Station emergency planning funding from the State of California to a memorandum of agreement with Southern California Edison.
- Charges for Current Services—increase of $0.3 million due to the reclassification of revenue as described above.
- Use of Fund Balance—decrease of $0.2 million. A total of $0.4 million is budgeted.
  - $0.3 million to support the "Call When Needed" program to access fire suppression aircraft.
  - $0.1 million to support costs associated with temporary staff, maintenance of equipment in the Operational Area Emergency Operations Center and temporary storage for emergency response equipment.
- General Purpose Revenue—increase of $0.2 million for negotiated labor agreements, an increase in retirement contributions and to support public outreach to the Hispanic community.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Office of Emergency Services	17.00	19.00	19.00	0.0	19.00
Total	**17.00**	**19.00**	**19.00**	**0.0**	**19.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Office of Emergency Services	$ 6,635,516	$ 6,520,365	$ 5,888,064	(9.7)	$ 5,893,406
Total	**$ 6,635,516**	**$ 6,520,365**	**$ 5,888,064**	**(9.7)**	**$ 5,893,406**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,323,569	$ 2,519,524	$ 2,707,601	7.5	$ 2,743,183
Services & Supplies	3,028,329	2,262,841	1,834,463	(18.9)	1,804,223
Other Charges	1,283,618	1,733,000	1,346,000	(22.3)	1,346,000
Capital Assets Equipment	—	5,000	—	(100.0)	—
Total	**$ 6,635,516**	**$ 6,520,365**	**$ 5,888,064**	**(9.7)**	**$ 5,893,406**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 4,057,067	$ 4,686,476	$ 3,814,687	(18.6)	$ 3,833,827
Charges For Current Services	—	—	325,638	0.0	325,638
Use of Fund Balance	1,484,222	616,000	375,000	(39.1)	345,000
General Purpose Revenue Allocation	1,094,227	1,217,889	1,372,739	12.7	1,388,941
Total	**$ 6,635,516**	**$ 6,520,365**	**$ 5,888,064**	**(9.7)**	**$ 5,893,406**

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

Medical Examiner

Mission Statement

Promote safe and livable communities by certifying the cause and manner of death for all homicides, suicides, accidents and sudden/unexpected natural deaths in San Diego County. In addition, provide related forensic services, assistance and education to families of the deceased, as well as to public and private agencies, in a professional and timely manner.

Department Description

The Department of the Medical Examiner provides medicolegal forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 40% of deaths in the county, and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs scene investigations, autopsies and external examinations, toxicology, histology, and administrative support. In addition, the department hosts educational tours of the Medical Examiner & Forensic Center facility on a regular basis.

To ensure these critical services are provided, the Department of the Medical Examiner has 54.00 staff years and a budget of $10.1 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Safe Communities

- 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. These trends were communicated through a County News Center story targeting media and the public, and through the annual report published online. (SC3)
  - □ Held an Identify the Missing event, which 22 families attended. Ten missing persons reports were updated and ten new missing persons reports were filed. Nineteen families provided DNA samples to be submitted to the Department of Justice to be added to the nationwide database. (SC3)
  - □ Contributed to research efforts in Alzheimer's, Epilepsy, Autism and Schizophrenic studies by providing 37 tissues to academic research organizations, with family consent. (SC3)
  - ■ Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request. The department received and fulfilled 108 requests, and a total of 559 medical and resident students, and first responders were trained or observed a forensic investigation.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - ■ Contributed to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, Methamphetamine Strike Force, Prescription Drug Abuse Task Force (PDATF), Medical Examiners and Coroner Alert Project (MECAP), National Institute of Child Health and Human Development (NICHD), National Missing and Unidentified Persons System, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

Operational Excellence

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

- Gathered imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures in 724 of 2,996 cases (24%).
- Used bar coding technology to ensure transfer and maintenance of specimens (2,026 cases), evidence (531 cases), and bodies (2,957 cases) is accomplished quickly, efficiently, and accurately.

- Completed 93% (98 of 105) of homicide examination reports in 60 days or less, exceeding the goal of 90%. (OE4)
- Assisted in the healing process of those who have lost a loved one by providing timely and compassionate service and enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death. (OE4)
- Notified 90% (4,489 of 4,964) of next-of-kin for identified Medical Examiner cases in 12 hours or less, meeting the goal of 90%. (OE4)
- Enabled timely funeral service for families by making 99% (2,455 of 2,474) of bodies ready for release in 7 days or less, exceeding the goal of 97%. (OE4)
  - Completed 91% (2,718 of 2,991) of investigative reports in 60 days or less, exceeding the goal of 85%.
  - Completed 99% (2,008 of 2,025) of toxicology reports in 60 days or less, exceeding the goal of 95%.
  - Completed 96% (2,755 of 2,881) of examination reports in 60 days or less, exceeding the goal of 85%.
  - Provided 99% (4,998 of 5,030) of case report requests within 7 days or less, exceeding the goal of 95%.

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends. These trends will be communicated through County News Center stories targeting the media and the public and an annual report published online. (SC3)
  - Contribute to research efforts in Alzheimer's, Epilepsy, Autism and Schizophrenia studies by providing tissue to academic research organizations, with family consent. (SC3)
  - Continue to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Contribute to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, PDATF, MECAP, NICHD, National Missing and Unidentified Persons System, and the California SIDS Advisory Council. (SC6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Use advanced forensic imaging to assist in the determination of the cause and manner of death. (OE3)
    - Gather imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures.
    - Use bar coding technology to ensure transfer and maintenance of specimens, evidence and bodies is accomplished quickly, efficiently, and accurately.
  - Complete 90% of homicide examination reports in 60 days or less. (OE4)
  - Assist in the healing process of those who have lost a loved one by providing timely and compassionate service and enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death. (OE4)
    - Notify 90% of next-of-kin for identified Medical Examiner cases in 12 hours or less.
    - Complete 85% of investigative reports in 60 days or less.
    - Complete 95% of toxicology reports in 60 days or less.
    - Complete 85% of examination reports in 60 days or less.
    - Provide 97% of case report requests within 7 days or less.
- Strengthen the customer service culture to ensure a positive customer experience
  - Enable timely funeral service for families by making 97% of bodies ready for release in 7 days or less. (OE5)

Related Links

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

- www.sandiegocounty.gov/me
- www.sandiegocounty.gov/me/docs/SDME_Annual_Report_2014.pdf

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Bodies ready for release in seven days or less	99.6% of 2,412	97%	99% of 2,474	97%	97%
Investigative reports completed in 60 days or less	93% of 2,972	85%	91% of 2,991	85%	85%
Toxicology reports completed in 60 days or less	99% of 2,001	95%	99% of 2,025	95%	95%
Examination reports completed in 60 days or less[1]	93% of 2,869	85%	96% of 2,881	85%	85%
Homicide examination reports completed in 60 days or less	87% of 98	90%	93% of 105	90%	90%
Next-of-kin notification completed in 12 hours or less	91% of 4,857	90%	90% of 4,964	90%	90%
Case reports completed in seven days or less	96% of 4,871	95%	99% of 5,030	95%	95%

Table Notes

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

[1] The goal to complete examination reports was exceeded with the addition of a second Forensic Pathology Fellow which allowed the case pathologist to complete reports timely and enhance the teaching for these future Forensic Pathologists.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Decrease of 2.00 staff years in the Toxicology Division due to the expiration of the County of San Bernardino revenue contract.

Expenditures

Net increase of $0.1 million

- Salaries & Benefits—increase of $0.06 million primarily due to an increase in retirement contributions.
- Services & Supplies—increase of $0.07 million due to increase electronic data storage costs.

Revenues

Net increase of $0.1 million

- Charges for Current Services—decrease of $0.37 million due to the expiration of the County of San Bernardino revenue contract.
- Use of Fund Balance—a total of $0.01 million is budgeted for temporary staff.
- General Purpose Revenue—increase of $0.49 million associated with negotiated labor agreements, an increase in retirement contributions and costs related to electronic data storage costs and the loss of the County of San Bernardino revenue contract.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Decedent Investigations	56.00	56.00	54.00	(3.6)	54.00
Total	**56.00**	**56.00**	**54.00**	**(3.6)**	**54.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Decedent Investigations	$ 9,814,462	$ 9,983,645	$ 10,116,528	1.3	$ 10,163,096
Total	**$ 9,814,462**	**$ 9,983,645**	**$ 10,116,528**	**1.3**	**$ 10,163,096**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 7,362,800	$ 7,582,119	$ 7,644,780	0.8	$ 7,691,348
Services & Supplies	2,381,662	2,401,526	2,471,748	2.9	2,471,748
Capital Assets Equipment	170,000	—	—	—	—
Expenditure Transfer & Reimbursements	(100,000)	—	—	—	—
Total	**$ 9,814,462**	**$ 9,983,645**	**$ 10,116,528**	**1.3**	**$ 10,163,096**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 954,162	$ 1,054,162	$ 682,083	(35.3)	$ 682,083
Miscellaneous Revenues	86,460	86,460	86,460	0.0	86,460
Use of Fund Balance	291,855	95,722	108,014	12.8	—
General Purpose Revenue Allocation	8,481,985	8,747,301	9,239,971	5.6	9,394,553
Total	**$ 9,814,462**	**$ 9,983,645**	**$ 10,116,528**	**1.3**	**$ 10,163,096**

Probation

Mission Statement

Protect community safety, reduce crime and assist victims through offender accountability and rehabilitation.

Department Description

The Probation Department protects the public by working with community, other County departments and government partners to supervise and rehabilitate youth and adults in the justice system and assists victims of crime through securing restitution and holding offenders accountable. The department has developed a wide variety of community outreach prevention programs to strengthen families, increase youth resiliency, and reduce gang involvement for youth at risk of entering the juvenile justice system. These programs were created in collaboration with the courts, law enforcement, health agencies, schools, social service agencies and other community-based organizations. The Probation Department also provides supervision and reentry services to justice system-involved adults, focusing on rehabilitation through case management and assessment in order to link them to the services that will assist in rehabilitation. The Probation Department assists victims through education of victim rights and restitution.

To ensure these critical services are provided, the Probation Department has 1,242.00 staff years and a budget of $224.4 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of the County's vision, *Live Well San Diego*
  - Supported the *Live Well San Diego* campaign through the efforts of five Probation "champions," who participated in multimedia and print campaigns illustrating their contributions toward a healthy, safe and thriving community in the work they perform. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Employ operational practices to assist victims.
    - Collected $2.3 million of restitution from adult probationers for the benefit of crime victims, which fell short of the goal of $2.5 million. Factors influencing not achieving this goal include a smaller offender population and fewer victims, as evidenced by an 8% decrease in adult restitution accounts opened.
    - Collected $0.25 million of restitution from juvenile-related cases for the benefit of crime victims, which fell short of the goal of $0.29 million. One contributing factor in not achieving the goal was a 36% decrease in juvenile restitution accounts opened.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Provided rehabilitative services to offenders. (SC7)
    - Linked 55% (577 of 1,054) of high-risk juvenile probationers to community-based services associated with the juvenile's assessed needs, exceeding the goal of 50%.

- Linked 70% (2,282 of 3,261) of high-risk adult offenders and Post Release Community Supervision offenders to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 68%. Post Release Community Supervision offenders are individuals released from State Prison to Probation Supervision.
- Engaged 8.1% (448 of 5,564) of adult offenders on high-risk supervision in work readiness and employment services, exceeding the goal of 4.2%.
- Provided substance abuse services to 100% (336) of youth assessed to have substance abuse needs, exceeding the goal of 99%.
- Provided employment readiness services to 100% (301) of youth in custody assessed as having an employment readiness need, exceeding the goal of 99%.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Expanded juvenile mental health services to youth in custody and in the community. (SC6)
    - Implemented a Trauma Responsive Unit in the Kearny Mesa Juvenile Detention Facility for youth with higher mental health and trauma-related needs.
    - Expanded programming for Commercially Sexually Exploited Children at the Girls Rehabilitation Facility and the Kearny Mesa Juvenile Detention Facility.
    - Implemented Multi-Disciplinary Teams consisting of Probation, mental health, medical, and education partners to assess and address the needs of individual youth.
    - Increased the number of mental health clinicians for youth in custody and the community to provide crisis management and follow-up care.
    - Enhanced mental health screening by implementing the Columbia Suicide Severity Rating Scale Tool for youth entering the juvenile detention facility.
    - Expanded the use of the Massachusetts Youth Screening Instrument for all "true found" youth as part of the Mentally Ill Offender Crime Reduction Grant. Youth with elevated scores are referred for clinical assessment to determine and provide associated treatment needs. "True found" youth are those supervised by Probation following a juvenile judge finding the charges against them to be true.
    - Standardized the delivery of Cognitive Behavioral Therapy (CBT) to youth in custody to ensure assessed needs are consistently being met. This was accomplished through staff communication and training on the consistent use of identified CBT programs and interactions with youth.
  - Expanded the Truancy Intervention Program to the La Mesa-Spring Valley, Lakeside Union, and Cajon Valley School Districts. (SC6)
  - Implemented the San Diego Risk and Resiliency Check-up II assessment tool and case plan for improved connections of youth to services based on needs and risk factors. (SC6)
  - Employed operational practices to protect community safety and reduce crime.
    - Provided supervision and services so that 79% (894 of 1,138) of juvenile probationers completed their probation without a new sustained law violation, exceeding the goal of 70%.
    - Provided supervision and services using evidence-based and best practices to adults under supervision and achieved a 69% (3,772 of 5,452) success rate of adult probationers who completed their probation without being convicted of a new crime, exceeding the goal of 65%.
    - Provided supervision and services using evidence-based and best practices to adults under supervision and achieved a 68% (1,261 of 1,854) success rate with Post Release Community Supervision and Mandatory Supervision offenders who completed their supervision without being convicted of a new crime, which was just short of the goal of 70%. Although Mandatory Supervision Offenders, who are felony offenders that serve time in "local prison" (County jail) followed by community supervision by Probation, achieved an 85% success rate, the Post Release Community Supervision population had a success rate of 60%. Going forward, this measure will be separated and goals aligned to more accurately reflect anticipated outcomes.
    - Partnered in 418 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
  - Employed practices to hold offenders accountable.
    - Ensured the department standard of at least two contacts per month was met for high-risk offenders through staff training and quality assurance reviews.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conducted training to educate staff on financial literacy. (OE2)
    - Provided budget, contracts and financial literacy trainings to administrative, management and supervisory staff.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implemented the use of mobile applications to improve the efficiency of case management and supervision. (OE3)

- Enhanced the case management system to provide efficiencies for the officers, which included enhanced navigation tools, embedded training videos, and improved caseload views. (OE3)
- Consolidated two juvenile camps into one location due to decreased populations, enhancing operational efficiency and reducing costs. (OE3)
- In collaboration with County departments and community partners, developed a plan to move staff and services into community-based locations. (OE3)

2016–18 Objectives

Safe Communities

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Employ practices to provide rehabilitative services to offenders. (SC7)
    - Increase the percentage of high-risk juvenile probationers linked to community-based services associated with the juvenile's assessed needs by 3% (55% to 58%).
    - Increase the percentage of high-risk adult offenders and Post Release Community Supervision offenders linked to appropriate intervention services by 4% (70% to 74%) to address factors that lead to criminal behavior.
    - Continue to provide substance abuse services for at least 99% of youth assessed to have substance abuse needs.
    - Work to rehabilitate offenders by continuing to provide employment readiness services to at least 99% of youth in custody assessed as having an employment readiness need.
  - Employ operational practices to protect community safety and reduce crime. (SC3)
    - Ensure 70% of juvenile probationers complete their probation without a new sustained law violation.
    - Ensure 65% of adult probationers complete their probation without being convicted of a new crime.
    - Ensure 75% of Mandatory Supervision offenders complete their supervision without being convicted of a new crime.
    - Ensure 60% of Post Release Community Supervision offenders complete their supervision without being convicted of a new crime
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Focus on diversion, supportive programs, and community based options through the use of evidence-based practices to further reduce the juvenile justice population. (SC2)
  - Assist victims who have been harmed by crime by collecting Court ordered restitution on their behalf. (SC3)
    - Collect at least $2.3 million of restitution from adult probationers for the benefit of crime victims.
    - Collect at least $0.25 million of restitution from juvenile-related cases for the benefit of crime victims.
  - Continue collaborating with the Sheriff's Department in conducting compliance checks to enforce the terms of supervision and actively engage offenders with their terms of release, with the goal of ensuring public safety in communities. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Expand juvenile mental health services to youth in the community through a therapeutic model of in-home services for youth and their families. (SC6)
  - Expand juvenile mental health services to youth in custody through expanded clinical support and continue to implement best practice initiatives focused on trauma. (SC6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue to expand the use of mobile applications to improve the efficiency of case management and supervision for officers in the field. (OE3)
  - In collaboration with County departments and community partners, implement the plan to move staff and services into community-based locations. (OE3)

Related Links

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

- www.sandiegocounty.gov/probation

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Adult offenders who complete their probation without being convicted of a new crime	63% of 5,477	65%	69% of 5,452	65%	65%
Juvenile offenders who complete their probation without a new law violation	69% of 1,477	70%	79% of 1,138	70%	70%
High-risk adult offenders and Post Release Community Supervision offenders linked to appropriate intervention services to address factors that lead to criminal behavior[1]	N/A	N/A	70% of 3,261	74%	74%
High-risk juvenile probationers linked to community-based services associated with the juvenile's assessed needs[2]	N/A	N/A	55% of 1,054	58%	58%
Searches on probationers to ensure that they are in compliance with their terms of supervision and not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia[3]	8,256	N/A	N/A	N/A	N/A
Provide services to reduce delinquency of youth in custody who are at high risk of delinquency[3]	100% of 397	N/A	N/A	N/A	N/A
Participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints[4]	418	418	418	N/A	N/A

Table Notes

[1] This measure was added in Fiscal Year 2016–17 to highlight the department's use of a balanced-approach model that focuses on holding offenders accountable while providing them access to rehabilitation. This measure focuses on the percentage of high-risk adult offenders and Post Release Community Supervision offenders linked to appropriate intervention services based upon their assessed needs.

[2] This measure was added in Fiscal Year 2016–17 to highlight the department's use of a balanced-approach model that focuses on holding offenders accountable while providing them access to rehabilitation. This measure focuses on the percentage of high-risk juvenile probationers linked to appropriate community-based services associated with the juvenile's assessed needs.

[3] This measure was discontinued effective Fiscal Year 2015–16. The department searches as a normal business practice and this measure will continue to be tracked internally.

[4] This measure will be discontinued in Fiscal Year 2016–17. Meeting a multi-agency operation goal has proven to be difficult due to the unpredictability of factors, including funding and opportunity, that may impact reaching a specific count within a given year. The department will continue to participate in multi-agency operations as those opportunities arise and this measure will be tracked internally.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net decrease of 17.00 staff years to align operations with the decline of juvenile and adult populations under supervision and the current workload. There will be no impact to service delivery.

- Adult Field Services—net decrease of 12.00 staff years.
  - Decrease of 10.00 staff years in Investigative and Supervision Services as a result of aligning operations with current workload.
  - Decrease of 1.00 staff year due to the transfer of staff to Department Administration.
  - Decrease of 2.00 staff years due to the transfer of staff to Institutional Services.
  - Increase of 1.00 staff year due to the transfer of staff from Juvenile Field Services.
- Institutional Services—net increase of 1.00 staff year.
  - Increase of 2.00 staff years due to the transfer of staff from Adult Field Services.
  - Decrease of 1.00 staff year due to the transfer of staff to Department Administration.
- Juvenile Field Services—decrease of 8.00 staff years.
  - Decrease of 7.00 staff years due to the decline in juvenile population and current workload.
  - Decrease of 1.00 staff year due to the transfer of staff to Adult Field Services.
- Department Administration—net increase of 2.00 staff years.
  - Increase of 1.00 staff year due to the transfer of staff from Adult Field Services.
  - Increase of 1.00 staff year due to the transfer of staff from Institutional Services.

Expenditures

Net increase of $1.1 million

- Salaries & Benefits—net increase of $1.8 million.
  - Increase of $3.3 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Decrease of $1.5 million due to the reduction of 17.00 staff years to align operations with the decline of the juvenile and adult populations and to align operations with current workload. There will be no impact to service delivery.
- Services & Supplies—net decrease of $1.4 million.
  - Decrease of $3.6 million for completion of the acquisition and replacement of cameras at Kearny Mesa and East Mesa juvenile institutions in Fiscal Year 2015–16.
  - Decrease of $1.6 million for one-time information technology and communication projects completed in Fiscal Year 2015–16.
  - Decrease of $0.6 million in professional and specialized services to align with anticipated actuals.
  - Increase of $1.7 million in contracted services to realign services to the Mentally Ill Offender Crime Reduction (MIOCR) Grant for strategies to improve outcomes for mentally ill juvenile offenders ($0.4 million) and to align services to anticipated actuals ($1.3 million).
  - Increase of $1.0 million in costs applied from other departments for food services from the Sheriff's Department, as a result of increased staff costs due to negotiated labor agreements and an increase in retirement contributions and to align with anticipated actuals.
  - Increase of $1.2 million due to increased costs of information technology.
  - Increase of $0.5 million for radio replacements.
- Other Charges—increase of $1.0 million to provide juvenile offenders participating in the Title IV-E California Well-Being project with individualized services and support for children and their families.
- Expenditure Transfer & Reimbursements—increase of $0.3 million in cost applied expenditure transfers (reimbursement) for the costs of Licensed Mental Health Clinicians transferred to the Health and Human Services Agency. Since this is a transfer of expenditures, it has the effect of $0.3 million decrease in expenditures.

Revenues

Net increase of $1.1 million

- Revenue from Use of Money & Property—net decrease of $0.1 million due to a decrease in anticipated revenue from the inmate telephone system contract.
- Intergovernmental Revenues—increase of $8.4 million.
  - Increase of $1.8 million in the Senate Bill (SB) 678, *The California Community Corrections Performance Incentive Act*, funds which will be used for treatment and intervention services for adult offenders.
  - Increase of $2.3 million in the Youth Offender Block Grant for services that will benefit youth in the program.
  - Increase of $2.1 million in Federal Foster Care Assistance revenue for the Title IV-E California Well-Being project with individualized services and support for children and their families.
  - Increase of $1.3 million in Juvenile Justice Crime Prevention Act funds to support Probation program activities.
  - Increase of $0.4 million in the Mentally Ill Offender Crime Reduction Grant for improving outcomes for mentally ill juvenile offenders.
  - Increase of $0.5 million in State revenue allocated to the Local Revenue Fund 2011, Community Corrections Subaccount to partially offset increases as a result of negotiated labor agreements and an increase in retirement contributions.

- Charges for Current Services—decrease of $0.8 million due to the overall reduction in collections for the cost of supervision.
- Miscellaneous Revenues—decrease of $0.2 million primarily due to expiration of the Sierra Health Foundation Grant for Positive Youth Justice Initiative.
- Other Financing Sources—decrease of $3.3 million.
  - Decrease of $3.2 million from the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due the completion of one-time projects in Fiscal Year 2015–16.
  - Decrease of $0.2 million due to a decrease in Penalty Assessment revenue.
- Use of Fund Balance—decrease $5.1 million. A total of $2.4 million is budgeted.
  - $0.4 million is budgeted for radio replacements in General Fund fund balance.
  - $1.9 million is budgeted in Public Safety Group fund balance.
    - $1.0 million for one-time major maintenance projects.
    - $0.9 million to support the Comprehensive Strategy for Youth, Family and the Community.
  - $0.1 million is budgeted in the Probation Asset Forfeiture Fund for the purchase of equipment.
- General Purpose Revenue Allocation—increase of $2.3 million to support juvenile diversion contracts as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Increase of $2.7 million due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Adult Field Services	450.00	463.00	451.00	(2.6)	451.00
Institutional Services	477.00	415.00	416.00	0.2	416.00
Juvenile Field Services	310.00	295.00	287.00	(2.7)	287.00
Department Administration	79.00	86.00	88.00	2.3	88.00
Total	**1,316.00**	**1,259.00**	**1,242.00**	**(1.4)**	**1,242.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Adult Field Services	$ 76,873,560	$ 78,974,590	$ 79,217,720	0.3	$ 80,264,758
Institutional Services	67,561,554	62,906,508	64,579,048	2.7	66,300,857
Juvenile Field Services	55,401,537	58,263,873	60,347,985	3.6	60,010,724
Department Administration	16,805,953	22,798,045	20,025,361	(12.2)	20,268,237
Probation Asset Forfeiture Program	100,000	223,000	100,000	(55.2)	100,000
Probation Inmate Welfare Fund	95,000	95,000	95,000	0.0	95,000
Total	**$ 216,837,604**	**$ 223,261,016**	**$ 224,365,114**	**0.5**	**$ 227,039,576**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 137,922,842	$ 136,003,209	$ 137,847,404	1.4	$ 140,672,279
Services & Supplies	71,987,607	79,630,652	78,274,367	(1.7)	78,123,954
Other Charges	8,954,631	9,654,631	10,601,579	9.8	10,601,579
Expenditure Transfer & Reimbursements	(2,027,476)	(2,027,476)	(2,358,236)	16.3	(2,358,236)
Total	**$ 216,837,604**	**$ 223,261,016**	**$ 224,365,114**	**0.5**	**$ 227,039,576**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Fines, Forfeitures & Penalties	$ 68,500	$ 68,500	$ 68,500	0.0	$ 68,500
Revenue From Use of Money & Property	95,000	95,000	—	(100.0)	—
Intergovernmental Revenues	77,907,307	84,287,518	92,697,910	10.0	94,804,007
Charges For Current Services	8,494,922	8,294,922	7,478,780	(9.8)	7,478,780
Miscellaneous Revenues	232,132	232,132	102,132	(56.0)	102,132
Other Financing Sources	21,478,486	26,459,021	23,044,095	(12.9)	23,652,073
Use of Fund Balance	8,764,547	7,506,621	2,393,787	(68.1)	337,676
General Purpose Revenue Allocation	99,796,710	96,317,302	98,579,910	2.3	100,596,408
Total	**$ 216,837,604**	**$ 223,261,016**	**$ 224,365,114**	**0.5**	**$ 227,039,576**

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 is responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles who are charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender provides representation in some civil cases such as mental health matters and sexually violent predator cases.

To ensure these critical services are provided, the Public Defender has 365.00 staff years and a budget of $82.2 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - ■ 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% (500 of 500) of requests, exceeding the goal of 90%.
    - ◆ Maintained the number of elapsed days between admission and sentencing in approximately 2,000 juvenile cases at 28 days or less to accelerate rehabilitation.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - □ Encouraged clients to take advantage of services that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
    - ◆ Filed approximately 7,875 petitions or applications pursuant to Prop 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute.* (2014) (Prop 47), for reduction of felony convictions to misdemeanors, allowing clients improved access to employment, education and housing. The goal of 50,000 petitions or applications was not met due to process improvements which resulted in fewer petitions being filed with the court. The process changes involved thorough screening of petitions for eligibility and completeness prior to filing, resulting in faster processing for those that were filed. The initial process focused on submitting all petitions as they came in, which resulted in incomplete and ineligible applications being filed with the court. This change was a collaborative decision between the department and its criminal justice partners. Under the new process, approximately 500 petitions are filed monthly.
    - ◆ Attended eight community events to assist community members with Prop 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute. (2014)*, petitions and expungements.

- Promoted collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
  - Participated in Offender Reentry Court, Adult and Juvenile Drug Court, and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
  - Maintained 90% of caseload capacity in the Behavioral Health Court Calendar.
  - Maintained 90% caseload capacity in the Veterans Treatment Review Calendar.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Filed 600 misdemeanor expungement requests to help clients obtain meaningful employment, exceeding the goal of 475. (SE2)
  - Filed 475 felony expungement requests to help clients obtain meaningful employment. (SE2)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improved the efficiency and cost-effectiveness of services by storing case-related information electronically. (OE3)
    - Received discovery electronically via eDiscovery on 100% (13,000) of incoming adult felony cases.
    - Began testing eDiscovery with the San Diego City Attorney, with the goal of developing an eDiscovery protocol no later than June 30, 2017.
  - 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 and to obtain the best possible outcome for the client.
    - Resolved 90% of 50,000 misdemeanor cases prior to trial when doing so benefitted the client more than litigation.
    - Resolved 65% of 15,000 felony cases prior to preliminary hearing when doing so benefitted the client more than litigation.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensured a qualified, well-trained and diverse workforce to effectively represent all cases appointed to the department.
    - Achieved 15 hours of annual continuing legal education for all attorneys.
    - Achieved eight hours of annual investigation-related training for all investigators.
  - Developed and maintained partnerships with educational and community organizations to leverage resources and address common needs.
    - Maintained 100,000 hours provided by volunteers.
    - Hosted two, one-week long trial academies for post-bar clerks, ensuring their competence in trial work.
    - Participated in four community outreach events through the Public Defender's Community Outreach Program.
    - Trained approximately 800 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.
    - Provided 50 streaming video trainings to the department's branch offices and other indigent defense agencies.

2016–18 Objectives

Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Complete 90% of mental health treatment plans for individuals about to be released from custody within two weeks of receiving the referral.

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation. (SC5)
  - 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 90% (405 of 450) of requests. (SC6)
  - Maintain the number of elapsed days between admission and sentencing in approximately 2,000 juvenile cases at 28 days or less to accelerate rehabilitation. (SC6)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - File 475 misdemeanor expungement requests to help clients obtain meaningful employment. (SE2)
  - File 475 felony expungement requests to help clients obtain meaningful employment. (SE2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges.

- Develop and maintain partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs. (SE6)
  - Maintain 80,000 hours provided by volunteers.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improve the efficiency and cost-effectiveness of services by storing case-related information electronically. (OE3)
    - Continue testing eDiscovery with the San Diego City Attorney, with the goal of developing an eDiscovery protocol no later than June 30, 2017.
- Strengthen our customer service culture to ensure a positive customer experience
  - Promote collaborative justice by establishing a professional rapport and bond of trust with clients, and work with criminal justice partners to ensure a reasonable and efficient criminal justice system to obtain the best possible outcome for the client. (OE5)
    - Resolve 90% (45,000 of 50,000) of misdemeanor cases prior to trial when doing so benefits the client more than litigation.
    - Resolve 65% (10,400 of 15,000) of felony cases prior to preliminary hearing when doing so benefits the client more than litigation.

Related Links

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

- www.sandiegocounty.gov/public_defender

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Complete 90% of mental health treatment plans for individuals about to be released from custody within two weeks of receiving the referral[1]	N/A	N/A	N/A	90%	90%
Caseload capacity in Behavioral Health Court Calendar[2]	90% of 30	90% of 30	90% of 30	N/A	N/A
Caseload capacity in Veteran's Treatment Review Calendar[2]	90% of 40	90% of 40	90% of 40	N/A	N/A
Number of Prop 47 and/or expungement community events hosted[3]	N/A	8	8	N/A	N/A
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Number of juvenile record requests sealed	99% of 727	90% of 450	100% of 500	90% of 450	90% of 450
Number of Prop 47 petitions filed[3]	N/A	50,000	7,875	N/A	N/A
Number of misdemeanor expungement requests filed[4]	773	475	600	475	475
Number of felony expungement requests filed	611	475	475	475	475
Number of outreach events attended	9	4	4	N/A	N/A
Total volunteer hours[5]	87,421	100,000	100,000	80,000	80,000
Number of hours of continuing legal education per attorney[2]	15	15	15	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Number of hours of training per investigator[2]	8	8	8	N/A	N/A
Number of non-staff attorneys trained[2]	1,057	800	800	N/A	N/A
Number of streaming video trainings provided[2]	50	50	50	N/A	N/A
Number of adult felony cases receiving discovery electronically	89% of 19,084	100% of 13,000	100% of 13,000	N/A	N/A
Number of trial academies hosted[6]	N/A	2	2	N/A	N/A
Misdemeanor cases resolved prior to trial when doing so benefits the client more than litigation	98% of 41,360	90% of 50,000	90% of 50,000	90% of 50,000	90% of 50,000
Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than litigation[7]	72% of 27,004	65% of 27,000	65% of 15,000	65% of 15,000	65% of 15,000

Table Notes

[1] This is a new service effective Fiscal Year 2016–17 and as a result, a conservative baseline was developed for the introduction of this measure. Licensed mental health clinicians will conduct psychosocial case assessments and provide case management plans for referred individuals about to be released from custody. This will result in comprehensive discharge planning and improved continuity of treatment. The objective is to eliminate gaps in mental health services for at-risk clients. Homelessness and recidivism should be reduced, which will result in safer communities.

[2] This measure is being discontinued beginning in Fiscal Year 2016–17 as the Department has consistently met or exceeded the goal. The Department will continue to perform these functions.

[3] This measure will be discontinued effective Fiscal Year 2016–17. The goal was established in Fiscal Year 2014–15 in response to legislation passed by the voters in November 2014. The Department filed approximately 39,000 petitions from November 2014 through June 2015. This goal is no longer a meaningful measure for this program as the department's process for managing the petitions has changed substantially since that time.

[4] Voters passed Prop 47 in November 2014, which reduces the penalty for most non-violent felonies to misdemeanors. Prop 47 also permits resentencing for anyone currently serving a prison sentence for any of the offenses newly reclassified as misdemeanors. The Department began outreach activities to serve potential clients. A significant number of clients who were ineligible for relief under Prop 47 were eligible for expungements, and the Department filed petitions on their behalf.

[5] This measure will be reduced effective Fiscal Year 2016–17 as the Department will provide more paid internships. Providing a stipend to individuals who previously performed the tasks as volunteers will result in a reduction of volunteer hours.

[6] This measure will be discontinued effective Fiscal Year 2016–17 to better reflect department priorities. The department has a robust intern program and will continue to host trial academies annually.

[7] In Fiscal Year 2014–15 Actuals, the table included data that was the basis for future year goals. Effective Fiscal Year 2015–16 the method to determine early settlement cases was revised, resulting in a decrease in the estimated total of cases.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 3.00 staff years

- Primary Public Defender—increase of 3.00 staff years.
  - Increase of 2.00 staff years to provide mental health discharge planning services for clients being released from custody.
  - Increase of 1.00 staff year associated with processing video from body-worn cameras.

Expenditures

Net increase of $2.7 million

- Salaries & Benefits—increase of $2.1 million due to the addition of 3.00 staff years as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—increase of $0.8 million to support increased operational costs related to electronic data storage.
- Expenditure Transfer & Reimbursements—increase of $0.2 million due to costs applied expenditure transfer related to the 2.00 staff years to provide mental health service and discharge planning as stated above. Since this is a transfer of expenditures, it has the effect of a $0.2 million decrease in expenditures.

Revenues

Net increase of $2.7 million

- Intergovernmental Revenues—increase of $0.1 million in State revenue as a result of increased eligible costs associated with Penal Code 4750 reimbursement for representing individuals charged with crimes while in State custody.
- Use of Fund Balance—decrease of $0.4 million. A total of $2.8 million is budgeted.
  - $1.5 million to support costs associated with temporary staff.
  - $1.0 million to temporarily support staff costs associated with Prop 47 petition filing.
  - $0.3 million for one-time negotiated salary and benefit payments.
- General Purpose Revenue Allocation—increase of $3.1 million as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Increase of $1.6 million as a result of negotiated labor agreements and an increase in operational costs offset by staffing costs associated with the decrease of 5.00 staff years related to Prop 47 impacts.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Primary Public Defender	284.00	288.00	291.00	1.0	286.00
Office of Assigned Counsel	6.00	6.00	6.00	0.0	6.00
Alternate Public Defender	45.00	45.00	45.00	0.0	45.00
Multiple Conflicts Office	9.00	9.00	9.00	0.0	9.00
Administration	13.00	14.00	14.00	0.0	14.00
Total	**357.00**	**362.00**	**365.00**	**0.8**	**360.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Primary Public Defender	$ 47,735,898	$ 48,871,304	$ 51,254,428	4.9	$ 52,342,130
Office of Assigned Counsel	6,865,822	6,078,541	6,105,896	0.5	6,125,214
Alternate Public Defender	8,212,039	8,291,522	8,854,258	6.8	9,071,615
Multiple Conflicts Office	1,789,920	1,888,364	1,970,253	4.3	2,005,637
Administration	12,684,781	14,352,204	14,045,084	(2.1)	14,252,852
Total	**$ 77,288,460**	**$ 79,481,935**	**$ 82,229,919**	**3.5**	**$ 83,797,448**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 60,361,014	$ 62,213,642	$ 64,344,523	3.4	$ 65,397,557
Services & Supplies	16,927,446	17,268,293	18,059,750	4.6	18,581,997
Expenditure Transfer & Reimbursements	—	—	(174,354)	0.0	(182,106)
Total	**$ 77,288,460**	**$ 79,481,935**	**$ 82,229,919**	**3.5**	**$ 83,797,448**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 2,729,839	$ 2,451,839	$ 2,511,839	2.4	$ 2,511,839
Charges For Current Services	1,050,000	1,050,000	1,050,000	0.0	1,050,000
Miscellaneous Revenues	—	1,000,000	1,000,000	0.0	1,000,000
Use of Fund Balance	3,455,452	3,165,358	2,752,120	(13.1)	1,743,080
General Purpose Revenue Allocation	70,053,169	71,814,738	74,915,960	4.3	77,492,529
Total	**$ 77,288,460**	**$ 79,481,935**	**$ 82,229,919**	**3.5**	**$ 83,797,448**

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San Diego County Fire Authority

Mission Statement

Coordinate, regionalize and improve fire protection and emergency response services provided by State, local career and local volunteer-reserve firefighters in the unincorporated areas of the County.

Department Description

San Diego County Fire Authority (SDCFA) provides comprehensive fire and emergency medical services in the region through effective and efficient agency collaboration and leadership. SDCFA provides support to unify the administration, communications and training of volunteer-reserve firefighters and to deliver around-the-clock protection to 1.5 million acres of the unincorporated county.

To ensure these critical services are provided, San Diego County Fire Authority has 21.00 staff years and a budget of $32.7 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

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

2015–16 Anticipated Accomplishments

Healthy Families

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - ■ Participated in the fifth "Love Your Heart" blood pressure campaign by partnering with fire stations to provide free blood pressure checks to County employees and residents in the unincorporated areas of the County.
- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - □ Provided Countywide coverage by PulsePoint mobile application. With the completion of the interfaces for the Escondido and the California Department of Forestry and Fire Protection (CAL FIRE) Dispatch Centers, all San Diego County Fire Dispatch Centers are reporting 9-1-1 calls for sudden cardiac arrest to PulsePoint. PulsePoint then relays that emergency to the smartphones of participating citizen volunteers near the victim in order to initiate cardiopulmonary resuscitation (CPR) on the victim before the arrival of emergency personnel. An additional benefit was the registration of the Office of Emergency Services (OES) duty officer smartphone to PulsePoint. The duty officer now receives notice, at the earliest possible moment, of specific 9-1-1 calls that could have OES impact, such as vegetation fires.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Provided outreach, education and enforcement of the Defensible Space Program to property owners within County Service Area (CSA) 135, including the mailing of more than 13,000 courtesy notifications and educational materials. (SC3)
  - ■ Coordinated with San Diego County Fire Authority's regional partner, the CAL FIRE to enhance the Volunteer-Reserve Firefighter program.
    - ◆ Participated in 12 events to recruit Volunteer-Reserve Firefighters with a focus on military veterans.
    - ◆ Created and implemented standardized training for the Volunteer-Reserve Firefighter program.
    - ◆ Provided nine Driver Operator-related trainings.
  - ■ Continued coordination with the Sheriff's Department and CAL FIRE on regional air response to fire incidents and ensured the third fire-capable County helicopter is fully integrated into response plans.
  - ■ Participated in the annual Countywide wildland fire training exercise.

- Continued implementation of Step III of the County's Fire and Life Safety Reorganization Report, which will reorganize the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135.
- Planned and implemented paramedic services to upgrade eight fire stations in CSA 135 and partner agencies. These fire stations will provide Advance Life Support (ALS) as an additional service to the communities.
- Established service level goals for CSA 135 through the development and implementation of a Standards of Cover (SOC). The SOC is the process of Emergency Resources Deployment Planning to improve services provided in CSA 135.
  - Purchased and deployed fire apparatus to neighborhood fire stations in accordance with the SOC.
- Streamlined call processing and dispatch desk procedures to reduce the average response time to 10 minutes in CSA 135.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continued to support data communication and information sharing enhancements through programs including High Performance Wireless Research and Education Network (HPWREN), Area Situational Awareness for Public Safety Network (ASAPNet), Operational Downlink Information Network (ODIN), Regional CAD-to-CAD Interoperability Project (RCIP), and Situational Awareness and Collaboration Tool (SCOUT) (formerly Next Generation Incident Command System). (OE3)
  - Researched, implemented, and supported information technology tools to reduce firefighting risks and improve firefighting outcomes. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Promoted community health through a strong interaction with neighborhood fire stations by participating in community sponsored events.

2016–18 Objectives

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Collaborate with regional partners to improve fire safety by educating residents on the importance of Defensible Space on their property and administering Defensible Space standards on inspected parcels. (SC1)
    - Provide outreach and education to property owners in CSA 135 by mailing 13,000 courtesy notifications and educational materials regarding Defensible Space.
    - Ensure a 90% voluntary compliance rate with Defensible Space standards on all parcels inspected.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Work to lower the risk of sudden cardiac death by providing 14 community CPR classes, CPR training at participating high schools to all graduating seniors and 10 community blood screening events in CSA 135. (SC2)
  - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer-Reserve Firefighter program. (SC3)
    - Participate in 12 events to recruit Volunteer Reserve Firefighters.
    - Complete seven Driver Operator-related trainings to increase the number of trained driver operators in the field.
  - As part of Community Risk Reduction (CRR), which involves the identification and correction of fire code violations in existing buildings to reduce the risk and impacts from unwanted fires in the community, inspect schools and perform inspections requested by State Community Care Licensing and Sheriff's licensing, within CSA 135 and contracted agency areas, for compliance with the Fire Code. (SC3)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Improve 25% of the Insurance Service Office (ISO) 10 classifications to an ISO 8B classification, assigned following an examination of a community's fire protection capability, and improve resident insurance rates based on classification. (SE1)

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Promote financial literacy of the department on grants, budget, audits and purchasing and contracting principles through multiple presentations to staff during bimonthly staff meetings. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop a formalized fire station building program standard in order to set minimum requirements for the design of new fire stations that address community needs. (OE3)
  - Achieve an overall average response time of 9 minutes and 30 seconds. (OE3)

- Provide paramedic service within 20 minutes' drive of two-thirds of CSA 135 residents. (OE3)
- Finalize the implementation of Step III of the County's Fire and Life Safety Reorganization Report, which will reorganize the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135. (OE1)
- Support the State Office of Emergency Services (OES) migration of the former Next-Generation Incident Command System (NICS) to a new cloud-based service, the Situational Awareness and Collaboration Tool (SCOUT). (OE3)
  - Ensure a host environment for NICS is available until the State OES has secured a new hosting environment.
  - Facilitate communication and cooperation between the State OES and the University of California, San Diego Supercomputer Center, which is currently hosting NICS.

Related Links

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

- www.sandiegocounty.gov/sdcfa

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Perform program compliance site visits[1]	26	N/A	N/A	N/A	N/A
Public outreach—provide information by mail to residents regarding Defensible Space	13,000	13,000	13,000	13,000	13,000
Number of advanced training class opportunities[2]	30	N/A	N/A	N/A	N/A
Voluntary compliance rate with Defensible Space standards on all parcels inspected	90%	90%	97% of 18,689	90%	90%
Number of Volunteer-Reserve Firefighters recruitment public outreach events	12	12	12	12	12
Average response time in minutes in CSA 135[3]	10.5	10	10	9.5	9.5
Number of ALS paramedic engines in CSA 135	N/A	7	8	8	8

Table Notes

[1] This measure was discontinued in Fiscal Year 2015–16 as a result of the partnership with CAL FIRE to provide oversight at the fire stations.

[2] This measure was discontinued in Fiscal Year 2015–16. SDCFA will focus on offering all types of training (advanced, refresher, beginning) for Volunteer Reserve Firefighters.

[3] Measures the average response time in minutes from time of dispatch to first engine arrival.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year to support fire prevention activities

Expenditures

Net increase of $1.0 million

- Salaries & Benefits—increase of $0.1 million as a result of the addition of 1.00 staff year described above.
- Services & Supplies—increase of $7.1 million.
  - Increase of $3.8 million in contracted services related to increases in fire and emergency medical services contracts.
  - Increase of $1.0 million for a one-time station improvement project within CSA 135.

- Increase of $0.8 million in vehicle and facility maintenance costs related to the transfer of Pine Valley Fire Protection District and San Diego Rural Fire Protection District apparatuses and facilities.
- Increase of $0.8 million in support of information technology projects.
- Increase of $0.3 million for the purchase of minor equipment.
- Increase of $0.2 million for radio replacement.
- Increase of $0.2 million related to the volunteer reserve firefighter program.

- Capital Assets Equipment—increase of $0.8 million for the purchase of a fire apparatus and equipment.
- Operating Transfers Out—increase of $0.2 million primarily due to support of the fire prevention program.
- Management Reserves—decrease of $7.2 million due to one-time expenditures completed in Fiscal Year 2015–16.

Revenues

Net increase of $1.0 million

- Taxes Current Property—increase of $1.2 million due to the transfer of property tax revenue related to Step III of the County's Fire and Life Safety Reorganization Report.
- Intergovernmental Revenues—decrease of $0.5 million due to the funding expiration of the Fiscal Year 2015–16 Community Development Block grant.
- Charges for Current Services—increase of $2.3 million due to a revenue agreement for the fire prevention program.
- Miscellaneous Revenues—decrease of $3.9 million
  - Decrease of $7.2 million due to expenditures reimbursed from the Firestorm 2003 Trust Fund related to the California Public Employees' Retirement System termination payout and the one-time debt payment.
  - Increase of $3.0 million for facility improvements, a vehicle and equipment purchases.
  - Increase of $0.3 million to provide fire and emergency protection services for new development projects.
- Other Financing Sources—increase of $0.1 million to support the fire prevention program.
- Use of Fund Balance—increase of $1.7 million. A total of $3.7 million is budgeted.
  - $1.0 million for contract costs to provide paramedic services.
  - $0.8 million for the replacement/upgrade of fire apparatus and equipment for regional support.
  - $0.5 million for Volunteer Reserve Firefighting training.
  - $0.5 million for information technology and process improvement projects.
  - $0.3 million for temporary help to sustain administrative and logistical support needs.
  - $0.3 million for the repair, maintenance, and replacement of radios.
  - $0.1 million committed to apparatus and equipment replacement.
  - $0.2 million for the purchase of rescue and safety equipment.
- General Purpose Revenue—increase of $0.1 million for negotiated labor agreements and increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $3.7 million primarily due to anticipated completion of one-time expenditures.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
San Diego County Fire Authority	19.00	20.00	21.00	5.0	21.00
Total	**19.00**	**20.00**	**21.00**	**5.0**	**21.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
San Diego County Fire Authority	$ 22,935,081	$ 30,240,828	$ 29,544,846	(2.3)	$ 25,864,858
County Service Areas - Fire Protection/EMS	1,535,000	1,513,072	3,175,448	109.9	3,175,448
Total	**$ 24,470,081**	**$ 31,753,900**	**$ 32,720,294**	**3.0**	**$ 29,040,306**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,443,774	$ 2,822,807	$ 2,908,102	3.0	$ 2,969,666
Services & Supplies	20,310,923	20,611,129	27,725,050	34.5	25,246,498
Capital Assets Equipment	1,079,500	450,000	1,263,000	180.7	—
Expenditure Transfer & Reimbursements	(5,000)	(5,000)	(15,000)	200.0	(15,000)
Fund Balance Component Increases	100,000	100,000	100,000	0.0	100,000
Operating Transfers Out	540,884	574,964	739,142	28.6	739,142
Management Reserves	—	7,200,000	—	(100.0)	—
Total	**$ 24,470,081**	**$ 31,753,900**	**$ 32,720,294**	**3.0**	**$ 29,040,306**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 575,000	$ 575,000	$ 1,778,248	209.3	$ 1,778,248
Revenue From Use of Money & Property	43,000	43,005	43,005	0.0	43,005
Intergovernmental Revenues	404,500	501,522	51,522	(89.7)	51,522
Charges For Current Services	1,227,000	1,553,344	3,802,235	144.8	3,829,070
Miscellaneous Revenues	153,729	7,381,729	3,465,600	(53.1)	465,600
Other Financing Sources	390,000	390,000	538,635	38.1	540,865
Use of Fund Balance	4,852,663	2,009,300	3,671,815	82.7	2,930,906
General Purpose Revenue Allocation	16,824,189	19,300,000	19,369,234	0.4	19,401,090
Total	**$ 24,470,081**	**$ 31,753,900**	**$ 32,720,294**	**3.0**	**$ 29,040,306**

County of San Diego

Health and Human Services Agency

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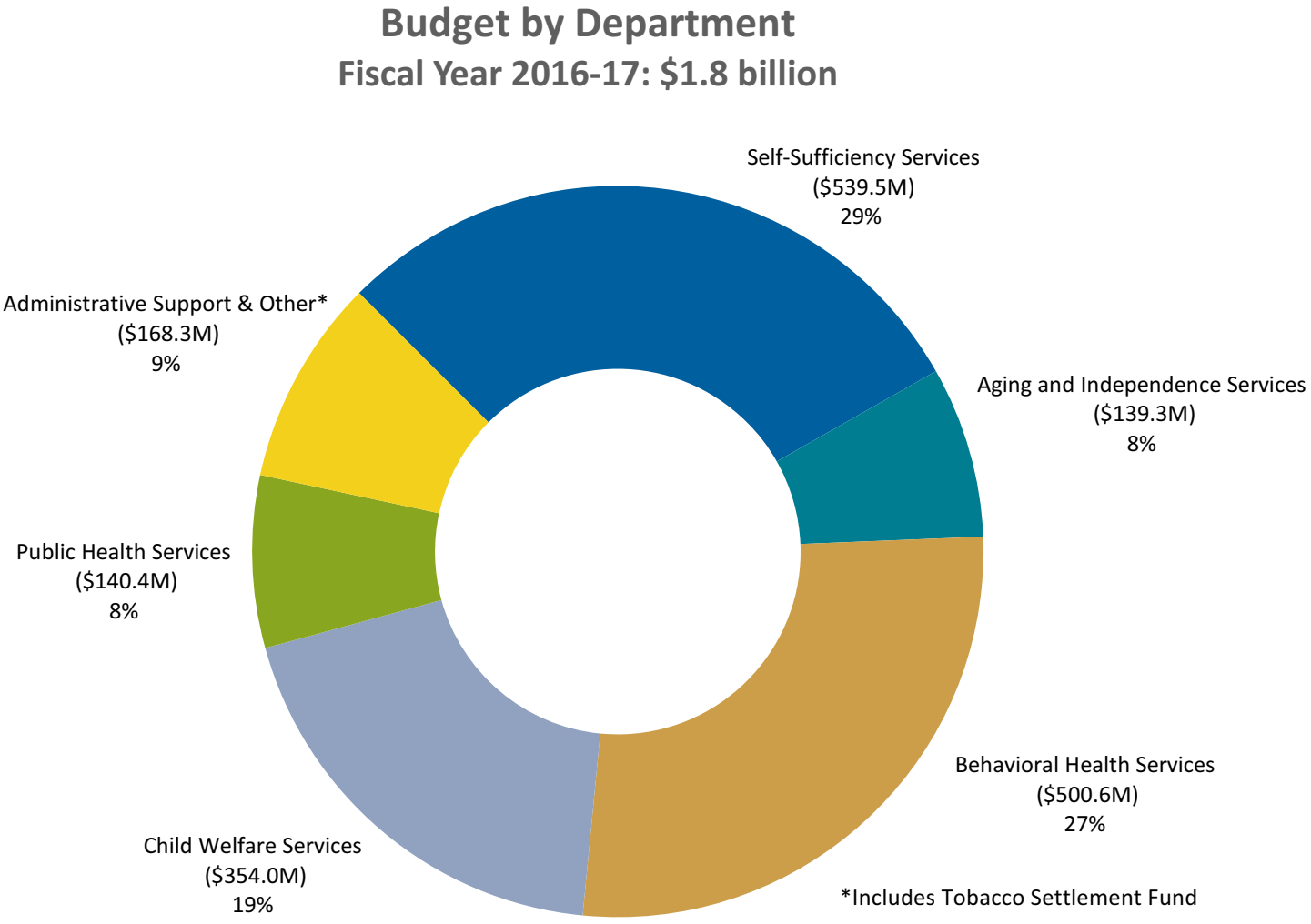
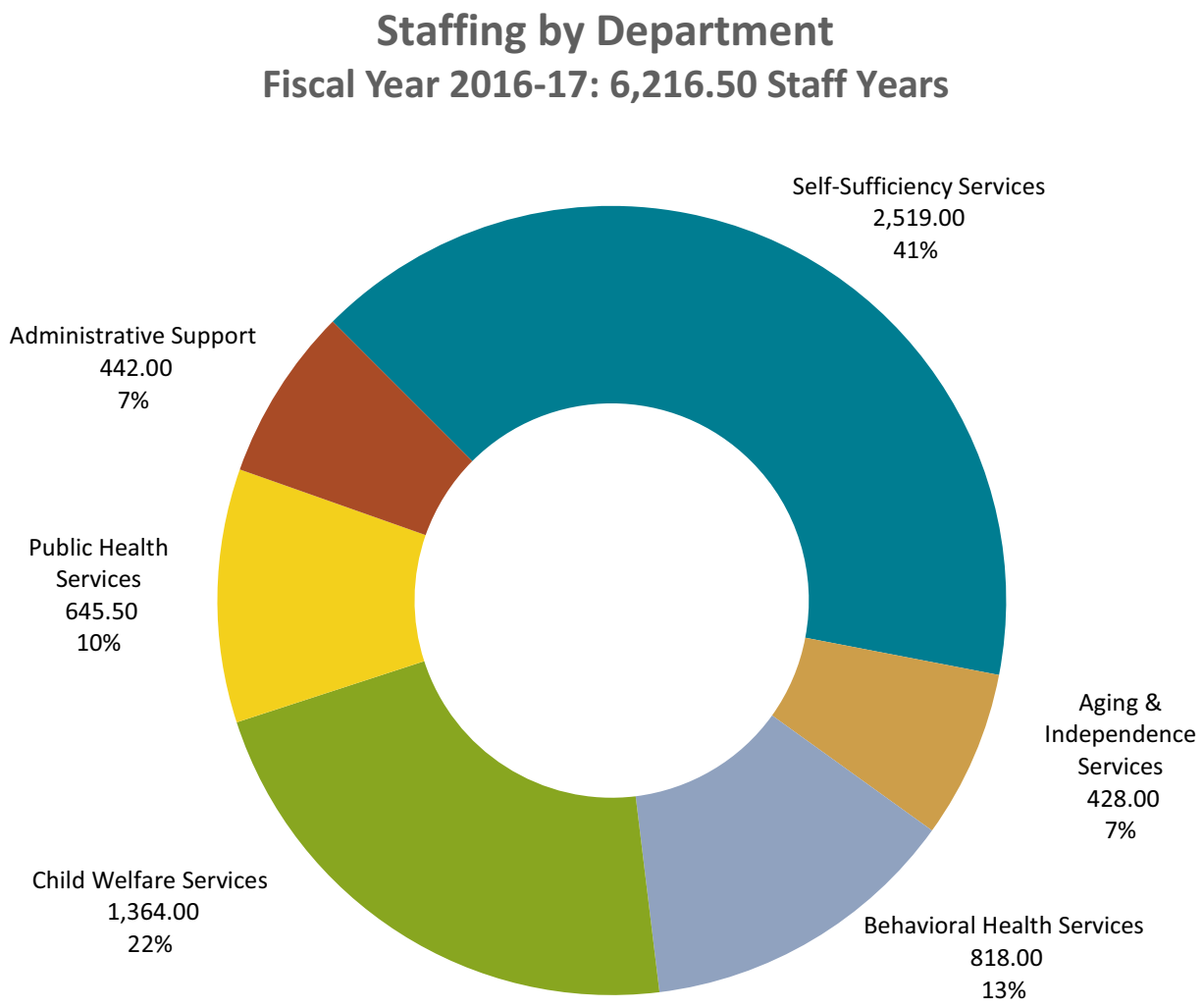
Health and Human Services Agency at a Glance

Recommended Budget by Department



Recommended Staffing by Department



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 serves over 3.2 million residents through its many programs that advance Live Well San Diego—*the County's vision for a region that is building better health, living safely and thriving.*

HHSA has five functional areas that are all supported by an administrative section. The functional areas provide residents with necessary services and resources that are generally regionally delivered. In the past, services were shown in both the regional and functional area. In order to clearly show programmatic alignment, operational costs and overall performance, the Regional Operations section has been removed and its contents are now reflected in their respective functional area.

The Agency supports Live Well San Diego *by connecting nearly one in three residents to a full range of services that includes:*

- **Aging & Independence Services (AIS)—**protects adults from abuse and neglect and provides access to services that assist residents to remain safely in their home;
- **Behavioral Health Services (BHS)—**provides mental health services and access to drug and alcohol treatment and prevention services to assist individuals and families to achieve mental and emotional well-being that supports stability;
- **Child Welfare Services (CWS)—**protects at-risk children from dangerous conditions and provides permanency and stability in living situations for children in order to enhance their overall well-being and lead to strengthened families;
- **Public Health Services (PHS)—**identifies and addresses health issues to prevent illness, and maximize the health, safety and well-being of the community;
- **Self-Sufficiency Services (SSS)—**assists in providing medical health insurance, supplementary food assistance and cash aid to individuals and families in need of services to assist them in achieving self-sufficiency; and
- **Administrative Support (AS)—**ensures that departments deliver services in a professional, cost effective, efficient and cohesive manner while focusing on exceptional customer service.

Together the Agency serves more than 80,000 residents in mental health and alcohol & other drug services; assists more than 44,000 older adults and people with disabilities through a variety of programs to help keep them safe in their own homes; protects nearly 7,500 vulnerable children; prevents the spread of infectious diseases through nearly 8,000 disease investigations; and ensures 810,000 children, adults, and seniors are connected to the federal and State benefits they need to meet basic needs. These services are basic examples of how the Agency encourages the people served to build healthy families, promote safe communities and provide a sustainable environment to help the region thrive.

HHSA provides these services directly and indirectly with 6,216.50 HHSA employees (staff years) located across 52 facilities, over 550 contracted providers, hundreds of volunteers and a budget of $1.8 billion derived from federal, State and local funding. HHSA also works with its 18 citizen advisory boards and commissions, and participates in over 160 community advisory groups, to ensure the right services are provided to the right people, at the right time, for the best possible outcome.

Effective Fiscal Year 2016–17, HHSA reorganized the functions in the Operational Plan to more accurately reflect programmatic alignment, operational costs and overall performance. Regional Operations functions were consolidated with Child Welfare Services and Public Health Services budget. Additionally, Self-Sufficiency Services was created to consolidate eligibility services into one budget. The Office of Military and Veterans Affairs (OMVA) and Regional Administration are now included as part of Administrative Support to ensure increased coordination across the Agency and County.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

HHSA Departments

- Aging & Independence Services
- Behavioral Health Services
- Child Welfare Services
- Public Health Services
- Self-Sufficiency Services
- Administrative Support

Health and Human Services Agency Priorities

HHSA is an integrated Agency that supports *Live Well San Diego* through its programs and services that provide prevention, protection, treatment, and assistance to San Diego County residents. The priorities that guide HHSA include: building healthy families, promoting safe communities, creating sustainable environments and achieving operational excellence.

Healthy Families

HHSA is committed to improving the health of families by collaborating with community partners to provide and promote available services to address homelessness, hunger and other community issues. We are focused on ensuring residents, particularly our veteran and military community, have opportunities for healthy choices and access to nutrition assistance and health coverage. HHSA is dedicated to serving all individuals with serious mental illness and substance abuse disorders and will collaborate with the community to eliminate the stigma associated with these conditions. As part of this effort, HHSA will continue providing trauma informed training and updating our facilities to ensure services are provided in welcoming, family-oriented settings. HHSA works collaboratively with community partners to connect residents to all available services and to promote healthy behaviors.

Safe Communities

HHSA works to ensure that all residents feel safe in their communities and focuses on vulnerable populations. To ensure the safety of our at-risk youth and adults, including foster children and seniors, HHSA will engage them in prevention programs that successfully transition youth into adulthood and keep seniors safe in their homes. Valuing the diversity of our county, HHSA will ensure services are culturally competent while meeting the needs of our communities.

Sustainable Environments

HHSA will continue to work with the hardest to reach and most vulnerable populations in San Diego County, connecting them to services so they can thrive. This work cannot be done alone. By engaging community partners, HHSA will focus on making communities stronger to address issues like mental illness, suicide, strengthening families, and addressing the impacts of Alzheimer's disease. This means making sure that residents have the information and access to services so they are supported in dealing with these challenging situations.

Operational Excellence

HHSA is on a journey to excellence and is focused on the customer experience. This means providing customers access to information and services through a variety of methods, including a website to apply for public assistance programs and a 24/7 crisis intervention hotline. The Agency is analyzing data to identify what services should be co-located to minimize travel time and office visits for customers accessing multiple programs. Efforts are underway to develop a data sharing system that will support HHSA's person-centered service delivery model and help to connect the unconnected for better outcomes.

2016–18 Health and Human Services Agency (HHSA) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various HHSA departments' efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department's 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF1	Create a trauma-informed County culture	Administrative Support, Behavioral Health Services, Child Welfare Services, Public Health Services
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	Administrative Support, Aging & Independence Services, Public Health Services, Self-Sufficiency Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group
	HF3	Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas	Administrative Support, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Aging & Independence Services, Behavioral Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	HF5	Help employees understand how they contribute to *Live Well San Diego*	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness (preparedness)	Public Health Services, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Behavioral Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SC3	Identify and mitigate community threats that impact quality of life	Behavioral Health Services, Public Health Services, Community Services Group, Land Use and Environment Group, Public Safety Group
	SC4	Develop an information exchange, and where possible, use a single system that provides data so County agencies can deliver services more efficiently	Administrative Support, Public Safety Group
	SC5	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Behavioral Health Services, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and needs in order to increase consumer and business confidence	Aging & Independence Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SE5	Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests	Administrative Support, Land Use and Environment Group
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Administrative Support, Aging & Independence Services, Behavioral Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Self-Sufficiency Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Administrative Support, Self-Sufficiency Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Administrative Support, Public Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE6	Foster employee well-being, inclusion and development	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group

Related Links

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

- www.SDCounty.gov/HHSA

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

- www.LiveWellSD.org

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Overview

The Health and Human Services Agency's Fiscal Year 2016–17 budget includes appropriations of $1.8 billion, a decrease of $162.1 million. The decrease is driven by a reduction of $250.3 million to reflect the transfer of collective bargaining responsibilities to the State for In-Home Supportive Services (IHSS) providers as part of the Coordinated Care Initiative (CCI). There is no impact to services resulting from this change. Offsetting this reduction is a net increase of $88.2 million across departments, including the addition of 240.00 staff years, to augment supports to strengthen families and improve outcomes for vulnerable populations; respond to service demands tied to growing caseloads and new State and federal policy direction; improve the service delivery system; and fund overall increases in cost of doing business including negotiated labor agreements and retirement contributions. Over half of the $88.2 million increase is related to an expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment, in Behavioral Health Services.

Examples of major initiatives expanding support to strengthen families and serve vulnerable populations are as follows:

- Investments as part of Project One for All will utilize collective impact strategies to provide intensive intervention and wraparound services to homeless individuals with serious behavioral health conditions.
- The Psychiatric Emergency Response Teams (PERT), with a total of 40 teams, will be in place to link individuals with appropriate levels of care to reduce unnecessary incarcerations and inpatient psychiatric hospitalizations.
- Supports to strengthen the retention, recruitment and training of Foster and Kinship parents and caregivers will be augmented in order to continue to decrease reliance on congregate care settings for foster youth and increase placements in home-based family settings.
- Investment in the Commercially Sexually Exploited Children (CSEC) Program is included to help address the young victims of human trafficking.
- Investments to improve resources and services to Alzheimer's patients and caregivers will be made to continue to meet identified needs.
- The Office of Military and Veterans Affairs will expand counseling and outreach to previously underserved communities.
- Public Health prevention services associated with the Nutrition Education and Obesity Prevention, Health prevention and HIV prevention grants, and Childhood Obesity Initiative will be expanded.
- Additional subsidized employment opportunities will be provided to help CalWORKs participants in achieving self-sufficiency.

Some of the more significant adjustments being made to meet service demands tied to increasing caseloads and new State and federal policies are listed below:

- Staff will be added in the IHSS program to address growth in the program and new administrative responsibilities associated with the Fair Labor Standards Act (FLSA) which will grant overtime and make other compensation enhancements for IHSS providers.
- Staff will be added to support the State's expansion of full-scope Medi-Cal to undocumented children under the age of 19.
- Adjustments in the General Relief cash assistance budget will be made to reflect an increasing caseload.

In addition to ensuring the appropriate array and right number of services are available, improving the service delivery system itself continues to be a priority in Fiscal Year 2016–17. Funds to continue modernizing facilities to promote a professional and trauma informed atmosphere and to match location with need are provided. Likewise, information technology systems will continue to be modernized in many areas, and information technology will be used to enhance service delivery when possible. Most notably, the last phase of the design, development and implementation of the ConnectWellSD Information Exchange, which will enable information sharing and collaboration among County programs and support a person-centered and trauma informed delivery system is funded in the Fiscal Year 2016–17 budget.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001–02 to allow a stable funding stream for health and human services programs. This Special Revenue fund reflects $6.2 million for Fiscal Year 2016–17. A decrease of $7.3 million is proposed from the prior year.

The $7.3 million decrease includes a $0.7 million reduction in Operating Transfers and $6.6 million in Other Charges. The $0.7 million decrease in Operating Transfers is due to lower than projected expenditures in the County Medical Services program associated with the Affordable Care Act. The $6.6 million reduction in Other Charges is to align the projected expenditures held for contingencies to the estimated Interest on Deposits & Investments revenue.

Staffing

Net increase of 240.00 staff years

- Increase of 150.00 staff years in Self-Sufficiency Services to manage service needs and increased caseloads associated with the State's expansion of full-scope Medi-Cal to undocumented children under the age of 19.
- Increase of 50.00 staff years to support the County's IHSS program. This addition will allow the program to meet continued increased caseload growth and to operationalize new overtime and other compensation requirements for IHSS Individual Providers as a result of the FLSA.
- Increase of 30.00 staff years to manage the growth in BHS programs and contracted services.
- Increase of 8.00 staff years in Financial Services Division, Human Resources, and Management Support to support program growth, primarily in Self-Sufficiency Services.
- Increase of 3.00 staff years in the Office of Military and Veterans Affairs to support increased counseling and outreach services.
- Decrease of 1.00 staff year due to a transfer to County Counsel to support program coordination between County Counsel and Child Welfare Services in juvenile dependency and litigation matters.

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

Expenditures

Net decrease of $162.1 million

- Salaries & Benefits—increase of $33.7 million.
  - Increase of $17.6 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Increase of $16.1 million due to a net increase of 240.00 staff years.
- Services & Supplies—net decrease of $184.8 million.
  - Decrease of $250.3 million due to transfer of collective bargaining responsibilities to the State for In-Home Supportive Services (IHSS) providers as part of the Coordinated Care Initiative. There is no impact to services resulting from this change.
  - Increase of $44.7 million in Behavioral Health Services for expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment including efforts to support Project One For All.
  - Increase of $7.0 million in Information Technology related services and supplies.
  - Increase of $5.0 million in Child Welfare Services for Foster and Relative Caregiver Recruitment, Retention and Support (FPRRS) program, services under the California Well-Being Demonstration Project and the CSEC program.
  - Increase of $2.8 million in Public Health Services for contracted services associated with grant expansions, increased ambulance transports and purchase of lab supplies.
  - Increase of $2.5 million in rents and leases, utilities and guard services.
  - Increase of $1.6 million in costs applied to general fund departments.

- Increase of $1.5 million in Administrative Support for contracted services for community improvement projects.
- Increase of $0.4 million for Alzheimer's awareness and support projects.

- Other Charges—net decrease of $15.0 million.
  - Decrease of $8.1 million in Self-Sufficiency Services including decreases for CalWORKs benefit payments, Cash Assistance Program for Immigrants (CAPI) offset by increases for General Relief caseload growth, Family Stabilization and Expanded Subsidized Employment (ESE), CalFresh client benefits, and Approved Relative Caregiver (ARC) program to align with caseload trends.
  - Decrease of $6.6 million in Tobacco Settlement fund to align projected expenditures held for contingencies to the estimated interest on deposits.
  - Decrease of $1.0 million in appropriations for medical costs in California Children's Services program, based on caseload trend, with no impact to services.
  - Increase of $0.7 million due to an increase in utilization of mental health State Hospital beds.
- Capital Assets Equipment—net increase of $0.2 million for one-time projects in Public Health Services.
- Expenditure Transfer & Reimbursements—decrease of $2.3 million associated with the reimbursement for AB109 and PERT services. Behavioral Health Services will partially fund services previously funded by the Public Safety Group. Since this is a reimbursement, it has the effect of $2.3 million increase in appropriations.
- Operating Transfer Out—net increase of $1.5 million.
  - Increase of $2.2 million for the IHSS Public Authority program related to workload increases for the implementation of the FLSA for the IHSS program and one-time costs for the relocation of the training center.
  - Decrease of $0.7 million due to lower than projected expenditures in the County Medical Services program.

Revenues

Net decrease of $162.1 million

- Fines, Forfeitures & Penalties—increase of $0.7 million in projected penalty assessments in Emergency Medical Services.
- Intergovernmental Revenue—net decrease of $146.8 million.
  - Decrease of $250.0 million in Aging & Independence Services for IHSS IP State and federal revenue associated with the reduction in IHSS IP wage appropriations to reflect the transfer of collective bargaining responsibilities for providers to the State as noted above.
  - Decrease of $14.6 million in Self-Sufficiency Services for State and federal revenue associated with reducing appropriation for CalWORKs benefit payments to align with caseload trends.
  - Increase of $43.5 million in Mental Health Services Act revenue to align with program needs.
  - Increase of $17.4 million in Realignment revenue to support Salaries & Benefits and Services & Supplies including one-time projects, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human services programs.
  - Increase of $14.4 million in Social Services Administrative revenue to support the increased staff in Self-Sufficiency Services and Aging & Independence Services.
  - Increase of $14.2 million in Behavioral Health Services primarily for Short Doyle Medi-Cal revenue to align with program trends.
  - Increase of $12.5 million in Medi-Cal Administrative revenue to support growth in Self-Sufficiency Services due to Affordable Care Act.
  - Increase of $9.8 million in Social Services Administrative revenue to support Salaries & Benefits and Services & Supplies.
  - Increase of $3.5 million in Self-Sufficiency Services for State and federal funding to support expenditure adjustments described in Other Charges for ARC, Family Stabilization, ESE, Work Incentive Nutritional Supplement, State Utility Assistance Subsidy programs and CAPI.
  - Increase of $1.8 million in Public Health Services primarily for California Children's Services funding due to a projected increase in the Medi-Cal eligible caseload.
  - Increase of $0.7 million in State funding associated with the CSEC program.
- Charges for Current Services—net increase of $0.9 million.
  - Increase of $1.0 million primarily in Public Health Services for third party external administration fees and ambulance transports fees.
  - Increase of $0.5 million in Self-Sufficiency Services associated with Third Party Reimbursement revenue to reflect a budget adjustment for collections related to prior year services for the Low Income Health Program.
  - Decrease of $0.6 million in Administrative Support in First 5 revenue to align to a reduction in First 5 administrative costs.
- Miscellaneous Revenues—net increase of $0.1 million.
  - Increase of $1.1 million primarily for administrative revenues to support cost increases for the Vets Directed Care program and duplicating & filing documentation fees from Assessor, Recorder, County Clerk.
  - Decrease of $1.0 million in Self-Sufficiency Services associated with the transfer of Medi-Cal Outreach and Enrollment appropriations to Probation.
- Other Financing Sources—decrease of $2.4 million.
  - Decrease of $1.7 million in Administrative Support in Operating Transfer from the Proposition 172 Fund for prior year one-time costs related to the ConnectWellSD project.

- Decrease of $0.7 million in Self-Sufficiency Services in Operating Transfer from Tobacco Securitization revenues due to decreased costs in the County Medical Services program.

- Use of Fund Balance—decrease of $16.4 million. A total of $52.9 million is budgeted.
  - $20.0 million for management reserves.
  - $13.1 million for the last phase of the design, development and implementation of the ConnectWellSD system to support information sharing and collaboration among County programs.
  - $6.8 million for one-time major maintenance projects.
  - $5.4 million primarily for one-time costs associated with enterprisewide information technology upgrades and advancements.
  - $4.3 million for Tobacco Settlement projects that are reimbursed through the securitized Tobacco Settlement Revenue account.
  - $3.2 million for increased General Relief costs.
  - $0.1 million is budgeted for the Alzheimer's Website Development Project.
- General Purpose Revenue—increase of $1.8 million to contribute to increased costs in Salaries & Benefits, Office of Military and Veterans Affairs and Alzheimer's services.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $25.9 million is the result of the elimination of $33.6 million in prior year one-time projects, offset by an increase of $7.7 million in Salaries & Benefits due to negotiated labor agreements.

Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Regional Operations	3,183.75	3,165.00	0.00	(100.0)	0.00
Self-Sufficiency Services	0.00	0.00	2,519.00	0.0	2,519.00
Aging & Independence Services	385.00	390.00	428.00	9.7	428.00
Behavioral Health Services	786.25	789.00	818.00	3.7	818.00
Child Welfare Services	757.00	768.00	1,364.00	77.6	1,364.00
Public Health Services	484.50	485.50	645.50	33.0	645.50
Administrative Support	377.00	379.00	442.00	16.6	442.00
Total	**5,973.50**	**5,976.50**	**6,216.50**	**4.0**	**6,216.50**

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Regional Operations	$ 615,226,914	$ 629,455,120	$ —	(100.0)	$ —
Self-Sufficiency Services	—	—	539,536,653	0.0	542,697,385
Aging & Independence Services	333,551,249	383,582,465	139,302,587	(63.7)	139,607,584
Behavioral Health Services	425,433,577	441,551,554	500,607,470	13.4	494,157,937
Child Welfare Services	270,597,535	276,838,541	353,978,179	27.9	355,388,165
Public Health Services	106,403,685	115,384,860	140,422,712	21.7	139,679,124
Administrative Support	122,228,623	143,903,403	162,102,196	12.6	138,549,658
Tobacco Settlement Funds	27,500,000	13,500,000	6,200,000	(54.1)	6,200,000
Total	**$ 1,900,941,583**	**$ 2,004,215,943**	**$ 1,842,149,797**	**(8.1)**	**$ 1,816,279,853**

Regional Operations

Mission Statement

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

Department Description

Regional Operations delivers the implementation of three functional areas, Child Welfare Services (CWS), Public Health Services (PHS), and Self-Sufficiency Services (SSS), and in collaboration with the community identifies and address emerging issues and develops shared goals to advance Live Well San Diego.

Effective Fiscal Year 2016–17, HHSA realigned the Regional Operations budget with its contents now reflected in their respective functional area to clearly show programmatic alignment, operational costs and overall performance.

Strategic Initiative Legend

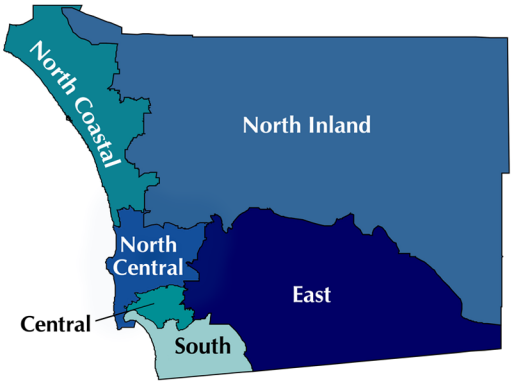
HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - ■ Processed 96% (38,016 of 39,600) of CalWORKs applications timely, a key metric required by the State, which is also a first step in assisting families toward achieving self-sufficiency.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it



  - □ Enrolled 95% (285 of 300) of eligible Nurse Family Partnership (NFP) and Maternal Child and Family Health (MCFH) families in CalFresh and Women, Infants and Children Program, increasing the families nutritional health. (HF2)
  - □ Ensured 61% (159 of 260) of mothers participating in the NFP and MCFH programs continued to breastfeed their infants to 6 months of age. (HF2)
  - ■ Processed 92% (121,440 of 132,000) of CalFresh applications timely, helping eligible families and individuals buy food to improve their nutrition.
- 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
  - □ Enrolled 100% (91,000) of newly eligible Medi-Cal recipients as part of the Affordable Care Act (ACA), increasing the number of residents with health insurance and reducing the overall costs of health care to these families and individuals. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Established baseline number for chronic homeless, homeless veterans and veteran families by supporting the implementation of a sustainable Coordinated Assessment and Housing Placement system to provide outreach, assessment, housing navigation and priority placement to veterans who are chronically homeless in North County and downtown San Diego. The North County and Downtown teams have conducted 2,508 assessments, assigned 795 to housing navigators and provided 277 individuals and families with permanent housing. (SC2)
  - □ Increased the diversity of *Live Well San Diego* partners by including tribal organizations, faith based entities and several business sectors. (SC2)

- Developed an evaluation component for Promise Neighborhoods to outline specific strategic roles for South Region Child Welfare Services, Public Health, Family Resource Center Eligibility staff and other HHSA Programs. (SC2)
- Delivered age-appropriate vaccines to 99% (19,800 of 20,000) of children 0–18 years of age who were served at regional Public Health Centers and clinics thereby protecting them from diseases such as measles and whooping cough. (SC3)

- Strengthen our prevention and enforcement strategies to protect our youth from crime neglect and abuse
  - Reunified 47% (153 of 325) of children removed from the home with parent(s) within 12 months. (SC6)
  - Provided 890 East Region customers and community partners with education and information necessary for prevention, early intervention and family strengthening activities. (SC6)
  - Developed a plan with the Chula Vista Police Department and Child Welfare Services to implement the Smart Policing Initiative to reduce the occurrence of domestic violence calls when children are involved. (SC7)
  - Encouraged 50% (2,350 of 4,700) of families to participate in quarterly joint planning meetings about their children. Participation in joint-case planning positively impacts outcomes for the children.
  - Ensured 87% (1,353 of 1,555) of children in foster care (8 days or more, but less than 12 months) had fewer than three placements, minimizing the trauma children experienced and lessening negative impact on their school performance.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Worked with community partners in Central, East, and South Region and developed effective resources to assist refugees to acculturate, gain independence and enhance long-term self-sufficiency. (SE1)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increased by 5% (5,116 to 5,371) the number of CalFresh recipients who are seniors living in rural areas by promoting the use of video interviewing for public assistance programs. (OE3)
  - Increased by 20% the number of status reports and renewals submitted through Benefits CalWIN, enhancing the use of online pathways reducing the need for families and individuals to visit or call an office. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Created an employee culture that is trauma informed and built an environment that is conducive to reducing trauma for residents seeking services. (OE5)
  - Developed a plan to enhance Access Customer Service Call Center self-service call features and web page to improve the customer service experience for San Diego County residents.

Related Links

For detailed information about the health and characteristics of the people living in each HHSA Region, go to:

- www.SDHealthStatistics.com

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

- www.SDCounty.ca.gov/HHSA

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

- www.LiveWellSD.org

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Timely processing of CalWORKs applications[1]	96% of 36,023	96% of 39,600	96% of 39,600	N/A	N/A
Timely processing of CalFresh applications[1]	94% of 147,545	92% of 132,000	92% of 132,000	N/A	N/A
Mothers who continue to breastfeed their infant at 6 months of age[2]	57% of 373	52% of 300	61% of 260	N/A	N/A
Enrollment of newly eligible Medi-Cal recipients as part of the ACA[5]	100% of 157,969	100% of 91,000	100% of 91,000	N/A	N/A
Family participation in joint case planning and meetings quarterly[3]	56% of 4,402	50% of 4,700	50% of 4,700	N/A	N/A
Children in foster care that are with a relative or non-related family member[4]	51% of 1,311	N/A	N/A	N/A	N/A
Children in foster care for less than 12 months have fewer than 3 placements during that period[4]	83% of 1,541	N/A	N/A	N/A	N/A
Children 0-18 years of age receive age-appropriate vaccines[2]	99% of 16,462	98% of 16,000	99% of 20,000	N/A	N/A
Children reunified with parents within 12 months[3]	N/A	47% of 325	47% of 325	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2016–17, HHSA reorganized Regional Operations to facilitate operational effectiveness and efficiency in order to improve service delivery to clients. This measure now appears in Self-Sufficiency Services.

[2] Effective Fiscal Year 2016–17, HHSA reorganized Regional Operations to facilitate operational effectiveness and efficiency in order to improve service delivery to clients. This measure now appears in Public Health Services.

[3] Effective Fiscal Year 2016–17, HHSA reorganized Regional Operations to facilitate operational effectiveness and efficiency in order to improve service delivery to clients. This measure now appears in Child Welfare Services.

[4] Measure transferred in Fiscal Year 2015-16 to Child Welfare Services to show programmatic alignment.

[5] Measure will be discontinued in Fiscal Year 2016-17 to further demonstrate alignment with federal requirements.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Effective Fiscal Year 2016–17, HHSA realigned the Regional Operations budget with its contents now reflected in their respective functional area (Administrative Support, Child Welfare Services, Public Health Services, and Self-Sufficiency Services) to clearly show programmatic alignment, operational costs and overall performance.

Staffing

Decrease of 3,165.00 staff years.

Expenditures

Decrease of $629.5 million.

Revenues

Decrease of $629.5 million.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Regional Self Suffic Elig	2,113.00	2,122.00	0.00	(100.0)	0.00
Regional Child Welfare Svcs	606.00	596.00	0.00	(100.0)	0.00
Central Region	47.00	47.00	0.00	(100.0)	0.00
East Region	42.25	39.00	0.00	(100.0)	0.00
North Central Region	27.00	26.00	0.00	(100.0)	0.00
North Coastal Region	31.00	32.00	0.00	(100.0)	0.00
North Inland Region	35.00	31.00	0.00	(100.0)	0.00
South Region	30.50	31.00	0.00	(100.0)	0.00
Eligibility Operations Administration	217.00	235.00	0.00	(100.0)	0.00
Health Care Policy Administration	35.00	6.00	0.00	(100.0)	0.00
Total	**3,183.75**	**3,165.00**	**0.00**	**(100.0)**	**0.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Regional Self Suffic Elig	$ 419,485,159	$ 437,932,176	$ —	(100.0)	$ —
Regional Child Welfare Svcs	58,547,657	58,425,256	—	(100.0)	—
Central Region	10,500,386	10,994,357	—	(100.0)	—
East Region	7,500,662	6,944,277	—	(100.0)	—
North Central Region	4,167,231	4,024,937	—	(100.0)	—
North Coastal Region	5,612,453	5,754,199	—	(100.0)	—
North Inland Region	5,598,346	6,148,425	—	(100.0)	—
South Region	6,643,934	6,629,265	—	(100.0)	—
Eligibility Operations Administration	77,054,775	82,480,934	—	(100.0)	—
Health Care Policy Administration	20,116,311	10,121,294	—	(100.0)	—
Total	**$ 615,226,914**	**$ 629,455,120**	**$ —**	**(100.0)**	**$ —**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 257,212,209	$ 261,167,954	$ —	(100.0)	$ —
Services & Supplies	109,693,558	108,474,250	—	(100.0)	—
Other Charges	248,321,147	259,812,916	—	(100.0)	—
Total	**$ 615,226,914**	**$ 629,455,120**	**$ —**	**(100.0)**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Fines, Forfeitures & Penalties	$ 3,200,000	$ 3,400,000	$ —	(100.0)	$ —
Revenue From Use of Money & Property	277,191	299,908	—	(100.0)	—
Intergovernmental Revenues	566,192,422	581,806,017	—	(100.0)	—
Charges For Current Services	2,003,588	1,403,329	—	(100.0)	—
Miscellaneous Revenues	658,451	1,845,870	—	(100.0)	—
Other Financing Sources	8,500,000	1,700,000	—	(100.0)	—
Use of Fund Balance	3,144,091	0	—	0.0	—
General Purpose Revenue Allocation	31,251,171	38,999,996	—	(100.0)	—
Total	**$ 615,226,914**	**$ 629,455,120**	**$ —**	**(100.0)**	**$ —**

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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) is the branch of the Health and Human Services Agency that administers social welfare services for residents in need. These services include, but are not limited to cash assistance, food assistance, employment services and health care services. The largest assistance programs are CalWORKs, Medi-Cal and CalFresh. Staff from SSS ensure compliance with State and federal requirements and maintain program material for frontline staff.

Nearly 810,000 recipients are enrolled in these programs and SSS ensures that data, program guidance and enrollment information are accurate and accessible. The Affordable Care Act (ACA) brought significant changes to SSS by opening Medi-Cal and Covered California eligibility to a previously uninsured or underinsured population in San Diego County. SSS staff ensures ACA-related information and policies from the State flow to frontline at staff at 11 Family Resource Centers (FRCs) and 2 Community Resource Centers (CRCs) to ensure eligible individuals receive services. SSS also administers the County Medical Services (CMS) program, providing medical care for uninsured indigent adult County residents.

SSS collaborates with community partners and other County departments to add value to direct service programs and develop shared goals to advance the Live Well San Diego *vision for a region that is building better health, living safely and thriving. Collaborative efforts include Healthy San Diego, a partnership with consumer and professional stakeholders who work on issues related to Medi-Cal Managed Care. SSS has also partnered with the Probation and Sheriff's Departments on a National Association of Counties (NACo) award-winning program to enroll persons under Probation and Sheriff supervision in Medi-Cal. CalWORKs funding is allocated to contracts with numerous community organizations to provide Welfare to Work (WTW) programming, subsidized employment, financial support to pregnant and parenting teens and housing support. Other funding from the California Department of Education supports linkages with San Diego County Office of*

Education and the YMCA to provide stipends to early education providers and teachers. Contracts with the Legal Aid Society of San Diego provide education and advocacy services to ensure that San Diego County residents have access to needed benefits and services in the community.

Direct services are provided to County residents by staff at FRCs and CRCs. The staff are part of SSS but are managed by Regional Operations across the County.

The Access Customer Service Call Center is an extension of the County of San Diego Family Resource Centers. Access agents are eligibility workers trained in CalWORKs, CalFresh and Medi-Cal programs that answer questions and provide case management services via phone, e-mail and fax. They complete eligibility determinations, take application requests and update existing case data on reported information. With the implementation of the ACA, the Access2Health Customer Service Center was implemented under the Access Management Team. Access2Health agents receive calls from Covered California customers potentially eligible for expanded Medi-Cal or households with a mixture of members who are eligible to Medi-Cal and Covered California health plans.

Effective Fiscal Year 2016–17, HHSA reorganized the functions in the Operational Plan to more accurately reflect programmatic alignment, operational costs and overall performance. Self-Sufficiency Services was created to consolidate eligibility services into one budget.

In order to deliver these essential services, SSS has 2,519.00 staff years and a budget of $539.5 million, which includes assistance aid payments for residents. For more information about assistance aid payments, please see Appendix D.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - ■ Process 96% (33,600 of 35,000) of CalWORKs applications timely. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.
  - ■ Process 91% (177,450 of 195,000) of Medi-Cal applications timely. This is a key metric required by the State and assists families in meeting their health care 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
  - □ Increase by 9% (from 22,500 to 24,525) the number of seniors, including those living in rural areas, that receive CalFresh benefits in order to reduce the number of seniors who self-report food insecurity. Accomplish this goal through strategic partnerships with community-based organizations. (HF2)
  - ■ Process 92% (116,840 of 127,000) of CalFresh applications timely to help eligible families and individuals buy food and improve their nutrition. Target exceeds the State requirement of 90%.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - □ Enhance customer service by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically by increasing by 90% (2,500 to 4,750) the number of status reports and renewals that are submitted electronically through Benefits CalWIN. (OE3)
  - □ Enhance customer service by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically by increasing by 5% (209,000 to 219,450) the number of individuals and families who use the self-service telephone feature at the Access Customer Service Call Center. (OE4)
  - ■ Enhance customer service by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically by increasing by 5% (33,500 to 35,175) the number of customers served via email at the Access Customer Service Call Center.

Related Links

For detailed information about the programs offered by the Health and Human Service HHSA, go to:

- ♦ www.SDCounty.ca.gov/HHSA

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

- ♦ www.LiveWellSD.org

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Timely processing of CalWORKs applications[1, 2]	N/A	N/A	N/A	96% of 35,000	96% of 35,000
Timely Processing of Medi-Cal applications[1]	N/A	N/A	N/A	91% of 195,000	91% of 195,000
Number of seniors on CalFresh[1]	N/A	N/A	N/A	24,525	26,732
Timely processing of CalFresh applications[1, 2]	N/A	N/A	N/A	92% of 127,000	92% of 127,000
Status reports submitted through Benefits CalWIN[1]	N/A	N/A	N/A	4,750	4,750

Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Customers using Access Self-Service[1]	N/A	N/A	N/A	219,450	219,450
	Customers using Access Email Service[1]	N/A	N/A	N/A	35,175	35,175

Table Notes

[1] As of Fiscal Year 2016–17, the Regional Operations department was reorganized. A new department, Self-Sufficiency Services, was established to create better public services for County health services. Please see the Regional Operations section of this document for additional information.

[2] As of Fiscal Year 2016–17, the Regional Operations department was reorganized and these measures will now be contained in Self-Sufficiency Services.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Self-Sufficiency Services has an overall budget increase of $539.5 million. This includes a transfer of $530.5 million from Regional Operations in order to combine self-sufficiency and eligibility services previously budgeted regionally into one budget that reflects services by functional area. High priorities include meeting service demands associated with Medi-Cal and CalFresh caseload growth from continued impacts of the Affordable Care Act and State expansion of full-scope Medi-Cal to undocumented children under the age of 19, as well as continued growth in the General Relief program. Major budget initiatives include staff increases to address the expansion of full-scope Medi-Cal to undocumented children; increased services under the California Work Opportunity and Responsibility to Kids (CalWORKs) Family Stabilization and Expanded Subsidized Employment (ESE) programs in order to decrease time to self-sufficiency for CalWORKs participants; and appropriation adjustments to reflect caseload trends for the CalWORKS program as well as the General Relief program.

Staffing

Net increase of 2,519.00 staff years

- Increase of 2,361.00 staff years associated with reflecting eligibility regional support staff years previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
- Increase of 150.00 staff years to manage service needs and increased caseloads associated with the State's expansion of full-scope Medi-Cal to undocumented children under the age of 19.
- Net increase of 8.00 staff years due to transfer from Administrative Support to support operational needs.
- Increase of 1.00 staff year due to transfer from Behavioral Health Services to support operational needs.
- Decrease of 1.00 staff year due to transfer to Aging & Independence Services to support operational needs.

Expenditures

Net increase of $539.5 million

- Salaries & Benefits—increase of $193.3 million.
  - Increase of $179.5 million associated with reflecting eligibility regional support staff years previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $7.2 million due to an increase of 150.00 staff years.
  - Increase of $6.6 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net increase of $94.5 million.
  - Increase of $91.3 million associated with reflecting eligibility regional support costs previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $1.9 million in Information Technology related costs to support operational needs.
  - Increase of $1.0 million in rents & leases and security guard services for the Family Resource Centers.
  - Increase of $0.9 million in costs applied expenses associated with welfare fraud investigation and prosecution services.
  - Increase of $0.4 million in contracted services for Medi-Cal renewal grant activities.
  - Decrease of $1.0 million in contracted services associated with the transfer of Medi-Cal Outreach and Enrollment grant appropriations to Probation to align the budget with contract responsibilities.
- Other Charges—net increase of $251.7 million.

- Increase of $259.8 million associated with reflecting eligibility regional support costs previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
- Increase of $3.4 million in General Relief assistance payments to align with projected caseload growth.
- Increase of $1.8 million to align annual grant costs of the Approved Relative Caregiver (ARC) program rolled out in the prior year with current caseload trends.
- Increase of $1.0 million due to an expansion of CalWORKs Family Stabilization and ESE activities.
- Increase of $1.0 million in Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) programs to align with caseload trends.
- Decrease of $15.0 million in CalWORKs benefit payments to align with caseload trends.
- Decrease of $0.3 million primarily in Cash Assistance Program for Immigrants (CAPI) to align with caseload trends.

Revenues

Net increase of $539.5 million

- Fines, Forfeitures & Penalties—increase of $3.8 million.
  - Increase of $3.4 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $0.4 million in Emergency Medical Services Penalty revenues.
- Revenue From Use of Money & Property—Increase of $0.3 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
- Intergovernmental Revenues—net increase of $497.5 million.
  - Increase of $491.1 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $17.1 million in Social Services State and federal administrative revenue to support the increases in Salaries & Benefits and Services & Supplies.
  - Increase of $3.5 million State and federal funding to support expenditure adjustments described in Other Charges for ARC, Family Stabilization, ESE, WINS, SUAS, and CAPI.
  - Increase of $0.4 million in Medi-Cal renewal program grant revenue.
  - Decrease of $14.6 million in State and federal revenue associated with reducing appropriation for CalWORKs benefit payments to align with caseload trends.
- Charges for Current Services—increase of $1.6 million.
  - Increase of $1.1 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $0.5 million in Third Party Reimbursement revenue to reflect a budget adjustment for collections related to prior year services for the Low Income Health Program.
- Miscellaneous Revenues—net increase of $1.1 million.
  - Increase of $1.9 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Increase of $0.2 million in General Relief Overpayments as a result of getting more recipients approved for Supplemental Security Income.
  - Decrease of $1.0 million associated with the transfer of Medi-Cal Outreach and Enrollment appropriations to Probation.
- Other Financing Sources—net increase of $1.0 million.
  - Increase of $1.7 million associated with reflecting eligibility regional support revenues previously budgeted in Regional Operations under one Self-Sufficiency Services budget.
  - Decrease of $0.7 million in Operating Transfer from Tobacco Securitization revenues due to decreased costs in the County Medical Services program.
- Use of Fund Balance—increase of $3.2 million. A total of $3.2 million is budgeted for increased General Relief benefit costs.
- General Purpose Revenue Allocation—increase of $31.0 million associated with reflecting eligibility regional support costs previously budgeted in Regional Operations under one Self-Sufficiency Services budget.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net increase of $3.2 million is the result of an increase of $4.2 million in Salaries & Benefits due to negotiated labor agreements, offset by a decrease of $1.0 million in Services & Supplies associated with the elimination of appropriations funded by grants ending in the prior year.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Health Care Policy Administration	0.00	0.00	2.00	0.0	2.00
Eligibility Operations Administration	0.00	0.00	253.00	0.0	253.00
Regional Self-Sufficiency	0.00	0.00	2,264.00	0.0	2,264.00
Total	**0.00**	**0.00**	**2,519.00**	**0.0**	**2,519.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Health Care Policy Administration	$ —	$ —	$ 8,294,447	0.0	$ 8,043,751
Eligibility Operations Administration	—	—	55,119,064	0.0	55,160,760
Assistance Payments	—	—	282,992,680	0.0	282,525,858
Regional Self-Sufficiency	—	—	193,130,462	0.0	196,967,016
Total	**$ 0**	**$ 0**	**$ 539,536,653**	**0.0**	**$ 542,697,385**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ —	$ —	$ 193,268,906	0.0	$ 197,442,146
Services & Supplies	—	—	94,617,253	0.0	93,604,745
Other Charges	—	—	251,650,494	0.0	251,650,494
Total	**$ —**	**$ —**	**$ 539,536,653**	**0.0**	**$ 542,697,385**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Fines, Forfeitures & Penalties	$ —	$ —	$ 3,800,000	0.0	$ 3,800,000
Revenue From Use of Money & Property	—	—	299,908	0.0	299,908
Intergovernmental Revenues	—	—	497,546,522	0.0	504,366,492
Charges For Current Services	—	—	1,620,000	0.0	1,120,000
Miscellaneous Revenues	—	—	1,087,305	0.0	1,087,305
Other Financing Sources	—	—	1,000,000	0.0	1,000,000
Use of Fund Balance	—	—	3,159,238	0.0	—
General Purpose Revenue Allocation	—	—	31,023,680	0.0	31,023,680
Total	**$ 0**	**$ 0**	**$ 539,536,653**	**0.0**	**$ 542,697,385**

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

In San Diego County, it is estimated the population aged 60 and over has increased 35% since 2000. Aging & Independence Services (AIS) provides a multitude of services for older adults and people with disabilities at no or low cost to its residents.

AIS provides services such as adult protection, advocacy, health independence, home-based services and caregiver services. AIS achieves this by assisting more than 44,000 older adults and people with disabilities and their family members through a variety of programs to help keep them safe in their homes, answering over 67,000 calls for referrals or information and serving over 1 million meals to older adults in need.

In addition, AIS administers the Public Administrator (PA), Public Guardian (PG) and Public Conservator (PC) programs. PA administers the estates of individuals who die without a will or an appropriate person to act on their behalf. In Fiscal Year 2015-16, PA received 987 referrals. PG serves as the legally appointed guardian to manage the assets or finances of persons found by the courts to be unable to take care of their well-being due to failing health or disability. PG received 177 referrals in Fiscal Year 2015-16. PC provides individuals deemed by court order to be gravely disabled by mental illness a legally appointed individual who will provide food, shelter, clothing and access to treatment. In Fiscal Year 2015-16, the PC received 652 referrals.

In order to deliver these critical and essential services, AIS has 428.00 staff years, numerous volunteers and a budget of $139.3 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015-16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - □ Worked with HHSA departments to create a trauma informed atmosphere in new and modernized facilities by creating a professional setting that included a welcoming customer greeting area and a family-oriented setting. This was accomplished at the following location: (HF1)
    - ◆ Opened a new facility at 401 Mile of Cars in National City, which provides residents with many services including a Family Resource Center, an Office of Military and Veterans Resource Center, Adult Protective Services (APS), In-Home Supportive Services (IHSS), Child Support Services and Public Authority.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - □ Ensured 82% (164 of 200) of graduates adopted one or more healthy habits during the 6-week Healthier Living Program that provided nutritional education to older adults. (HF2)
  - ■ Prevented hospital readmissions of over 7,000 high-risk Medicare patients by providing comprehensive, person-centered, care transition services provided by the San Diego Care Transitions Partnership.
  - ■ Reduced from 27% to 25% (475 of 1,900) the number of older adults who self-reported food insecurity.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support

- Ensured 97% (21,340 of 22,000) of IHSS annual reassessments were recertified timely so that older adults and persons with disabilities received the appropriate level of care to remain safely in their own home, exceeding the state performance expectation of 90%.
- Conducted 96% (6,240 of 6,500) of face-to-face contacts within 10 business days of receiving an APS referral and provided timely assistance and resources, which helped adults meet their needs.
- Maintained 98% (539 of 550) participation in the Multipurpose Senior Services Program case management for seniors by providing resources and/or assistance that helped avoid, delay or remedy inappropriate placement in nursing facilities.
- Ensured 86% (13,760 of 16,000) of initial eligibility determinations for IHSS were completed within the 45-day program mandate, enabling individuals to remain safely in their own home.
- Completed 98% (500 of 510) of public conservatorship investigation assessment notes within 10 business days, minimizing risk to the individual and community.
- Ensured 94% (47 of 50) of Acutely Vulnerable Adult (AVA) APS cases were closed with the individual at a stable or higher rating as measured by the AVA Safety Focused Outcome Measure.
- Conducted 22,000 benefits counseling interviews to provide veterans and dependents with information and referral services.
- Processed 3,957 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Began 99% (1,814 of 1,815) of PA/PG/PC investigations within two business days of assignment to ensure protection and well-being as mandated by the Omnibus Conservatorship and Guardianship Reform Act.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensured 90% (566 of 629) of Residential Care Facilities for the Elderly (RCFE) were reviewed quarterly by the Long Term Care Ombudsman program and ensured 100% of facilities were reviewed at least once annually.
  - Ensured 100% (89) of skilled nursing facilities were reviewed quarterly by the Long Term Care Ombudsman program.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Connected 2,010 older adults with volunteer opportunities promoting *Live Well San Diego* through active living, improving the quality of life, building relationships and encouraging lifelong learning.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Achieved all Fiscal Year 2015–16 major milestones that were targeted for the development and implementation of an electronic information exchange system—ConnectWellSD—that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (OE3)
  - Completed the pilot for the Residential Care Facilities for the Elderly (RCFE) rating system and initiated Phase II of the project to deliver the rating system.
- Strengthen our customer service culture to ensure a positive customer experience
  - Collaborated with consumer advocates, residential care facilities and Better Business Bureau and developed a rating system for residential care facilities to provide consumers and family members guidance on selecting the best facility for their needs. (OE4)
  - Completed the annual Alzheimer's Project Report for the County of San Diego Board of Supervisors documenting accomplishments and ongoing action. (OE4)
  - Developed a plan with the San Diego Veterans Coalition that included other County departments and the community to engage and connect veterans to services through technology and other efforts. (OE4)
  - Attended 6 H.E.A.R.T. (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) Customer Service trainings for HHSA Customer Service Ambassadors to assist with developing skills for nearly 6,000 HHSA employees ensuring customers receive an exceptional County experience. Issued customer surveys and developed an action plan to improve overall customer service experience across the Agency. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed a plan for an HHSA Job Shadow program to provide qualified employees opportunities to explore specific career interests, develop knowledge and build relationships, which provide opportunities for growth. (OE6)

- Developed a trauma informed plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward the contribution they make in the lives of the individuals and families served. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensure 90% (14,400 of 16,000) of initial eligibility determinations for IHSS are completed within the 45-day program mandate so individuals can remain safely in their own home.
  - Ensure 97% (24,638 of 25,400) of IHSS annual reassessments are completed timely so older adults and persons with disabilities receive the appropriate level of care to remain safely in their own home, exceeding the State performance expectation of 90%.
  - Maintain 98% (539 of 550) participation in the Multipurpose Senior Services Program case management program by providing resources and/or assistance that help avoid, delay or remedy inappropriate placement in nursing facilities.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Ensure 82% (246 of 300) of graduates report adopting one or more healthy habits during the 6-week Healthier Living Program that provides older adults and others who wish to attend nutritional education. (HF2)
  - Reduce from 25% to 23% (437 of 1,900) the number of older adults who self-report food insecurity through increased outreach and services, such as CalFresh education. (HF2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Ensure action on the Alzheimer's Project implementation plan and initiate ongoing actions to prevent and address elder abuse and help community members plan for their financial health and end-of-life needs. Create a regional strategy to improve services for those with Alzheimer's disease by coordinating community responses to incidents of wandering, identifying affordable and available care services for those with the disease, providing support to caregivers and furthering efforts to find a cure for the disease. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure 100% (1,815) of PA/PG/PC investigations begin within 2 business days of assignment to an investigator to ensure protection and well-being as mandated by the Omnibus Conservatorship and Guardianship Reform Act.
  - Complete 100% (510) of assessment notes on conservatorship investigations within 10 business days of assignment of referral to minimize risk and loss to the client and community.
  - Conduct 97% (8,817 of 9,090) of face-to-face contacts within 10 days of receiving an APS referral to provide timely assistance and resources that help adults meet their own needs.
  - Ensure 96% (48 of 50) of Acutely Vulnerable Adult (AVA) APS cases are closed with the individual at a stable or higher rating as measured by the AVA Safety Focused Outcome Measure.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensure 100% (89) of skilled nursing facilities are reviewed quarterly by the Long Term Care Ombudsman program to strengthen protections for vulnerable older adults and persons with disabilities. (SE2)
  - Ensure 90% (566 of 629) of Residential Care Facilities for the Elderly (RCFE) are reviewed quarterly by the Long Term Care Ombudsman program, and 100% of facilities are reviewed at least once annually to strengthen protections for vulnerable older adults and persons with disabilities. (SE2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Connect 2,050 older adults with volunteer opportunities, including the Retired & Senior Volunteer Program (RSVP) and intergenerational programs, to support thriving, a *Live Well San Diego* component, which includes volunteerism and civic engagement. (SE6)

Related Links

A resource guide for seniors, adults with disabilities, veterans and professionals is available through Network of Care at:

- www.SanDiego.NetworkOfCare.org

For additional information on the programs offered by Aging & Independence Services, refer to the website at:

- www.sdcounty.ca.gov/content/sdc/hhsa/programs/ais.html

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

- www.sdcounty.ca.gov/content/sdc/hhsa/programs.html

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Initial IHSS assessments certified timely[1, 5]	N/A	90% of 11,500	86% of 16,000	90% of 16,000	90% of 16,000
Annual IHSS assessments recertified timely	97% of 23,675	94% of 22,000	97% of 22,000	97% of 25,400	97% of 25,400
Average monthly number of filled MSSP case management slots	100% of 550	98% of 550	98% of 550	98% of 550	98% of 550
Healthier Living graduates reporting healthier habits[1]	N/A	82% of 300	82% of 200	82% of 300	82% of 300
Older adults self-reporting food insecurity[1]	N/A	25% of 1,900	25% of 1,900	23% of 1,900	23% of 1,900
Readmission of high-risk patient to hospital prevented[1, 3]	N/A	325	7,000	N/A	N/A
High-risk CCTP Medicare fee-for-service beneficiaries will receive contact from staff within 72 hours of discharge notification from a partner Acute Care Hospital or Skilled Nursing Facility[2]	87% of 1,579	N/A	N/A	N/A	N/A
Compensation and pension claims processed by the Veterans Services Office[7]	3,355	2,750	3,957	N/A	N/A
PA, PG and PC investigations begin within 2 business days of referral assignment[6]	99% of 2,022	100% of 2,560	99% of 1,815	100% of 1,815	100% of 1,815
PC assessment notes completed within 10 days	99% of 700	100% of 1,050	98% of 510	100% of 510	100% of 510
Face-to-face APS investigations conducted within 10 days of referral[4]	97% of 5,870	97% of 6,500	96% of 6,500	97% of 9,090	97% of 9,090
AVA cases closed at stable or higher rating[1]	N/A	95% of 60	94% of 50	97% of 50	97% of 50
APS cases not re-referred within 6 months of closing[2]	96% of 5,870	N/A	N/A	N/A	N/A
Face to face visits with conservatees completed within 30 days of previous visit[2]	100% of 120	N/A	N/A	N/A	N/A
PG Estate cases submit I & A reports to Probate Court within 90 days of receipt of Letters of Conservatorship[2]	83% of 6	N/A	N/A	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
PA formal probate cases submit I & A reports to Probate Court within 120 days of receiving Letters of Administration[2]	100% of 16	N/A	N/A	N/A	N/A
Skilled Nursing Facilities reviewed quarterly[8]	N/A	N/A	N/A	100% of 89	100% of 89
Residential Care Facilities reviewed quarterly[8]	N/A	N/A	N/A	90% of 629	90% of 629
Older adults linked with RSVP and Intergenerational volunteer opportunities	2,038	2,010	2,010	2,050	2,050
Benefits counseling interviews with veterans[1, 7]	N/A	22,000	22,000	N/A	N/A
Older adults in Feeling Fit exercise program[2]	1,432	N/A	N/A	N/A	N/A
Deputy PA/PGs certified by California State PA/PG Association[2]	100% of 17	N/A	N/A	N/A	N/A

Table Notes

[1] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[2] Performance measures deleted in Fiscal Year 2015–16 as targets are consistently met; therefore, new measures were added.

[3] Effective Fiscal Year 2016–17 this measure will no longer be reported in the Operational Plan due to decreased funding.

[4] Measure not met due to higher acuity standards.

[5] Measure not met due to new federal mandates related to payment of overtime for IHSS providers resulting in workload increase, as well as the State's Coordinated Care Initiative; staff has developed best practices to improve timeline.

[6] Measure not met due to referral volume less than anticipated; 1 referral not begun within 2 days due to oversight.

[7] Measure moved to Administrative Support due to reorganization of HHSA departments.

[8] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Aging & Independence Services (AIS) has an overall decrease of $244.3 million. This includes a $250.3 million reduction in In-Home Supportive Services (IHSS) Individual Provider (IP) wage appropriations to reflect the transfer of collective bargaining responsibilities for IHSS providers under the Coordinated Care Initiative (CCI) to the State in July 2015. This change has no impact to services. The County still maintains responsibility for eligibility and case management services in IHSS and is adding staff to address continued growth in the program and to carry out new administrative responsibilities associated with the Fair Labor Standards Act (FLSA). The budget also reflects the transfer of the Office of Military and Veterans Affairs to the Agency Executive Office under Administrative Support for increased coordination across all Agency and County programs. Additionally, the budget continues to expand support for Alzheimer's services.

Staffing

Net increase of 38.00 staff years

- Increase of 51.00 staff years.

- Increase of 50.00 staff years to support the County's IHSS program. This addition will allow the program to meet continued increased caseload growth and to operationalize new overtime and other compensation requirements for IHSS Individual Providers as a result of the FLSA.
- Increase of 1.00 staff year due to a transfer from Self-Sufficiency Services to support operational needs.

- Decrease of 13.00 staff years associated with reflecting the Office of Military and Veterans Affairs staff years under the Administrative Support budget.
- Additionally, staff were transferred among related programs within AIS, including Senior Health and Social Services, Administrative and Other Services, and Protective Services to manage operational needs.

Expenditures

Net decrease of $244.3 million

- Salaries & Benefits—net increase of $4.1 million.
  - Increase of $3.8 million due to an increase of 51.00 staff years primarily for the IHSS program.
  - Increase of $1.4 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Decrease of $1.1 million associated with reflecting the Office of Military and Veterans Affairs staff costs under the Administrative Support budget.
- Services & Supplies—net decrease $250.6 million.
  - Decrease of $250.3 million in IHSS IP contracted services associated with the reduction in IHSS IP wage appropriations to reflect the transfer of collective bargaining responsibilities for providers to the State in July 2015. This change has no impact to services. The County's IHSS Maintenance of Effort (MOE) is $52.2 million.
  - Decrease of $1.0 million associated with reflecting the Office of Military and Veterans Affairs support costs under the Administrative Support budget.
  - Decrease of $0.4 million in prior year one-time costs for ALEX, the Adult Protective Services case management system.
  - Increase of $0.7 million in Long Term Care Integration contracted services costs, primarily to Vets Directed Care program which serves Veterans by providing the opportunity to receive home and community based services that enable them to avoid institutionalization and continue to live in their homes and communities.
  - Increase of $0.4 million for Alzheimer's awareness and support projects.
- Operating Transfer Out—increase of $2.2 million for the IHSS Public Authority related to workload increases for the implementation of the FLSA for the IHSS program and one-time costs for the relocation of the training center.

Revenues

Net decrease of $244.3 million

- Fines, Forfeitures & Penalties—decrease of $0.1 million to align with revenue recovery trends for disabled zone parking violations.
- Intergovernmental Revenues—net decrease of $243.0 million.
  - Decrease of $250.0 million in IHSS IP State and federal revenue associated with the reduction in IHSS IP wage appropriations to reflect the transfer of collective bargaining responsibilities for providers to the State noted above.
  - Decrease of $0.4 million in State Aid Veterans Affairs revenue associated with reflecting the Office of Military and Veterans Affairs costs under the Administrative Support budget.
  - Increase of $2.4 million in Realignment revenue to support Salaries & Benefits, Services & Supplies and the IHSS MOE, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
  - Increase of $4.5 million in IHSS federal and State administrative funding for the addition of 50.00 staff years.
  - Increase of $0.5 million primarily in Social Services federal and State administrative revenue to support cost increases in Salaries & Benefits.
- Miscellaneous Revenues—increase of $0.7 million in administrative revenues primarily to support cost increases for the Vets Directed Care program.
- Use of Fund Balance—decrease of $0.6 million. A total of $0.1 million is budgeted for the Alzheimer's Website Development Project.
- General Purpose Revenue Allocations—net decrease of $1.3 million.
  - Decrease of $1.6 million associated with reflecting the Office of Military and Veterans Affairs costs under the Administrative Support budget.
  - Increase of $0.3 million for Alzheimer's awareness and support projects.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net increase of $0.3 million is the result of an increase of $0.4 million in Salaries & Benefits due to negotiated labor agreements, offset by $0.1 million decrease in Services & Supplies related to the elimination of a one-time prior year project.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
In-Home Supportive Services	160.00	160.00	211.00	31.9	211.00
Veterans Services	8.00	13.00	0.00	(100.0)	0.00
Senior Health and Social Services	60.00	60.00	58.00	(3.3)	58.00
Protective Services	78.00	79.00	80.00	1.3	80.00
Administrative and Other Services	24.00	24.00	25.00	4.2	25.00
Public Administrator/Guardian/ Conservator	55.00	54.00	54.00	0.0	54.00
Total	**385.00**	**390.00**	**428.00**	**9.7**	**428.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
In-Home Supportive Services	$ 288,232,957	$ 335,868,841	$ 92,150,599	(72.6)	$ 92,423,329
Veterans Services	1,094,562	2,039,688	—	(100.0)	—
Senior Health and Social Services	22,253,880	21,966,203	22,645,763	3.1	22,677,093
Protective Services	9,663,205	11,129,860	11,337,373	1.9	11,309,876
Administrative and Other Services	5,050,748	5,372,145	5,741,950	6.9	5,747,207
Public Administrator/Guardian/ Conservator	7,255,897	7,205,728	7,426,902	3.1	7,450,079
Total	**$ 333,551,249**	**$ 383,582,465**	**$ 139,302,587**	**(63.7)**	**$ 139,607,584**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 38,593,477	$ 39,969,537	$ 44,030,539	10.2	$ 44,456,536
Services & Supplies	281,266,051	329,843,307	79,305,304	(76.0)	79,184,304
Other Charges	255,000	332,900	332,900	0.0	332,900
Operating Transfers Out	13,436,721	13,436,721	15,633,844	16.4	15,633,844
Total	**$ 333,551,249**	**$ 383,582,465**	**$ 139,302,587**	**(63.7)**	**$ 139,607,584**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Other Than Current Secured	$ —	$ —	$ 2,000	0.0	$ 2,000
Licenses Permits & Franchises	46,000	46,000	46,000	0.0	46,000
Fines, Forfeitures & Penalties	366,509	366,509	277,118	(24.4)	277,118
Revenue From Use of Money & Property	40,000	40,000	40,000	0.0	40,000
Intergovernmental Revenues	318,671,389	368,445,587	125,418,884	(66.0)	125,844,881
Charges For Current Services	893,838	916,629	893,838	(2.5)	893,838
Miscellaneous Revenues	102,950	220,660	958,060	334.2	958,060
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Use of Fund Balance	312,169	721,000	121,000	(83.2)	—
General Purpose Revenue Allocation	13,018,394	12,726,080	11,445,687	(10.1)	11,445,687
Total	**$ 333,551,249**	**$ 383,582,465**	**$ 139,302,587**	**(63.7)**	**$ 139,607,584**

Behavioral Health Services

Mission Statement

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

Department Description

Behavioral Health Services (BHS) provides a continuum of mental health, alcohol and other drug services to nearly 80,000 San Diego County residents of all ages. Services are provided by County and contracted staff that include over 300 contracts with community partners and 800 individual fee-for-service providers. Services are coordinated by systems of care such as: Adult & Older Adult; and Children, Youth & Families. In addition, BHS operates two inpatient health services – the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a Distinct Part Skilled Nursing Facility.

BHS has achieved national recognition as a leader in mental health stigma reduction and substance abuse prevention. Likewise, Edgemoor obtained the Silver Achievement in Quality Award by the American Health Care Association and the National Center for Assisted Living.

BHS advances Live Well San Diego *by collaborating with community leaders to develop and refine major initiatives, including service integration with primary care, development of a trauma informed system, and stigma elimination programs. In addition, individuals experiencing co-occurring mental illness and addiction benefit from integrated prevention and treatment services that focus on the whole person while emphasizing wellness and recovery.*

BHS provides an extensive array of culturally competent and community-based services to meet the equally diverse needs of individuals. Some of these services and focus areas include:

- Full Service Partnerships (FSP) that embrace a "whatever it takes" approach with individuals who have a serious mental illness and serve an average of 9,000 children, youth, adults and older adults annually and roughly 1,300 adults who were homeless or at risk of homelessness and are housed in permanent housing;
- Wraparound programs that offer an intensive and individualized care management process to over 960 children and youth annually who have serious or complex behavioral health service needs;
- Crisis residential beds and services provided to approximately 2,300 individuals across the county;

- Hospital-based 24 hour, 7 day a week, Crisis Stabilization Unit (CSU) for residents who have a serious mental illness and who are experiencing a psychiatric emergency;
- Services for people with a mental illness who are resistant to treatment in accordance with Laura's Law;
- Access and Crisis Line, which is a 24-hour hotline that receives over 62,000 calls each year and provides crisis intervention and mental health and alcohol and other drug referrals by licensed clinical staff; and
- Inpatient health services to approximately 1,900 adults in the SDCPH and 200 individuals at Edgemoor.

In order to deliver these critical services, BHS has 818.00 staff years, including medical professionals, and a budget of $500.6 million that includes payments made to care providers.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances

- Worked with HHSA departments to create a trauma informed atmosphere in new and modernized facilities by creating a professional setting that included a welcoming customer greeting area and a family-oriented setting. This was accomplished at the following location: (HF1)
  - Opened a North Inland Crisis Residential Facility in Escondido to provide those with a serious mental illness or co-occurring substance use condition, an alternative to hospitalization.
- Served an additional 5% (from 8,507 to 8,932) of older adults, in collaboration with Aging & Independence Services, and improved their access to prevention, early intervention and treatment services. (HF1)
- Expanded by 23% (from 64 to 79) the County's crisis residential treatment bed capacity by building a crisis residential center in the North Inland HHSA Service Region. This is a multi-year goal and is funded by a California Health Facilities Financing Authority and the Mental Health Services Act. (HF1)
- Provided training to over 5,000 community members countywide to enhance community awareness of the warning signs of suicide so that they can refer those at risk to available resources.
- Achieved a 42% (5,460 of 13,000) completion rate in alcohol and drug treatment services, thereby supporting healthy and safe living for individuals by surpassing the statewide average of 38%.
- Ensured that 95% of calls to the Access and Crisis Line were answered in an average of 60-seconds and established a baseline for prompt delivery of services.

- 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
  - Provided 200 KidStart children ages 0–5 with developmental delays and behavioral health needs integrated services in collaboration with Child Welfare Services and First 5 Commission. (HF4)
  - Ensured 50% of PERT calls avoided hospitalization and encarceration by implementing the Laura's Law plan to provide services to people with serious mental illness who are resistant to treatment, in accordance with Laura's Law. This was accomplished in collaboration with County Counsel, Sheriff's Department, Courts, Public Defender, Aging & Independence Services, Public Administrator/ Public Guardian/Public Conservator and local law enforcement. Expanded the In-Home Outpatient Treatment (IHOT) contracts to facilitate the referral process to Laura's Law. (HF4)
  - Assisted 655 primary care providers with information and support about Behavioral Health Services through SmartCare. SmartCare collaborates with community clinics in underserved rural communities to help manage patients' behavioral concerns. The SmartCare clinical team consisting of board certified psychiatrists, certified nurse practitioners and licensed behavioral health clinicians were also available by phone to serve rural areas with few resources for behavioral health care. Additionally, SmartCare increased awareness and reduced the stigma of behavioral health needs by participating in a variety of wellness events and activities in rural communities.
  - Provided 1,155 (5% increase from 1,100) psychiatric consultations to pediatric providers who served children with Medi-Cal to ensure both behavioral health and physical health needs were met.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Expanded Psychiatric Emergency Response Teams (PERT) to 40 teams to provide education, training and clinical support to the Sheriff's Department, local law enforcement and the community for calls involving persons having a mental health crisis. Began collecting data to establish a baseline of PERT crisis interventions with the goal of avoiding inpatient psychiatric hospitalization. (SC2)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided 95% (879 of 925) of adolescents who entered alcohol and drug treatment an educational assessment to assist with high school completion, the equivalent, or enrollment into an educational setting.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Achieved all Fiscal Year 2015–16 major milestones that were targeted for the development and implementation of an electronic information exchange system (ConnectWellSD) that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (OE3)
  - Published 11 wellness blogs in online newspapers that serve the rural community to educate the community on available behavioral health resources.
- Strengthen our customer service culture to ensure a positive customer experience
  - Attended 6 H.E.A.R.T. (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) Customer Service trainings for HHSA Customer Service Ambassadors to assist with developing skills for nearly 6,000 HHSA employees ensuring customers receive an exceptional County experience. Issued customer surveys and developed an action plan to improve overall customer service experience across the Agency. (OE5)

- Achieved 98% (236 of 241) client satisfaction in rural communities that are served through an innovative care model that integrates primary care and behavioral health services.
- Provided 90% (1,296 of 1,440) of adolescents timely admission to nonresidential alcohol and drug treatment programs.
- Reduced to 10.8% the readmission rate at the San Diego County Psychiatric Hospital demonstrating accountability and commitment to outstanding patient care, surpassing the goal of staying under 17%.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed a plan for an HHSA Job Shadow program to provide qualified employees opportunities to explore specific career interests, develop knowledge and build relationships, which provide opportunities for growth. (OE6)
  - Developed a trauma informed plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward the contribution they make in the lives of the individuals and families served. (OE6)
  - Led efforts to increase understanding among HHSA staff of how trauma affects individuals, family groups, and communities:
    - Reviewed the prior assessment of BHS staff and providers' trauma informed system integration and assessed current operations.
    - Provided an orientation and introduction to the Trauma Informed Systems Integration approach at the BHS All-Staff meeting in October 2015.
    - Developed and implemented training for clinicians on Difficult Conversations in Service Provision, which included topics on sexual orientation, gender identity and trauma experience.

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Collaborate with Aging & Independence Services to serve 9,300 (4% increase) older adults and caregivers who are vulnerable to mental illness by improving their access to prevention, early intervention and treatment services. (HF1)
  - Increase to 178 (10% increase from 162) the total number of physical health care providers using psychiatric consultation to increase capacity for integrated physical and behavioral health care to individuals with Medi-Cal and the uninsured, which is consistent with Whole Person Care. (HF1)
  - Ensure 44% (5,720 of 13,000) of individuals participating in alcohol and drug treatment complete services, demonstrating the effectiveness of programs by surpassing the statewide average of 38%.
  - Ensure 80% (6,960 of 8,700) of children and youth who complete mental health treatment will demonstrate clinical improvement as measured by the Children's Functional Assessment Rating Scale (CFARS), a standardized measurement tool. Although clinical improvement for all children and youth is emphasized, not all interventions will be successful due to individual differences in response to the intervention.
  - Ensure availability of treatment for up to 824 homeless individuals with serious behavioral health conditions. This will be expanded based on community need to serve approximately 1,500 in support of Project One for All.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Provide services to 100% of individuals with serious and persistent mental illness who demonstrate resistance to participating in traditional mental health treatment and have been court ordered to the Assisted Outpatient Treatment (AOT) program for services in accordance with Laura's Law. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Divert 50% (4,500 of 9,000) of individuals from psychiatric hospitalization or incarceration through crisis intervention services provided by PERT, which include linkages to appropriate services. (SC2)
  - Ensure 85% of individuals who are admitted to the San Diego Psychiatric Hospital (SDCPH) will not be readmitted within 30 days of discharge, which demonstrates accountability and commitment to outstanding patient care. (SC3)
  - Ensure 75% (1,725 of 2,300) of individuals who complete mental health treatment while residing in crisis residential beds will not be readmitted to a crisis residential program or hospital within 30 days of discharge, which supports the individuals successful integration into the community.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- Ensure 90% (1,296 of 1,440) of adolescents entering nonresidential alcohol and drug treatment programs receive timely admissions to reduce barriers and increase the likelihood of completing treatment. (SC5)
- Ensure 95% (1,330 of 1,400) of parents who complete at least one level of the Positive Parenting Program (Triple P) report that the program has helped them deal more effectively with their children's behavior. Triple P is an evidence based program designed to assist parents with interventions they can use with their children who have childhood social and emotional disorders.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provide training to at least 5,000 community members countywide to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. Trainings include Mental Health First Aid, Question Persuade Refer (QPR) and Applied Suicide Intervention Skills Training (ASIST). (SE6)

Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure 95% (58,900 of 62,000) of calls to the Access and Crisis Line (ACL), are answered within an average of 60 seconds or less to provide timely access to information, referral, and crisis intervention services for individuals seeking behavioral health services.

Related Links

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

- www.Up2SD.org

For information about the Network of Care for Behavioral Health, go to:

- www.SanDiego.NetworkOfCare.org

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

- www.sandiegocounty.gov/hhsa

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Older adults and caregivers receiving prevention, early intervention, and treatment services	8,507 (9.9% increase)	8,932 (5% increase)	8,932 (5% increase)	9,300 (4% increase)	9,600 (4% increase)
Physical health care providers using psychiatric consultations[3]	N/A	N/A	N/A	178 (10% increase)	196 (10% increase)
Participants in alcohol and drug treatment who complete treatment	44% of 12,767	42% of 13,000	42% of 13,000	44% of 13,000	44% of 13,000
Clinical improvement in children and youth who complete mental health treatment[3]	N/A	N/A	N/A	80% of 8,700	80% of 8,700
Homeless individuals with serious behavioral health conditions served under Project One for All[3]	N/A	N/A	N/A	824	676
Children 0-5 years served in KidSTART program[5]	224	260	200	N/A	N/A
Laura's Law clients served[3]	N/A	N/A	N/A	100%	100%
PERT calls not resulting in psychiatric hospitalization[2, 4]	N/A	90% of 9,000	50% of 9,000	50% of 9,000	50% of 9,000
Individuals not readmitted to SDCPH within 30 days of discharge	89.3%	83%	89.2%	85%	85%

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Individuals completing mental health treatment and not readmitted to a crisis residential program or hospital within 30 days[3]	N/A	N/A	N/A	75% of 2,300	75% of 2,300
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	99.7% of 879	90% of 1,440	90% of 1,440	90% of 1,440	90% of 1,440
Positive Parenting Program parents reporting effective responses with their children's behavior[3]	N/A	N/A	N/A	95% of 1,400	95% of 1,400
Adolescents discharged from alcohol and drug treatment who complete high school (or the equivalent) or enrolled in an educational setting[5]	96% of 695	95% of 925	95% of 925	N/A	N/A
Community members receiving Suicide Prevention Training[2]	N/A	5,000	5,000	5,000	5,000
Access and Crisis Line answered within an average of 60 seconds[3]	N/A	N/A	N/A	95% of 62,000	95% of 62,000
Access time for children's mental health outpatient treatment[1]	7.3 Days	N/A	N/A	N/A	N/A

Table Notes

[1] Measure removed Fiscal Year 2015–16, not a State or federal mandate. Access times vary by program due to specialty mental health services.

[2] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[3] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[4] The goal of 90% is being reduced to 50% in Fiscal Year 2015–16 to specify PERT crisis interventions as the data source instead of the total number of law enforcement partners calls/contacts.

[5] Measure will be removed in Fiscal Year 2016–17, not a State or federal mandate.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Behavioral Health Services (BHS) has an overall budget increase of $59.1 million. Major initiatives include expansion of Psychiatric Emergency Response Teams (PERT); increase in supportive services in Full Service Partnerships (FSP); permanent supportive housing for individuals with serious behavioral health conditions who are homeless; expansion of Mental Health services for underserved populations and communities including adults, children and youth transitioning to adulthood in wraparound and early intervention services; and expansion of Hospital-Based Crisis Stabilization services. BHS efforts will also support Project One for All, a Board initiative to bring wraparound services to the region's homeless population with serious behavioral health conditions. This program will create a process for municipal and community housing partners across the regions to integrate services with housing resources. Full Service Partnership (FSP), a proven best practice, will be used to provide the most appropriate interventions for all homeless individuals who meet specific criteria.

Staffing

Net increase of 29.00 staff years

- Increase of 30.00 staff years to manage the growth in BHS programs and contracted services.

- Decrease of 1.00 staff year due to a transfer to Self-Sufficiency Services to support operational needs.

Expenditures

Net increase of $59.1 million

- Salaries & Benefits—increase of $6.0 million.
  - Increase of $2.9 million due to an increase of 29.00 staff years.
  - Increase of $3.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—Net increase of $50.1 million.
  - Increase of $44.7 million in contracted services.
    - Increase of $10.7 million for projects, including Project One for All, to serve homeless persons who have Serious Mental Illness and/or substance use disorder.
    - Increase of $4.9 million for the addition of contracted licensed staff to SUD residential and outpatient recovery services.
    - Increase of $4.0 million for Medical Services Group (MSG) to provide psychiatric services at the San Diego County Psychiatric Hospital.
    - Increase $3.7 million for Crisis Stabilization services to reduce the incidence of hospitalization.
    - Increase of $3.5 million for mental health programs for school-age children.
    - Increase of $3.1 million for Full Service Partnership (FSP) to increase capacity and enhancements for adults and youth.
    - Increase of $2.8 million for long-term care support.
    - Increase of $2.2 million to redesign and expand the adolescent Emergency Screening Unit.
    - Increase of $2.2 million for the cost to support a total of 40 Psychiatric Emergency Response Teams.
    - Increase of $2.1 million for Mental Health Services Act (MHSA) Workforce Education and Training (WET).
    - Increase of $1.8 million for expansion of suicide prevention programs including school based programs.
    - Increase of $1.7 million for North Inland Crisis Residential Services for patients who would otherwise require hospitalization.
    - Increase of $1.1 million to provide mental health and SUD services to CalWORKs clients.
    - Increase of $0.9 million due to rate increases for contracted psychiatric services.
  - Increase of $5.0 million for a one-time software upgrade in SDCPH.
  - Increase of $2.9 million in Institutional Services for out-of-network facilities.
  - Increase of $1.6 million in special departmental expense for one-time costs to expand and relocate the adolescent ESU facility for children and youth to a County-owned building in Hillcrest.
  - Increase of $0.9 million for mental health services in collaboration with Public Safety Group.
  - Decrease of $5.0 million for temporary contract help, primarily for Locum Tenens services, in SDCPH related to contracting with the MSG.
- Other Charges—increase of $0.7 million due to an increase in utilization of State Hospital beds.
- Expenditure Transfer & Reimbursements—decrease of $2.3 million associated with the reimbursement for AB109 and PERT services. Behavioral Health Services will partially fund services previously funded by the Public Safety Group. Since this is a reimbursement, it has the effect of $2.3 million increase in appropriations.

Revenues

Net increase of $59.1 million

- Intergovernmental Revenues—increase of $59.6 million.
  - Increase of $43.5 million in MHSA revenue to align with program needs.
  - Increase of $10.3 million in Short Doyle Medi-Cal revenue to align with program trends.
  - Increase of $3.8 million in Realignment based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
  - Increase of $1.1 million in CalWORKs Substance Abuse revenue to align with available funding and program trends.
  - Increase of $0.4 million in Medi-Cal Part D revenue in Edgemoor.
  - Increase of $0.3 million in Federal Financial Participation (FFP) Drug Medi-Cal to align with program trends.
  - Increase of $0.2 million in Substance Abuse and Mental Health Services Administration (SAMHSA) to align with available funding and program trends.
- Charges for Current Services—increase of $0.1 million in Edgemoor due to a Medi-Cal rate increase.
- Miscellaneous Revenues—decrease of $0.1 million for client Medi-Cal share of cost in Edgemoor.
- Use of Fund Balance—decrease of $0.5 million. No fund balance budgeted.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $6.4 million as a result of a decrease of $7.1 million in Services & Supplies due to the elimination of one-time projects from the prior year, partially offset by an increase of $0.7 million in Salaries & Benefits due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Alcohol and Other Drug Services	18.00	18.00	28.00	55.6	28.00
Mental Health Services	215.50	216.00	230.00	6.5	230.00
Inpatient Health Services	476.75	478.00	478.00	0.0	478.00
Behavioral Health Svcs Administration	76.00	77.00	82.00	6.5	82.00
Total	**786.25**	**789.00**	**818.00**	**3.7**	**818.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Alcohol and Other Drug Services	$ 58,330,000	$ 59,654,762	$ 67,240,515	12.7	$ 67,292,217
Mental Health Services	285,857,310	299,588,967	340,963,834	13.8	338,354,379
Inpatient Health Services	70,095,913	71,215,930	76,830,472	7.9	72,852,676
Behavioral Health Svcs Administration	11,150,354	11,091,895	15,572,649	40.4	15,658,665
Total	**$ 425,433,577**	**$ 441,551,554**	**$ 500,607,470**	**13.4**	**$ 494,157,937**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 83,590,794	$ 81,726,341	$ 87,738,082	7.4	$ 88,465,112
Services & Supplies	346,476,207	365,358,637	415,401,946	13.7	408,225,383
Other Charges	4,195,000	4,195,000	4,909,686	17.0	4,909,686
Capital Assets Equipment	215,000	115,000	115,000	0.0	115,000
Expenditure Transfer & Reimbursements	(9,043,424)	(9,843,424)	(7,557,244)	(23.2)	(7,557,244)
Total	**$ 425,433,577**	**$ 441,551,554**	**$ 500,607,470**	**13.4**	**$ 494,157,937**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 374,335,713	$ 386,822,761	$ 446,371,664	15.4	$ 439,729,735
Charges For Current Services	36,824,768	41,130,817	41,243,664	0.3	41,436,060
Miscellaneous Revenues	891,000	1,200,000	1,094,000	(8.8)	1,094,000
Other Financing Sources	4,400,000	4,400,000	4,400,000	0.0	4,400,000
Use of Fund Balance	1,483,954	499,834	—	(100.0)	—
General Purpose Revenue Allocation	7,498,142	7,498,142	7,498,142	0.0	7,498,142
Total	**$ 425,433,577**	**$ 441,551,554**	**$ 500,607,470**	**13.4**	**$ 494,157,937**

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) protects nearly 7,500 vulnerable children and provides services to their families and communities within the county by responding, reducing and preventing child abuse and neglect. CWS is committed to strengthening families and maintains the highest ethical standards while protecting children. Approximately 2,800 youth are in out-of-home care with a relative, a close family friend, foster home or group home. CWS staff is trained to help families and communities develop plans and make decisions to keep children safe. Three priorities guide these decisions:

1. *Safely stabilizing and preserving families; and if that is not possible,*
2. *Safely caring for children and reunifying children to their families of origin; and if reunification is not possible,*
3. *Safely supporting the development of permanency and lifelong relationships for children and youth.*

Protecting children from abuse and neglect across the county is achieved by providing policy, training and direction to CWS staff. When a member of the community has a safety concern regarding a child, the Child Abuse and Neglect Hotline receives calls 24 hours a day, 7 days a week. The Hotline social worker makes an immediate assessment of the referral and a social worker is assigned to investigate if the child is determined to be at risk. Services include responding to approximately 41,000 calls per year representing over 77,000 children. CWS has multiple programs to help meet the needs of families, including: Foster and Adoptive Resource Family Services; Extended Foster Care (EFC), which promotes the successful transition of over 480 youth annually from 18 up to 21 years of age; Foster Care Home Licensing; and Residential Care.

CWS also administers the A.B. and Jessie Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children who must be separated from their families for their own safety or when parents cannot provide care. Each month, more than 200 children ages birth to 18 years of age are admitted to the Polinsky Children's Center.

San Pasqual Academy is a first-in-the-nation residential education campus designed specifically for foster teens as they prepare for college and/or a career path. The Academy provides foster teens with a stable and caring home, a quality individualized education and the skills needed for independent living.

The County of San Diego continues to address the challenges of disproportionality through support of the Child Abuse Prevention Coordinating Council (CAPCC) Fairness and Equity committee. Challenges are addressed through increased utilization of the Cultural Broker program and the development of a framework for child abuse prevention. The County is in its second year of participating in a five year California Well-Being Demonstration Project (Title IV-E Waiver) to provide additional opportunities for prevention efforts and family strengthening.

CWS strives to improve service delivery by identifying opportunities and best practices led by the Continuous Quality Improvement program and developing staff to ensure practices are culturally competent, family-centered, child-focused and trauma-informed.

Effective Fiscal Year 2016–17, Child Welfare Services functions were consolidated into one budget to more accurately reflect programmatic alignment, operational costs and overall performance.

To ensure these critical services are provided, CWS has 1,364.00 staff years and a budget of $354.0 million, which includes assistance payments. For more information about assistance payments, see Appendix D.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - □ Ensured 80% (484 of 605) of children with a new case under the supervision of the Juvenile Court were evaluated for mental health needs. These efforts assured that children 0–17 years of age had access to trauma informed mental health services. (HF1)
  - ■ Increased by 42% (550 to 780) the recruitment and licensure of foster families willing to parent older children or teens to ensure placements are available for teens stepping down from group home care.
  - ■ Provided 78% (209 of 268) of youth enrolled in intensive home based services (i.e. Wraparound) with resources to help the youth remain or be placed in a home-like setting, to further improve their connection to home and community and reduce the use of costly group home placements.
  - ■ Increased to 30% (150 of 500) the family engagement of referrals and cases. Family engagement efforts increase accurate assessment and decision making by 70%, which can ultimately prevent the removal of children or facilitate timelier family reunification.
  - ■ Supported stability by placing 55% (743 of 1,350) of foster children with a relative or close non-family member to minimize trauma to children and maintain their connections to familiar environments.
  - ■ Supported stability by maintaining the number of children, 87% (1,353 of 1,555), who have been in foster care for less than 12 months and had fewer than 3 placements. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.
  - ■ Enhanced the Cultural Broker Program and provided a bridge for the African American community and families in child welfare to develop concrete supports and social connections to strengthen families.
- 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
  - ■ Increased by 24% (from 341 to 423) the number of adoption finalizations to achieve permanence for children.

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - □ Developed an interagency protocol that included Probation, Behavioral Health Services, Public Health Services and Juvenile Court to serve Commercially Sexually Exploited Children (CSEC). The protocol was signed on September 29, 2015 and submitted to California Department of Social Services. Foster youth training curriculums are being finalized.
  - ■ Determined baseline data for eligible 17-year-old foster youth placed in San Diego County who participate in an Independence Mapping (IM). Evaluated 57% (34 of 60) of eligible 17-year-old foster youth placed in San Diego County who participate in an Independence Mapping (IM). This process engages youth and their support networks in identifying strengths, needs or barriers in relation to education, employment, healthy relationships and stable housing while identifying next steps to assist the youth in their transition to adulthood.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - ■ Completed through the Child Abuse Prevention and Coordinating Council (CAPCC) Fairness and Equity subcommittee, a draft strategic plan to address disproportionality and formed three workgroups to address specifically identified areas. The CAPCC Fairness and Equity subcommittee also supports the Cultural Broker contract.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - □ Achieved all Fiscal Year 2015–16 major milestones that were targeted for the development and implementation of an electronic information exchange system (ConnectWellSD) that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (OE3)

- Expanded video interviewing capabilities for social workers so that they can communicate with parents in County jails to determine children's needs and identify best placement. This helps reduce travel time and lost productivity thereby providing more efficient ways for social workers to support and provide services to at risk children. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
  - Attended 6 H.E.A.R.T. (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) Customer Service trainings for HHSA Customer Service Ambassadors to assist with developing skills for nearly 6,000 HHSA employees ensuring customers receive an exceptional County experience. Issued customer surveys and developed an action plan to improve overall customer service experience across the Agency. (OE5)
  - Provided 1,400 San Diego County foster parents a Child Welfare Services customer satisfaction survey. Of the 372 responses received, all indicated customer satisfaction in many areas. Foster parent forums were created to receive ongoing input to support the recruitment and retention of foster and adoptive parents within the county.
  - Established an Adoption Handbook outlining the County of San Diego's Adoption process in response to recommendations from countywide Adoption Focus Groups held in 2014. The handbook was released to the public and via the County's Adoption website in March 2016.
- Develop, maintain and attract a skilled adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed a plan for an HHSA Job Shadow program to provide qualified employees opportunities to explore specific career interests, develop knowledge and build relationships, which provide opportunities for growth. (OE6)
  - Developed a trauma informed plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward the contribution they make in the lives of the individuals and families served. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensure 82% (431 of 526) of children, ages 6–17, with a new case under the supervision of the Juvenile Court are screened for mental health needs. These efforts will ensure that children have access to trauma informed mental health services. (HF1)
  - Ensure 100% of all staff at the A.B. and Jessie Polinsky Children's Center (PCC) receive trauma informed training. Ensure an additional 80% (153 of 192) of direct care staff complete advanced trauma informed training. (HF1)
  - Ensure 78% (61 of 78) of youth enrolled in wraparound services are living in a home-like setting, in accordance with the California Well-Being Demonstration Project.
  - Place 60% (1,320 of 2,200) of foster care children with a relative or close non-family member, minimizing trauma to children by maintaining their connections to familiar environments and strengthening families, exceeding statewide performance of 46%.
  - Ensure 87% (1,479 of 1,700) of children in foster care have fewer than three placements during the first 12 months in care. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance. This meets the federal standard of 87%.
  - Ensure 60% (402 of 670) of child abuse referrals and cases reviewed are documenting the use of Safety Organized Practice (SOP), meeting the California Well-Being Demonstration Project goal of 60% for this year. SOP is a required statewide strategy designed to enhance social work skills in family engagement and critical thinking to create sustained safety for children.
  - Increase by 5% (from 423 to 444) the number of adoption finalizations to achieve permanence for children.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Increase by 5% (from 605 to 635) the recruitment and retention of Foster/Resource Families willing to parent older children or teens, particularly those stepping down from group home care.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensure 40.5% (595 of 1,470) of children removed from the home due to safety concerns achieve permanency within 12 months to support family strengthening. Federal standard is 40.5%.
  - Increase to 77% (3,619 of 4,700) of families to participate in quarterly meetings regarding their children for joint planning with social workers. Families who participate in joint-case planning are more likely to follow through with plans and meet safety goals to achieve positive outcomes for the children.

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	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Children removed from home with mental health assessment[1]	N/A	80% of 605	80% of 605	82% of 526	82% of 526
Enhanced trauma informed training for staff at PCC[7]	N/A	N/A	N/A	80% of 192	80% of 192
Youth in intensive, wraparound program in a family-like setting[6]	82% of 282	78% of 268	78% of 268	78% of 78	78% of 78
Family engagement to facilitate timely reunification of children removed from homes[8]	N/A	30% of 500	30% of 500	N/A	N/A
Foster care child placed with relative or close family member[1]	N/A	55% of 1,350	55% of 1,350	60% of 2,220	60% of 2,200
Foster care child placed in fewer than 3 placements within 12 months[1]	N/A	87% of 1,700	87% of 1,555	87% of 1,700	87% of 1,700
Child abuse referrals with documented Safety Organized Practice (SOP)[7]	N/A	N/A	N/A	60% of 670	80% of 670
Adoptions finalized to increase permanency for children[1]	N/A	341	423	444	466
Stable housing for youth in Extended Foster Care[2]	97% of 485	N/A	N/A	N/A	N/A
Children achieving permanency within 12 months[7]	N/A	N/A	N/A	40.5% 1,470	40.5% 1,470
Family participation in joint case planning and meetings quarterly[5]	N/A	N/A	N/A	77% of 4,700	77% of 4,700
Youth participation in juvenile diversion program[3]	87% of 330	N/A	N/A	N/A	N/A
Youth enrolled in work readiness program[4]	100% of 110	N/A	N/A	N/A	N/A

Table Notes

[1] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[2] Performance measure deleted Fiscal Year 2015–16 as target has been regularly met and it remains as a primary responsibility of extended foster care social workers to assist young adults in locating and maintaining safe and stable housing.

[3] Performance measure deleted Fiscal Year 2015–16 due to diversion programming expanding and changed to an at-risk curriculum for youth between ages 11 and 14 and not just for youth engaging in delinquent activities.

[4] Performance measure deleted Fiscal Year 2015–16 as the projected performance has been consistently surpassed and system is in place to continuously meet 100%.

[5] Effective Fiscal Year 2016–17 Regional Operations was reorganized. These measures will now appear in Child Welfare Services.

[6] As of Fiscal Year 2016–17, CWS will include CWS only data, historically probation data was included.

[7] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[8] Performance measure will be deleted in Fiscal Year 2016–17 due to Family engagement is being captured in another measure.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Child Welfare Services has an overall budget increase of $77.1 million. This includes a transfer of $67.3 million from Regional Operations to combine child welfare related services previously budgeted regionally into one budget that reflects services by functional area. Major initiatives funded include the Foster and Relative Caregiver Recruitment, Retention and Support Program (FPRRS), which strengthens the retention, recruitment and training support for foster parents and caregivers. Additional efforts to serve Commercially Sexually Exploited Children (CSEC) are also included in the Operational Plan, as is continued support for prevention and family strengthening services and overall efforts to improve child well-being, as part of the California Well-Being Demonstration Project.

Staffing

Net increase of 596.00 staff years

- Increase of 596.00 staff years associated with reflecting child welfare regional support staff years previously budgeted in Regional Operations under one Child Welfare Services budget.
- Increase of 1.00 staff year due to a transfer from Administrative Support to support operational needs.
- Decrease of 1.00 staff year due to a transfer to County Counsel to support program coordination between County Counsel and Child Welfare Services in juvenile dependency and litigation matters.

Expenditures

Net increase of $77.1 million

- Salaries & Benefits—net increase of $61.4 million.
  - Increase of $57.9 million associated with reflecting child welfare regional support costs previously budgeted in Regional Operations under one Child Welfare Services budget.
  - Increase of $3.8 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Decrease of $0.3 million due to transfer of staff to County Counsel to support additional program coordination between County Counsel and Child Welfare Services.
- Services & Supplies—net increase of $15.8 million.
  - Increase of $9.4 million associated with reflecting child welfare regional support costs previously budgeted in Regional Operations under one Child Welfare Services budget.
  - Increase of $5.0 million in contracted services.
    - Increase of $3.8 million for the Foster and Relative Caregiver Recruitment, Retention and Support (FPRRS) contract to strengthen the retention, recruitment and training support for Foster and Kinship parents and caregivers.
    - Increase of $0.5 million associated with services under the Commercially Sexually Exploited Children Program.
    - Increase of $0.7 million for services under the California Well-Being Demonstration Project, including an expansion of Family Visit Coaching to facilitate reunification, and support of educational liaisons to improve school outcomes for children in foster care.
  - Increase of $1.3 million in lease costs associated with the new Balboa facility which is replacing the former office on Levant Street.
  - Increase of $0.3 million in cost applied expenses associated with County Counsel legal support.
  - Decrease of $0.2 million associated with the reduction in the one-time prior year purchase of vehicles.
- Capital Assets Equipment—decrease of $0.1 million in Capital Assets Equipment associated with the reduction in the one-time prior year purchase of Morpho Live Scan machines for fingerprint clearances requirements.

Revenues

Net increase of $77.1 million

- Intergovernmental Revenues—increase of $75.2 million.
  - Increase of $64.9 million associated with reflecting child welfare regional support revenues previously budgeted in Regional Operations under one Child Welfare Services budget.

- Increase of $5.1 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human services programs.
- Increase of $3.0 million in Social Services federal administrative revenue to support the expenditure increases in Salaries & Benefits and Services & Supplies.
- Increase of $1.5 million in State funding associated with the FPRRS Allocation.
- Increase of $0.7 million in State funding associated with the CSEC Allocation.
- Use of Fund Balance—decrease of $0.5 million. Zero dollars of Fund Balance is budgeted.
- General Purpose Revenue Allocation—increase of $2.4 million associated with reflecting child welfare regional support revenues previously budgeted in Regional Operations under one Child Welfare Services budget.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net increase of $1.4 million is the result of an increase of $1.4 million in Salaries & Benefits due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Child Welfare Services	516.00	483.00	1,137.00	135.4	1,137.00
CWS Eligibility	0.00	0.00	64.00	0.0	64.00
Foster Care	99.00	131.00	0.00	(100.0)	0.00
Adoptions	142.00	154.00	163.00	5.8	163.00
Total	**757.00**	**768.00**	**1,364.00**	**77.6**	**1,364.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Child Welfare Services	$ 90,101,951	$ 96,146,380	$ 178,463,734	85.6	$ 179,622,214
CWS Eligibility	—	—	5,276,906	0.0	5,343,524
CWS Assistance Payments	—	—	152,123,633	0.0	152,123,633
Foster Care	165,043,082	163,693,630	—	(100.0)	—
Adoptions	15,452,502	16,998,531	18,113,906	6.6	18,298,794
Total	**$ 270,597,535**	**$ 276,838,541**	**$ 353,978,179**	**27.9**	**$ 355,388,165**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 69,701,255	$ 75,411,957	$ 136,812,817	81.4	$ 138,222,803
Services & Supplies	43,698,409	47,711,951	63,550,729	33.2	63,550,729
Other Charges	157,197,871	153,614,633	153,614,633	0.0	153,614,633
Capital Assets Equipment	—	100,000	—	(100.0)	—
Total	**$ 270,597,535**	**$ 276,838,541**	**$ 353,978,179**	**27.9**	**$ 355,388,165**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 654,000	$ 654,000	$ 654,000	0.0	$ 654,000
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	253,482,907	271,205,931	346,483,983	27.8	347,893,969
Charges For Current Services	4,917,233	1,517,233	1,517,233	0.0	1,517,233
Miscellaneous Revenues	91,450	91,450	91,450	0.0	91,450
Use of Fund Balance	1,274,312	500,000	—	(100.0)	—
General Purpose Revenue Allocation	9,496,422	2,188,716	4,550,302	107.9	4,550,302
Total	**$ 270,597,535**	**$ 276,838,541**	**$ 353,978,179**	**27.9**	**$ 355,388,165**

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) seeks to identify and address the root causes of priority health issues to achieve health equity among all San Diego County residents. The services PHS provides include preventing injuries, disease and disabilities; promoting wellness, healthy behaviors and access to quality care; and protecting against public health threats, such as foodborne outbreaks, infectious disease epidemics, environmental hazards and disasters. PHS ensures that quality emergency medical services include planning medical response activities for bioterrorism, natural, and man-made disasters.

Providing public health protection for residents and visitors is a multidisciplinary and collaborative approach involving other County business groups, health care provider networks, schools, businesses, community and faith-based partners, and residents. Other County business groups are essential to fulfilling the wide range of statutory responsibilities of local governments for public health services (California Code Title 17 Regulations, Section 1276). For example, PHS works with:

- The Department of Environmental Health (DEH) to protect the public from foodborne illnesses, environmental hazards and to help ensure coastal waters are safe for recreational use.
- The Department of Environmental Health and the Department of Housing and Community Development to inspect homes, identify and eliminate sources of lead exposure to children.
- The Department of Animal Services to monitor rabies and report cases to the State.

During Fiscal Year 2015–16, despite unusual conditions including temporary displacement of operations in the Health Services Complex due to the El Niño rainstorm, preparing for public health accreditation site visit, and responding to Zika virus concerns, PHS had a productive year. PHS conducted about 8,000 disease investigations, processed approximately 45,000 disease reports and tested over 60,000 specimens for diseases. PHS detects, prevents and controls the spread of tuberculosis through treatment, case management and contact

investigations. PHS provided over 16,000 residents with sexually transmitted disease prevention and clinical services and provided more than 2,500 refugees basic health assessments, screenings and referrals.

Vital Records processed 46,000 birth and 21,700 death certificates. The California Children's Services program provided medical evaluations, treatment and case management services to 13,300 chronically ill, severely and physically disabled children. Well-child exams were facilitated for 200,000 children through the Child Health and Disability Prevention Program. PHS plays an integral part to advance community health by coordinating the activities of approximately 100 public health nurses in regional public health centers across the County. These activities include distributing thousands of vaccine doses for influenza and other immunizations and supporting several different home visitation programs through funding from First 5 San Diego to ensure pregnant women and families with young children are referred for the best outcomes. In addition, since 2010 the chronic disease prevention program has leveraged multiple grants averaging over $50 million in federal funding, advancing innovative approaches to healthy communities through policy, systems and environmental change consistent with the Live Well San Diego *vision of building better health, living safely and thriving.*

Effective Fiscal Year 2016–17, Public Health Services functions were consolidated into one budget to more accurately reflect programmatic alignment, operational costs and overall performance.

To ensure these critical services are provided, PHS has 645.50 staff years and a budget of $140.4 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensured 91% (2,141 of 2,353) of children in out-of-home placement received preventive health examinations to identify and correct health issues and launched a quality improvement project to increase results to 93%. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Developed a comprehensive County of San Diego Nutrition and Food Systems Standard to improve the nutritional value of foods offered through County congregate meal programs and food services, procurements, meetings and events. This comprehensive standard builds upon existing federal and State requirements and will be adopted by the end of Fiscal Year 2016-17. (HF2)

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Activated the public health emergency response system five (5) times this fiscal year in order to ensure preparedness for disaster or public health threats. These activations included a Statewide Medical Full Scale Exercise on November 19, 2015, in which the distribution of antibiotics to the entire county population was tested. Coordinated by the County's Medical Operations Center, this exercise involved several counties and multiple sites and points of distribution of antibiotics, including military, hospitals and private organizations. Other exercises included a test of medical surge capacity (July 29, 2015); a response to a biological incident (September 17, 2015); an all-hazards drill (September 19, 2015); and a combined field treatment, pediatric and evacuation drill with hospitals (May 4, 2016). (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured that 92% (165,600 of 180,000) of emergency responses in which a transport occurred were answered within established response time standards, exceeding the target of 90%. (SC2)
  - Connected 87% (104 of 120) of individuals with a newly confirmed Human Immunodeficiency Virus (HIV) diagnosis to primary care with a verified medical visit within 90 days, increasing access to health care and reducing transmission of HIV.
  - Ensured 98% (235 of 240) of active tuberculosis (TB) cases were reported within one working day from start of treatment to prevent further transmissions.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Increased number of Live Well @ Work locations by 25 to ensure local employers adopt policies and practices that increase opportunities for physical activity, access to healthy foods, and other changes to create a healthier workplace. (SE1)
  - Investigated 98% (265 of 270) of reported selected communicable disease cases within 24 hours to reduce the spread of disease.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Completed all major steps required to qualify for recognition as a nationally accredited public health agency through the Public Health Accreditation Board (PHAB). Submitted over 1,100 documents to demonstrate conformance across 100 standards and hosted a site visit for PHAB reviewers on February 22 and 23, 2016. The County will be informed if PHS demonstrates achievement of public health accreditation standards by Spring 2016. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Achieved all Fiscal Year 2015–16 major milestones that were targeted for the development and implementation of an electronic information exchange system (ConnectWellSD) that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (OE3)

- Expedited and improved the accuracy for 70% (28,000 of 40,000) of referrals to California Children's Services by processing them through eQuest, a web referral system for children with certain physical limitations, chronic health conditions and diseases, exceeding the target of 68%.
- Strengthen our customer service culture to ensure a positive customer experience
  - Attended 6 H.E.A.R.T. (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) Customer Service trainings for HHSA Customer Service Ambassadors to assist with developing skills for nearly 6,000 HHSA employees ensuring customers receive an exceptional County experience. Issued customer surveys and developed an action plan to improve overall customer service experience across the Agency. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Conducted eight Quality Improvement Projects, exceeding the target of six, that include: (OE5)
    - Improved care coordination for California Children's Services (CCS) Cerebral Palsy patients transitioning to adult care providers;
    - Decreased patient wait times at clinics for Sexually Transmitted Diseases;
    - Enhanced case management for public health nurses through a new electronic system;
    - Streamlined the reporting of outcomes in the Perinatal Hepatitis B Prevention Program;
    - Facilitated the start of preventive treatment for high risk customers with latent (inactive) tuberculosis (TB) infection;
    - Enhanced customer service and productivity at Emergency Management Services through an automated attendant phone line for non-emergency calls;
    - Streamlined the processing of contracts to allow more time for contractors to review and sign contracts; and
    - Strengthened the linkages of children in out-of-home placement to health and dental care providers so that these children receive preventive and follow-up care in a timely fashion.
  - Developed a plan for an HHSA Job Shadow program to provide qualified employees opportunities to explore specific career interests, develop knowledge and build relationships, which provide opportunities for growth. (OE6)
  - Developed a trauma informed plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward the contribution they make in the lives of the individuals and families served. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Ensure 93% (2,790 of 3,000) of children in out-of-home placement receive timely preventive health examinations to identify and correct health issues. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Ensure 61% (159 of 260) of mothers receiving home visitation from public health nurses continue to breastfeed their infant up to 6 months of age to promote healthier outcomes. Target is well above the national average of 49.4% and consistent with the federal Healthy People 2020 goal of 60.6% . (HF2)

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Activate the public health emergency response drills five times this fiscal year in order to ensure preparedness for disaster and/or public health threats. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Monitor area medical response times to ensure that 90% (162,000 of 180,000) of emergency responses in which a transport occurs are answered within established response time standards. (SC3)
  - Immunize 99% (19,800 of 20,000) of children under 18 who are served at Public Health Centers and Clinics to protect them from diseases such as measles and whooping cough. (SC3)
  - Connect 85% (102 of 120) of individuals with a newly confirmed HIV diagnosis to primary care with a verified medical visit within 30 days, thereby increasing access to health care, and reducing transmission of HIV. Target exceeds state standards of 45%.
  - Ensure 98% (235 of 240) of active tuberculosis (TB) cases are reported within one working day from start of treatment to prevent further transmissions, exceeding state standards of 93%.
  - Maintain 100% compliance with accrediting requirements at the Public Health Services laboratory to ensure protection of community health and prevention of the spread of disease.

- Ensure 92% (2,024 of 2,200) of tuberculosis (TB) samples received during operating hours will be tested and reported by the laboratory within one business day to ensure rapid diagnosis and treatment of tuberculosis, consistent with federal standards.
- Ensure 90% (1,800 of 2,000) of refugees start their health assessment process within 90 days, which is the standard set by the California Refugee Program, to identify health needs and facilitate access to the local health care system.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensure 90% (41,400 of 46,000) of birth certificates are registered within 10 days of birth to maintain accurate Census data.
  - Investigate 100% (estimated 270) of reported selected communicable disease cases within 24 hours to reduce the spread of disease.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensure 70% (28,000 of 40,000) of referrals to California Children's Services are processed through eQuest, a web referral system, so that children with serious physical limitations, chronic health conditions and diseases receive family-centered care coordination and timely approval for coverage of their medical services.
- Strengthen our customer service culture to ensure a positive customer experience
  - Conduct at least eight (8) Quality Improvement Projects to advance operational excellence and meet standards of public health accreditation process, while creating a culture of continuous improvement in which staff are engaged in identifying and resolving barriers to success. (OE5)

Related Links

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

- www.sandiegocounty.gov/hhsa

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- www.sandiegocounty.gov/content/sdc/hhsa/programs/phs.html

For more information about the *Live Well San Diego* Community Health Improvement Plans (CHIP), go to:

- www.livewellsd.org/content/livewell/home/make-an-impact/community-action-for-living-well.html

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

- www.healthyworks.org/

For more information about public health accreditation, go to:

- www.phaboard.org

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

- www.sdhealthstatistics.com

For additional information about the Top 10 *Live Well San Diego* Indicators, go to:

- www.livewellsd.org/content/livewell/home/make-an-impact/top-10-live-well-indicators.html

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Children in out-of-home placements who receive preventive health examinations	91% of 2,516	90% of 3,000	91% of 2,353	93% of 3,000	95% of 3,000
Mothers who continue to breastfeed their infant at 6 months of age[7]	NA	NA	NA	61% of 260	61% of 260
Activation of public health emergency response system for drills, exercises and actual responses	5	5	5	5	5
Medical response times are within established response time standards[1]	N/A	90% of 180,000	92% of 180,000	90% of 180,000	90% of 180,000
Children with age-appropriate vaccines[7]	NA	NA	NA	99% of 20,000	99% of 20,000
New clients enrolled with an HIV primary care provider within 90 days[2]	100% of 976	100% of 1,000	87% of 120	N/A	N/A
Clients with newly confirmed HIV diagnosis with a medical visit within 30 days[2, 5]	N/A	N/A	N/A	85% of 120	85% of 120
TB cases reported to PHS within one working day from start of treatment[3]	96% of 217	100% of 210	98% of 240	98% of 240	98% of 240
Laboratory Compliance[5]	NA	NA	NA	100%	100%
Tuberculosis samples tested and reported by lab within one business day[5]	NA	NA	NA	92% of 2,200	92% of 2,200
Refugees start the health assessment process within 90 days[5]	NA	NA	NA	90% of 2,000	90% of 2,000
Birth certificates registered within 10 days of event[5]	NA	NA	NA	90% of 46,000	90% of 46,000
Selected communicable diseases cases contacted/investigations initiated within 24 hours[4]	98% of 223	100% of 270	98% of 270	100% of 270	100% of 270
Number of additional worksites made healthier for employees through Live Well @ Work Project[1, 6]	N/A	25	25	N/A	N/A
Number of electronic referrals received by CCS	66% of 42,224	68% of 42,000	70% of 40,000	70% of 40,000	70% of 40,000
Quality Improvement Projects[1]	N/A	6	8	8	8

Table Notes

[1] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[2] In July 2015, the National HIV/AIDS Strategy 2020 changed the goal to require that individuals linked to care within 30 days compared to 90 days. The adoption of a shorter timeframe is based on research that shows that if a newly diagnosed client is not linked to care quickly, that client is far less likely to ever successfully become connected to care. Closer coordination between the program and providers, as well as other system improvements, are being implemented to meet this revised goal.

[3] Target was not met because of rare instances when a provider failed to report an active TB case within one day of diagnosis. Those providers who failed to report within one day typically reported within a few days.

[4] Target not met only for cases determined to be lower priority and were received over the weekend, a holiday or during a disease outbreak where staff were investigating other cases.

[5] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[6] Measure discontinued to ensure focused alignment of efforts.

[7] Effective Fiscal Year 2016–17, the Regional Operations was reorganized. These measures will be continued in Public Health Services.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Public Health Services (PHS) has an overall budget increase of $25.0 million. This includes a transfer of $22.3 million from Regional Operations in order to combine public health related services previously budgeted regionally into one budget that reflects services by functional area. PHS major initiatives include prevention of injuries, disease and disabilities; protection against public health threats; ensuring quality emergency medical services; and promotion of wellness, healthy behaviors and quality care access.

Staffing

Net increase of 160.00 staff years

- Increase of 160.00 staff years associated with reflecting public health regional support staff years previously budgeted in Regional Operations under one Public Health Services budget.

Expenditures

Net increase of $25.0 million

- Salaries & Benefits—increase of $20.8 million.
  - Increase of $17.9 million associated with reflecting public health regional support staff years previously budgeted in Regional Operations under one Public Health Services budget.
  - Increase of $2.9 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net increase of $4.9 million.
  - Increase of $3.1 million associated with reflecting public health regional support costs previously budgeted in Regional Operations under one Public Health Services budget.
  - Increase of $1.3 million in contract services associated with expansion of the Nutrition Education and Obesity Prevention grant, Health Prevention Grant, and HIV Prevention grant.
  - Increase of $0.5 million to conduct immunization and other public health related surveys and to replace the cash register system in Vital Records.
  - Increase of $0.2 million to reflect increased ambulance transports for the rural service areas outside of the County Services Areas (CSA).
  - Increase of $0.6 million for contracted information technology costs including Emergency Medical Services software upgrades, Persimmony software license and San Diego Health Connect costs.
  - Increase of $0.5 million in lab supplies related to Ebola prevention, HIV, tuberculosis and hepatitis programs.
  - Increase of $0.4 million in ambulance services for the CSAs to align with projected need in unincorporated areas.
  - Increase of $0.2 million for one-time staging of servers for San Diego Health Connect, San Diego Regional Immunization Registry and website migration of Healthyworks.org to the LivewellSD.org website.
  - Increase of $0.2 million in the Childhood Obesity Initiative for development of evaluation plans and enhancement of media and public communications.
  - Decrease of $2.1 million primarily associated with the reduction in one-time prior year projects.

- Other Charges—decrease of $1.0 million in appropriations for medical costs in California Children's Services (CCS) program, based on caseload trend, with no impact to services.
- Capital Assets Equipment—increase of $0.3 million for a one-time mobile tuberculosis clinic, a molecular diagnostic detection system and other one-time lab equipment purchases.

Revenues

Net increase of $25.0 million

- Fines, Forfeitures & Penalties—increase of $0.4 million in projected penalty assessments in Emergency Medical Services.
- Intergovernmental Revenues—increase of $19.2 million.
  - Increase of $15.1 million associated with reflecting public health regional support costs previously budgeted in Regional Operations under one Public Health Services budget.
  - Increase of $1.6 million in California Children's Services funding due to a projected increase in the Medi-Cal eligible caseload.
  - Increase of $1.0 million to roll forward prior year Health Prevention and Ebola grant dollars to support costs in contracts and lab supplies.
  - Increase of $0.7 million in HIV Prevention, NEOP, Children in Foster Care and Child Health & Disability prevention revenue to support cost increases in contracted services.
  - Increase of $0.3 million in federal Medicaid Administrative Activities (MAA)/Targeted Case Management (TCM) revenue.
  - Increase of $0.2 million in residential ambulance transport fees due to projected increase in transports in CSAs.
  - Increase of $0.3 million in Realignment revenue to support the expenditure increases in Salaries & Benefits, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human services programs.
- Charges for Current Services—increase of $1.3 million.
  - Increase of $0.8 million in third party external administration fees primarily tied to a reimbursement for one-time projects funded through Vital Records fee revenue.
  - Increase of $0.3 million associated with reflecting public health regional support costs previously budgeted in Regional Operations under one Public Health Services budget.
  - Increase of $0.2 million in non-residential ambulance transports fees due to projected increased transports in CSAs.
- Miscellaneous Revenues—increase of $0.3 million primarily related to prior year revenues and revenue share from Assessor, Recorder, County Clerk for duplicating & filing documentation fees.
- Use of Fund Balance—decrease of $2.0 million. A total of $0.5 million is budgeted.
  - $0.3 million for a one-time mobile tuberculosis clinic, a molecular diagnostic detection system and other one-time lab equipment purchases.
  - $0.2 million for one-time staging of servers for San Diego Health Connect and San Diego Regional Immunization Registry and website migration of Healthyworks.org to the LivewellSD.org website.
- General Purpose Revenue Allocation—increase of $5.8 million.
  - Increase of $5.4 million associated with reflecting public health regional support costs previously budgeted in Regional Operations under one Public Health Services budget.
  - Increase of $0.4 million as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $0.7 million is the result of a decrease of $0.7 million in Services & Supplies and $0.3 million in Capital Assets Equipment related to the elimination of one-time prior year projects, offset by a $0.3 million increase in Salaries & Benefits due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Administration and Other Services	28.00	28.00	29.00	3.6	29.00
Bioterrorism / EMS	49.00	50.00	50.00	0.0	50.00
Infectious Disease Control	107.25	107.25	107.25	0.0	107.25
Surveillance	84.00	84.00	84.00	0.0	84.00
Prevention Services	79.50	79.50	79.50	0.0	79.50
California Childrens Services	136.75	136.75	136.75	0.0	136.75
Regional Public Health Services	0.00	0.00	159.00	0.0	159.00
Total	**484.50**	**485.50**	**645.50**	**33.0**	**645.50**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Administration and Other Services	$ 5,977,009	$ 6,260,454	$ 6,774,384	8.2	$ 8,718,654
Bioterrorism / EMS	12,717,648	14,527,735	14,084,236	(3.1)	14,049,751
Infectious Disease Control	27,946,148	30,851,160	31,523,256	2.2	30,655,068
Surveillance	12,340,374	13,473,347	14,023,365	4.1	12,892,171
Prevention Services	16,192,200	18,615,863	20,129,507	8.1	19,389,287
California Childrens Services	20,655,645	20,802,861	20,319,499	(2.3)	20,353,692
Regional Public Health Services	—	—	22,292,063	0.0	22,344,099
Ambulance CSA's - Health & Human Services	10,574,661	10,853,440	11,276,402	3.9	11,276,402
Total	**$ 106,403,685**	**$ 115,384,860**	**$ 140,422,712**	**21.7**	**$ 139,679,124**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 54,607,487	$ 56,420,029	$ 77,256,973	36.9	$ 77,508,793
Services & Supplies	47,164,198	54,330,696	59,239,491	9.0	58,524,083
Other Charges	4,599,000	4,601,135	3,603,248	(21.7)	3,603,248
Capital Assets Equipment	33,000	33,000	323,000	878.8	43,000
Total	**$ 106,403,685**	**$ 115,384,860**	**$ 140,422,712**	**21.7**	**$ 139,679,124**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 1,602,726	$ 1,565,017	$ 1,596,315	2.0	$ 1,596,315
Taxes Other Than Current Secured	26,784	26,784	27,311	2.0	27,311
Licenses Permits & Franchises	214,613	194,500	216,500	11.3	216,500
Fines, Forfeitures & Penalties	2,199,943	2,762,170	3,133,231	13.4	3,133,231
Revenue From Use of Money & Property	54,000	54,000	54,000	0.0	54,000
Intergovernmental Revenues	86,728,206	93,364,434	112,694,593	20.7	113,021,413
Charges For Current Services	7,971,031	8,669,570	9,944,276	14.7	9,375,868
Miscellaneous Revenues	930,558	668,988	949,999	42.0	949,999
Other Financing Sources	500,000	500,000	500,000	0.0	500,000
Use of Fund Balance	1,022,771	2,542,000	502,000	(80.3)	—
General Purpose Revenue Allocation	5,153,053	5,037,397	10,804,487	114.5	10,804,487
Total	**$ 106,403,685**	**$ 115,384,860**	**$ 140,422,712**	**21.7**	**$ 139,679,124**

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

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 includes the Agency Executive Office, Financial Support Services Division, Human Resources, Management Information Support, Agency Contract Support, and the Office of Strategy and Innovation. These divisions work together to ensure that departments within HHSA - Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, and Self-Sufficiency Services - deliver services in a professional, cost effective, efficient, and cohesive manner, while focusing on exceptional customer service. These divisions also serve as a liaison with their respective county departments to ensure compliance and ethical standards are met.

In addition, countywide efforts, such as First 5 San Diego, Office of Military and Veterans Affairs (OMVA), Community Action Partnership, and Regional Administration are housed under the Administrative Support section.

The primary services provided by each division include:

- **Agency Executive Office** - provides oversight and direction for the Agency;
- **Financial Support Services Division** - provides efficient use of resources, financial planning, forecasting and claiming for fiscal stability and facility management;
- **Human Resources** - develops and maintains a knowledge-based workforce;
- **Management Information Support** - supports programs with information management and technology;
- **Agency Contract Support** -provides contract oversight;
- **Office of Strategy and Innovation** - advances the *Live Well San Diego* vision through strategic planning, communication support, legislative and policy analysis, progress evaluation and innovation management;
- **First 5 San Diego** - promotes the health and well-being of children ages 0-5;
- **Office of Military and Veterans Affairs (OMVA)** - supports the 3rd largest veteran population in the nation;
- **Community Action Partnership (CAP)** - administers programs that address the needs of economically disadvantaged communities and the residents that live there, including services that support the employment of newly arriving refugee families; and

- **Regional Administration** - ensures services are tailored to local communities, delivers those services and encourages healthy behaviors and disease prevention through health promotions.

Effective Fiscal Year 2016-17, HHSA reorganized the functions in the Operational Plan to more accurately reflect programmatic alignment, operational costs and overall performance. The Office of Military and Veterans Affairs (OMVA) and Regional Administration are now included as part of Administrative Support to ensure increased coordination across the Agency and County.

To ensure HHSA service regions and departments can provide critical, essential services, Administrative Support has 442.00 staff years and a budget of $162.1 million.

Strategic Initiative Legend

HF	SC	SE	OE

- ○ - Audacious Vision
- ● - Enterprise Wide Goal
- □ - Cross-Departmental Objective
- ■ - Department Objective
- ◆ - Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2015-16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances

- Worked with HHSA departments to create a trauma informed atmosphere in new and modernized facilities by creating a professional setting that included a welcoming customer greeting area and a family-friendly setting. This was accomplished at the following locations: (HF1)
  - Opened a new facility at 401 Mile of Cars in National City, which provides residents with many services including a Family Resource Center, an Office of Military and Veterans Resource Center, Adult Protective Services (APS), In-Home Supportive Services (IHSS), Child Support Services and Public Authority.
  - Opened a new North Inland Crisis Residential Facility.
  - Completed a remodel in all areas of the Metro Family Resource Center.
  - Completed a reorganization of the Mills Building, which includes the reorganization of Self-Sufficiency Services, ConnectWellSD, Financial Support Services Division, Access Customer Service Call Center and other administrative support.
- Assisted 66% (8,310 of 12,581) of children entering kindergarten by identifying students with a developmental, social emotional or behavioral need and providing their parents with the resources necessary to reduce the occurrence of undetected and/or untreated conditions in children entering school. (HF1)
- Provided 31,270 blood pressure screenings at over 150 locations with 90 partners as part of the 2016 Love Your Heart Campaign. This includes nearly 14,000 blood pressure screenings in the Mexican states of Baja California, Chihuahua, Coahuila, Nuevo Leon and Tamaulipas through an expanded binational partnership. One out of every two individuals for which detailed data was collected was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health and as well as community resources available through 2-1-1 San Diego. This event helped elevate the importance that blood pressure plays in overall health and is directly linked to the "3-4-50" (3 behaviors – lack of exercise, poor diet and tobacco use, - that result in 4 chronic diseases – cancer, heart disease and stroke, type 2 diabetes, and lung disease - that result in over 50 percent of deaths in San Diego). (HF1)

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Educated 94% (7,230 of 7,676) of parents receiving First 5 San Diego services and provided them the with the knowledge and capacity to advocate for their child's health needs and encouraged healthy development of children ages 0 through 5. (HF2)
- Pursue policy or program change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Formed 55 (from 120 to 175) new partnerships to achieve *Live Well San Diego* goals including access to healthy foods, smoking cessation and improving workplace wellness. A list of *Live Well San Diego* recognized partners and their commitments can be found at www.LiveWellSD.org. (HF4)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of the County's vision, *Live Well San Diego*
  - Increased by 12.5% (from 55% to 61%) San Diego County employees' understanding of how their work contributes to the *Live Well San Diego* vision. The increase was measured through a survey conducted in Fiscal Year 2015-16 and compared with a survey conducted in Fiscal Year 2013-14. By increasing awareness of their contributions to *Live Well San Diego*, employees cultivate stakeholder relationships and gain public trust as they work together towards one vision. (HF5)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Supported and promoted the availability of free income tax services in partnership with the United Way of San Diego County and the Internal Revenue Service (IRS), to increase applications for the Earned Income Tax and other credits. (SE2)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - Developed a countywide marketing campaign to raise awareness about *Live Well San Diego* and encouraged positive choices. This campaign promotes healthy, safe and thriving communities, including a sustainable food system that provides fresh and nutritious food for residents.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Moved the 2016 *Live Well San Diego* 5K Walk/Run and Health Fair from May to July 2016. The event will provide a healthy and informative outdoor experience to reach 3,000 county residents. The *Live Well San Diego* 5K event encourages residents to exercise with family and friends at a local park while supporting thousands of children in foster care and provides health information.
  - Supported the County of San Diego, Parks and Recreation, Summer Movies in the Park efforts through Coast2Coast funding and the accompanying display of videos to promote a healthy, safe and thriving region. The Summer Movies in the Park series is free to residents, offered fun activities for children and encouraged families to visit local parks, countywide, for an estimated 40,000 residents.

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Trained 15 Resident Leadership Academy (RLA) facilitators, increasing the regional capacity to deliver the RLA curriculum that engages local leaders in the creation of healthy, safe and thriving San Diego neighborhoods.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Completed 26 comprehensive financial reviews of contractors to ensure they complied with standards and had financial controls in place. This activity helps to assure that the County is maintaining fiscal stability. (OE1)
  - Conducted 16 Quality Assurance reviews to ensure that contracting policies and procedures are in accordance with funding sources. (OE1)
  - Trained 100 HHSA employees on contract administration topics to develop, strengthen and maintain the procurement knowledge and effectively improve contractor performance. (OE2)
  - Coordinated 8 financial trainings comprised of budgetary topics impacting program operations such as funding streams and fiscal impacts to service delivery. Improved financial competency of staff and management by conducting presentations on funding and financial issues that affect operations and service delivery. These trainings provided staff with the knowledge to make better-informed decisions. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Achieved all Fiscal Year 2015–16 major milestones that were targeted for the development and implementation of an electronic information exchange system - ConnectWellSD – that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (OE3)
  - Increased by 50% (from 16,144 to 24,216) the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) and provided access to timely, relevant news and materials. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Coordinated and attended 6 H.E.A.R.T. (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) Customer Service trainings for HHSA Customer Service Ambassadors to assist with developing skills for nearly 6,000 HHSA employees, ensuring customers receive an exceptional County experience. Issued customer survey and developed an action plan to improve overall customer service experience across the County. (OE5)
  - Collaborated with the County of San Diego Board of Supervisors and 38 County departments to explore how County programs can work together to improve service delivery to active military, veterans and their families. Topics discussed covered veteran challenges, military housing and veterans outreach.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed a plan for a HHSA Job Shadow program to provide qualified employees opportunities to explore specific career interests, develop knowledge and build relationships, which provide opportunities for growth. (OE6)
  - Developed a trauma informed plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward the contribution they make in the lives of the individuals and families served. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Assist 68% (8,568 of 12,600) of students entering kindergarten by increasing the number of children identified with a developmental, social emotional or behavioral need and provide them the resources necessary to reduce the occurrence of undetected and/or untreated conditions in children entering school. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Educate 95% (7,315 of 7,700) of parents receiving First 5 San Diego services so that they positively report having the knowledge and capacity to advocate for their child's health needs and encourage the healthy development of children ages 0 through 5. (HF2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Support a 10% increase (from 175 to 193) in the number of recognized *Live Well San Diego* partners in order to improve outcomes across the *Live Well San Diego* measurement framework which measures the impact of collective actions by partners and the County to achieve the vision of a region that is building better health, living safely and thriving. (HF3)

- Help employees understand how they contribute to *Live Well San Diego*
  - Increase by 10% (from 61% to 67%) County employees' understanding of how their work contributes to the *Live Well San Diego* vision. By increasing awareness of their contributions to *Live Well San Diego*, employees cultivate stakeholder relationships and gain public trust as they work together towards one vision. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure at least 1,700 Alternative Dispute Resolution mediation services to community members looking for help resolving issues, problems, disputes and conflicts in a way that is non-adversarial and less expensive than formal legal proceedings through outreach, education and receipt of referrals.
- Develop an information exchange, and where possible, use a single system that provides data so County agencies can deliver services more efficiently
  - Achieve major milestones targeted for the Fiscal Year 2016–17 development and implementation of ConnectWellSD, an electronic information exchange system, that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (SC4)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Engage approximately 360 work ready refugees in vocational English as a second language to facilitate their adaptation to a new environment and increase their ability to find employment. (SE1)
  - Increase by 4% (from 22,000 to 22,880) the number of interviews provided to veterans and dependents with benefits counseling, information and referral services.
  - Increase by 4% (from 3,957 to 4,115) the number of compensation and pension claims processed 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 experiences
  - Promote efforts such as the 2017 *Live Well San Diego* 5K Walk/Run and Resource Fair and other public events to encourage residents to exercise and enjoy the environment while receiving health and wellness information. The *Live Well San Diego* 5K event is expected to reach over 3,000 residents. (SE5)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Invest in building capacity for policy, systems and environmental change by: (SE6)
    - Providing six (6) *Live Well San Diego* Resident Leadership Academies (RLAs), each with the capacity to train up to 25 community residents in effective advocacy for policy, systems and environmental changes that improve outcomes for the community. (SE6)
    - Convening six (6) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings that provide supplemental education and development opportunities to support the ongoing efforts of RLA graduates across the region, as they identify and implement community improvement projects that increase the health, safety, and well-being of their neighborhoods.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conduct 26 comprehensive financial reviews of contractors to ensure they complied with standards and had financial controls in place. Each review consists testing of financial material, review of contractor financial systems and controls and observation of contractor systems, activities and processes. This activity helps to assure that the County is maintaining fiscal stability. (OE1)
  - Coordinate and attend 8 financial trainings comprised of budgetary topics impacting program operations such as funding streams and fiscal impacts to service delivery. Improve financial competency of staff and management by conducting presentations on funding and financial issues that affect operations and service delivery. These trainings provide staff with the knowledge to make better-informed decisions. (OE2)
  - Train a minimum of 125 HHSA employees (to include Contracting Officer Representatives and support staff), in partnership with the Department of Purchasing and Contracting, on contract administration topics to develop, strengthen and maintain the procurement knowledge and effectively improve contractor performance and host a Contractors' Forum to engage contractors, share new trends, and provide additional training support. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) by 25% (from 24,216 to 30,270) by providing access to timely, relevant news and materials that engage partners and other stakeholders;

expanding the reach of *Live Well San Diego* education messages; and providing public access to *Live Well San Diego* Open Performance Data and other community level data. (OE4)

- Strengthen our customer service culture to ensure a positive customer experience
  - Issue the Customer Experience survey to all Agency customers (AIS, BHS, CWS, PHS, SSS, Admin Support) and achieve a minimum average satisfaction rating of 3 (1 to 4 scale). In areas where the rating is lower than 3 develop and implement an improvement plan. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensure 100% of new employees are trauma informed through a New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated into the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued increases retention and a produces a workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)

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	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Children 0 - 5 years of age identified with a developmental, social emotional or behavioral and received resources[1]	N/A	66% of 12,581	66% of 12,581	68% of 12,600	68% of 12,600
First 5 parents with the knowledge and capacity to advocate for their child's needs[1]	N/A	94% of 7,676	94% of 7,676	95% of 7,700	95% of 7,700
Total *Live Well San Diego* partners[1]	N/A	174	175	193	193
County staff understanding of how their work contributes to *Live Well San Diego*[2]	N/A	N/A	N/A	68%	68%
Alternative Dispute Resolution Services to Community Members[2]	N/A	N/A	N/A	1,700	1,700
Work ready refugees engaged in ESL activities[2]	N/A	N/A	N/A	360	360
Veterans and dependents interviews for benefits counseling and referral services[4]	N/A	N/A	N/A	22,880	23,800
Veteran compensation and benefits claims processed[4]	N/A	N/A	N/A	4,115	4,280
Live Well San Diego 5K Participants[2]	N/A	N/A	N/A	3,000	3,000
Live Well San Diego Resident Leadership Academy Council Meetings[2]	N/A	N/A	N/A	6	6
Comprehensive financially focused review for HHSA contractors	22	26	26	26	26
HHSA financial events[1]	N/A	8	8	8	8

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Staff trained on contract administration[1]	N/A	100	100	125	125
Unique visitors to the *Live Well San Diego* website	16,144	24,216 (50% Increase)	24,216 (50% Increase)	30,270 (25% increase)	Increase 25%
Certified Resident Leadership Academy facilitators[1, 3]	N/A	15	15	N/A	N/A
Quality Assurance reviews of contracting policies and procedures completed for HHSA departments[3]	14	14	16	N/A	N/A
Customer Service Training workshops[1, 3]	N/A	6	6	N/A	N/A

Table Notes

[1] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[2] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[3] Measure deleted to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[4] New measure added in Fiscal Year 2016-17 to ensure increased coordination of services across the County.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Administrative Support has an overall budget increase of $18.2 million. This includes a transfer of $10.6 million from Regional Operations in order to combine administrative functions previously budgeted regionally into one budget that reflects services by functional areas. In addition, $2.1 million is transferred from Aging & Independence Services to Administrative Support to reflect the responsibilities and increased coordination across all Agency and County programs for the Office of Military and Veterans Affairs. Major initiatives funded include an expansion of Military and Veterans services to increase counseling and outreach to previously underserved communities; expansion of a police/citizen joint training program aimed at improving conflict resolution in at-risk communities; continuation of training and technical assistance programs for small, minority-owned businesses providing health and social services; expansion of the Peace Makers gang prevention and intervention program; and continued one-time funding associated with the last phase of the design, development and implementation of ConnectWellSD which will modernize information technology systems to enable information sharing and collaboration among County programs.

Staffing

Net increase of 63.00 staff years

- Increase of 48.00 staff years associated with reflecting regional administrative support staff years previously budgeted in Regional Operations under one Administrative Support budget.
- Net Increase of 16.00 staff years in the Office of Military and Veterans Affairs
  - Increase of 13.00 staff years associated with reflecting Office of Military and Veterans Affairs staff years previously budgeted in Aging & Independence Services under one Administrative Support budget.
  - Increase of 3.00 staff years to support increased counseling and outreach services.
- Increase of 8.00 staff years in Financial Support Services Division, Management Support, and Human Resources to support program growth, primarily in Self-Sufficiency Services.
- Net decrease of 8.00 staff years associated with transfer to Self-Sufficiency Services to support operational needs.
- Decrease of 1.00 staff year associated with transfer to Child Welfare Services to support operational needs.

- Additionally, staff were transferred among related programs within Administrative Support (Agency Contract Support, Financial Services Division, Management Support, First 5, and Office of Strategy and Innovation) to manage operational needs.

Expenditures

Net increase of $18.2 million

- Salaries & Benefits—increase of $9.3 million.
  - Increase of $6.9 million associated with reflecting regional administrative support and Office of Military and Veterans Affairs staff years previously budgeted in Regional Operations and Aging & Independence Services under one Administrative Support budget.
  - Increase of $1.4 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Increase of $1.0 million due to the addition of 11.00 staff years to support program growth, primarily in Self-Sufficiency Services and Office of Military and Veterans Affairs.
- Services & Supplies—net increase of $8.9 million.
  - Increase of $9.9 million primarily in one-time information technology costs for software upgrades, networks services and technological advancements for Behavioral Health Services, Public Health Services, and Aging & Independence Services.
  - Increase of $5.8 million associated with reflecting regional administrative support and Office of Military and Veterans Affairs costs previously budgeted in Regional Operations and Aging & Independence Services under one Administrative Support budget.
  - Increase of $1.5 million in contracted services for community improvement projects related to health and social services programs, including conflict resolution and gang prevention efforts, training and technical assistance for small, minority-owned health and social services businesses, and emerging workforce skills development.
  - Increase of $0.3 million in rents, leases, and facilities costs.
  - Decrease of $8.6 million in costs related to the ConnectWellSD project. This includes a decrease of $26.1 million in prior year one-time costs for the first phases of development, offset by $17.5 million in costs for the last year of design, development and implementation.

Revenues

Net increase of $18.2 million

- Intergovernmental Revenues—increase of $26.1 million.
  - Increase of $11.3 million associated with reflecting regional administrative support and Office of Military and Veterans Affairs costs previously budgeted in Regional Operations and Aging & Independence Services under one Administrative Support budget.
  - Increase of $7.2 million in Social Services federal and State administrative revenue to support Salaries & Benefits and Services & Supplies.
  - Increase of $5.7 million in Realignment revenue to support Salaries & Benefits, and Services & Supplies for one-time projects, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human services programs.
  - Increase of $1.9 million in Mental Health Services Act (MHSA) revenue for one-time projects related to information system enhancements in Behavioral Health Services.
- Charges for Current Services—decrease of $0.6 million in First 5 revenue to align to a reduction in First 5 administrative costs.
- Other Financing Sources—decrease of $1.7 million in Operating Transfer from the Proposition 172 Fund for prior year one-time costs related to the ConnectWellSD project.
- Use of Fund Balance—decrease of $8.6 million. A total of $44.8 million is budgeted.
  - $20.0 million for management reserves.
  - $13.1 million for the last phase of the design, development and implementation of the ConnectWellSD system to support information sharing and collaboration among County programs.
  - $6.8 million for one-time major maintenance projects.
  - $4.9 million for one-time costs associated with information technology upgrades and advancements.
- General Purpose Revenue Allocation—increase of $3.0 million.
  - Increase of $1.9 million associated with reflecting regional administrative support and Office of Military and Veterans Affairs costs previously budgeted in Regional Operations and Aging & Independence Services under one Administrative Support budget.
  - Increase of $0.6 million as a result of negotiated labor agreements and an increase in retirement contributions.
  - Increase of $0.5 million due to the addition of 3.00 staff years in the Office of Military and Veterans Affair to support increased counseling and outreach services.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $23.6 million is primarily the result of the elimination of $24.3 million in prior year one-time information technology projects, partially offset by an increase of $0.7 million in Salaries & Benefits due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Agency Executive Office	24.00	26.00	26.00	0.0	26.00
Agency Contract Support	18.00	20.00	22.00	10.0	22.00
Financial Services Division	161.00	162.00	166.00	2.5	166.00
Human Resources	83.00	84.00	76.00	(9.5)	76.00
Management Support	21.00	21.00	24.00	14.3	24.00
Proposition 10	23.00	23.00	19.00	(17.4)	19.00
Regional Administration	0.00	0.00	48.00	0.0	48.00
Office of Military and Veterans Affairs	0.00	0.00	16.00	0.0	16.00
Office of Strategy and Innovation	35.00	31.00	33.00	6.5	33.00
Community Action Partnership	12.00	12.00	12.00	0.0	12.00
Total	**377.00**	**379.00**	**442.00**	**16.6**	**442.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Agency Executive Office	$ 40,305,558	$ 33,343,155	$ 38,026,056	14.0	$ 34,079,142
Agency Contract Support	2,463,495	2,774,154	3,264,280	17.7	3,303,374
Financial Services Division	34,524,593	35,733,706	36,139,300	1.1	36,307,147
Human Resources	10,556,868	11,362,732	10,548,962	(7.2)	10,722,300
Management Support	20,778,528	47,078,788	45,422,437	(3.5)	25,307,567
Proposition 10	2,882,295	2,932,961	2,325,201	(20.7)	2,344,677
Regional Administration	—	—	10,965,708	0.0	11,025,224
Office of Military and Veterans Affairs	—	—	2,537,522	0.0	2,573,181
Office of Strategy and Innovation	5,318,131	5,310,442	5,957,320	12.2	5,957,817
Community Action Partnership	5,399,155	5,367,465	6,915,410	28.8	6,929,229
Total	**$ 122,228,623**	**$ 143,903,403**	**$ 162,102,196**	**12.6**	**$ 138,549,658**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 38,908,281	$ 40,113,900	$ 49,407,716	23.2	$ 50,089,913
Services & Supplies	62,177,040	83,789,503	92,694,480	10.6	68,459,745
Fund Balance Component Increases	1,143,302	—	—	0.0	—
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	**$ 122,228,623**	**$ 143,903,403**	**$ 162,102,196**	**12.6**	**$ 138,549,658**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Fines, Forfeitures & Penalties	$ 50,000	$ 50,000	$ 50,000	0.0	$ 50,000
Intergovernmental Revenues	82,399,133	82,887,866	109,067,181	31.6	109,746,130
Charges For Current Services	4,386,096	4,364,115	3,730,271	(14.5)	3,730,271
Miscellaneous Revenues	26,000	26,000	—	(100.0)	—
Other Financing Sources	—	1,700,000	—	(100.0)	—
Use of Fund Balance	35,367,394	53,423,008	44,842,312	(16.1)	20,000,000
General Purpose Revenue Allocation	—	1,452,414	4,412,432	203.8	5,023,257
Total	**$ 122,228,623**	**$ 143,903,403**	**$ 162,102,196**	**12.6**	**$ 138,549,658**

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Land Use and Environment Group

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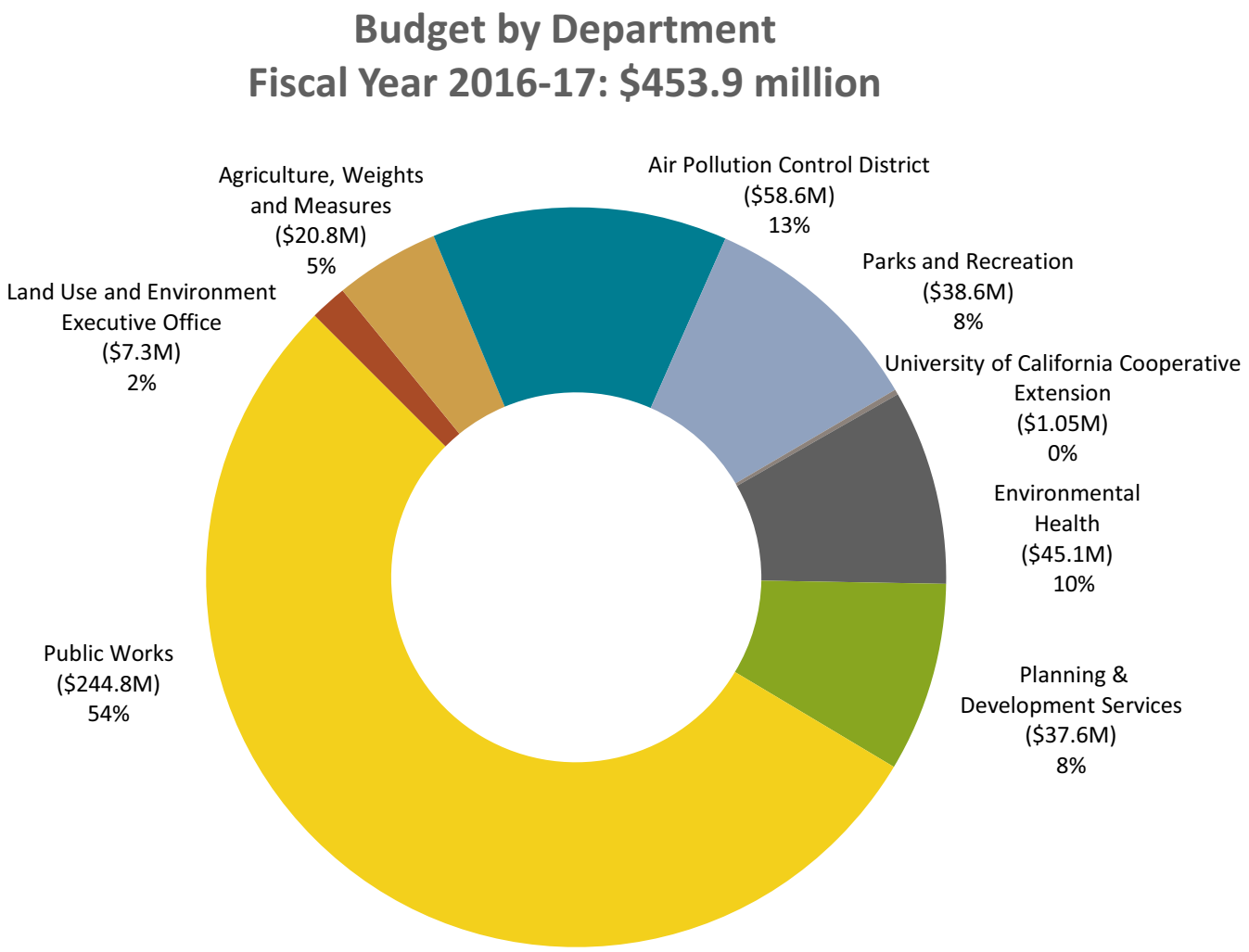
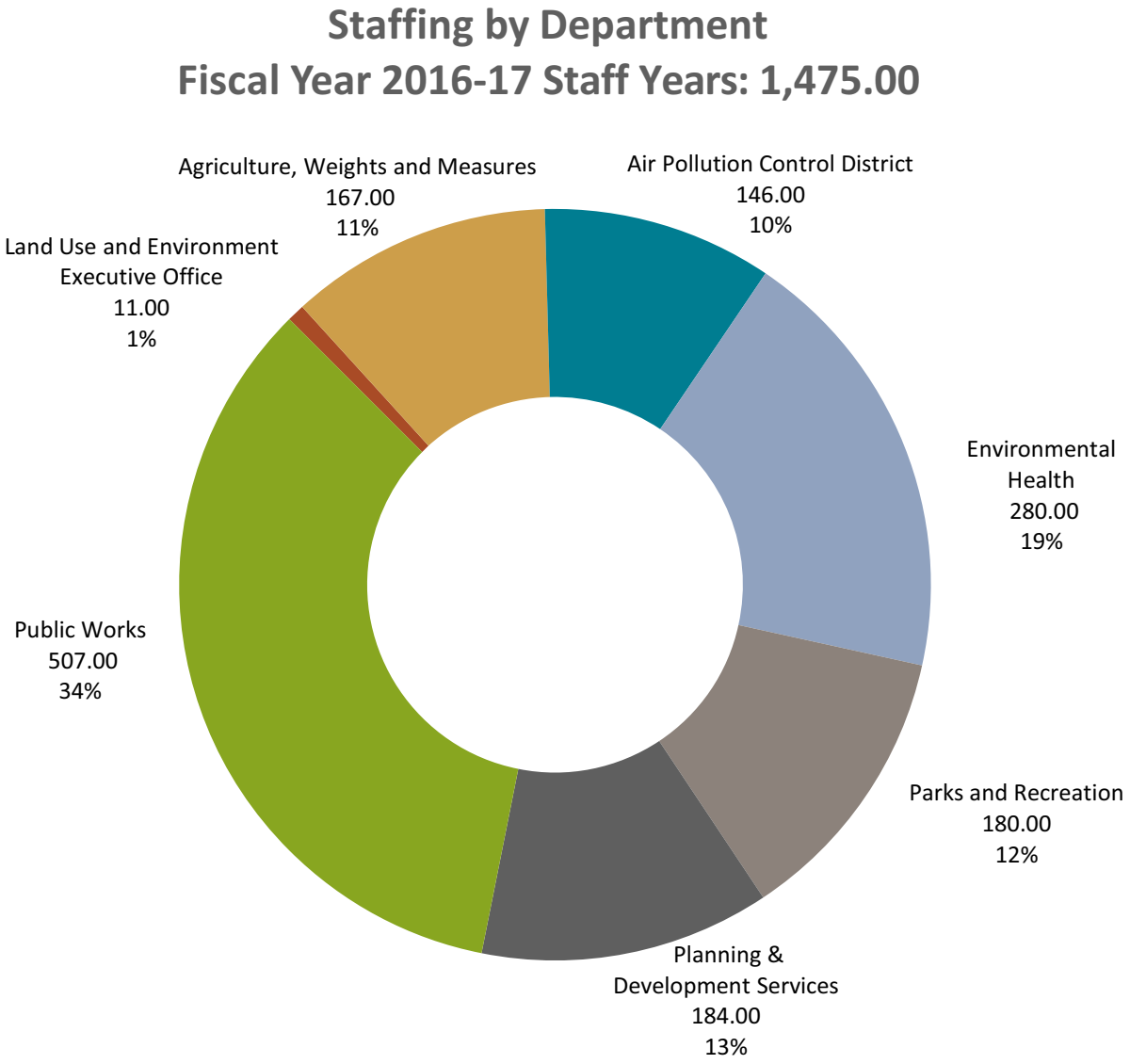
Land Use and Environment Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department



Land Use and Environment Group Summary & Executive Office

Mission Statement

The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

Group Description

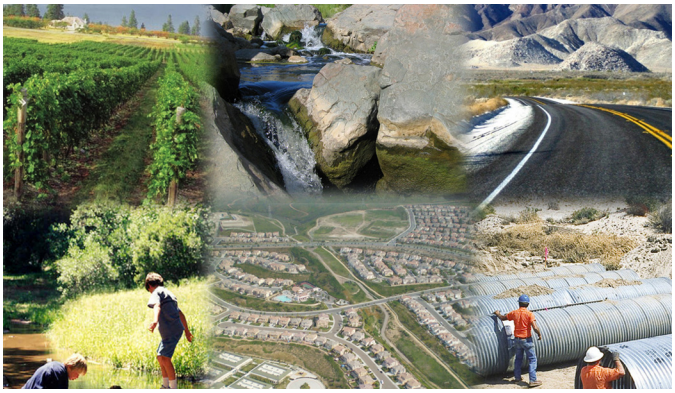
The Land Use and Environment Group (LUEG) protects and promotes a healthy environment for the residents and visitors of San Diego County. LUEG departments work collaboratively with constituents and industry partners to improve air and water quality, encourage sustainable development that fosters viable and livable communities, preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure 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.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

LUEG Departments

- Agriculture, Weights and Measures
- Air Pollution Control District
- Environmental Health
- UCCE (Formerly Farm and Home Advisor)
- Parks and Recreation
- Planning & Development Services
- Public Works



Land Use and Environment Group Priorities

Healthy Families

Improve the Local Food System

A local food system refers to all the processes and infrastructure involved in feeding a population within a given geographic area. By focusing on improving the food system with our local and regional partners, we will not only improve the availability of safe and healthy food but also improve our local economy and reduce waste.

Promote Recreational Activities at our County Park System

Our parks and open space are one of our largest investments. We can leverage this resource to improve people's health and well-being by working collaboratively internally and externally to provide opportunities for physical activity, as well as education and entertainment opportunities.

Safe Communities

Improve and Maintain the Built Environment

Maintenance of our road infrastructure, flood control facilities, sewer system, and parks and recreational facilities is a top priority for providing a safer built environment in our communities. LUEG will also continue to work on the active transportation plan to provide safe active transportation options to our unincorporated communities.

Protect the Health and Safety of our Communities

Ensure compliance with regulations to promote safe communities and improve the quality of life for all residents. For example, there are approximately 13,000 retail food facilities in San Diego county including over 7,300 restaurants 2,400 markets and 1,200 mobile food facilities and LUEG will continue to work in collaboration with businesses to ensure that the public's health and safety is not

compromised at any of these facilities. This work and collaboration with industry goes beyond edibles, we will also continue to protect the public from harmful effects of hazardous waste and help our communities recover after a disaster.

Sustainable Environments

Increase Consumer and Business Confidence

The County will increase consumer and business confidence by promoting business practices that protect consumer safety and the environment, promoting a level-playing field for businesses, supporting a fair marketplace for consumers, assisting industry in complying with local and State regulations and ensuring consumers get what they pay for. The County will continue to improve its services to the public so that consumers and businesses feel confident that taxpayer-dollars are efficiently invested in quality services.

Protect our Air and Watershed

More stringent environmental protection mandates and regulations from State and federal regulators require that we focus our efforts more intensely on protecting our air and water in order to meet these regulations. By protecting our air and watershed we will be contributing to improving the quality of our environment and the public's health.

Protect San Diego's Thriving Agriculture

San Diego county has more than 268,000 acres devoted to agriculture, the most of any county in the U.S. The value of the region's agricultural industry last year was $1.82 billion. With constant threats from changes in environmental conditions such as the drought and threats posed by invasive pests, protecting the county's thriving agriculture is not only important to our local economy but also our local food production.

Protect and Preserve San Diego County's Open Space

The County park system, including the Multiple Species Conservation Program, comprises nearly 49,000 acres of open space and is larger in land mass than all but one of the cities in San Diego county. San Diego county is considered to have the 2nd highest biodiversity of species, plants and habitats in the continental U.S. therefore protecting the natural habitat for all the diverse species of animals and plants in our region is an important priority.

Operational Excellence

Work towards Full Cost Recovery of Services Provided

We will work towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our departments and for our customers. In the next couple of years we will work to update approximately 1,148 fees, which ensures revenues continue to be in line with service costs.

Technology and Innovation

Through the use of technology and innovation we will continue to find opportunities to increase productivity, collaboration and communication among our employees and with our customers. We will work to provide services in line with customers' expectations for the current state of technology.

Ensure a Positive Customer Experience

Our focus will be on improving the customer service experience by going out of our way to find answers, being knowledgeable, being ready to meet our customers' needs, treating our customers with dignity and courtesy, and being efficient with our customers' time. Our approach is to be proactive rather than reactive thereby creating a positive customer service experience and through the process becoming better public servants. As part of this effort, we will be responsive to the needs of our diverse customers who may need information in different languages or special accommodations for disabilities or special conditions.

Workforce Development

LUEG will continue to build a diverse and learning workforce through training, mentoring, job shadowing and/or other opportunities to grow future leaders. This will empower our employees to be successful in their jobs, enhance employee morale and increase retention.

2016–18 Land Use and Environment Group (LUEG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objective (CDO) table listing the CDOs to which their departments make significant contributions. This table shows the effort of the LUEG departments toward achieving the CDOs and includes additional County business group(s) contributing to the CDOs listed. To see more detailed information on a specific contribution to a CDO, see that department's 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	University of California Cooperative Extension; Community Services Group; Finance and General Government Group; Health and Human Services Agency
	HF3	Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas	Agriculture, Weights and Measures; Health and Human Services Agency
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Air Pollution Control District; Parks and Recreation; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to *Live Well San Diego*	Parks and Recreation, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	Parks and Recreation; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Planning & Development Services; Parks and Recreation; Public Works, University of California Cooperative Extension; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SC3	Identify and mitigate community threats that impact quality of life	Air Pollution Control District; Agriculture, Weights and Measures; Environmental Health; Planning & Development Services; Community Services Group; Health and Human Services Agency; Public Safety Group
	SC6	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Parks and Recreation; Finance and General Government Group; Public Safety Group
	SC7	Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism	Parks and Recreation, Community Services Group, Health and Human Services Agency, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	University of California Cooperative Extension; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SE2	Anticipate customer expectations and demands	Agriculture, Weights and Measures; Planning & Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	Air Pollution Control District; Community Services Group; Finance and General Government Group
	SE5	Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests	Environmental Health; Parks and Recreation; Health and Human Services Agency
	SE6	Sustain the natural environment by protecting and restoring open spaces, as well as educate the public about how to preserve these resources	Parks and Recreation; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Planning & Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Parks and Recreation; Planning & Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE3	Develop a plan to utilize new and existing technology and infrastructure to improve customer service	Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Parks and Recreation; Planning & Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Agriculture, Weights and Measures; Environmental Health; Planning & Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Air Pollution Control District; Parks and Recreation; Planning & Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE6	Develop a countywide management philosophy that fosters employee well-being, inclusion and development	Air Pollution Control District; Parks and Recreation; Planning & Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group

Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- www.sandiegocounty.gov/lueg/index.html

Executive Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing.

Expenditures

Net decrease of $1.9 million.

- Salaries & Benefits—increase of $0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—decrease of $2.0 million due to the completion of one-time projects such as Land Use and Environment Group (LUEG) Asset Management System Phase I and the partial completion of one-time projects such as Team LUEG Business Process Reengineering (BPR) projects, LUEG departments BPR projects, Business Case Management System infrastructure upgrade, and replacement of the Regional Communication System (RCS) radios and equipment in LUEG departments due to the Public Safety Group upgrading the RCS.

Revenues

Net decrease of $1.9 million.

- Charges for Current Services—increase of $0.2 million due to increase support costs to be received from LUEG departments (Cost Allocation Plan).
- Use of Fund Balance—decrease of $2.1 million. A total of $2.3 million is budgeted for use based on General Fund fund balance ($1.38 million) and LUEG fund balance ($1.0 million) as follows:
  - $0.7 million for the replacement of the remaining RCS radios and equipment.
  - $0.6 million for the LUEG Asset Management System Phase II.
  - $0.08 million for the purchase of an unmanned aerial vehicle.
  - $1.0 million for rebudgeted projects based on LUEG fund balance:
    - $0.4 million for Business Case Management System (BCMS) database conversion.
    - $0.2 million for BCMS script conversion.
    - $0.1 million for Team LUEG BPR effort.
    - $0.04 million for BCMS infrastructure upgrade.
    - $0.09 million for Open Data Platform project.
    - $0.06 million for mobile application infrastructure project.

- $0.05 million LUEG department BPR project.
- $0.05 million for civic engagement information technology project.
- $0.02 million for BCMS improvements.

Executive Office Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Decrease of $2.2 million in Services & Supplies is due to the anticipated completion of one-time projects.

Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Land Use and Environment Executive Office	10.00	11.00	11.00	0.0	11.00
Agriculture, Weights and Measures	162.00	162.00	167.00	3.1	167.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	280.00	280.00	280.00	0.0	280.00
Parks and Recreation	178.00	179.00	180.00	0.6	180.00
Planning & Development Services	176.00	180.00	184.00	2.2	184.00
Public Works	500.00	503.00	507.00	0.8	507.00
Total	**1,452.00**	**1,461.00**	**1,475.00**	**1.0**	**1,475.00**

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Land Use and Environment Executive Office	$ 8,142,384	$ 9,187,565	$ 7,332,729	(20.2)	$ 5,151,092
Agriculture, Weights and Measures	20,095,110	20,228,539	20,816,636	2.9	20,623,556
Air Pollution Control District	49,487,307	47,624,218	58,560,893	23.0	45,833,753
Environmental Health	46,661,684	46,148,371	45,081,910	(2.3)	44,103,202
University of California Cooperative Extension	853,058	869,971	1,046,921	20.3	869,971
Parks and Recreation	35,059,532	37,237,626	38,645,716	3.8	37,260,205
Planning & Development Services	34,763,543	35,208,739	37,615,389	6.8	31,753,929
Public Works	222,420,632	227,420,062	244,796,549	7.6	191,296,441
Total	**$ 417,483,250**	**$ 423,925,091**	**$ 453,896,743**	**7.1**	**$ 376,892,149**

Executive Office Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Land Use and Environment Executive Office	10.00	11.00	11.00	0.0	11.00
Total	**10.00**	**11.00**	**11.00**	**0.0**	**11.00**

Executive Office Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Land Use and Environment Executive Office	$ 8,142,384	$ 9,187,565	$ 7,332,729	(20.2)	$ 5,151,092
Total	**$ 8,142,384**	**$ 9,187,565**	**$ 7,332,729**	**(20.2)**	**$ 5,151,092**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 1,914,619	$ 2,050,225	$ 2,121,813	3.5	$ 2,152,807
Services & Supplies	6,227,765	7,137,340	5,210,916	(27.0)	2,998,285
Total	**$ 8,142,384**	**$ 9,187,565**	**$ 7,332,729**	**(20.2)**	**$ 5,151,092**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 650,000	$ 700,000	$ 868,000	24.0	$ 868,000
Use of Fund Balance	3,657,680	4,454,558	2,338,226	(47.5)	—
General Purpose Revenue Allocation	3,834,704	4,033,007	4,126,503	2.3	4,283,092
Total	**$ 8,142,384**	**$ 9,187,565**	**$ 7,332,729**	**(20.2)**	**$ 5,151,092**

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Agriculture, Weights and Measures

Mission Statement

Promoting a thriving agricultural community, healthy residents and a balanced environment. Supporting a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.

Department Description

The Department of Agriculture, Weights and Measures (AWM) protects human health and the environment, and promotes the County's $1.82 billion agricultural industry and a fair marketplace by gaining compliance with laws and regulations through collaboration and outreach.

AWM:

- Ensures the safe and legal use of pesticides and investigates pesticide-related complaints and illnesses.
- Prevents the introduction, spread and establishment of invasive agricultural pests of statewide importance that would cause agricultural, economic, and environmental harm.
- Certifies agricultural shipments are free from agricultural invasive pests for intrastate, interstate, and international export.
- Regulates organic growers, certified producers and certified farmers' markets to support local direct marketing and sustainability of local agriculture.
- Promotes local honeybee health while ensuring that beekeepers maintain hives in a responsible manner to protect the health, safety, and welfare of the residents of San Diego County.
- Inspects eggs for defects to ensure quality and prevent foodborne illnesses.
- Promotes the use of effective biocontrol measures against invasive pests.
- Ensures the accuracy of commercial weighing and measuring devices and Point-of-Sale systems.

To ensure these critical services are provided, Agriculture, Weights and Measures has 167.00 staff years and a budget of $20.8 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who needed it
  - □ Through the interdepartmental *Live Well San Diego* Food System Working Group promoted food waste reduction and encouraged food donations at food facilities, processors, growers, and distributors. Facilitated relationship building between food industry members, growers and food banks to remove barriers to food donation. (HF3)
  - ■ Ensured certified organic produce is safe and healthy by increased produce sampling for illegal pesticide residue by 50%, from 30 to 45, at Certified Farmers' Markets and other outlets and locations.

- Leveraged resources within the Pesticide Regulation and the Agricultural Standards programs to ensure healthy food by coordinating pesticide inspections at Certified Producers' farms and verifying safe use of pesticides in local food production.
  - Conducted 20 pesticide inspections at Certified Producers' farms.
- 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
  - Through the interdepartmental *Live Well San Diego* Food System Working Group, formed an advisory committee to explore how County food service operations could potentially implement comprehensive food and nutrition standards. (HF4)

Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Collaborated with federal, State, and local law enforcement agencies in efforts to mitigate, prevent, and combat negative economic and personal impacts that copper and metal theft have on our community. (SC3)
    - AWM participated in 100% of the San Diego Regional Metal Theft Working Group monthly meetings to support the effort and disseminate current information to Weights and Measures inspectors.
    - To deter metal theft, Weights and Measures program conducted 100% of the 60 inspections assigned by the California Department of Food and Agriculture Division of Measurement Standards (DMS) of all weighmaster recyclers and junk dealers and reported non-compliances back to DMS for follow-up.
  - Promoted the safe and legal use of pesticides and ensured a timely resolution of non-compliances related to pesticide treatments by completing pesticide-related complaint investigations in an average of 75 days surpassing the State's guideline of 120 days.
  - Protected county residents, pesticide workers, and the environment by monitoring structural fumigations in San Diego County.
    - Conducted 40 undercover surveillance inspections.
    - Conducted employee safety and records review audits of each company headquartered in the county.
    - Conducted 380 unannounced inspections.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Simplified and clarified the process for establishing a new Certified Farmers' Market (CFM) by instituting an online, interdepartmental CFM Roadmap at www.sdfarmersmarkets.org, a one-stop information guide to navigate the requirements for setting up a CFM as set by six County departments and HHSA. (SE1)
  - Supported a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.
    - Increased undercover test sales of recyclable beverage containers from 37% (53) to 50% (72) of all recyclers to ensure consumer confidence and equity in the marketplace.
    - Conducted undercover test purchases of gasoline at 71 of 712 gas stations in the region ensuring consumers are getting what they pay for.
    - Ensured consumer confidence by completing 100% of approximately 30,000 annual inspections for fuel meters, taxi meters, water dispensers, computing scales and counter scales.
    - AWM received an award from the California State Association of Counties (CSAC) for its Real-Time Invasive Pest Mapping mobile app for County pest collectors. The increased efficiency in map development allows the County to track invasive pests more accurately and quickly disseminate information about the infestation. It also allows the County to quickly communicate the extent of the spread of a pest and therefore make better decisions on limiting or eradicating pests. The system has improved the County's contribution to regional pest management.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promoted the diversion of recyclable materials from landfills through the implementation of three recycling events in conjunction with the Departments of Public Works and Environmental Health and industry. The events resulted in the diversion of 6,800 lbs. of pesticide container plastic from entering our local landfills. (SE3)
  - Completed a pilot program in partnership with the California Department of Pesticide Regulation where we provided outreach and hosted two workshops to promote the licensing of maintenance gardener pest control businesses. The pilot project resulted in a passing rate of 86% (66 of 77 attendees passed), which exceeded the State's passing rate of 70%.
  - Prevented the introduction of costly agricultural invasive pests.
    - Reduced the possibility of an invasive pest quarantine to avoid stakeholder cost associated with mitigating and complying with regulatory requirements by inspecting and maintaining the mandated 9,750 insect detection traps.
    - Increased root sampling inspections by 12% (339 to 380), which exceeds the goal of 10%. The increased amount of inspections led to the interception of dagger

nematode, a species not known to occur in California and a serious pest of grapes.
  - Increased permission rate to open U.S. First-Class mail packages identified by agricultural product detector dogs to intercept invasive agricultural pests from 15% (60) to 34% (168) packages. This resulted in 18 interceptions of significant pests, an increase of 600% (15) from last year.
  - Partnered with the California Department of Food and Agriculture, SANDAG, the San Diego County Weed Management Area, Partners for Fish and Wildlife, the San Diego Management and Monitoring Program, the California Invasive Plant Council, and the California Conservation Corps in the preservation, maintenance and management of preserved land by controlling and eradicating invasive weeds on 369 acres of preserved land.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided financial literacy training to 25% (41) of AWMs 162 employees in order to promote understanding and individual contribution to the County's fiscal stability. (OE2)
  - Increased efficiency and reduced operational costs associated with compliance actions by developing and implementing an automated Business Case Management System Letter of Warning report for pesticide violations.
- Provide modern infrastructure, innovation technology and appropriate resources to ensure superior service delivery to our customers
  - Ensured 100% of all Weights and Measures auto-generated Notices of Proposed Actions (NOPA) were mailed to customers within 45 days from the time of inspection. (OE3)
  - Expanded Accela Citizen Access to enable online payment of program fees. (OE3)
  - Leveraged Business Case Management System technology to automate tracking of revenue sources for the Integrated Pest Control program to optimize service delivery. (OE3)
  - Continued development of a LUEG 3-1-1 style mobile application for the public to submit complaints to AWM. This mobile application will provide the public with increased ability to notify AWM of their concerns. The application is being developed with the Air Pollution Control District (APCD) and the Planning & Development Services (PDS) departments. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Increased qualified candidate applications by 91% (from 23 to 44), exceeding the goal of 50%, by holding one job fair and working with local community colleges to promote entry-level positions as a pathway to long and rewarding careers working in Agriculture, Weights and Measures. (OE6)

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Pursue equity in the local food system by increasing the availability of fresh produce and healthy food options for underserved populations. (HF3)
    - Support harvest/gleaning groups by providing informational flyers on harvesting by gleaning organizations to residents with fruit trees participating in Pest Detection's trapping program. Flyers will be distributed in a pilot area of the region in coordination with city governments and the San Diego Food System Alliance.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Contribute to environmental justice and protect people in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides. (SC3)
    - Respond to pesticide complaints within two business days and complete related investigations in an average of 75 days, surpassing the State's guideline of 120 days.
    - Monitor structural fumigations (which use the most frequent fumigant reported in the county) by conducting 40 undercover surveillance inspections, 380 unannounced field inspections, and an employee safety and business records audit of the 35 companies conducting structural fumigations and headquartered in the county.
    - Conduct two outreach activities to inform hazardous material inventory site operators of strategies to reduce

the number of sites, threshold amounts of materials, and types of chemicals stored as part of their business.

Sustainable Environments

- Provide and promote service and systems that increase consumer and business confidence
  - Increase the number of retail businesses charging accurate prices (no overcharges) from 80% (five year average) to 82%, when customers pay for merchandise at the cash register. (SE2)
    - Conduct four outreach activities to educate businesses and the public about the price verification services we provide to ensure a fair marketplace.
  - Increase the number of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers, from 76% (five year average) to 78%. (SE2)
    - Increase the number of undercover test sales of recyclable beverage containers from 50% (72 locations) to 60% (86 locations) of the approximately 143 recyclers.
    - Perform 100% of annual accuracy verification inspections of scales used by these recyclers.
    - Conduct two outreach activities to educate businesses and the public about the undercover test sale services we provide to ensure a fair marketplace.
  - Increase the number of taximeters charging the correct fare to customers from 95% (five year average) to 97%. (SE2)
    - Inspect 100% of all taximeters (approximately 1,467).
    - Conduct four outreach activities to educate businesses and the public about the taximeter inspection services we provide to ensure a fair marketplace.
  - Complete 100% of approximately 30,000 annual inspections (initial and new) for retail fuel meters, taximeter, water dispensers, computing scales and counter scales to ensure devices found to be overcharging customers are fixed before being used again; and devices found to be undercharging customers are fixed in order to stop financial harm to the business.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Prevent the introduction of invasive pests, which costs California more than $3 billion annually to control.
    - Maintain and inspect 9,750 detection traps to facilitate timely pest detection, reducing the possibility of invasive pest quarantines and the costs to stakeholders associated with eradicating the pests.
  - Protect and promote agricultural industries by reducing the establishment of invasive pests in wholesale nurseries. Increase compliance with nursery laws and regulations through outreach and inspections.
    - Conducting two outreach activities focusing on small nurseries and inspecting 33% (43 of 129) of nurseries 1 acre or less in size.
  - Protect California's $61.5 billion wine and grape industries by ensuring that all certified grape plant shipments from San Diego County arrive at destination counties without live Glassy Winged Sharpshooter. The Glassy Winged Sharpshooter is an invasive pest which transmits Pierce's Disease, a detrimental fungal grapevine disease.
  - Intercept invasive pests at our borders (or shipping facilities) and prevent their establishment in the environment, preventing costly plant quarantines and pest eradication efforts.
  - Increase root sampling inspections for plant pathogens on out-of-state plant shipments by 5% (from 380 to 400).
  - Increase permission rate to open U.S. First-Class mail identified by Agricultural detector dogs from 30% to 38%, which will increase the chances that serious invasive pests will be detected and prevented from being established in the environment.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Implement San Diego County's Honeybee Protection Program to promote public health and safety while ensuring managed hives are maintained in a responsible manner for the health of local European bee populations.
    - Increase beekeepers awareness of responsible beekeeping by conducting 10 outreach activities.
    - Conduct 100 apiary inspections to verify safe and proper beekeeping practices.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop and implement a web-based system that will enable industry to submit the approximately 18,500 required notifications of structural fumigations online. The system will replace the current procedure of faxing in, tabulating and managing the data manually with a time saving system for both industry and the County. (OE3)
  - Launch a 3-1-1 style mobile application for the public to submit complaints to AWM. This mobile application will provide the public with increased ability to notify AWM of their concerns. The application is being developed with the APCD and PDS departments to enhance customer service. (OE3)
  - Ensure consumer confidence by tracking and reporting compliance rates of Certified Farmers' Markets and Certified Producers. (OE4)

- Design and develop a tracking tool in the Business Case Management System to document the compliance levels of Certified Farmers' Markets and Certified Producers and make results available to the public.
- Reduce the response time for customer inspection requests by increasing customer electronic scheduling of inspections.
  - Conduct four outreach activities to engage and inform industry of online opportunities to request export certification and import inspections.
- Ensure superior, uninterrupted service delivery to our Agricultural Water Quality program customers by creating a standardized inspection procedure that inspectors will follow for data entry/payment processing, inspection and annual reporting.

- Align services to available resources to maintain fiscal stability
  - Work towards full cost recovery of services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes offered by LUEG or County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- www.sdcounty.ca.gov/awm

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Pesticide illness investigations completed within State guidelines of 120 days[3]	98% of 75	N/A	N/A	N/A	N/A
Annual fumigation inspections[4]	100% of 439	N/A	N/A	N/A	N/A
Structural fumigation undercover inspections[4]	N/A	40	40	42	44
Average number of days to complete pesticide-related complaint investigations.[5]	N/A	75	75	75	75
Plant and insect samples diagnosed within two weeks of submission[1]	100% of 12,476	N/A	N/A	N/A	N/A
Plant shipments certified by the Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter[2]	100% of 2,705	N/A	N/A	N/A	N/A
Annual number of initial and new install inspections for these registered retail devices:					
—Fuel meters	100% of 19,822	100% of 19,985	100% of 20,012	100% of 20,012	100% of 20,012
—Taxi meters	100% of 1,343	100% of 1,426	100% of 1,467	100% of 1,467	100% of 1,467
—Water dispensers	100% of 1,419	100% of 1,456	100% of 1,410	100% of 1,410	100% of 1,410
—Computing scales	100% of 6,248	100% of 6,138	100% of 5,918	100% of 5,918	100% of 6,141
—Counter scales	100% of 642	100% of 635	100% of 760	100% of 760	100% of 760

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Undercover recyclable beverage container test sales at CRV recyclers [5]	N/A	50% of 144	50% of 144	60% of 143	60% of 143
Undercover gasoline test purchases at retail gas stations (to supplement announced inspections)[6]	N/A	10% of 712	10% of 712	N/A	N/A
Permission rate to open U.S. First-Class mail identified by Agricultural detector dogs, which will increase the chances that serious invasive pests will be detected and prevented from being established in the environment[5]	N/A	30% of detected packages	34% of detected packages	38% of detected packages	41% of detected packages

Table Notes

[1] This measure was discontinued effective Fiscal Year 2015–16 due to meeting 100% of goal for the prior three years. This metric is being tracked internally.

[2] This measure was discontinued effective Fiscal Year 2015–16. The Glassy-Winged Sharpshooter is an agricultural pest that serves as a vector of Pierce's Disease, which is fatal to grapevines. This measure is being tracked internally.

[3] This measure was discontinued effective Fiscal Year 2015–16 and replaced by a measure of average number of days to complete pesticide-related complaint investigations.

[4] This measure is being discontinued due to the fluctuation of fumigations per year. The number of inspections conducted is a percentage of the total number of fumigation that takes place in the county each year. The program will continue to inspect structural fumigations as part of the work plan requirements with the California Department of Pesticide Regulation and the programs participation on the Structural Fumigation Enforcement Program.

[5] This measure was added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[6] This goal is being discontinued due to the fact that all test purchases were 100% in compliance.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 5.00 staff years.

- Increase of 2.00 staff years in the Integrated Pest Control program for increased invasive weed abatement work.
- Increase of 1.00 staff year in Pesticide Regulation program due to increased pesticide regulation work.
- Increase of 1.00 staff year in Agricultural Standards program due to increased workload in Organics, Standardization, and Direct Marketing programs.
- Increase of 1.00 staff year in Plant Health and Pest Prevention program to promote compliance with the Bee Protection Program as approved by the Board of Supervisors on September 30, 2015.

Expenditures

Net increase of $0.6 million.

- Salaries & Benefits—increase of $0.3 million reflects the staffing changes noted above, increases as a result of negotiated labor agreements and in retirement contributions offset by an increase in negative salary adjustments due to underfilling of positions.
- Services & Supplies—increase of $0.4 million in information technology, vehicle maintenance and various accounts.
- Capital Assets Equipment—decrease of $0.1 million due to the completion of one-time projects such as the purchase of vehicles for new positions ($0.04 million) and the purchase of a liquefied petroleoum gas calibration skid system ($0.05 million).

Revenues

Net increase of $0.6 million.

- Licenses Permits & Franchises—decrease of $0.1 million as a result of a lower number of projected registered devices and plant export certificates.

- Intergovernmental Revenues—increase of $0.6 million in Integrated Pest Control due to a transfer from Charges for Current Services of a Memorandum of Understanding with SANDAG ($0.3 million) and various contracts in Plant Health & Pest Prevention.
- Charges for Current Services—decrease of $0.1 million due to the transfer of the Integrated Pest Control revenue contract (SANDAG) to Intergovernmental Revenues, partially offset by an increase in the internal agreement with the Department of Environmental Health related to the California Environmental Reporting System (CERS).
- Use of Fund Balance—decrease of $0.2 million. A total of $0.3 million of Land Use and Environment Group fund balance is budgeted. $0.3 million is a rebudget of one-time funding to purchase five vehicles ($0.2 million), for the purchase of two electric vehicle charging station standards devices, enhancements to the Business Case Management System, and in the Fish and Wildlife Fund.
- General Purpose Revenue Allocation—increase of $0.4 million due to negotiated labor agreements and retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $0.2 million. The decrease is due to a $0.2 million increase in Salaries & Benefits offset by decrease of $0.4 million Services & Supplies ($0.1 million) and Capital Assets Equipment ($0.3 million) for completion of one-time projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Agriculture, Weights and Measures	162.00	162.00	167.00	3.1	167.00
Total	**162.00**	**162.00**	**167.00**	**3.1**	**167.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Agriculture, Weights and Measures	$ 20,077,110	$ 20,210,539	$ 20,798,636	2.9	$ 20,605,556
Fish and Wildlife Fund	18,000	18,000	18,000	0.0	18,000
Total	**$ 20,095,110**	**$ 20,228,539**	**$ 20,816,636**	**2.9**	**$ 20,623,556**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 15,896,766	$ 16,414,817	$ 16,736,486	2.0	$ 16,902,400
Services & Supplies	3,898,344	3,503,722	3,827,650	9.2	3,696,156
Other Charges	25,000	25,000	25,000	0.0	25,000
Capital Assets Equipment	275,000	285,000	227,500	(20.2)	—
Total	**$ 20,095,110**	**$ 20,228,539**	**$ 20,816,636**	**2.9**	**$ 20,623,556**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 3,896,500	$ 3,677,500	$ 3,517,000	(4.4)	$ 3,517,000
Fines, Forfeitures & Penalties	166,000	166,000	166,000	0.0	166,000
Intergovernmental Revenues	8,543,257	8,799,492	9,447,174	7.4	9,447,174
Charges For Current Services	753,617	806,488	704,062	(12.7)	704,062
Miscellaneous Revenues	3,000	—	—	0.0	—
Use of Fund Balance	677,039	477,000	309,500	(35.1)	2,000
General Purpose Revenue Allocation	6,055,697	6,302,059	6,672,900	5.9	6,787,320
Total	**$ 20,095,110**	**$ 20,228,539**	**$ 20,816,636**	**2.9**	**$ 20,623,556**

Air Pollution Control District

Mission Statement

Improve air quality to protect public health and the environment.

Department Description

The Air Pollution Control District (APCD) protects the public and the environment from the harmful effects of air pollution by attaining and maintaining the California and National Ambient Air Quality Standards. These standards define the maximum amount of an air pollutant that can be present in the outdoor air without harm to the public's health. To meet these health-protective standards the APCD adopts regulations to cost-effectively control air pollution emissions from stationary sources such as factories, power plants, gasoline stations, and other facilities. Additionally, the APCD issues permits with conditions that limit or require specific actions by permit holders to ensure compliance with air quality regulations, and conducts periodic inspections to ensure facilities are in compliance. The APCD also provides millions of dollars in incentive grants to reduce emissions from high-polluting on-road and off-road equipment. Moreover the APCD continuously monitors air quality throughout San Diego County to assess the region's air quality improvements and ensure the public has clean, healthful air to breathe.

To ensure these critical services are provided, the Air Pollution Control District has 146.00 staff years and a budget of $58.6 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- 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
  - Implemented new statewide guidelines and related tools for assessing and mitigating the emissions of toxic air pollutants. These guidelines improve public health protection and better account for residents' exposure to air pollution, especially infants and children. (HF4)

Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Investigated 100% of the 540 air pollution complaints received from the public within two business days or less. The complaint program empowers the public to help address their air quality concerns. The APCD's prompt response to these complaints ensures air pollution impacts on communities are minimized. (SC3)
  - Maintained a readily deployable emergency network of two real-time monitors within 48 hours for airborne particulate matter, linked for real-time data delivery to the public. Maintaining these instruments helps to prepare the APCD and the public for air pollution emergencies such as wildfires. (SC3)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Provided permitted facilities and others with training sessions, online videos, courtesy inspections, and informational materials on complying with air pollution rules and regulations. This robust business assistance program aids

the business community in understanding and achieving compliance with air quality regulations and contributing to the protection of air quality and public health.

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Conducted two informational events in collaboration with other County departments and public agencies, including the cities of San Diego and Chula Vista and the California Air Resources Board, to highlight the requirements of air quality rules and regulations. These events enhanced regional awareness and promoted compliance, helping to ensure that emission reduction requirements are achieved in support of air quality standards. (SE3)
  - Conducted an informational event in collaboration with other County departments, including the Department of Parks and Recreation, to highlight grant funding opportunities for projects that reduce air pollution emissions from County vehicles and other mobile sources. This event created awareness of possible funding sources for delivery of County services in a manner that reduces air pollution. (SE3)
  - Initiated development of a comprehensive air quality plan to reduce ozone-forming emissions throughout the region. Ozone, a widespread air pollutant, is formed in the air when vehicle exhaust and industrial emissions interact in sunlight and heat. The plan will provide for expeditious, countywide attainment of the 2008 national standard (limit) for ozone. Plan development is on schedule for completion in Fiscal Year 2016–17.
  - Collected valid and complete ozone measurement data on 90% of days in the year, surpassing a federal requirement of 75%. Meeting and surpassing the data completeness requirement ensures that efforts to attain clean air and provide a healthier environment for residents are based on an accurate assessment of existing air quality conditions.
  - Conducted 10,000 inspections of equipment at regulated facilities for compliance with air quality rules and regulations. Ensuring compliance helps to minimize excess emissions of air pollution and protect the public from its harmful effects.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided financial literacy training to 45% of APCD's 146 employees, surpassing the goal of 10% of our employees. This training promoted employees' understanding and individual contributions to the County's fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Created two new online videos instructing customers of procedures for completing and submitting online applications for air quality permits or project grants and/or to comply with air quality regulations. These online videos promote an understanding of the requirements and allow customers to conveniently access the information over the internet at any time. (OE3)
  - Created a web-based automated system that calculates and displays the APCD's labor costs and balances on account for permit applications in real-time. This system increases transparency and expedites applicants' access to application costs and account balances. (OE4)
  - Continued development of a LUEG 3-1-1 style mobile application for the public's use that will include a feature for customers to submit air pollution complaints to the APCD for investigation and response. This mobile application will provide the public with the increased ability to notify the APCD of air quality concerns. (OE3)
  - Increased the types of permit-related documents available for secure online viewing and downloading, including emissions measurement reports, historical permits, and APCD Hearing Board information on appeals of permit actions or petitions for a variance from permit requirements. Providing online access to this information improves service delivery while increasing transparency. (OE4)
  - Launched a new department website that provides customers with improved access to information and an overall improved user experience. The new website incorporates a modern design and improved navigation, especially to the most requested information and services, and provides updated content, improved display on smartphones, and better search tools. (OE3)
  - Deployed a user friendly online application tool for air quality projects funded by Carl Moyer grants, allowing customers to electronically submit applications (to reduce emissions from high-polluting on-road and off-road equipment) from the convenience of their business or residence. Applicants are also able to track the status of their applications online at any time, enhancing self-service capabilities and providing assurance that their grant application is proceeding in a timely manner. (OE3)
  - Expanded the online permit application tool to enable facilities to electronically submit permit applications for boilers and emergency engines. Applicants are also able to track the status of their applications online at any time, and timely manner. (OE3)
  - Adopted an online process for gas station owners/operators to provide notification of planned performance tests of their emissions control equipment. These tests are necessary to ensure the equipment is properly operating and minimizing the emissions of gasoline vapors that pollute the air. Online notifications have replaced a

manual, paper-based process, reducing the time and cost associated with submitting and processing test notifications and enhancing customer service. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
  - Enhanced the existing Blue Sky Leadership Award program by developing and implementing a process to recognize permitted facilities with a written proclamation upon passing routine inspections. This program helps recognize and promote the considerable efforts by businesses that reduce air pollution emissions.
  - Provided timely action on 100% of the 170 permit applications received (for the construction of new or modified facilities or equipment) within 180 days of receipt of a completed application. Timely action on permit applications facilitates the applicants' understanding of and compliance with permit conditions and helps to minimize delays in their project construction schedules and ensure a positive customer experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed and implemented pilot programs for job shadowing and cross-training. These programs enhance workforce development and strengthen leadership skills and succession planning. (OE6)

2016–18 Objectives

Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Collaborate with the Sherman Elementary School in the City of San Diego, where installation of an APCD air quality monitoring station is planned, to conduct an informational event for students about the air quality management program. This event will support clean air by creating early awareness of the causes and effects of air pollution and the importance of measuring air quality in a community that is vulnerable to pollution exposure. (HF4)
  - Collaborate with the Health and Human Services Agency and other *Live Well San Diego* partners to develop a program to encourage walking or bicycling. Encouraging people to get out of their cars more often by walking or bicycling can lead to improved individual health and improved air quality. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, for air quality projects that benefit communities that are considered the most vulnerable to pollution exposure, as identified by the California Environmental Health Screening Tool. This objective will help to protect the health of residents that may be disproportionately affected by air pollution and help communities to thrive. (SC3)
  - Collaborate with the Department of Environmental Health (DEH), Planning & Development Services, the cities, and others to provide early identification of demolition or renovation projects that may result in a disturbance of asbestos-containing materials, and to enhance outreach and community awareness of health-protective procedures for handling such materials. Asbestos is commonly found in building materials and, when disturbed, releases toxic fibers that can be inhaled and cause lung cancer and other diseases. Educating stakeholders and the community on how to safely handle asbestos-containing materials will contribute to protecting public health and maintain communities that are safe and thriving. (SC3)

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Complete the development of a comprehensive air quality plan to reduce ozone-forming emissions throughout the county. This plan began in Fiscal Year 2015–16 and will provide for the expeditious attainment of the 2008 national standard (limit) for ozone, and the associated benefits to public health and the environment, by no later than 2020.
  - Provide incentive grants for projects that remove high polluting vehicles and engines from service and reduce air pollution emissions in the San Diego air basin by at least 230 tons per year. Reducing air pollution emissions improves air quality to protect public health, the environment, and helps our region thrive. (SE3)

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conduct a comprehensive analysis of services provided to the public and corresponding fees to provide those services, and develop a cost recovery proposal that provides for full and equitable cost recovery, maintenance of excellent service levels, and compliance with federal and State mandates for healthful air quality.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes that are offered by LUEG or County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Deploy digital inspection forms for use by the APCD when inspecting permitted facilities to verify compliance with air quality regulations. These digital forms will streamline inspections and reduce paper inspection forms, providing more efficient service delivery. (OE3)
  - Provide a new online process for permitted facilities to submit notifications of air pollution control equipment breakdowns. This online process will increase convenience for permitted facilities that experience equipment breakdowns, and improve the APCD's response times for investigating breakdowns and ensuring corrective actions are taken to minimize emission impacts. (OE3)
  - Fully implement an online system for facilities to inventory and report their emissions of criteria and toxic air pollutants. This online system will replace a paper-based emissions reporting system, improving customer service and reducing the time and cost associated with submitting and processing information that is used to assess and mitigate air pollution impacts in neighboring communities. (OE3)
  - Process 85% of all permit applications received, for construction of new or modified facilities or equipment, within 60 days of receipt of a complete application. Surpassing (for the large majority of permit applications) a 90-day target and a 180-day deadline for processing permit applications will help to minimize delays in the applicants' project construction schedules and ensure a positive customer experience. (OE3)
  - Launch a LUEG 3-1-1 style mobile application for the public to submit complaints to APCD. This mobile application will provide the public with increased ability to notify APCD of their concerns. The application is being developed with the Agriculture, Weights and Measures (AWM) and the Planning & Development Services (PDS) departments. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Enhance customer service by inviting two external stakeholder groups to discuss their specific customer service needs. Other LUEG departments that serve the same customers will be invited to participate. This will enable the development of strategies to deliver on customer service needs and better ensure a positive customer experience across departments. (OE5)
  - Continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted
  - Maintain diversity and inclusion of staff as high priorities by regularly discussing the importance of these values in staff meetings at all levels of the department, by providing quarterly staff trainings to enhance education and awareness, by sustaining a workforce development team that is open and promoted to every employee, and by encouraging staff participation in employee resource groups and informational events held by the Office of Ethics and Compliance. Employees will feel valued, engaged, and better prepared for career advancement opportunities, and will be better prepared to maintain exceptional service levels for the APCD's diverse customers. (OE3)

Related Links

For additional information about the Air Pollution Control District, refer to the website at:

- www.sdapcd.org

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
All citizen complaints investigated and contact made within two business days of reported complaint[1]	100% of 528	100% of 540	100% of 540	N/A	N/A
Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, for air quality projects that benefit communities that are the most vulnerable to pollution exposure[3]	N/A	N/A	N/A	50%	50%
Scheduled equipment/facilities inspections completed[1]	100% of 10,020	100% of 7,400	100% of 10,000	N/A	N/A
Valid ozone data collection per year[1]	91% of data	90% of data	90% of data	N/A	N/A
Annual tons of air pollutants reduced from grant-funded projects that remove high polluting vehicles and engines from service[2]	514	350	350	230	230
Process 85% of all permit applications received, for construction of new or modified facilities or equipment, within 60 days of receipt of a complete application[4]	N/A	N/A	N/A	85%	85%

Table Notes

[1] Performance measure will be discontinued in Fiscal Year 2016–17 as target has been consistently met and procedures remain in place to continuously track and meet or surpass target.

[2] Results can vary by year depending on the amount of grant funding available for projects, as determined by the State.

[3] New measure added in Fiscal Year 2016–17 to help protect the health of residents in communities that may be disproportionately affected by air pollution.

[4] New measure added in Fiscal Year 2016–17 to expedite application evaluation and processing, help minimize delays in the applicants' project construction schedules, and ensure a positive customer experience.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing.

Expenditures

Net increase of $10.9 million.

- Salaries & Benefits—increase of $0.3 million as a result of negotiated labor agreements and an increase in retirement contributions, filling previously vacant positions that are offset by a reduction in appropriations to reflect difficulty in filling technical positions.
- Services & Supplies—increase of $0.5 million.
  - Increase of $0.1 million for the demolition and disposal of the old air quality monitoring stations at both the Escondido and downtown San Diego locations.
  - Increase of $0.1 million due to increase in inter-departmental costs.
  - Increase of $0.2 million for building card-key access and window security major maintenance projects.
  - Increase of $0.1 million in vehicle maintenance and information technology costs.
- Other Charges—net increase of $11.2 million.
  - Increase of $10.0 million in the Air Quality Proposition 1B Goods Movement Emission Reduction Program fund due to additional unspent funds from the State for mobile incentives.

- Increase of $1.6 million in the Air Quality Improvement Trust to fund the Carl Moyer VIP program and the Compressed Natural Gas (CNG) school bus tank replacement program.
- Increase of $0.1 million in the Air Quality Power Mitigation fund for the CNG school bus replacement program.
- Decrease of $0.5 million in the Air Quality Carl Moyer fund due to changes in available grant funding.

- Capital Assets Equipment—net decrease of $0.7 million.
  - Decrease of $0.9 million due to one-time laboratory equipment purchases.
  - Increase of $0.2 million for the purchase of new custom trailers to replace existing ones at the Escondido and downtown San Diego air monitoring station locations.
- Operating Transfers Out—decrease of $0.3 million due to changes in available program administration funds for mobile incentives.

Revenues

Net increase of $10.9 million.

- Licenses Permits & Franchises—increase of $1.0 million due to anticipated increases in revenues.
- Intergovernmental Revenues—net increase of $10.2 million.
  - Increase of $10.4 million due to increase in available State funding for mobile incentives.
  - Decrease of $0.2 million due to reduction in one-time grant funding for the Near Road Monitoring Project.
- Charges for Current Services—decrease of $0.1 million due to changes in the accounting of fees for better alignment of revenues with program activity.
- Other Financing Sources— decrease of $0.3 million due to a reduction in the use of Air Quality Improvement Trust funds for operational needs.
- Use of Fund Balance—increase of $0.2 million. A total of $2.6 million is budgeted for use in Fiscal Year 2016–17 as follows:
  - $0.8 million for CNG school bus tank replacement program.
  - $0.4 million for building major maintenance project.
  - $0.4 million for replacement of vehicles.
  - $0.3 million rebudget for Escondido and downtown San Diego air monitoring station relocation expenses.
  - $0.3 million for building replacement.
  - $0.2 million for building card-key access and window security major maintenance project.
  - $0.2 million in LUEG fund balance for electronic inspection forms project.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $12.7 million is due primarily to a decrease of $11.5 million in Other Charges due to a reduction in mobile incentive funds. The Proposition 1B Goods Movement Emission Reduction program anticipates a significant one-time increase in funding during Fiscal Year 2016–17 due to additional unspent funds at the State level. That amount is not anticipated for Fiscal Year 2017–18. A decrease of $0.9 million in Operating Transfers Out is due to reduction in mobile incentives program administration funding. A decrease of $0.3 million in Services & Supplies is due to the completion of building major maintenance projects and Escondido and downtown San Diego demolition and disposal of the old air quality monitoring stations. A decrease of $0.2 million in Capital Assets Equipment is due to the completion of the relocations of both the Escondido and downtown San Diego air monitoring stations offset by an increase of $0.2 million in Salaries & Benefits.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Air Pollution Control District Programs	146.00	146.00	146.00	0.0	146.00
Total	**146.00**	**146.00**	**146.00**	**0.0**	**146.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Air Pollution Control District Programs	$ 49,487,307	$ 47,624,218	$ 58,560,893	23.0	$ 45,833,753
Total	**$ 49,487,307**	**$ 47,624,218**	**$ 58,560,893**	**23.0**	**$ 45,833,753**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 18,017,625	$ 17,613,636	$ 17,961,668	2.0	$ 18,144,211
Services & Supplies	5,730,153	6,165,541	6,662,467	8.1	6,362,467
Other Charges	14,428,991	11,404,503	22,560,702	97.8	11,009,637
Capital Assets Equipment	445,000	1,575,000	851,000	(46.0)	686,000
Fund Balance Component Increases	300,000	300,000	300,000	0.0	300,000
Operating Transfers Out	10,565,538	10,565,538	10,225,056	(3.2)	9,331,438
Total	**$ 49,487,307**	**$ 47,624,218**	**$ 58,560,893**	**23.0**	**$ 45,833,753**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 8,729,927	$ 7,689,927	$ 8,724,765	13.5	$ 9,985,926
Fines, Forfeitures & Penalties	980,000	980,000	980,000	0.0	980,000
Revenue From Use of Money & Property	30,000	30,000	30,000	0.0	30,000
Intergovernmental Revenues	26,122,876	25,277,876	35,503,080	40.5	23,888,397
Charges For Current Services	593,478	676,478	530,028	(21.6)	530,028
Other Financing Sources	10,565,538	10,565,538	10,225,056	(3.2)	9,331,438
Use of Fund Balance	2,465,488	2,404,399	2,567,964	6.8	1,087,964
Total	**$ 49,487,307**	**$ 47,624,218**	**$ 58,560,893**	**23.0**	**$ 45,833,753**

Environmental Health

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality. DEH educates the public to increase environmental awareness and compliance and implements and conducts enforcement of local, state and federal environmental laws when necessary to protect public and environmental health. DEH regulates retail food safety; public housing; public swimming pools; small drinking water systems; mobile home parks; onsite wastewater systems; recreational water; medical and hazardous materials and waste; aboveground and underground storage tanks as well as contaminated site cleanup oversight. In addition, DEH serves as the Solid Waste Local Enforcement Agency, surveys for vector-borne diseases carried by rodents, ticks and mosquitoes and helps to ensure safe workplaces for County employees.

To ensure these critical services are provided, the Department of Environmental Health has 280.00 staff years and a budget of $45.1 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it

  - Coordinated with the Health and Human Services Agency (HHSA) to assist eight potential facilities with their plan check conversions to increase the number of stores offering fresh fruits and vegetables to underserved communities. (HF3)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Evaluated 100% (1,586) of the remaining permitted public pool operators to ensure compliance with new State pool safety regulations which are intended to make public pools safer. Since the new State pool safety regulations took effect January 1, 2015, a total of 4,067 public pool operator inspections were conducted to ensure public pool safety. (SC1)
  - Completed 741 food facility plan checks submitted by operators and 17,558 food facility inspections to ensure compliance with regulations to promote safe communities and improve the quality of life for all consumers. (SC3)
  - Pursued formal enforcement of 30 businesses with Class I violations in order to prevent future hazardous waste spills and exposures. Class I violations are those violations that are willful, intentional, negligent, knowing or should have known, include false documents, violations that pose a significant threat of harm to the environment or human life; chronic violations may also be considered Class I. (SC3)
  - Required drought management plans for each of the 162 DEH-regulated small public water systems by June 30, 2017, to ensure all systems are able to provide clean, safe and reliable water supplies. Developed drought plan templates for the public water system operators. Of the 162 DEH-regulated small public water systems, 81 plans were received in Fiscal Year 2015–16. The remaining 81 plans will be submitted by June 30, 2017. The drought management plans will assist public water systems

operators in preparing for, identifying, and responding to drought or other conditions where water supplies are limited. (SC3)

- Provided and installed two sharps collection kiosks at County Sheriff stations in the unincorporated community of 4S Ranch and City of Encinitas to enable residents to properly dispose of their sharps waste (needles, syringes and lancets). The kiosks will be fully operational by early Summer 2016. (SC3)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Streamlined the permitting process for local fishermen by providing guidelines and reducing regulations which will boost the local seafood industry and provide safe and fresh seafood to the residents creating a sustainable and thriving environment. The County of San Diego sponsored legislation to establish the Fishermen's Market chapter in the Health and Safety code (HSC). AB 226 was signed into law by the Governor on October 8, 2015, and added Chapter 12.7 to the HSC, establishing operational and permitting requirements for fishermen's markets, supporting direct sales of freshly caught fish to consumers throughout the state. (SE1)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Monitored/inspected 99% (1012 of 1022) of underground storage tanks (USTs) that hold hazardous materials and hazardous wastes. Conducting annual inspections of USTs helps reduce pollution to groundwater and natural resources.
  - Promoted wastewater treatment alternatives that will enhance land development opportunities while preserving resources and protecting public health. This was accomplished by providing three training workshops for onsite wastewater system contractors and engineers and by providing two alternative onsite wastewater presentations to stakeholders groups.
  - Participated in the California Environmental Quality Act (CEQA) Environmental Review Process to raise awareness, and reduce the potential for, creating mosquito breeding sources that could result from proposed development projects (directly or indirectly). The Vector Control Program reviewed over 20 environmental documents and submitted comments on 11 projects since July 1, 2015.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Provided 10 recreational water quality training classes to surfing or other ocean sports enthusiasts, personnel of local military bases, and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs). The trainings enabled these group members to make informed decisions about where and when it is safe to enter the water and how to find current information regarding local beach water quality. (SE5)

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided financial literacy training to 25%, 69 of DEH's 280 employees surpassing the goal of 10% of our employees. This training promoted employees' understanding and individual contributions to the County's fiscal stability. (OE2)
  - Developed and pursued regional partnerships to enhance home-generated sharps collection infrastructure to ensure safety to San Diego county residents. DEH reached out to multiple stakeholders including cities, solid waste hauling and disposal industry representatives, the Biomedical industry (BioCom), health care providers/associations, HHSA, local non-profits and others to identify needs for sharps collection infrastructure. DEH established a "Safe Sharps Disposal Working Group" with representatives from these key stakeholders and worked on identifying current collection opportunities and gaps in services. Through this group, opportunities to improve information services regarding proper sharps disposal (including DEH's contracted Household Hazardous Waste Public Education provider) were identified and locations for future kiosk placement (where services are currently limited) were suggested.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilized data to ensure a comprehensive aerial green swimming pool identification program to reduce urban mosquito breeding sources which leads to superior customer service. The Vector Control Program utilizes aerial surveillance to identify and investigate green swimming pools that if left untreated could pose a serious health risk. DEH utilized previous flight data to identify areas where green pool surveillance had not been conducted. This analysis and effort aided in the reduction of urban mosquito breeding sources and potential risk of West Nile virus. (OE3)
  - Utilized existing tools and developed two new reports to track violations and ensure businesses return to compliance for hazardous materials and hazardous waste violations in a timely manner. (OE3)

- The ability to provide the public with instant access to site clean-up and monitoring well permit case files online was not accomplished in Fiscal Year 2015–16 due to unanticipated enterprise software challenges that prevented the proper indexing of files. This technology is anticipated to create both time efficiencies and costs savings for both the public and County staff. Due to these benefits, DEH will continue this effort with an anticipated completion date of June 30, 2017. (OE4)
- Hazardous Materials Division exceeded State mandated Unified Program inspection frequencies by 51% (1,427 of 2,798). More frequent inspections lead to better compliance and ultimately, improved environmental qualities. The Unified Program include facilities that are required to obtain a permit due to their activities that fall under one or more of the six environmental program elements within California.

- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to implement the County's Customer Experience Initiative in the department and worked with all DEH employees to use a positive approach to provide customers with a positive experience. DEH implemented various customer service initiatives to bolster a positive customer service culture by creating a peer-to-peer award program to identify and recognize employee achievements; continue to promote the Customer Experience Initiative through various marketing campaigns such as posters, notecards, and certificates; featured stories showcaseing when employees have utilized H.E.A.R.T. in DEH quarterly newsletters; provided divisional all-hands customer service presentations and trainings; and celebrated positive customer feedback on a monthly basis. (OE5)

2016–18 Objectives

Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - According to the Centers for Disease Control and Prevention (CDC) each year approximately one in six Americans (or 48 million people) get sick, of these 128,000 are hospitalized, and 3,000 die of foodborne diseases. The top five major risk factors observed during routine retail food facility inspections conducted in the San Diego region during Fiscal Year 2014–15 were: improper holding temperatures, food contact surfaces not clean and sanitized, hot or cold potable water not available, improper cooling methods, and the presence of vermin. DEH is committed to preventing foodborne illness in the region through various food safety program activities with the goal of reducing risk factor violations that contribute to foodborne diseases by 5% (95 of 1,903) in San Diego County during Fiscal Year 2016–17. This goal will be supported by:
    - Reviewing 100% of plans submitted for all new and remodeled retail food facilities within an average of 10 business days.
    - Ensuring that all types of retail food facilities in the county are inspected at a minimum annually.
    - Responding to 100% of reported foodborne illness complaints within 3 business days.
  - According to the Centers for Disease Control and Prevention (CDC) in the past two decades, there has been a substantial increase in the number of recreational water illness outbreaks associated with swimming. Well maintained public pools can reduce the risk of recreational water illness. DEH is committed to preventing the risks associated with the use of public pools in the county. Through its various program activities, DEH has the goal of working with pool operators to achieve a reduction of 5% (68 of 1,357) in the number of pool closures due to serious health code violations such as improper chlorine levels during Fiscal Year 2016–17. This goal will be supported by:
    - Reviewing 100% of plans submitted for all new and remodeled public pools within an average of 10 business days.
    - Responding to all public pool-related complaints within three business days.
    - Inspecting 100% of (4,069) public pools at a minimum annually.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Worldwide, nearly 4 million people die each year from various mosquito-borne diseases. By monitoring and reducing mosquito populations, DEH protects public health and promotes an environment where residents can enjoy parks, open spaces and other outdoor activities. In 2015, there were 43 people in the San Diego region who were diagnosed with West Nile Virus (including three "probable" and 40 confirmed cases). The goal of DEH, in collaboration with the County's Health and Human Services Agency's Public Health Services, through the implementation of various program activities, is to reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people. The state reports the disease levels (1 per 100,000 people) based on a calendar year frequency. (SC3)

    This goal will be supported by:
    - Preventing sustained increases in mosquito populations

through bi-weekly trapping during April and October.
- Routine monitoring, and application of larvicide treatments if warranted, at known breeding sources at a frequency in accordance with duration of active ingredients.
- Conducting targeted outreach based on number of calls, types of service requests and complaint type to identify, reduce or eliminate mosquito breeding sources.
- Responding to 100% of reported cases of mosquito-borne disease within 24 hours of receiving notification from Public Health Services.
- Implementing mosquito control within 48 hours of high tide events at 100% of lagoons, estuaries, and refuges.

- With approximately 14,000 permitted Unified Program facilities of hazardous materials handlers, hazardous and medical waste generators, underground storage tanks, aboveground storage of petroleum, DEH protects public health and the environment from improper handling, storage, and transportation of hazardous materials and the illegal disposal of hazardous and medical wastes. (SC3)
  This goal will be supported by:
  - Identifing unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout San Diego County to ensure safe communities and consistent regulation of all facilities.
  - Increasing the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 95% (13,034 of 13,720) by assisting facilities with submittals during inspections or workshops, to provide accurate and reliable information for first responders in the event of an emergency.
  - Increasing the overall compliance rate for facilities with violations at or above 90% by tracking outstanding violations and following up with facilities to ensure effective implementation of the Unified Program.
  - Notifying underground storage tank operators at least one month prior to their annual certification date to decrease the number of violations related to annual underground storage tank monitoring certifications by 20% (53 to 42 violations) in order to prevent releases of hazardous materials to the environment.
- DEH's Small Drinking Water Systems program protects public health by helping water system owners and operators provide pure, safe and reliable drinking water by preventing waterborne diseases, identifying risks of bacteriological, chemical and/or radiological contamination, conducting inspections, providing technical assistance, and working in partnership with the small drinking water systems in San Diego County, in response to the California declared State of Emergency related to prolonged drought conditions. DEH has a goal of requiring drought management plans for all 162 DEH regulated small public water systems by June 30, 2017. (SC3)
  - Of the 162 DEH-regulated small public water systems, 81 plans were received in Fiscal Year 2015–16. The remaining 81 plans will be submitted by June 30, 2017.

Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Our beaches are a precious natural resource to those that live and visit San Diego County. Poor water quality at our beaches not only threatens the health of swimmers and beachgoers but also hurts San Diego's ocean-dependent economy. DEH protects the public health of millions of residents and visitors each year through beach water testing, public education, outreach, and beach postings. Beach postings can include water contact advisories and closures when necessary. A goal of DEH is to provide the public access to beach water quality information that is reliable, quickly understandable, and available 24/7 to enable the public to make informed decisions about when it is safe to enter the water. (SE5)
    This goal will be supported by:
    - Monitoring the County's beaches to protect public health and warn the public when water quality may cause illness by sampling and analyzing data from 45 locations weekly (April 1 – October 31) and at 16 high risk sites weekly (November 1 – March 31).
    - Increasing the annual web traffic on the Beach and Bay Water Quality web page by 100% (100,000 to 200,000 web hits).
    - Providing 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). The trainings will enable these groups to make informed decisions about where and when it is safe to enter the water and how to find current information regarding local beach water quality.
    - Leading a multi-disciplinary stakeholder workgroup to develop a rapid beach water quality testing method for use in California. Develop a beach vetting process and gain approval for the rapid testing method to be used at San Diego County beaches by April 1, 2017. The beach vetting process is required to ensure that rapid beach water quality testing methods are equivalent to existing testing methods and protective of public health.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - DEH will increase innovation by adding eForm technology to at least one additional program, and improve data quality, customer service and program operations. (OE3)
  - DEH will increase public access to information online and meeting customer requests for information ensuring consistency, transparency and customer confidence by providing instant online access to over 200,000 hazardous waste site clean-up case files and monitoring well permit files to save time and reduce costs to the public and staff. (OE4)
- Align services to available resources to maintain fiscal stability
  - Work towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes that are offered by LUEG or County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.

Related Links

For additional information about the Department of Environmental Health, refer to the website and Facebook page at:

- www.sdcounty.ca.gov/deh
- www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Reduce risk factor violations that contribute to foodborne diseases by 5%[9]	N/A	N/A	N/A	5%	5%
Reduce the number of pool closures due to serious health code violations by 5%[10]	N/A	N/A	N/A	5%	5%
Respond to service calls about mosquitoes, rats and flies by contacting complainants within three days[1]	97% of 3,725	N/A	N/A	N/A	N/A
Mosquito service calls closed within 21 days or less after initial contact[1]	98% of 2,077	N/A	N/A	N/A	N/A
Each of the 162 DEH-regulated small public water systems will have a Drought Management Plan in place by June 30, 2 017, to ensure all small public water systems are able to provide clean, safe and reliable water supplies[5]	N/A	50% of 162	50% (81 of 162)	100%	N/A
Evaluate 100% of pool operators to ensure compliance with new state pool safety regulations which are intended to make public pools safer[6]	N/A	100%	100% (1,586 of 1,586)	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 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[8]	N/A	N/A	1.15 cases per 100,000 for Calendar Year 2015	1.0 cases per 100,000 for Calendar Year 2016	1.0 cases per 100,000 for Calendar Year 2017
Increase the number of CERS submittals for permitted facilities in Unified Program to 95%[11]	N/A	N/A	N/A	95%	97%
Increase the overall compliance rate for Unified Program facilities with violations at or above 90%[12]	N/A	N/A	N/A	90%	90%
Decrease the number of violations related to annual underground storage tank (UST) monitoring certifications by 20%[13]	N/A	N/A	N/A	20% of 53	20% of 42
Percentage of all plans and permits for installation, repair, and removal of UST reviewed and approved within 10 working days of receiving a complete application[3]	70% of 302	N/A	N/A	N/A	N/A
Provide 10 recreational water quality training classes each year to surfing or other ocean sports enthusiasts, personnel of local military bases and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs)[7]	N/A	10	10	10	10
Average number of days to complete review of septic system layouts[2]	12	N/A	N/A	N/A	N/A
Review and respond to all Local Oversight Program (LOP) reports and work plans within 60 days[4]	97% of 561	N/A	N/A	N/A	N/A
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days[1]	100% of 417	N/A	N/A	N/A	N/A
Increase annual web traffic on the beach and bay water qualitytt web page by 100%[14]	N/A	N/A	N/A	100% (100,000 to 200,000)	N/A

Table Notes

[1] This measure was discontinued effective Fiscal Year 2015–16 as the goal had been met or exceeded for the last three fiscal years. This measure continues to be tracked internally.

[2] This measure was established when the average number of days to complete review was 28 days. Since an improved service level had consistently been achieved, this measure was discontinued effective Fiscal Year 2015–16. This measure continues to be tracked internally.

[3] This measure was discontinued effective Fiscal Year 2015–16 and has been replaced by objectives focused on increasing return to compliance rates for Certified Unified Program Agency facilities with violations and decreasing the number of violations related to annual underground storage tank monitoring certifications.

[4] This measure was discontinued effective Fiscal Year 2015–16 due to the State's reduction in funding and case referral for this program.

[5] This measure was added in Fiscal Year 2015–16 to support the strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*. This performance measure will be discontinued in Fiscal Year 2017–18 as all 162 DEH-regulated small public water systems will have a Drought Management Plan in place by June 30, 2017.

[6] DEH achieved the goal of evaluating 100% of pool operators to ensure compliance with new state pool safety regulations by the end of Fiscal Year 2015–16. While DEH continues to inspect 100% of public pools at least once annually, a new performance measure will replace this one to focus on the reduction of the number of pool closures due to serious health code violations.

[7] Provide 10 training classes to enable these group members to make informed decisions about where and when it is safe to enter the water and how to find current information regarding local beach water quality.

[8] This is a new Performance Measure beginning Fiscal Year 2016–17. Imported and locally acquired West Nile virus cases in 2015 for San Diego County was 1.3 per 100,000 people and the California total was 1.94 per 100,000 people. In 2014, the San Diego County total was 0.35 per 100,000 people and the State of California total was 2.11 per 100,000 people. The state reports the disease levels based on a calendar year frequency.

[9] This is a new Performance Measure beginning Fiscal Year 2016–17. Major risk factors that contribute to foodborne illness include: improper holding temperatures, food contact surfaces not cleaned and sanitized, hot and cold potable water not available, improper cooling methods, presence of vermin.

[10] This is a new Performance Measure beginning Fiscal Year 2016–17. Work with pool operators to reduce the number of pool closures due to serious health code violations such as improper chlorine levels.

[11] This is a new Performance Measure beginning Fiscal Year 2016–17. CERS is a statewide web-based system to support CUPAs in electronically collecting and reporting various hazardous materials-related data. State law requires that all permitted facilities submit their information into CERS. DEH will continue to focus on assisting Unified Program facilities with CERS submittals during inspections.

[12] This is a new Performance Measure beginning Fiscal Year 2016–17. Facilities that are required to obtain a permit due to their activities that fall under one or more of the six environmental program elements within California. The purpose of this goal is to track and return Unified Program facilities back into compliance by resolving their outstanding violations.

[13] This is a new Performance Measure beginning Fiscal Year 2016–17. DEH's goal is to provide additional notifications to the underground storage tank operators prior to their annual certification date to decrease the number of violations related to annual underground storage tank monitoring certifications in order to prevent releases of hazardous materials to the environment.

[14] This is a new Performance Measure beginning Fiscal Year 2016–17. DEH will provide the public access to beach water quality information that is reliable, quickly understandable, and available 24/7 to enable the public to make informed decisions about when it is safe to enter the water. DEH will continue an outreach program to promote increased awareness of beach water quality and available information through its website. While this goal will be discontinued effective in Fiscal Year 2016–17, the department will continue to monitor the amount of activity that the web page receives annually.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing.

Expenditures

Net decrease of $1.1 million.

- Salaries & Benefits—net decrease of $0.1 million. Increase of $0.6 million as a result of labor agreements and an increase in retirement contributions. This is offset by a decrease of $0.2 million for anticipated salary savings from vacancies and modified positions and $0.5 million due to a reduction in temporary help and overtime in the Hazardous Materials Division related to a one-time project.
- Services & Supplies—net decrease of $1.1 million. Decrease of $1.3 million in Information Technology costs related to the implementation of e-Forms software and use of HP engineer-

ing services in the prior year. This is offset by an increase of $0.2 million due to fleet maintenance and depreciation costs and various other accounts.

- Capital Assets Equipment—increase of $0.3 million is related to Homeland Security 2015 grant for purchase of fixed assets for the Hazardous Incident Response Team.
- Expenditure Transfer & Reimbursements—decrease of $0.2 million due to reimbursements the department receives for providing veterinarian services to Public Health Lab and community events coordination.

Revenues

Net decrease of $1.1 million.

- Licenses, Permits & Franchises—net decrease of $0.3 million. Increase of $0.1 million due to additional revenue for spectic and grading construction, decrease of $0.2 million due to a reduction of the number of anticipated permits to be issued for hazardous materials, and a decrease of $0.2 million for a reduction of expedited services as a result of a business process re-engineering in the plan check program that streamlined services and enhanced customer service.
- Intergovernmental Revenues—net increase of $0.4 million. Increase of $0.3 million due to a Homeland Security grant for emergency response equipment and $0.2 million due to a State Water Resources Control Board revenue agreement for beach water monitoring offset by a decrease of $0.1 million in various revenue accounts for State grants.
- Charges for Current Services—net decrease of $0.7 million. Decrease of $0.2 million in State contract for the Local Oversight Program, decrease of $1.2 million for trust fund reimbursements which funded one-time completed projects, decrease of $0.2 million due to a technical adjustment for the accounting of the State Water Monitoring contract and a decrease of $0.1 million for reimbursement of services provided to the Road Fund, capital projects and Internal Service Funds offset by an increase of $0.9 million for the reimbursement of Vector Control Program Benefit Assessment related costs.
- Fund Balance Component—net decrease of $1.0 million due to completion of one-time projects.
- Use of Fund Balance—net increase of $0.4 million. A total of $0.7 million budgeted includes LUEG fund balance of $0.5 million for information technology projects; and rebudgets of $0.1 million for projects related to data imaging and the development of an Onsite Wastewater Treatment Program in the Land Water Quality Division; and $0.1 million to offset tribal liaison costs and fire victim permit fee waivers.
- General Purpose Revenue—increase of $0.1 million due to negotiated labor agreement increases and an increase in retirement costs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

A net decrease of $1.0 million. The decrease of $0.8 million is primarily due to a reduction in Service & Supplies for the completion of one-time projects and a decrease of $0.2 million in Capital Assets Equipment due to the completion of a Homeland Security Grant.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Environmental Health	280.00	280.00	280.00	0.0	280.00
Total	**280.00**	**280.00**	**280.00**	**0.0**	**280.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Environmental Health	$ 46,661,684	$ 46,148,371	$ 45,081,910	(2.3)	$ 44,103,202
Total	**$ 46,661,684**	**$ 46,148,371**	**$ 45,081,910**	**(2.3)**	**$ 44,103,202**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 31,160,613	$ 31,177,500	$ 31,098,727	(0.3)	$ 31,076,721
Services & Supplies	15,519,071	14,955,871	13,823,870	(7.6)	13,068,912
Capital Assets Equipment	132,000	170,000	461,744	171.6	260,000
Expenditure Transfer & Reimbursements	(150,000)	(155,000)	(302,431)	95.1	(302,431)
Total	**$ 46,661,684**	**$ 46,148,371**	**$ 45,081,910**	**(2.3)**	**$ 44,103,202**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 21,140,400	$ 22,057,147	$ 21,811,503	(1.1)	$ 22,023,480
Fines, Forfeitures & Penalties	318,094	291,915	269,315	(7.7)	269,315
Intergovernmental Revenues	3,232,977	3,371,545	3,762,457	11.6	3,681,539
Charges For Current Services	19,010,000	18,635,863	17,900,326	(3.9)	17,348,997
Miscellaneous Revenues	1,130,502	120,000	100,000	(16.7)	100,000
Fund Balance Component Decreases	1,421,854	1,366,743	379,071	(72.3)	679,871
Use of Fund Balance	407,857	305,158	709,619	132.5	—
General Purpose Revenue Allocation	—	—	149,619	0.0	—
Total	**$ 46,661,684**	**$ 46,148,371**	**$ 45,081,910**	**(2.3)**	**$ 44,103,202**

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

University of California Cooperative Extension

Mission Statement

The University of California Cooperative Extension (UCCE) (formerly known as the Farm and Home Advisor) brings together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.

Department Description

The UCCE (formerly known as Farm and Home Advisor) 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. UCCE and the County of San Diego have had a long standing Memorandum of Understanding since 1957, through which the County provides General Fund support for UCCE staff to provide services as described above to the County and the residents of the county, office space, and utilitiy costs.

To ensure these critical services are provided, the UCCE is staffed by twenty-eight employees from the UCCE with a County contribution of $1.0 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - In collaboration with groups and agencies including the San Diego County Office of Education Quality Preschool Initiative, the San Diego Hunger Coalition and the Alliance for African Assistance, Promise Neighborhood, YMCA, and military sites, conducted nutrition education for an estimated 525 low-income families with children, exceeding our goal of 500, 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 residents with local food sources, nutrition education, and nutrition assistance. (HF2)
    - Assessed individuals and family behavioral changes by collecting data on an estimated 415 families related to food resource management practices, nutrition and food safety practice and positive dietary changes. Eighty-one percent of participants made positive dietary changes including: making healthy food choices, reading nutrition labels, planning meals, and preparing food without adding salt.
  - In collaboration with many local elementary schools, including Chesterton, King Chavez, Olive, South Oceanside, and Cherokee Point, conducted nutrition education for children and youth from low income and limited resource families to promote nutrition and physical activity for a healthy lifestyle that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease. (HF2)

- Educated approximately 2,600 youth, exceeding our goal of 2,000, through education and outreach activities. Assessed behavior changes through the collection of data on 59% of youth participants. Sixty percent of youth made positive behavior changes including knowing what constitutes a healthy snack, the foods in each of the food groups, what constitutes physical activity and to wash hands before eating.
- Disseminated science-based food safety information to over 169 consumers and hundreds of listeners via UC Cooperative Extension Spanish radio which was then sent to over 110 Spanish language stations and blogs on issues including home food preservation to help prevent costly – yet preventable – foodborne illnesses such as *salmonella* and *E. coli*. (HF2)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruited and trained 390 adult and teen 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5–19 years which will enable youth to reach their full potential as competent, confident leaders of character who contribute and are connected to their communities. (SC1)
    - One thousand eight hundred eighty-nine youth under the age of 18 completed 6 hours of hands-on instruction in each area of study such as beekeeping, gardening, robotics, ham radio, theater, biological sciences, communications and expressive arts, animals, community/volunteer service, environmental education/earth sciences, and food and nutrition and health. Most youth completed multiple areas of study.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Completed the statewide needs assessment to identify production and business needs and educational gaps for new or established urban farmers. The results were published in "Gearing up to support urban farming in California: Preliminary results of a needs assessment" and were used to guide the development of the Urban Agriculture website http://ucanr.edu/sites/UrbanAg/ which contains research-based and useful information. (SE1)
  - In collaboration with groups such as the San Diego County Farm Bureau, the California Farm Labor Contractor Association and the U.S. Department of Agriculture (USDA) Risk Management Agency, provided business and risk management education to over 100 agricultural producers in areas such as financial management, food safety, and business management through two outreach activities including workshops and training to the agricultural community. (SE1)
  - Continued to conduct research project on high-density avocado plantings to maintain the viability and profitability of avocado production in the San Diego region. The first harvest of avocados yielded almost double the number of pounds as the tradition planting method and used slightly less water. (SE1)
  - Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction by training 86 Neighborhood House Head Start staff to provide financial empowerment to their clients and families, thereby extending financial self-sufficiency knowledge to hundreds of families. (SE1)
  - In cooperation with various produce distributors, expanded market opportunities for agricultural producers in the San Diego region through agricultural tourism, direct marketing, and value added activities that assisted with increasing business confidence by conducting outreach activities to agricultural producers. Disseminated the information to 222 agricultural producers via a produce distributor tour, workshops and field days. Ninety-eight percent agreed that the workshops improved their knowledge and ability to manage risks impacting their farm business.
  - Supported the development and updating of agricultural related policies, legislation and regulations, technical research and analysis, provided subject matter expertise and participated in briefings and public hearings by attending, serving, and when needed, advising the Regional Advisory Committee, San Diego Integrated Regional Water Management Program.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Identified threats to water supply systems from pollution, invasive species, and climate change and developed management practices that aided growers in meeting the regulatory requirements of federal, State, and local laws and that also considered the local climate, land use issues and other resource constraints by successfully completing the Rainbow Creek Nutrient Source Reduction Program aimed at reducing the amount of nitrogen and posphorus agricultural runoff into Rainbow Creek.
  - Provided over 52,400 residents and the agricultural community concrete ways and methods to reduce water usage and/or Total Maximum Daily Load (TMDL) impacts through four outreach activities, displays and collaborations including the Flower Fields exhibit, Master Gardener 2016 Seminar, and San Diego Gas & Electric (SDG&E) Environmental Services.
  - Identified threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change and provided concrete ways to reduce these threats to riparian

ecosystems via eight outreach activities, exceeding the goal of three. In collaboration with the County Library, approximately 450 attendees attended the workshops at several libraries with over 95% indicating they learned two or more least toxic pest management methods, techniques or ideas they will use in the future.

- Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental horticultural and landscapes though 11 outreach activities, exceeding our goal of four. In collaboration with groups such Agriculture, Weights and Measures, the San Diego County Farm Bureau, the Native American tribal community, and Cal Fire, over 610 nursery and ornamental horticulture growers, residents and agricultural community members attended the workshops. In one survey, 100% of the respondents indicated they were very likely to share the information learned at the workshop with others. Additionally, a volunteer Goldspotted Oak Borer monitoring tree survey group was established.
- Maintained, supported and managed the volunteer Master Gardener program and provided research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents via approximately 2,213 office consultations, exceeding our goal of 400, about 155 educational exhibits, exceeding our goal of 10 and approximately 16,285 hours of volunteer service exceeding the goal of 4,000. The total savings for the volunteered hours amounted to over $375,500.
- Encouraged the adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborated with Department of Parks and Recreation and Agriculture, Weights and Measures to encourage management or eradication of invasive plants through outreach activities and utilized large-scale field demonstrations through continued work on the invasive plant Medusahead at the Santa Ynez Reserve in the Santa Ysabel area.
- In collaboration with Agriculture, Weights and Measures, U.S. Fish & Wildlife Services and the San Diego Weed Managament Area, educated over 200 natural land owners, managers and staff on appropriate invasive plant control methods through six outreach activities including presentations and field trips at the Pala Youth Camp on the Pala Reservation. An average of 45% of respondents indicated they increased their knowledge about riparian management and obtained information necessary to effectively make decisions in their riparian management.

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases such as diabetes, heart disease and high blood pressure through lifestyle change related to diet and physical activity residents with local food sources, nutrition education, and nutrition assistance. (HF2)
  - Conduct nutrition education for 2,000 children and youth from low income and limited resource families to promote nutrition and physical activity for a healthy lifestyle that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease. (HF2)
  - Disseminate science-based food safety information to consumers on issues including home food preservation. (HF2)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruit and train 350 adult and teen 4-H volunteers to deliver positive youth development experiences to youth ages 5–19 years which will enable youth to reach their full potential as competent, confident leaders of character who contribute and are connected to their communities. (SC1)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Provide business and risk management education to agricultural producers in areas such as financial management, food safety, and business management through a minimum of two outreach activities to the agricultural community. (SE1)
  - Conduct research projects on high-density avocado plantings to maintain the viability and profitability of avocado production in San Diego County. (SE1)
  - Assist families in achieving and maintaining financial self-sufficiency through household savings and debt reduction through a minimum of two outreach activities to San Diego County residents, various agencies, and other cooperators. (SE1)
  - Expand market opportunities for agricultural producers in San Diego County through agricultural tourism, direct marketing, and value added activities to assist with increasing business confidence by conducting four outreach activities to agricultural producers.

- Develop and implement a new a training program for returning and disabled veterans on agricultural production systems, entrepreneurship, and business management using different knowledge transfer strategies. Collaborate with sustainable food systems stakeholders as well as veteran groups and agriculture support groups.
- Support the development and updating of agricultural related policies, legislation and regulations, technical research and analysis, providing subject matter expertise and/or participating in briefings and public hearings.

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Provide residents and the agricultural community concrete ways or methods to reduce water usage and/or Total Maximum Daily Load (TMDL) impacts through a minimum of four outreach activities.
  - Identify threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change and provide a minimum of three outreach activities to residents and other collaborators providing concrete ways to reduce these threats to riparian ecosystems.
  - Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental horticultural and landscapes though a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
  - Maintain, support and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents through a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.
  - Encourage adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborate with Department of Parks and Recreation to encourage management or eradication of invasive plants through outreach activities and utilize large-scale field demonstrations.
- Educate natural land owners, managers and staff on appropriate invasive plant control methods through a minimum of five outreach activities including presentations

Related Links

For additional information about the Univeristy of California Cooperative Extention refer to:

- http://www.sandiegocounty.gov/fha

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Staff provided administrative assistance for projects, grants and contracts (# projects/total $ value of projects, grants, and contracts)[1]	46 projects/ 2,194,626	45 projects/ $2,500,000	41 projects/ $1,851,180	45 projects/ $2,000,000	45 projects/ $2,000,000
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety[2]	1,320 families	500 families	525 families	500 families	500 families
Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours)[3]	1,285 vol/ 269,075 hours	1,000 vol/ 250,000 hours	1,300 vol/ 260,000 hours	1,200 vol/ 250,000 hours	1,200 vol/ 250,000 hours
Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	4 projects	4 projects	4 projects	4 projects	4 projects

Table Notes

[1] There is a dip in the number of projects due the completion of some projects and pending confirmation that funding has been approved for five additional projects. Status should be known by the end of Fiscal Year 2015–16.

[2] Adopted participant numbers for performance measures in nutrition education are set by State-funded contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding.

[3] Contributing to the increase in Fiscal Year 2015–16 volunteer hours were a larger number of Master Gardener volunteers, a "Seminar 2016" and "Fall Plant Sale and Marketplace" both organized by the Master Gardeners, and a Volunteer Middle Management program coordinated by 4-H. Both Master Gardener events required hundreds of additional volunteer hours for the collaboration, organization, set-up and take-down. The 4-H Volunteer Middle Management Board is comprised of volunteer board members that oversee the 4-H finances, projects, expansion, etc. and they meet quarterly. As this is the first year of a complete board, more volunteer time was needed to get up to speed with 4-H issues.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of $0.2 million

- Services & Supplies—increase of $0.2 million for one-time projects.

Revenues

Net increase of $0.2 million

- Use of Fund Balance—A total of $0.2 million of LUEG fund balance is budgeted for:
  - $0.1 million for Polyphagous Shot Hole Borer education and outreach.
  - $0.1 million for training of disabled veterans in limited space to develop skills in agricultural production.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

A decrease of $0.2 million is due to the anticipated completion of one-time projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
University of California Cooperative Extension	0.00	0.00	0.00	0.0	0.00
Total	**0.00**	**0.00**	**0.00**	**0.0**	**0.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
University of California Cooperative Extension	$ 853,058	$ 869,971	$ 1,046,921	20.3	$ 869,971
Total	**$ 853,058**	**$ 869,971**	**$ 1,046,921**	**20.3**	**$ 869,971**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 853,058	$ 869,971	$ 1,046,921	20.3	$ 869,971
Total	**$ 853,058**	**$ 869,971**	**$ 1,046,921**	**20.3**	**$ 869,971**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Use of Fund Balance	—	—	176,950	0.0	—
General Purpose Revenue Allocation	853,058	869,971	869,971	0.0	869,971
Total	**$ 853,058**	**$ 869,971**	**$ 1,046,921**	**20.3**	**$ 869,971**

Parks and Recreation

Mission Statement

We enhance the quality of life in San Diego County by providing exceptional parks and recreation experiences and preserving significant natural resources.

Department Description

The Department of Parks and Recreation (DPR) enhances the quality of life for county residents and visitors of all ages. DPR promotes health and wellness, safe communities, and civic pride through thousands of programs system-wide, including events and activities, recreation centers and state-of-the-art sports complexes. The County's award-winning park system includes 36 local and 19 regional parks, 8 camping parks, more than 360 miles of trails, fishing lakes, ecological preserves, botanic gardens, and open space preserves. DPR operates and manages more than 48,000 acres of parkland and 11 historic park sites that foster an appreciation of nature and history. Park facilities are open year-round and departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth.

To ensure these critical services are provided to millions of visitors each year, the Department of Parks and Recreation has 180.00 staff years and a budget of $38.6 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - □ Partnered with a military organization to create three programs such as the El Capital Preserve Warrior Challenge and the Stelzer Park Vets and Pets, that provide a therapeutic component through outdoor recreational or work experiences for those with traumatic exposures. (HF1)

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - □ Supported the availability of healthy food in communities through agricultural leases, community gardens, orchard donations, and education programs. (HF2)
    - ◆ Improved healthy eating education by publishing two brochures, three articles and five social media posts for the "Different Food For Different Activities" campaign to promote proper food for pre- and post- recreational activities.
    - ◆ Partnered with the Health and Human Services Agency to acquire produce from local food sources such as San Diego Hunger Coalition, Feeding America and multiple school districts within the County to serve snacks at Lakeside REC Club, Spring Valley REC Club and Fallbrook After School Education and Safety Program.
    - ◆ Provided residents with opportunities to access healthy local foods by providing a mobile farm stand at the Waterfront Park.
- 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
  - □ Alignment of the Parkland Dedication Ordinance (PLDO or Ordinance) with *Live Well San Diego* through the update of the Ordinance to ensure that the active recreational needs of residents in new planned communities was not completed; stakeholder outreach requested by the Board of Supervisors (BOS) is being conducted, and comments will be reported back to the BOS by June 2016. (HF4)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*

- Increased employee education and activity through the support of *Live Well San Diego*. (HF5)
  - Incentivized employee participation in *Live Well San Diego* by hosting at least four fitness/wellness based recreational events such as the Valor-Warrior Challenge through a partnership with the Department of Human Resource's Wellness Program and County Employee Resource Groups.
  - Promoted County parks by posting 20 features on the County's intranet site and InSite, by highlighting park amenities that appeal to specific age groups and activity levels of employees and their families.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Improved quality of life for all residents through the planning, construction, and maintenance of safe, healthy, and inclusionary opportunities throughout the County park system. (SC1)
    - Increased park accessibility and safety for users of all abilities by creating an Americans with Disabilities Act (ADA) Transition Action Plan that identifies and prioritizes improvements at 20 parks.
    - Reduced the number of days grass fields are closed for maintenance by converting one athletic field to synthetic turf at Pine Valley Park, which will allow 60 additional days of field use leading to an increase in overall health of field users based on research showing that life expectancy is increased by two hours for every one hour of exercise.
    - Continued to develop a comprehensive network of safe and accessible non-motorized transportation throughout the region by connecting three new and existing trails in Lakeside, Tijuana River Valley and Santa Ysabel with adjacent trail networks, regional trails, bikeways, and pathways.
    - Increased safety for staff and visitors at County parks by ensuring all major improvement projects incorporate Crime Prevention Through Environmental Design standards for safe access, improved visibility, lighting, and building locations.
    - Increased active uses of existing County parks through the completion and implementation of five Active Living Assessments at Eucalyptus, Spring Valley, Felicita, El Monte and Flinn Springs parks. Assessments determine strengths and weaknesses of parks and help develop planning tools for future development.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Fostered positive development of youth through the creation of five additional recreation programs and services such as Intergenerational Pickle Ball, Youth Yoga, Hula and Beginning Guitar that increased physical, intellectual, social and/or emotional abilities. (SC6)
  - Developed a sustainable native plant nursery in partnership with the Sheriff's Community Involved Vocational Inmate Crew Services program to provide opportunities for inmates to gain marketable landscaping skills to reduce recidivism and supported DPR's landscape and native plant restoration projects. (SC7)

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promoted an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water and outdoor experiences.
    - Ensured early detection and treatment of Gold Spotted Oak Borer infestations to mitigate negative impacts such as increased wildfire risks and loss of shade canopy by developing and implementing an integrated pest management plan through collaboration with regional and state partners at eight park locations, exceeding the goal of seven locations.
    - Conserved resources and reduced the carbon footprint of park facilities by implementing the next phase of DPR's Water Conservation and Energy Efficiency Plan through construction of porous paving parking lots and synthetic turf conversions at Pine Valley Park, electrical upgrades at El Monte, Dos Picos and Potrero parks, and initiated the installation of photovoltaic systems at Sweetwater Summit and Lakeside Teen Center.
  - Continued regional leadership in land management, responsible stewardship, preservation education and biological monitoring of open space preserves while meeting recreational needs of the present without compromising the needs of future generations.
    - Demonstrated our open space preserves are thriving by continuing the implementation of and initiated reporting on the Comprehensive Monitoring Plan of 10 County preserves, which monitors changes to habitat and species over time.
    - Promoted responsible stewardship and land management through three presentations to regional and stakeholder groups such as San Diego Management and Monitoring Program, Regional Water Quality Control Board and SANDAG reporting both annual trends and challenges in preservation and restoration efforts.

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Identified recreational opportunities and amenity needs for each Local Park Planning Area by creating a Park Master Plan and Needs Assessment Survey. (SE4)
  - Expanded and encouraged the use of DPR programs in elementary schools to provide youth with a sense of stewardship by aligning DPR's environmental education curriculum for the Discovery Kit Program with California State educational standards. (SE5)
  - Sustained the natural environment by providing high quality parks, open space, trails, programs, and recreational opportunities for all residents as well as educated the public on how to preserve these resources. (SE6)
    - Combined physical activity and environmental education for youth by constructing the first nature based play pockets (play elements reflecting local natural and cultural resources) in Tijuana River Valley.
    - Fostered nature engagement, environmental education, and physical fitness in youth by expanding the Track Trails Program to San Dieguito and Lake Morena parks and maintained the national lead for number of participants in this program.
    - Increased participation in nature engagement programs by 75% (from 3,173 to 5,534 visitors) through targeted outreach to underserved youth, exceeding the goal of a 10% increase.
    - Provided access to one open space trail system at Ramona Grassland Preserve that was previously closed to the public, not meeting the goal of two. A Public Access Plan and public engagement is underway for the future opening of Boulder Oaks Preserve.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Engaged 223 youth and family volunteers to instill a sense of civic responsibility and pride through participation in 12 park volunteer activities that encourage ongoing use of the park system, exceeding the goal of 200. (SE7)

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Diversified funding sources and expanded the range of services by continuing to implement the DPR Business Plan. (OE1)
    - Generated revenue by implementing a merchandizing effort such as the online sale of apparel that targets local consumers and visitors using the new DPR branding campaign.
    - Redesigned the DPR website to promote activities that generate revenue such as: corporate events, weddings, special events, reservation information and booking, merchandise, and opportunities for naming rights.
    - Increased the services we provide to park visitors by leveraging strategic partnerships with seven local organizations and businesses, exceeding the goal of five.
  - Provided financial literacy training to 12% (22) of DPR's 179 employees, surpassing the goal of 10% of our employees. This training promoted employees' understanding and individual contributions to the County's fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used new technology to improve customer service and gain employee efficiencies. (OE3)
    - Increased staff efficiency and enhanced customer service satisfaction by expanding the use of electronic tablets for park user registration and fee collection at Felicita, San Dieguito, Lake Morena and Agua Caliente parks, exceeding the goal of three.
    - Enhanced our customers' engagement through the development of a custom web-based interactive computer program in coordination with the County's Geographic Information Services that provides users with trail maps showing trail elevation gain, distance and allowed uses. DPR will continue to build additional features to the program.
  - Demonstrated the highest level of excellence by seeking national recognition in the parks and recreation field.
    - Provided assurance to our customers that our parks meets national standards for best practices while providing high quality services and experiences. The audit of compliance for recertification by the Commission for Accreditation of Park and Recreation Agencies has been completed. Final reaccreditation will be confirmed Fall 2016.
  - Protected the value of existing park infrastructure through an annual $3.0 million ($2.0 million ongoing General Purpose Revenue and $1.0 million of DPR resources) major maintenance program, specifically for County parks, to ensure high quality park amenities are available to future generations.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Continued our commitment to providing our customers with valuable experiences through the development of new tools and new approaches to customer service. (OE5)

- Strengthened and expanded customer service assessments and engagement strategies to gain a better understanding of existing customer needs, while increasing customer loyalty by implementing a customer satisfaction survey for all campground visitors.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Built leaders and improved pathways for promotion by creating and implementing an internal departmental PEER (Promoting Employees and Enriching Relationships) mentoring program consisting of succession planning, cross-functional threading, and job shadowing. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Partner with four military assistance organizations to create programs that provide a therapeutic component through outdoor recreational or work experiences for active and retired members of the military and their families.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Ensure new parks will meet active living standards for healthy communities and provide added flexibility to developers by incorporating best practices and a developer tool box in the recommendations for the Park Lands Dedication Ordinance update which will create healthy spaces for recreation that engage nearby residents. (HF4)
- Leverage internal communication through resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
  - Improve employee wellness through increased engagement in *Live Well San Diego.* (HF5)
    - Encourage employee participation in *Live Well San Diego* by hosting at least four fitness/wellness-based events serving a minimum of 200 individuals through a partnership with the Department of Human Resources and County Employee Resource Groups.
    - Promote wellness opportunities available at County parks by publishing a minimum of 22 features through internal and external communication platforms such as County Insite, DPR Dispatch, *Live Well* newsletter, DPR e-newsletter, Facebook, and Twitter.

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Increase County and resident disaster readiness by partnering with the Office of Emergency Services (OES) to provide essential resources. (SC1)
    - Collaborate with the OES to establish Local Assistance Centers at three DPR facilities for use in the event of a disaster.
    - Partner with the OES to offer a community event featuring disaster preparedness information and resources.
    - Improve DPR's disaster readiness by developing a departmentwide crisis communication plan using the existing plans and procedures outlined by OES and the County Communications Office to establish response protocols for various threats.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Improve quality of life for all residents through the planning, construction, and maintenance of safe, healthy, and inclusionary amenities throughout the park system. (SC1)
    - Improve accessibility for users of all abilities by implementing phase one of the DPR ADA Transition Plan to construct improvements at three County parks.
    - Modernize park infrastructure at two campgrounds in order to improve the visitor experience and expand services to those with contemporary recreational vehicles.
    - Support the physical and social benefits of active play for visitors of all abilities by installing a fully inclusive playground that will be co-located with the existing Miracle Field at San Dieguito Park.
    - Enhance the safety of trail users through the removal of dead trees due to drought or disease along two miles of high use trails in the Tijuana River Valley Regional Park.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Foster positive youth development by creating five additional recreation programs for a minimum of 50 youth that increase physical, intellectual, social and emotional skills.
  - Leverage partnerships to support and enhance strategies to improve public safety and reduce recidivism. (SC6)
    - Provide opportunities for inmates to gain marketable landscaping skills to reduce recidivism by partnering with the Sheriff's CIVICS Greenhouse program to cultivate native plants and trees for restoration projects at seven park facilities.
    - Improve public safety by expanding the Uniform Bike Program in partnership with the Sheriff's Department to obtain additional bikes and maintenance services at no cost enabling increased ranger patrols on trails and maintaining high visibility at five parks.

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences.
    - Improve air and water quality, control flooding, provide habitat for wildlife, and continue the no net loss tree program by planting a minimum of 200 mature trees with deep root drip irrigation systems and soil moisture sensors.
    - Increase awareness and reporting of invasive tree pests by partnering with Agriculture, Weights and Measures, UCCE (formerly Farm and Home Advisor), and regional partners to distribute educational pamphlets to more than 150 locations including Community Centers, Recreational Centers, County and city Libraries, and Family Resource Centers.
    - Improve water quality at Lindo Lake by installing pollution prevention measures through a partnership with the Department of General Services which will decrease harmful sediment and pollutants reaching the lake.
  - Increase park sustainability and reduce the carbon footprint of facilities by continuing to implement energy efficiency and water conservation measures through early identification of infrastructure issues, and the construction and installation of artificial turf, wells, and photovoltaic systems.
  - Continue regional leadership in land management, responsible stewardship, preservation education and biological monitoring of open space preserves while meeting recreational needs.
    - Protect and preserve the region's natural resources through our commitment to an exceptional park system by acquiring acres for conservation and recreation, effectively managing 49,173 acres of parkland, and responsible stewardship of 374 miles of trails. The Board of Supervisors adopted in 1997 the Multiple Species Conservation Program (MSCP). The County has provided various levels of ongoing funding since 1997 and since Fiscal Year 2008–09, the annual amount to fund the MSCP program has been $10.0 million ($2.5 million from General Purpose Revenue and $7.5 million from General Fund fund balance).
    - Protect biological and cultural resources by completing Resource Management Plans for two DPR preserves ensuring conservation efforts are appropriately prioritized.
    - Ensure open spaces are thriving by implementing comprehensive monitoring in ten preserves which include species specific surveys (plant, animal, and habitat) and implementation of adaptive management.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Sustain the natural environment by providing exceptional parks, open space, trails, programs, and recreational opportunities for all residents and educate the public on how to preserve these resources. (SE5)
    - Expand the use of DPR programs in elementary schools by aligning DPR environmental education curriculum with Next Generation Science standards to develop youth with a sense of stewardship.
    - Foster nature engagement, environmental education, and physical fitness in youth and maintain the national lead in number of participants through the expansion of the Track Trails Program at two additional parks, to serve over 4,000 youth.
    - Enhance community engagement by increasing participation by 10% in DPR organized or co-sponsored special events that activate public spaces.
    - Engage communities and property owners in efforts to connect regional trails by acquiring land and easements that will link at least two segments in the County trails program.
    - Continue efforts to create a contiguous trail system through the San Luis Rey River Park through two acquisitions to enhance public access.
    - Plan a balanced trail system in the east Otay area by working with stakeholders and identifying possible key connections to regional and community trails.
    - Encourage the responsible use of resources and promote protection of the natural environment by educating the public through four presentations on conservation and ecological concerns.
    - Continue to protect natural habitat and preserve biological value of open space while providing public access for recreation in the Escondido Creek Preserve by opening trail systems previously closed to the public.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
  - Instill a sense of civic responsibility and connection to the environment by partnering with County departments (San Diego County Library, Health and Human Services Agency and others), County employee resource groups and public agencies to engage 1,000 youth and their families in volunteer events, interpretive programs, and special events. (SE6)

Operational Excellence

- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes offered by LUEG or County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Align services to available resources to maintain fiscal stability
  - Leverage strategic partnerships with five local organizations to provide donations of services and supplies that enhance customer experience and increase participation at special events in order to maintain fiscal stability and improve service delivery.
  - Conserve financial resources by using volunteers to support parks and facilities resulting in annual cost savings of $2.4 million.
- Provide a modern infrastructure, innovative technology and appropriate resource to ensure superior service delivery to our customers
  - Improve efficiency and service delivery to customers through the implementation of a comprehensive asset inventory (Accela) and an integrated internal work order system resulting in improved strategic forecasting of equipment and maintenance needs. (OE3)
  - Protect the value of existing park infrastructure through an annual $3.0 million ($2.0 million ongoing General Purpose Revenue and $1.0 million of DPR resources) major maintenance program to ensure high quality park amenities.
- Strengthen our customer service culture to ensure a positive customer experience
  - Reinforce strong departmental customer service skills by presenting the HEART (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) approach to service delivery at an all-employee event. (OE5)
  - Continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Develop a dynamic and innovative workforce through the delivery of a Ranger Academy series comprised of best practices, current trends, operational knowledge, and functional threading opportunities to a minimum of 50 full-time staff. (OE6)

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- www.sdcounty.ca.gov/parks

Follow us on Facebook and Twitter at:

- www.facebook.com/CountyofSanDiegoParksandRecreation
- twitter.com/sandiegoparks

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Foster positive youth development in programs that increase physical, intellectual, social and/or emotional abilities through the number of unduplicated youth diversion participants[1]	10,145	7,000	9,609	N/A	N/A
Protect and preserve the region's natural resources through the number of parkland acres owned and effectively managed	48,098	48,755	48,673	49,173	49,673
Maintain responsible stewardship for number of miles of trails managed in the County Trails Program	359	362	363	374	383
Number of capital projects improved or developed[2]	9	N/A	N/A	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Number of water gallons saved at smart irrigation controller converted facilities (in millions)[3]	43	N/A	N/A	N/A	N/A
Number of new acres acquired for conservation and recreation[4]	N/A	500	500	N/A	N/A
Increase park sustainability and reduce carbon footprint through the number MWHs of electricity generated by DPR Photovoltaic Systems[7]	N/A	580	460	550	590
Number of volunteers/number of volunteer hours[6]	3,135/ 102,060	N/A	N/A	N/A	N/A
Conserve financial resources by utilizing volunteers resulting in annual cost savings (in millions)[7]	N/A	$2.4	$2.4	$2.4	$2.4

Table Notes

[1] Youth diversion programs consist of DPR recreation facilities, sports programs, teen programs and special events. An unduplicated youth is counted once regardless of registration in multiple programs. Participation increase in Fiscal Year 2014–15 was attributed to Waterfront Park being open to the public for a full year. In Fiscal Year 2015–16 participation was anticipated to level off but participation has remained consistently high. This measure is being discontinued beginning Fiscal Year 2016–17. This measure will continue to be tracked internally.

[2] Effective Fiscal Year 2015–16 this measure was discontinued due to fluctuating funding sources.

[3] Effective Fiscal Year 2015–16 this measure was discontinued. A baseline has been achieved and maintained at 37 millions gallons of water.

[4] Effective Fiscal Year 2016–17 this measure will be discontinued. The number of acres acquired is contained in the number of parkland acres owned and managed.

[5] Inverter and monitoring issues during the first half of the year generating less than anticipated MWHs.

[6] The term "volunteers" in this performance measure refers to the total number of volunteers including one-day volunteers, park host volunteers, volunteer patrol members and docents. Effective Fiscal Year 2015–16 this measure was discontinued. A new measure was established quantifying the dollar value saved by the use of volunteers. However, this measure will continue to be tracked internally.

[7] This performance measure was added in Fiscal Year 2015–16.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year, Parks Ranger, in the Operations Division for the management of new open space to be made available to the public in Escondido Creek Preserve.

Expenditures

Increase of $1.4 million.

- Salaries & Benefits—increase of $0.8 million due to negotiated labor agreements, an increase in retirement contributions, one additional Park Ranger position, and an increase in temporary staffing costs.
- Services & Supplies—net increase of $0.5 million.
  - Increase of $1.1 million due to one-time funding for contracted services related to Heritage Tree Preservation and Heise Park Sewage Treatment Plant improvements.
  - Increase of $0.1 million due to an increase in Utilities Internal Service Fund (ISF) costs.

- Increase of $0.1 million due to an increase in Network Services Information Technology ISF costs and in active directory accounts for seasonal and temporary staff user access.
- Increase of $0.1 million due to an increase in Waterfront Park operation expenditures and Facilities Management ISF costs for park facilities.
- Decrease of $0.1 million due to a decrease in Public Liability.
- Decrease of $0.8 million due to a decrease of one-time funding for major maintenance projects throughout parks and park facilities.

- Operating Transfers Out—increase of $0.1 million due to increase in staff cost supporting County Service Areas.

Revenues

Increase of $1.4 million.

- Taxes Current Property—increase of $0.1 million due to additional revenue from property tax collections.
- Intergovernmental Revenues—decrease of $0.3 million due to a decrease of revenue for Waterfront Park based on Centre City Development Corporation Trust Fund.
- Charges For Current Services—increase of $0.2 million due to additional revenue from park services, camping and recreational programs.
- Miscellaneous Revenue—increase of $0.3 million due to available funding for Waterfront Park based on parking revenue at the County Administration Center and Waterfront Trust Fund fund balance.
- Other Financing—increase of $0.1 million due to increase in staff cost supporting County Service Areas.
- Use of Fund Balance—increase of $0.3 million. A total of $1.8 million of General Fund fund balance is budgeted for Heritage Tree Preservation ($1.0 million), Heise Park Sewage Treatment Plan ($0.2 million), Escondido Creek startup cost ($0.1 million) and American with Disabilities Act (ADA) Transition Plan ($0.5 million).
- General Purpose Revenue—increase of $0.7 million due to negotiated labor agreements, an increase in retirement costs, and an additional Park Ranger position.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.4 million due to completion of one-time projects and major maintenance projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Parks and Recreation	178.00	179.00	180.00	0.6	180.00
Total	**178.00**	**179.00**	**180.00**	**0.6**	**180.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Parks and Recreation	$ 31,326,390	$ 33,428,751	$ 34,792,268	4.1	$ 33,341,101
Park Land Dedication	78,750	81,700	72,000	(11.9)	71,200
Park Special Districts	3,654,392	3,727,175	3,781,448	1.5	3,847,904
Total	**$ 35,059,532**	**$ 37,237,626**	**$ 38,645,716**	**3.8**	**$ 37,260,205**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 19,538,334	$ 19,570,470	$ 20,405,386	4.3	$ 20,668,211
Services & Supplies	13,534,865	15,684,007	16,162,553	3.1	14,510,258
Other Charges	100,000	163,000	178,000	9.2	148,000
Capital Assets Equipment	20,000	20,800	—	(100.0)	—
Operating Transfers Out	1,866,333	1,799,349	1,899,777	5.6	1,933,736
Total	**$ 35,059,532**	**$ 37,237,626**	**$ 38,645,716**	**3.8**	**$ 37,260,205**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 1,827,171	$ 1,870,110	$ 1,944,090	4.0	$ 1,970,787
Taxes Other Than Current Secured	9,321	12,690	14,750	16.2	14,965
Licenses Permits & Franchises	64,950	72,500	60,200	(17.0)	60,200
Revenue From Use of Money & Property	975,642	1,123,105	1,167,882	4.0	1,197,894
Intergovernmental Revenues	759,514	1,289,151	960,987	(25.5)	960,787
Charges For Current Services	5,461,055	5,805,167	6,060,054	4.4	6,218,160
Miscellaneous Revenues	213,538	258,414	588,644	127.8	588,644
Other Financing Sources	1,866,333	1,799,349	1,899,777	5.6	1,933,736
Use of Fund Balance	2,487,922	1,527,564	1,819,064	19.1	57,522
General Purpose Revenue Allocation	21,394,086	23,479,576	24,130,268	2.8	24,257,510
Total	**$ 35,059,532**	**$ 37,237,626**	**$ 38,645,716**	**3.8**	**$ 37,260,205**

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 of San Diego County.

Department Description

Planning & Development Services (PDS) enhances the quality of our communities and ensures the health and safety of residents through a variety of programs. PDS is responsible for long-range planning which determines how communities will grow. The Department analyzes privately-initiated development projects to ensure compliance with land use regulations and makes recommendations to the Board of Supervisors and the County Planning Commission. PDS maintains public health and safety through land development engineering services, building permit review and building inspection. The PDS Code Compliance program ensures safe, sustainable communities and preservation of our natural resources. PDS is committed to creating a seamless land use process that works efficiently, maintains high quality standards and helps customers navigate the planning and development process. PDS operates with a strategic focus on customer service and a commitment to organizational excellence at all levels.

To ensure these critical services are provided, PDS has 184.00 staff years and a budget of $37.6 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Streamlined regulations and provided more opportunities for agricultural ventures to further support small-scale farms and promote agricultural tourism. (HF2)
    - Conducted community outreach and finalized draft ordinance amendments for the Agricultural Promotion Program. The program will be presented to the Board of Supervisors in Spring, 2017.
    - Completed the Draft Agricultural Promotion Program Environmental Impact Report (EIR) and began circulation in Spring, 2016. The program will be presented to the Board in Spring, 2017.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Continued to improve knowledge, processes and functional threading to plan, design and maintain livable, sustainable and healthy communities within the unincorporated areas of San Diego County. Specifically, over the last fiscal year, PDS has participated in workshops and engagement opportunities with several external stakeholders, including the San Diego Association of Governments (SANDAG), CalTrans, the San Diego Council of Design Professionals, the Urban Land Institute (ULI) and multiple local universities to share knowledge and best practices of development processes. These workshops and engagement meetings gave PDS an opportunity to present the work identified during an internal best practices review that was conducted by PDS staff in the field of livability and sustainability. This provided an open forum for stakeholders to provide input on potential ways to align PDS programs and services with the best practices identi-

fied. In addition, PDS meets regularly with internal stakeholders including Health & Human Services Agency, Community Services Group and other Land Use and Environment Group (LUEG) departments to ensure seamless processing and sharing of information related to the maintenance and development of communities within the unincorporated areas of San Diego county.

- Assisted in the implementation of the Board-adopted Thriving Plan by partnering with the ULI in their Healthy Places Competition. PDS identified a site for the competition in which students competed and provided recommendations on increasing the livability, sustainability and health of the selected County site. The competition allowed PDS to partner with SANDAG, North County Transit District and several local universities. The student projects were rated utilizing criteria laid out in the Built & Natural Environment component of the Thriving framework. This project also contributed to goals in the Prosperity, Economy and Education – Workforce component of the Thriving Plan as it involved student and stakeholder engagement and gave external stakeholders an opportunity to provide direct feedback on a site located within the unincorporated county.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured high quality safe communities were achieved through the review and approval of 464 discretionary projects to reach final decisions and resolution, while balancing community, economic and environmental interests.
  - Reduced risks to lives and property by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
    - Reviewed 17,156 proposed building plans to ensure structures were properly and safely designed, exceeding the goal of 12,000.
    - Helped 50,905 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance, exceeding the goal of 40,000.
    - Conducted 37,106 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes, exceeding the goal of 30,000.
    - Promoted safe communities through the plan check and inspection of 842 new homes, exceeding the goal of 600.
  - Improved public health and safety by resolving 31% of debris and waste complaints within six months of initial notice to the property owner. This percentage is below the goal of 40%; this is PDS' first year collecting this data and there was no baseline data for estimating this measure.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Continued to proactively engage our customers and sought feedback to ensure customers' needs were met through bimonthly meetings with three user groups, biannual meetings with the Community Planning and Sponsor Groups and with 20 additional stakeholder groups. (SE2)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Improved the efficiency of land use programs that guide the physical development of the County's land through a balance of growth and conservation while collaborating with communities.
    - Phase One of the Comprehensive Renewable Energy Plan (CREP) was presented to the Board of Supervisors in Summer 2016.
    - Completed a draft of the North County Multiple Species Conservation Program (MSCP) text and environmental documents in Spring, 2016. The North County MSCP program will be completed for Board consideration in Fiscal Year 2016–17.
  - Improved consistency and ease of interpretation of County planning policy documents through periodic updates to the San Diego County General Plan.
    - The Board of Supervisors approved the biennial General Plan Clean Up on November 18, 2015 (3).
    - Staff conducted property analysis and began stakeholder outreach for each of the 43 property requests contained in the General Plan Property Specific Requests (PSR). Staff also drafted and prepared for circulation the EIR for these requests. The draft EIR will be circulated for public review in Spring, 2017, with a target Board of Supervisors hearing date for the PSRs in Winter 2017.
    - Recommendations for land use designations that incorporate the now expired Forest Conservation Initiative lands into the General Plan will occur in the fall of Fiscal Year 2016–17. This project has been delayed due to new analysis needed in the recirculated EIR to address the greenhouse gas impacts as a result of the County no longer being able to rely on the Climate Action Plan.
  - Protected the environment and preserved community character through the efficient application of planning, engineering and environmental regulations in the management of land development permit applications for discretionary projects.

- Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program. The BOS approved on August 6, 2014 (3), to provide continuous funding through an annual General Fund appropriation which supports the local agricultural industry and the preservation of community character. To date, a total of 1,381 acres of agricultural easements were acquired on 17 properties since the inception of the program in Fiscal Year 2013–14. Two hundred and thirty acres were acquired on two properties in Fiscal Year 2015–16.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
  - Promoted renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity of 75,442 kilowatts, exceeding the goal of 25,000 in Fiscal Year 2015–16. This is enough energy to power roughly 8,000 homes.
  - On October 18, 2015, PDS partnered with SANDAG to promote energy efficiency and conservation programs at the Grand Avenue Festival in Escondido. The festival provided an opportunity to educate and inform county residents about Energy Savings Assistance from San Diego Gas & Electric and ride sharing opportunities through the iCommute program from SANDAG. The all-day festival attracted approximately 60,000 visitors from around the county and included over 500 vendors. The event was a success with over 200 event attendees signing up or learning more about services that can conserve energy.
  - Initiated the updated Climate Action Plan (CAP), which included a detailed process for stakeholder outreach and engagement, with the goal of Board of Supervisors consideration in 2017. The kick-off meeting for the CAP was held on July 30, 2015, and was attended by 36 staff representing 13 different County departments. Next steps in the process include additional community and stakeholder outreach and formulating greenhouse gas emission targets and inventory.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided financial literacy training to 39% (72) of PDS's 184 employees surpassing the goal of 10% of our employees. This training promoted employees' understanding and individual contributions to the County's fiscal stability. (OE2)
- Provided adequate resources to customers through fiscal discipline and dedication to operational excellence.
  - Developed Work Plans for the Advance Planning, Code Compliance and Project Planning divisions. These Work Plans set the strategy and priorities for each division, and will relate workload to available resources to maintain organizational and fiscal stability.
  - Managed workload and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. This was accomplished through the ability to manage a 33% increase in building permit applications as compared to Fiscal Year 2014–15. In addition, PDS holds monthly budget meetings with each division to ensure workload and staffing levels are being consistently monitored. PDS also utilizes contracted services for assistance in managing workload fluctuations.
  - PDS received two awards, which highlight the continued commitment to operational and organizational excellence: 1) California State Association of Counties (CSAC) Merit Award for Template Permits, 2) San Diego Chapter of Association of Environmental Professionals Award for the PACE Program.
- Created better tools for tracking regional economic trends to align resources to meet market demands. For example, PDS deployed the Economic Indicators report which tracks by month several metrics, including the San Diego Home Price Index, PDS Residential Building Permit & Discretionary Application trends, and Index of Leading Economic Indicators, in an attempt to forecast increases in workload to proactively anticipate workload impacts due to external market demands. Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used new technology to improve customer service and gain efficiencies. (OE3)
    - Expanded online permitting services to include an online document library, which provides direct online public access to select PDS documents. This improvement offers a number of benefits to PDS customers, including increasing transparency, saving time for customers and staff, and eliminating trips to the Permit Center for most planning research.
    - Continued work on developing online tools that allow customers to complete applications online, reducing time they spend at the County. This objective will be completed in Fiscal Year 2016–17.
    - Continued development of a LUEG 3-1-1 style mobile application for public use that will include a feature for customers to file complaints for PDS Code Compliance cases. Additional software enhancements that will provide the foundation for this application, as well as testing phases for the application, have been completed.

- Continued development of the performance management program, and provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
  - Created automated reports for monitoring and tracking performance for the Project Planning and Land Development divisions.
  - Expanded the discipline of publishing on the public facing website by actual performance as compared to our target time standards, for the Project Planning division. Actual time standard performance for this division, as well as the Building Services division, are published quarterly on the external PDS website.
  - Successfully deployed new fiscal management tools in Accela Automation to effectively and efficiently monitor discretionary project applications from submittal to final decision. Specifically, the Overdraft Project was deployed, which provides online, real-time account information for PDS staff and customers to allow for greater transparency and consistency.
  - Achieved PDS target time standards and efficient management of discretionary permit application from submittal to final decision through the application of case and project management, knowledge, skills and techniques. For example, 100% of Administrative Permits (3) and Tentative Parcel Maps (1) were completed within the target time standards. In addition, 95% of Boundary Adjustments and/or Certificates of Compliance (21 of 22) were completed within the target time standard.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued departmentwide focus on improving customer service. (OE5)
    - Participated in the countywide Customer Experience Initiative which successfully completed several projects including mapping the Land Development process and conducting a business process reengineering analysis for Certified Farmers' Markets.
    - Participated in the Team LUEG Customer & Stakeholder outreach efforts which successfully completed several projects including mapping the Land Development process and conducting a business process reengineering analysis for Certified Farmers' Markets.
    - Held two customer perspective panels to seek feedback from customers. The first panel focused on agricultural, and the second panel focused on sustainability.
  - Increased the number of cases closed through voluntary code compliance by 6%, thus increasing customer satisfaction and reducing customer cost. This percentage is below the target of 10%; this is PDS's first year collecting this data and there was no baseline data for estimating this measure.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Implemented the PDS Workforce Development Program, including participating in Team LUEG Workforce Development programs, to cultivate, retain and attract a workforce that has the skills, talent and commitment to achieve organizational excellence. (OE6)
    - Began deployment of a Case & Project Management training tailored to the specific processes and functions within PDS and LUEG. This training is a follow-up to the Project Management Boot Camp which was held for PDS staff in July 2013. The new training will include two sessions – an entry level "101" course and an advanced level "201" course, both of which have been deployed. The goal of this training series is to improve project management skills at all levels of the organization and to support functional threading across LUEG departments when processing large-scale projects.
    - Created and deployed a three-tiered Professional Development seminar series for PDS staff. The three-tiers included the Student Worker Development series, the Speed of Trust training attended by the Expanded Leadership Team, and the Organizational Acumen Seminar series.

2016–18 Objectives

Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Continue to improve knowledge, processes and functional threading to plan, design and maintain livable, sustainable and healthy communities within the unincorporated areas of San Diego County. Specifically, PDS will work with other departments throughout the County, including departments within Health & Human Services Agency, to share best practices with a goal of improving overall land use programs and processes to positively impact residents within the unincorporated county.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Create opportunities for safe access to places that provide community connection and engagement through the Active Transportation Plan that will assist in prioritizing pedestrian sidewalk gaps in proximity to community facilities and further improve bike and trail pathways within the county. (SC1)

- Ensure high quality safe communities are achieved through the discretionary permit review process that balances community, economic and environmental interests.
- Reduce risks to lives 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.
- Improve public health and safety by: (SC3)
  - Resolving 40% of debris and waste complaints within six months of initial notice to the property owner.
  - Ensuring strong functional threading through participation on the Land Use and Environment Group Compliance Team.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensure ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings and continuous communication through a variety of formats in order to anticipate customer expectations and demands. (SE2)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promote water quality through implementation of the new Municipal Separate Storm Sewer Systems (MS4) Permit.
    - Collaborate with other Departments to implement the new MS4 permit.
    - Develop new and update existing building permit processes and forms to comply with the new MS4 permit.
    - Train staff in Building, Code Compliance, Land Development and Project Planning divisions on the new MS4 permit requirements.
    - Conduct customer and stakeholder outreach regarding the new MS4 permit requirements.
  - Improve the efficiency of land use programs that guide the physical development of land within the unincorporated areas of San Diego County through a balance of growth and conservation while collaborating with communities.
    - Complete the North County MSCP program for Board of Supervisors consideration in Fiscal Year 2017–18.
  - Improve customer service by increasing consistency and ease of interpretation of County Planning policy documents through periodic updates to the San Diego County General Plan.
    - Complete biennial General Plan Clean Up by Winter 2016.
    - Present recommended land use designations that incorporate the now expired Forest Conservation Initiative lands into the General Plan by Fall 2016.
    - Complete updates to two community plans to improve consistency and thread the community plans to the General Plan's goals and policies in Fiscal Year 2017–18.
  - Protect the environment and preserve community character through the efficient application of planning, engineering and environmental regulations in the management of land development permit applications for discretionary projects.
    - Continue implementation of the PACE program, which supports the local agriculture industry and the preservation of community character, with a goal of preserving 230 additional acres.
  - Promote green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
    - Promote renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity of 50,000 kilowatts. This is enough energy to power roughly 5,300 California homes.
    - Launch at least one major community outreach event to promote local energy efficiency and conservation programs.
    - Continue drafting the updated Climate Action Plan, including stakeholder outreach and engagement.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provide adequate resources to customers through fiscal discipline and dedication to operational excellence.
    - Implement a process for the tracking of housing for entitled discretionary projects to support General Plan annual reporting and ensure adequate housing supply for residents in the unincorporated areas of the county.
    - Manage workload and staffing levels by balancing land development market fluctuations with fiscal and customer service stability.
    - Work towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes offered by LUEG or County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Use new technology to improve customer service and gain efficiencies. (OE3)
    - Develop project schedules through the use of current technologies which will improve the accuracy of discretionary project forecasting.
    - Create an automated report tool to be utilized when scoping discretionary permit applications.
    - Develop online tools that allow customers to complete applications online, reducing the time they spend at County offices. Specifically, a tool wil be developed and implemented for online permit renewals.
  - Launch a 3-1-1 style mobile application for the public to submit complaints for PDS Code Compliance cases. This mobile application will provide the public with increased ability to notify PDS of their concerns. The application is being developed with the Air Pollution Control District and the Agriculture, Weights and Measures departments and will enhance customer service. (OE3)
    - Collaborate in the implementation of the Land Use and Environment Group Enterprise Asset Management System (LEAMS) and integrated asset management system with geographic information system (GIS) maps for public access.
  - Continue development of the performance management program, and when applicable provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
    - Create automated reports for monitoring and tracking performance in the Project Planning and Code Compliance divisions.
    - Expand the discipline of publishing results on the public facing website by adding results for the Land Development division.
    - Through the application of proactive case and project management principles and techniques, achieve the PDS target time standards for processing land development projects. Target time standards are available to the public on the external PDS website.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure a positive customer experience by: (OE5)
    - Maintaining an average Permit Center wait time of 20 minutes.
    - Maintaining an average Permit Center counter transaction time of 30 minutes.
    - Maintaining an average turnaround time of 15 days for the first review of residential building plans.
  - Continue departmentwide focus on improving customer service. (OE5)
    - Participate in the Customer Experience Initiative.
    - Through the application of organizational change processes, establish functioning teams that balance PDS workload, promote a sustainable work environment and improve customer service by streamlining the discretionary permit process.
    - Develop a public engagement strategy that demonstrates key milestones in project processing and identifies when public engagement should occur with multiple customers and stakeholders.
    - Develop customer and stakeholder outreach materials to communicate the overall land development process.
  - Increase the number of cases closed through voluntary compliance by 10%, thus increasing customer satisfaction and reducing customer cost.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Implement the PDS Workforce Development Program, that includes participating in LUEG-wide Workforce Development programs, to cultivate, retain and attract a workforce that has the skills, talent and commitment to achieve organizational excellence. (OE6)
    - Continue deployment of a follow-up Case & Project Management training tailored to specific processes and functions within PDS.
    - Identify opportunities for the Team LUEG Workforce Development subgroup to collaborate with the Diversity and Inclusion Champions to create and implement training and/or engagement programs for LUEG staff.

Related Links

For additional information about Planning & Development Services, refer to the website at:

- www.sdcounty.ca.gov/pds

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Building and Zoning Counter wait time (in minutes) [1]	25	NA	NA	NA	NA
Achieve 15 day turnaround for Residential Plan Checks (% goal met)[1]	90%	NA	NA	NA	NA
Percentage of Building Inspections completed next day[1]	98% of 32,216	NA	NA	NA	NA
Project Planning number of discretionary projects to reach final decision and resolution[2, 3]	495	375	464	NA	NA
New GIS layers added to the Enterprise Data Maintenance Environment[4, 5]	23	6	13	NA	NA
Average turnaround time for first review of residential building plans[6]	18 business days	15 business days	14 business days	15 business days	15 business days
Average Permit Center counter wait time (in minutes)[7]	25 mins	20 mins	26 mins	20 mins	20 mins
Average Permit Center counter transaction time for residential permits in minutes[8]	27 mins	30 mins	35 mins	30 mins	30 mins
Preserve agricultural acres under the Purchase of Agricultural Easements (PACE) Program[9]	NA	NA	NA	230	230
Review 100% of proposed building plans in Fiscal Year 2016–17 to ensure structures are properly and safely designed, with a goal of reviewing 15,000 building plans.[9]	NA	NA	NA	100%; 15,000 plans	100%; 15,000 plans
Assist 100% of customers navigating the building permit and inspection process by explaining code requirements and exploring options to achieve compliance in Fiscal Year 2016–17, with a goal of assisting 45,000 customers.[9]	NA	NA	NA	100%; 45,000 customers	100%; 45,000 customers
Conduct 100% of building inspections during construction to ensure structures are built in accordance with approved building plans in Fiscal Year 2016–17, with a goal of 32,000 inspections.[9]	NA	NA	NA	100%; 32,000 inspections	100%; 32,000 inspections
Promote safe communities through the plan check and inspection of 800 new homes in Fiscal Year 2016–17.[9]	NA	NA	NA	800 new homes	800 new homes
Increase the number of cases closed through voluntary compliance by 10% in Fiscal Year 2016–17.[9]	NA	NA	NA	10%	10%

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Resolve 40% of debris and waste complaints within 6 months of initial notices to the property owner. [9]	NA	NA	NA	40%	40%

Table Notes

[1] This Performance Measure (PM) was discontinued in Fiscal Year 2015–16. Three new measures were added that are better metrics for capturing the work performed by the PDS Building Division. This measure is being tracked internally.

[2] This metric demonstrates the number of actual project applications to reach final decision by the approving body each year. Applicants of permit applications are primarily interested in their projects reaching final decision, thus this metric reports on this performance.

[3] The number of discretionary projects to reach final resolution fluctuates based on workload and housing market trends.

[4] New GIS layers provide additional data in the County's Enterprise Data Environment. Each year, additional layers are included that result in a larger breadth and depth of information, as well as accuracy and availability of the data environment for County and public use. There was a decrease in layers this Fiscal Year when compared to last Fiscal Year as additional layers are dependent upon business need.

[5] This Performance Measure (PM) will no longer be reported in Fiscal Year 2016–17 as this measure is not capturing performance-based data, but rather internal process data. However, this metric is still being tracked internally within the Department.

[6] Average turnaround time for first review of residential building plans decreased by 4 business days from last fiscal year. This was primarily due to more systematic management of the team that processes these plans.

[7] The average Permit Center wait time goal of 20 mins was not met as the Building Services division was managing a 33% increase in building permit applications as compared to Fiscal Year 2014–15, as well as turnover of key staff. To manage the workload increase, the Building Services division has brought on additional contracted staff and student workers.

[8] The average Permit Center counter transaction time goal of 30 minutes for residential permits was not met as the Building Division was managing a 33% increase in building permit applications as compared to Fiscal Year 2014–15, as well as turnover of key staff. To manage the workload increase, the Building Services division has brought on additional contracted staff and student workers.

[9] This is a new performance measure for Fiscal Year 2016–17.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 4.00 staff years. Increase of 4.00 staff years in the Project Planning and Building divisions due to increased permit activity and workload and internal transfers between divisions to meet operational needs.

Expenditures

Net increase of $2.4 million.

- Salaries & Benefits—increase of $1.4 million reflects the staffing changes noted above and increases as a result of negotiated labor agreements and retirement contributions.
- Services & Supplies—increase of $0.9 million primarily due to increased consultant contracts for increased permit activity.
- Expenditure Transfer & Reimbursements—decrease of $0.1 million due to reduction in services to other General Fund departments for services provided by Geographic Information Services (GIS). Since this is a reimbursement, it has the effect of $0.1 million increase in expenditure.

Revenues

Net increase of $2.4 million.

- License Permits & Franchises—increase of $0.2 million related to increased building permit activity.
- Charges for Current Services—increase of $0.8 million related to increased workload on various land development projects in the county.
- Use of Fund Balance—increase of $1.1 million. A total of $9.8 million is budgeted for use as follows:
  - $5.3 million of General Fund fund balance:

- Homeowner Relief and Green Building Permit fee waivers ($3.1 million).
- PACE program ($1.5 million).
- General Plan Policy Land Use Amendment ($0.4 million).
- Resource Protection Ordinance ($0.2 million).
- SB 743 Transportation Impact Analysis ($0.1 million).

- $4.5 million of Land Use and Environment Group fund balance for:
  - Multiple Species Conservation Program funding ($0.2 million).
  - Rebudget for one-time funding related to various IT projects ($0.6 million).
  - Rebudget for customer service training ($0.3 million).
  - Rebudget for the General Plan Amendment for Property Specific Requests ($0.6 million).
  - Rebudget for Community Plan Updates ($0.2 million).
  - Rebudget for Climate Action Plan Update ($0.2 million).
  - Rebudget for Traffic Impact Fee Update (TIF) ($0.1 million).
  - Rebudget for Residential Density Rounding ($0.2 million).
  - Rebudget for Alpine FCI Special Study ($0.3 million).
  - Rebudget for the Zoning Ordinance Update ($1.1 million).
  - Rebudget for Agricultural Promotion Program ($0.2 million).
  - Rebudget for building permit fee waivers related to Firestorm 2007 ($0.3 million).
  - Rebudget for nuisance abatements ($0.2 million).

- General Purpose Revenue Allocation—increase of $0.3 million as a result of negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $5.9 million due primarily to the anticipated completion of one-time projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Administration	16.00	17.00	16.00	(5.9)	16.00
Advance Planning	12.00	14.00	16.00	14.3	16.00
Project Planning	49.00	52.00	52.00	0.0	52.00
Land Development	23.00	21.00	21.00	0.0	21.00
Building Services	46.00	46.00	49.00	6.5	49.00
Code Compliance	17.00	17.00	17.00	0.0	17.00
LUEG GIS	9.00	9.00	9.00	0.0	9.00
SanGIS COSD	4.00	4.00	4.00	0.0	4.00
Total	**176.00**	**180.00**	**184.00**	**2.2**	**184.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Administration	$ 4,043,886	$ 4,143,007	$ 4,220,288	1.9	$ 3,373,763
Advance Planning	6,428,400	6,808,482	7,232,998	6.2	2,135,456
Project Planning	7,616,939	8,023,062	8,419,809	4.9	8,530,100
Land Development	3,955,946	3,648,860	3,575,395	(2.0)	3,600,239
Building Services	7,802,452	7,878,721	9,296,416	18.0	9,320,831
Code Compliance	2,615,285	2,456,434	2,503,398	1.9	2,391,494
LUEG GIS	1,460,461	1,408,577	1,517,414	7.7	1,547,494
SanGIS COSD	840,174	841,596	849,671	1.0	854,552
Total	**$ 34,763,543**	**$ 35,208,739**	**$ 37,615,389**	**6.8**	**$ 31,753,929**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 22,421,706	$ 22,475,765	$ 23,854,361	6.1	$ 23,583,616
Services & Supplies	12,591,837	12,982,974	13,921,028	7.2	8,345,313
Capital Assets Equipment	—	—	15,000	0.0	—
Expenditure Transfer & Reimbursements	(250,000)	(250,000)	(175,000)	(30.0)	(175,000)
Total	**$ 34,763,543**	**$ 35,208,739**	**$ 37,615,389**	**6.8**	**$ 31,753,929**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 3,894,461	$ 4,068,733	$ 4,225,553	3.9	$ 7,349,968
Fines, Forfeitures & Penalties	416,203	214,415	205,703	(4.1)	186,982
Revenue From Use of Money & Property	500	500	500	0.0	500
Intergovernmental Revenues	673,624	545,046	542,121	(0.5)	508,002
Charges For Current Services	12,557,797	12,809,343	13,634,190	6.4	14,077,614
Use of Fund Balance	8,692,764	8,656,887	9,766,904	12.8	179,887
General Purpose Revenue Allocation	8,528,194	8,913,815	9,240,418	3.7	9,450,976
Total	**$ 34,763,543**	**$ 35,208,739**	**$ 37,615,389**	**6.8**	**$ 31,753,929**

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

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.

- Commitment: Promote a culture that provides responsive service through highly motivated, professional and knowledgeable staff in a safe, fair and efficient work environment.
- Integrity: Provide leadership and promote collaboration to balance stakeholder interests.
- Stewardship: Manage resources to continually improve services, and balance safety and infrastructure needs with protection of the environment.

Department Description

The Department of Public Works (DPW) enhances the health and safety of residents through a variety of critical activities. DPW is responsible for such services as: the design, engineering, construction and maintenance of County roads. Additionally, the department manages County airports, wastewater systems, inactive landfills and special districts. Finally, DPW provides environmental review services; private land development construction inspection; land surveying and map processing; cartographic services; solid waste planning and diversion; and ensures watershed quality and flood protection.

To ensure these critical services are provided, the Department of Public Works has 507.00 staff years and a budget of $244.8 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - The two-year goal was to guide the development and maintenance of active transportation infrastructure and make it easier for people to engage in physical activities, the Departments of Parks and Recreation, Planning & Development Services and DPW applied for and received a grant to develop a County-wide Active Transportation Plan. This Plan will be completed in Fiscal Year 2016–17 and will integrate and update existing plans, programs and documents into one comprehensive package for future implementation of Active Transportation projects. (HF4)
    - Part of the grant was used to conduct a gap analysis for sidewalks and pathways in all 26 Community Planning areas and to develop a health-focused list of projects for future installation. That portion of the project included prioritizing improvements based on a new methodology that included multiple factors such as proximity to schools, community centers, libraries, etc.; health factors such as juvenile diabetes and obesity; and socio-economic factors that are important to the community, and it is complete. In Fiscal Year 2016–17, DPW will reach out to all of the Community Planning and Sponsor groups to seek feedback in the development of the overall master plan.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Stabilized roadway infrastructure through implementation of a multi-year pavement resurfacing program, which included feedback from most community groups and

identified nearly $36 million in funding to be spent on road maintenance (e.g., resurfacing, repaving, culverts and guard rail repairs, etc.) in Fiscal Years 2015–16 and 2016–17 to slow the degradation of our roads and maintain our current Pavement Condition Index. (SC1)

- Through coordination with all 26 Community Planning and Sponsor Groups, developed a two year resurfacing plan that took into account community priorities and displayed the information on DPW's web page that includes an interactive Geographic Information System (GIS) map.
- Implementation of Year 1 of the Multi-Year Resurfacing Program was initiated in Fiscal Year 2015–16 with $18.48 million approved for resurfacing nearly 50 miles of roads.

- Increased opportunities for bicycles and pedestrian safe use by incorporating appropriate bike and pedestrian facilities in 100% of road capacity improvements (projects that widen roads or add lanes or features to handle increased traffic volume). (SC1)
- Provided coordinated responses to emergency situations, severe weather events, and natural disasters to ensure public safety, timely recovery, and ability for the public to use the County's transportation network. Used County Operational Plan (COOP), Department Emergency Response Plan, and involvement at the Emergency Operations Center (EOC) to ensure all DPW units provide a coordinated response during an event. (SC3)
  - Road maintenance crews, working with the County Sheriff staff, kept roadways open and safe within 24 hours of emergencies 100% of the time, by implementing immediate responses to inclement weather, roadway hazards, and natural disasters such as the Ramona flood. As a result of this effective collaboration, roadways were open within 24 hours 100% of the time during the storm events that occurred.
  - Staff maintained airports infrastructure to maximize availability for emergency first responders (Aerial Support to Regional Enforcement Agency ASTREA; Air Ambulance; CalFire; etc.) should there have been regional emergencies and natural disasters. At the five largest County airport facilities, staff maintained a combined runway availability rate of 99%, using Federal Aviation Administration Notice to Airmen (NOTAM) data.
  - The Flood Control District collaborated with the Office of Emergency Services, Sheriff, and County Fire Authority to prepare for the 2015–2016 El Niño season by providing information to the public through ReadySanDiego.org, and providing sand and sandbags free of charge at fire stations through the unincorporated County, to better equip the public in advance of a storm.
  - DPW upgraded the County Flood Warning System to the ALERT2 radio protocol to increase the efficiency of the radio signals using two grants totalling $300,000 from the California State Department of Water Resources. The system upgrade will assist County emergency managers with making quicker decisions on potential flooding situations and provide earlier warnings to the public.
  - Due to concerns about road conditions and traffic safety during heavy storms, Flood Control District staff placed a webcam at the Cole Grade Road low water crossing to allow the public and the emergency managers to view the road conditions in real time.
- Staff replaced 100% (2,300) 250 Watt High Pressure Sodium streetlights with energy-efficient LED streetlights using remote access technology that will allow staff to proactively troubleshoot and repair inoperable lights within one working day, resulting in improved customer service, reduced carbon emissions and safer streets for residents. (SC3)
- Ensured that County bridges are safe for public use. (SC3)
  - To provide for public safety, ensured 100% of County bridges considered "structurally unsound" (Safety Rating at or below 50) were programmed for repair or replacement in the Federal Highway Bridge Program to ensure timely reconstruction and to maintain the confidence of the traveling public.
- To help communities prepare for and respond to flood events, Flood Control staff inspected 75% of flood control facilities (more than 50 miles of drainage pipe; four miles of open channels; and more than 2,000 storm drain inlets) and maintained 100% of County flood control facilities in need of maintenance after inspection to make sure they were operating at full capacity. (SC3)

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - The two year goal was to engage businesses, residents and County staff to promote clean water so that by the end of 2017, water quality would be improved by achieving a 10% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human activity, e.g., car washing, lawn watering, etc.). (SE3)

    To meet the goal, staff:
    - Established a baseline for evaluating future reductions in urban runoff (pollution), staff measured flows from 30 storm drains that have been identified as continually flowing during dry weather.

- Completed first-of-its-kind wet weather epidemiology study that examined the health effects and actual risk of illness to surfers who are in the water following winter storm events. Measurable results indicated that health risks to surfers increased after storms but illness levels were within the range of what U.S. EPA considers acceptable in its Recreational Water Criteria. Other findings and opportunities for potential regulatory relief continue to be reviewed.
- Developed and distributed focused educational materials (fact sheets, door hangers, and website content) to promote clean water through responsible outdoor water use.
- Conducted inspections of residential neighborhoods and commercial and industrial areas to identify outdoor water usage that could be transporting pollutants to local water bodies.

- Protected a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.
  - Kept debris from entering county waterways and prevent flooding, road crews removed 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program.
  - Improved knowledge about ways to prevent water pollution, anticipating a 70% average score on post-tests administered to high school students following watershed education presentations. Tests will be completed at fiscal year-end.
  - Provided Qualified Stormwater Pollution Prevention Program (SWPPP) Practitioner (QSP) or Qualified SWPPP Developer (QSD) training to 100% of 11 construction inspection staff to equip staff with the necessary knowledge to assure compliance with stormwater permit requirements on private construction projects.
  - Protected the County's waterways and eliminated stormwater permit violations, ensured 100% permit compliance at all 38 DPW Capital Improvement Program (CIP) construction project sites.
- To prevent health risks to the public and protect the environment, operated the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reached surface waters or exceeded 1,000 gallons of spillage.
  - Cleaned 390 of 420 miles of sewer lines
  - Inspected 25 miles of targeted sewer mains within the sewer system to identify sewer defects and facilitate proactive repairs to the infrastructure via closed-circuit TV
- Provided Recycling Market Development Zone assistance to 10 businesses. Worked collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.
- Reduced water usage by: switching to low flow toilets, urinals, sinks and shower heads in our road stations; removed lawn and replaced it with drought tolerant plants at the Gillespie Field Airport; and as a water supplier in Campo Hills and Rancho Del Campo, limited our customers' water usage for irrigation to no more than two times per week. These efforts addressed water conservation efforts and the drought, and reduced consumption over 25% from the baseline as mandated by the Governor's Drought Declaration.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Submitted a request to the Regional Water Quality Control Board to reduce permit costs for closed landfill and burn sites to prolong the life of the Environmental Trust Fund. If approved, this request could save approximately $650,000 annually. This request has been submitted; however, the Regional Water Quality Control Board has not yet responded to the request and the County continues to follow-up. (OE1)
  - Provided financial literacy training to 14% of employees (64 of 457), surpassing the goal of training 10% of our employees. This training promoted understanding and individual contribution to the County's fiscal stability. (OE2)
  - Implemented identified process changes to realize a 10% cost reduction in delivery costs for street repavement projects to complete the second year of a cost reduction goal begun in Fiscal Year 2014–15. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and savings of more than $470,000 were achieved, which stretch our available funds by apportioning a greater percentage to road repavement materials costs.
  - Actively resolved Capital Improvement Program (CIP) projects construction contract disputes and claims in a timely manner and at the lowest organizational level.
    - Ensured there were zero contract disputes on DPW CIP construction contracts needing to be resolved using arbitration, thereby saving time and County resources.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
  - Used improved technology to better manage road assets and provide enhanced customer service by upgrading to a newer web-based system. (OE3)
  - Implemented the Land Use and Environment Group Enterprise Asset Management System (LEAMS), an integrated asset management system with GIS maps for citizen access, resulting in transparency and 24-hour online access for customers to unincorporated road–related information.

- Updated our Pavement Management System to a web-based system called StreetSaver.
- Transitioned to an outside vendor (New Connections) and implemented a new system with enhanced technology for after-hours call center support ensuring our customers can receive support when an emergency arises.

- Strengthened our customer service culture to ensure a positive customer experience
  - Engaged employees to take personal ownership of the County's Customer Experience Initiative to ensure all DPW employees understand it is their role to provide the best customer service possible and that they have the skills to provide that service. (OE5)
    - To provide the best possible customer service, DPW focused on (1) Modeling behavior from top down; (2) Training staff on excellence in customer service; (3) Developing a template for responding to customers with empathy, even when the answer is no; and (4) Acknowledging excellence.

2016–18 Objectives

Healthy Families

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Increase opportunities for bicycles and pedestrian safety by incorporating appropriate bike and pedestrian facilities in 100% of road capacity improvements (projects that widen road or add lanes or features to handle increased traffic volume).

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - 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. (SC1)
    - Clean 390 miles of 12 inch diameter sewer lines to prevent overflows from clogs.
    - Inspect 25 miles of targeted sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs to the infrastructure.
  - Ensure that County bridges are safe for public use. (SC1)
    - To provide for public safety, ensure 100% of eligible County bridges are budgeted for repair or replacement in the Federal Highway Bridge Program to ensure timely construction and maintain the confidence of the traveling public.
  - Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters.
  - Maintain County roadway infrastructure in good condition (by keeping our average Pavement Condition Index at 70 or higher) to provide for reduced impact to vehicles, enhanced roadway safety, and improved transportation facilities for our customers.
  - To ensure that public and privately-initiated development projects within the County adhere to the latest engineering standards for safe and proper drainage design, staff will develop and make available online a Hydrology Manual guidance document.
  - Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the County's five largest airports which support emergency responders, local, regional and international businesses and aviators.

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - Engage businesses, residents and County staff to promote clean water so that by the end of 2017, water quality would be improved by achieving a 10% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human activity, e.g., car washing, lawn watering, etc. (SE2)
  - To enhance the environment and improve water quality in the region, perform stormwater inspections using highly skilled and certified staff to ensure permit compliance during the construction phase on 100% of private development and capital improvement projects. (SE2)
  - Protect a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (SE2)
    - To keep debris from entering county waterways and prevent flooding, road crews will remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program.
    - To improve knowledge about ways to prevent water pollution, ensure a 70% average score on post-tests administered to high school students following watershed education presentations.
    - Provide Qualified Stormwater Pollution Prevention Program (SWPPP) Practitioner (QSP) or Qualified SWPPP Developer (QSD) training to 100% of privately-initiated construction inspection staff to equip staff with the necessary knowledge to assure compliance with stormwater permit requirements on private construction projects.

- Ensure 100% permit compliance with stormwater regulations at all DPW Capital Improvement Program (CIP) construction sites.
- To protect public health and the environment at closed landfills and burn sites, operate an inspection and maintenance program that results in zero notices of violation.
  - Provide monitoring through monthly inspections at each of the closed landfill and burn sites, and track notices of violation.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
  - Maintain an effective map checking system to provide 100% map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, to provide for planning, development, infrastructure and services that strengthen the local economy and increase consumer and business confidence. (OE4)
- Provide adequate resources to customers through fiscal discipline and dedication to ensure operational excellence.
  - Create a five year workplan for each of the 68 Permanent Road Divisions to analyze the adequacy of funding for future maintenance.
- Align services to available resources to maintain fiscal stability
  - Work towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Full Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers. (OE2)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Continue employee participation in financial literacy classes that are offered by LUEG or the County training to at least 15% of staff, in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
  - Embrace opportunities through Team LUEG to develop our workforce through trainings, mentoring and by other means to help employees grow.

Related Links

For additional information about the DPW, refer to the website at:

- www.sdcounty.ca.gov/dpw

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated area of the county for pedestrians, bicyclists, buses and automobiles.[1]	9% of 135	9% of 136	9% of 136	N/A	N/A
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools.[2]	100% of 12	100%	100%	N/A	N/A
Design and initiate construction on at least 12 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network.[3]	32	12	12	N/A	N/A
Number of cubic yards of drainage waste/debris removed to protect water quality.[3]	27,010	N/A	N/A	N/A	N/A
Stormwater Best Management Practices on active infrastructure construction sites.[3]	100% of 35	N/A	N/A	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts.[3]	390	N/A	N/A	N/A	N/A
Working with Law Enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters.[4]	N/A	100%	100%	100%	100%
To provide for public safety, ensure 100% of County bridges considered structurally unsound (Safety Rating at or below 50) are programmed for repair or replacement in the Federal Highway Bridge Program to maintain confidence of the traveling public.[4]	N/A	100%	100%	100%	100%
Engage businesses, residents and County staff to promote clean water so that by the end of 2017, water quality will be improved by achieving a 10% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning that they are not caused by rain, but human activity, e.g., car washing, lawn watering, etc.)[4]	N/A	N/A	N/A	10%	10%
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.[4]	N/A	0% reportable SSO over 1,000 gallons or that reach surface waters	0%	0%	0%
Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the County's five largest airports which support emergency responders, local, regional, and international businesses and aviators.[4]	N/A	N/A	N/A	95%	95%
Maintain an effective map checking system to provide map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, to provide for planning, development, infrastructure and services that strengthen the local economy and increase consumer and business confidence.[4]	N/A	N/A	N/A	100% less than or equal to 20 days	100% less than or equal to 20 days

Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Maintain County roadway infrastructure in good condition (by keeping our average PCI at 70 or higher) to provide for reduced impact to vehicles, to enhance roadway safety, and provide for improved transportation facilities for our customers[4]	N/A	N/A	N/A	Greater than or equal to 70 PCI	Greater than or equal to 70 PCI

Table Notes

[1] This Performance Measure includes the total of existing private and public schools in the unincorporated area of the county. Publicly-maintained streets are adjacent to private schools as well as public schools, and safety is important at all of them. This measure was discontinued in Fiscal Year 2015–16 however we will continue to track internally.

[2] Includes both open and closed projects occurring during the fiscal year. This measure reflects assurance that 100% of development projects adjacent to schools address safety issues to protect the safety and well-being of children. This measure was discontinued in Fiscal Year 2015–16 however we will continue to track internally.

[3] This measure was discontinued in Fiscal Year 2015–16 however we will continue to track internally.

[4] This is a new measure for Fiscal Year 2016–17.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 4.00 staff.

- Increase of 5.00 staff departmentwide includes 4.00 new staff in the General Fund for the Private Development Construction Inspection unit due to an increase in required inspections to comply with stormwater regulations and 1.00 new staff in the Airport Enterprise Fund to provide operational coverage when a new commercial airline becomes effective.
- Decrease in the Road Fund of 1.00 staff in Cartography as a result of decreased workload for projects funded by the Highway Users Tax.
- Transfer of 2.00 staff within the Road Fund due to assignment changes.

Expenditures

Net increase of $17.4 million.

- Salaries & Benefits—Increase of $2.4 million reflects the staffing changes noted above, and an increase in negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—Net decrease of $2.7 million.
  - Decrease of $10.3 million is related to a decrease in construction costs for completed capital improvement projects; reduced consultant costs for various Road Fund projects; reduced contracted services in the Airport Enterprise Fund; a decrease in public liability insurance, road materials, and information technology (IT) application services; reduced vehicle fuel costs in the Equipment Operations Internal Service Fund (ISF); a decrease in one-time IT costs for the new Wastewater Asset Management System (WWAMS) and completed one-time projects in the General Fund.
  - Increase of $7.6 million is due to increases in professional services and inter-departmental costs related to the stormwater Total Maximum Daily Load (TMDL) compliance under the Watershed Protection Program, contracted services and maintenance of equipment for the San Diego County Sanitation District, traffic signals, routine maintenance of structures for Harmony Grove, contracted services for Campo Hills, construction trucks rental, utilities and minor equipment for the Flood Control District, and Data Services IT ISF; and for the replacement of the County's Surveys Records System.
- Other Charges—Net increase of $22.2 million.
  - Increase of $22.3 million is due primarily to a $21.1 million one-time funding for the Environmental Trust Fund; remaining increases are in depreciation for newly completed capital projects in the San Diego County Sanitation District and newly acquired vehicles under the Equipment ISF program, and in right-of-way costs based on the Detailed Work Program project schedule.

- Decrease of $0.1 million is due to the final payment for the Ramona Tower and Sewer Loan in the Airport Enterprise Fund.

- Capital Assets/Land Acquisition—Net decrease of $0.1 million includes $0.3 million in completed capital improvement projects in the San Diego County Sanitation District, offset by a $0.2 million increase for the Ramona Airport Perimeter Fence and Jacumba Airport Runway in the Airport Enterprise Fund.
- Capital Assets Equipment—Net increase of $1.1 million.
  - Increase of $1.4 million includes $1.2 million in vehicle purchases in the Road Fund Equipment Acquisition ISF and General Fund Equipment Acquisition ISF and $0.2 million for increased equipment purchases in the Airport Enterprise Fund.
  - Decrease of $0.3 million from one-time purchase of emergency generators in the San Diego County Sanitation District.
- Operating Transfers Out—Net decrease of $5.5 million.
  - Decrease of $6.6 million includes a $5.0 million one-time transfer between the General Fund and the Road Fund related to the San Diego Gas and Electric (SDG&E) impact fees for road maintenance work; $0.3 million transfer between the General Fund and Liquid Waste Equipment Acquisition ISF for a completed vehicle purchase; $0.3 million transfer between the General Fund and Sanitation Districts for one-time purchase of emergency generators; $0.2 million transfer between the General Fund Equipment Acquisition ISF and the Road Fund Equipment Acquisition ISF for a one-time vehicle replacement purchase; $0.1 million transfer from the San Diego County Sanitation District to the Wastewater Enterprise Fund for vehicle rental costs; $0.5 million transfer from the Road Fund to the Road Fund Equipment Acquisition ISF for vehicle replacement purchase; and $0.2 million decrease from the Airport Enterprise Fund to Special Aviation Debt Service due to the final payment of the Ramona Tower and Sewer Loan.
  - Increase of $1.1 million includes a $0.4 million transfer from the Liquid Waste Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for a vehicle purchase; $0.6 million transfer from the General Fund to the Road Fund for one-time projects; and $0.1 million transfer from the General Fund to the General Fund Equipment Acquisition ISF for vehicle purchases for new staff in Private Development Construction Inspection unit.

Revenues

Net increase of $17.4 million.

- Taxes Current Property—Increase of $0.3 million primarily due to projected taxes from property owners for the Street Lighting District and special taxes from Harmony Grove Village.
- Taxes Other Than Current Secured—Decrease of $2.5 million due to completed TransNet funded construction projects, including Bear Valley Parkway and San Vicente Road.
- Revenue From Use of Money & Property—Net Increase of $0.2 million.
  - Increase of $0.6 million includes a $0.3 million increase in leases for properties owned by County Airports and a $0.3 million increase in equipment depreciation for newly acquired vehicles under the Equipment ISF program.
  - Decrease of $0.4 million is primarily due to a decrease in equipment rental operating fees for DPW's vehicle fleet.
- Intergovernmental Revenues—Net decrease of $0.7 million.
  - Decrease of $1.3 million in reduced construction work under the Federal Highway Planning and Construction for Federal Highway Administration projects in the Road fund.
  - Increase of $0.6 million includes increases of $0.3 million in State grants for trash reduction and river conservancy; $0.2 million in Community Development Block Grant funded construction projects; and $0.1 million grant for the ALERT Flood Warning System.
- Charges for Current Services—Net increase of $3.0 million.
  - Increase of $4.6 million includes $1.1 million increase for work funded by the General Fund for Watershed Protection Program to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements and for work related to pedestrian gap analysis; $0.7 million for work funded by Airport Enterprise Fund, Liquid Waste, San Diego County Sanitation District and Survey Remonumentation Fund; $0.9 million increase in Service to Property Owners primarily from increased inspections from the Private Development Construction Inspection unit; $1.9 million increase in charges from the Rancho San Diego Pump Station.
  - Decrease of $1.6 million includes decreases of $0.3 million in developer deposits; $0.3 million in Transportation Impact Fee funded capital improvement projects; $0.1 million in solid waste tonnage fees; and $0.9 million in special drainage area fees from projects in the Flood Control District.
- Miscellaneous Revenues—Net increase of $0.3 million.
  - Increase of $0.4 million primarily from tribal agreements for capital improvement projects in the Road Fund. Decrease of $0.2 million for final payment from the sale of the Lemon Grove road station.
- Other Financing Sources—Net decrease of $5.7 million.
  - Decrease of $6.8 million includes a $5.0 million one-time transfer between the General Fund and the Road Fund for San Diego Gas and Electric (SDG&E) impact fees for road maintenance work; a $0.3 million transfer between the General Fund and the Liquid Waste Equipment Acquisition ISF for a completed vehicle purchase; a $0.3 million transfer between the General Fund and the Sanitation

District for a one-time purchase of emergency generators; a $0.2 million transfer between the General Fund Equipment Acquisition ISF and the Road Fund Equipment Acquisition ISF for vehicle replacement purchases; a $0.1 million transfer from the San Diego County Sanitation District to the Wastewater Enterprise Fund for vehicle rental costs; $0.5 million transfer from the Road Fund to the Road Fund Equipment Acquisition ISF for vehicle replacement purchases; a $0.2 million decrease from the Airport Enterprise Fund to Special Aviation Debt Service due to the final payment of the Ramona Tower and Sewer Loan; and a $0.2 million decrease related to a redevelopment payment in the Airport Enterprise Fund.

- Increase of $1.1 million includes a $0.4 million transfer from the Liquid Waste Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for vehicle purchases, a $0.6 million transfer from the General Fund to the Road Fund for one-time projects and a $0.1 million transfer from the General Fund to the General Fund Equipment Acquisition ISF for vehicle purchases for new staff in Private Development Construction Inspection unit.

- Fund Balance Component Decreases—Net decrease of $1.7 million in the San Diego County Sanitation District for completed capital improvement projects for Flinn Springs and Industry Road interceptors.
- Use of Fund Balance—Net increase of $23.6 million. A total of $71.1 million budgeted includes:
  - One-time General Fund fund balance of $31.9 million includes:
    - $21.14 million for the Environmental Trust Fund to offset additional requirements imposed by the State and for burn sites and one landfill that were not part of the original Solid Waste divestiture in 1997.
    - $9.18 million for Watershed Protection Program to fund Total Maximum Daily Load (TMDL) for structural Best Management Practices (BMP) design and environmental review, non-structural BMPs, water quality monitoring, and to fund the development of the Water Quality Improvement projects necessary to comply with Stormwater Permit requirements, including watershed model updates to incorporate TMDL reopener changes, program development and compliance research for structural BMPs, data acquisition and identification, trash policy compliance, and for the Site Specific Objective (SSO) project to protect the Santa Margarita Watershed.
    - $1.0 million to design and build needed sidewalks and pathways identified in the Pedestrian Gap Analysis report.
    - $0.43 million to replace the Survey Records System, an online geographical document used by surveying and engineering professionals and the general public to acquire official land use records.
    - $0.12 million for vehicles to be acquired for new staff in the Private Development Construction Inspection unit.
  - One-time Land Use and Environment Group (LUEG) fund balance of $1.5 million for one-time projects includes:
    - $0.15 million for consultant services to update the San Diego County Hydrology Manual, last updated in 2003.
    - $0.20 million to update and enhance the San Luis Rey River flood forecasting system.
    - $0.08 million for consultant services to implement the State-mandated Assembly Bill 1826 organic waste management program.
    - $0.26 million for consultant services to conduct a road condition survey of the County road network system.
    - $0.12 million to purchase a subsurface pavement scanner used to evaluate existing road conditions.
    - $0.12 million to develop an inventory of easements in the Geographic Information Source (GIS).
    - $0.15 million to purchase a van with closed circuit television and inspection equipment for programmatic condition assessment of underground sewer lines and structures.
    - $0.45 million for road maintenance work in the Road Fund.
  - Rebudget of $0.6 million of LUEG fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2016–17 including: consultant services to develop an Environmental Impact Report (EIR) for zoning ordinance revisions to encourage composting ($0.3 million); Proctor Valley Road Vacation and closure ($0.08 million); development of a website with historical and real-time automated flood warning data ($0.1 million); development of an IT user portal for Capital Improvement Program (CIP) projects and roadway structure inventory (GIS Enhancements) ($0.03 million); and for construction of a new Geographic Positioning System (GPS) Base Station ($0.1 million).
  - One-time funding of $37.1 million from various DPW funds for purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds ($6.2 million); capital improvement projects in Airports program ($5.2 million) and San Diego County Sanitation District service areas ($4.9 million); commitment for major maintenance projects, including asphalt concrete overlay and slurry seal in the Road Fund ($5.4 million); capital improvement projects in the Road Fund, including construction of the intersection of Fuerte and Alzeda Drives ($9.1 million); maintenance for paving projects and potential emergencies in the Permanent Road Divisions ($5.0 million); irrigation and landscaping projects in the County Service Area landscaping districts ($0.1 million); vehicle and equipment costs for Wastewater Management ($0.5 million); utility payments for the San Diego Lighting

Maintenance District ($0.4 million); environmental remediation and maintenance at the Hillsborough and Duck Pond landfills ($0.1 million); and preservation of survey monuments ($0.2 million).

- General Purpose Revenue Allocation—Increase of $0.6 million for increased negotiated labor agreements, an increase in retirement contributions and funding for the ongoing costs related to the Survey Records System.

Budget Changes and Operational Impact: 2016–17 to 2017–18

A net decrease of $53.5 million includes a decrease of $23.4 million in Services & Supplies primarily due to the projected completion or near completion of Road Fund capital improvement projects and one-time projects; a decrease of $21.0 million in Other Charges primarily due to one-time funding for the Environmental Trust Fund; a decrease of $4.0 million in Capital Assets/Land Acquisition due to completion of capital projects in the San Diego County Sanitation District; a decrease of $3.6 million in Capital Assets Equipment due to completed equipment purchases in the equipment ISFs; a $2.1 million decrease in Operating Transfers Out due to completion of a transfer between the Road Fund and Road Fund Equipment Acquisition ISF; completion of a transfer between Liquid Waste Enterprise Fund and Liquid Waste Equipment Acquisition ISF; and completion of transfers from the General Fund for one-time projects. An offsetting net increase of $0.6 million in Salaries & Benefits is due to an increase in previously negotiated salary increases and retirement costs.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Road Program	355.00	352.00	351.00	(0.3)	351.00
Solid Waste Management Program	19.00	19.00	19.00	0.0	19.00
General Fund Activities Program	51.00	54.00	58.00	7.4	58.00
Airports Program	35.00	35.00	36.00	2.9	36.00
Wastewater Management Program	40.00	43.00	43.00	0.0	43.00
Total	**500.00**	**503.00**	**507.00**	**0.8**	**507.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Road Program	$ 97,374,263	$ 111,621,835	$ 105,112,769	(5.8)	$ 93,960,064
Solid Waste Management Program	7,621,043	7,712,359	7,764,671	0.7	7,042,073
General Fund Activities Program	21,257,431	23,561,551	48,088,907	104.1	14,164,330
Airports Program	19,982,158	17,907,793	17,869,967	(0.2)	17,322,738
Wastewater Management Program	7,793,918	8,790,419	8,328,821	(5.3)	7,931,421
Sanitation Districts	33,028,950	28,998,313	27,925,085	(3.7)	24,670,910
Flood Control	10,057,966	6,219,171	5,447,303	(12.4)	4,645,718
County Service Areas	582,824	343,624	327,700	(4.6)	322,092
Street Lighting District	3,591,497	2,163,989	2,077,968	(4.0)	2,077,968
Community Facilities Districts	—	—	207,793	0.0	431,186
Permanent Road Divisions	8,641,205	5,711,817	6,018,307	5.4	6,018,307
Equipment ISF Program	12,489,377	14,389,191	15,627,258	8.6	12,709,634
Total	**$ 222,420,632**	**$ 227,420,062**	**$ 244,796,549**	**7.6**	**$ 191,296,441**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 62,120,912	$ 62,436,605	$ 64,794,336	3.8	$ 65,439,707
Services & Supplies	130,561,268	134,883,862	132,209,968	(2.0)	108,810,862
Other Charges	11,024,077	11,182,996	33,396,927	198.6	12,402,494
Capital Assets/Land Acquisition	11,232,300	4,265,000	4,152,175	(2.6)	125,000
Capital Assets Equipment	4,977,000	6,313,228	7,414,500	17.4	3,778,000
Fund Balance Component Increases	61,119	—	—	0.0	—
Operating Transfers Out	2,443,956	8,338,371	2,828,643	(66.1)	740,378
Total	**$ 222,420,632**	**$ 227,420,062**	**$ 244,796,549**	**7.6**	**$ 191,296,441**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 5,402,070	$ 5,704,315	$ 6,033,302	5.8	$ 6,256,695
Taxes Other Than Current Secured	6,603,438	10,455,871	7,988,928	(23.6)	7,988,928
Licenses Permits & Franchises	200,000	5,000,000	5,001,000	0.0	5,001,000
Fines, Forfeitures & Penalties	3,000	—	200	0.0	200
Revenue From Use of Money & Property	19,810,262	20,162,791	20,334,681	0.9	20,754,097
Intergovernmental Revenues	75,144,961	60,084,737	59,400,332	(1.1)	59,085,145
Charges For Current Services	53,698,226	50,490,273	53,469,426	5.9	49,953,936
Miscellaneous Revenues	2,377,273	1,889,269	2,138,600	13.2	2,078,600
Other Financing Sources	4,111,265	8,511,869	2,828,643	(66.8)	740,378
Fund Balance Component Decreases	3,420,074	9,783,180	8,109,021	(17.1)	—
Use of Fund Balance	44,401,515	47,553,463	71,120,795	49.6	31,017,231
General Purpose Revenue Allocation	7,248,548	7,784,294	8,371,621	7.5	8,420,231
Total	**$ 222,420,632**	**$ 227,420,062**	**$ 244,796,549**	**7.6**	**$ 191,296,441**

County of San Diego

Community Services Group

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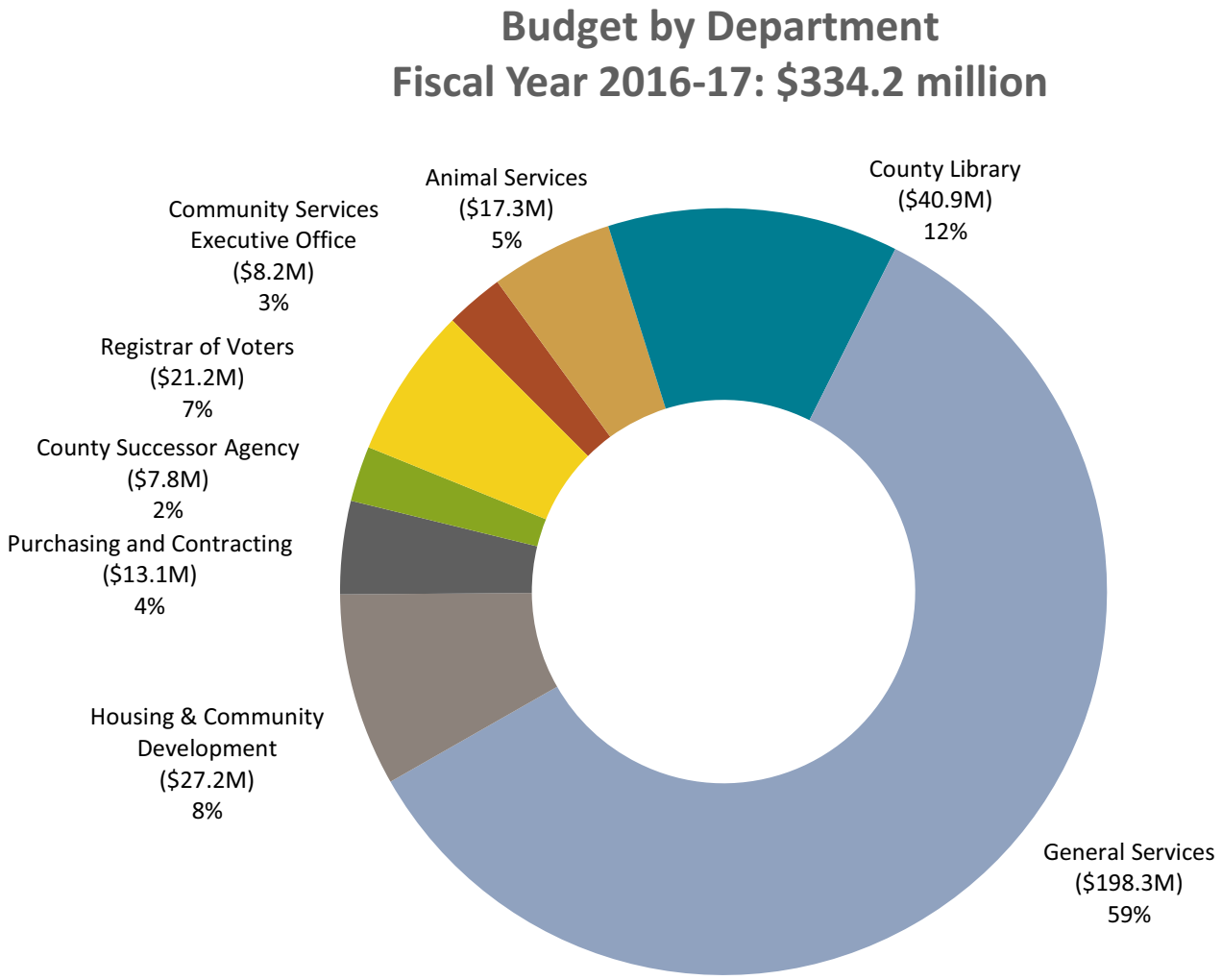
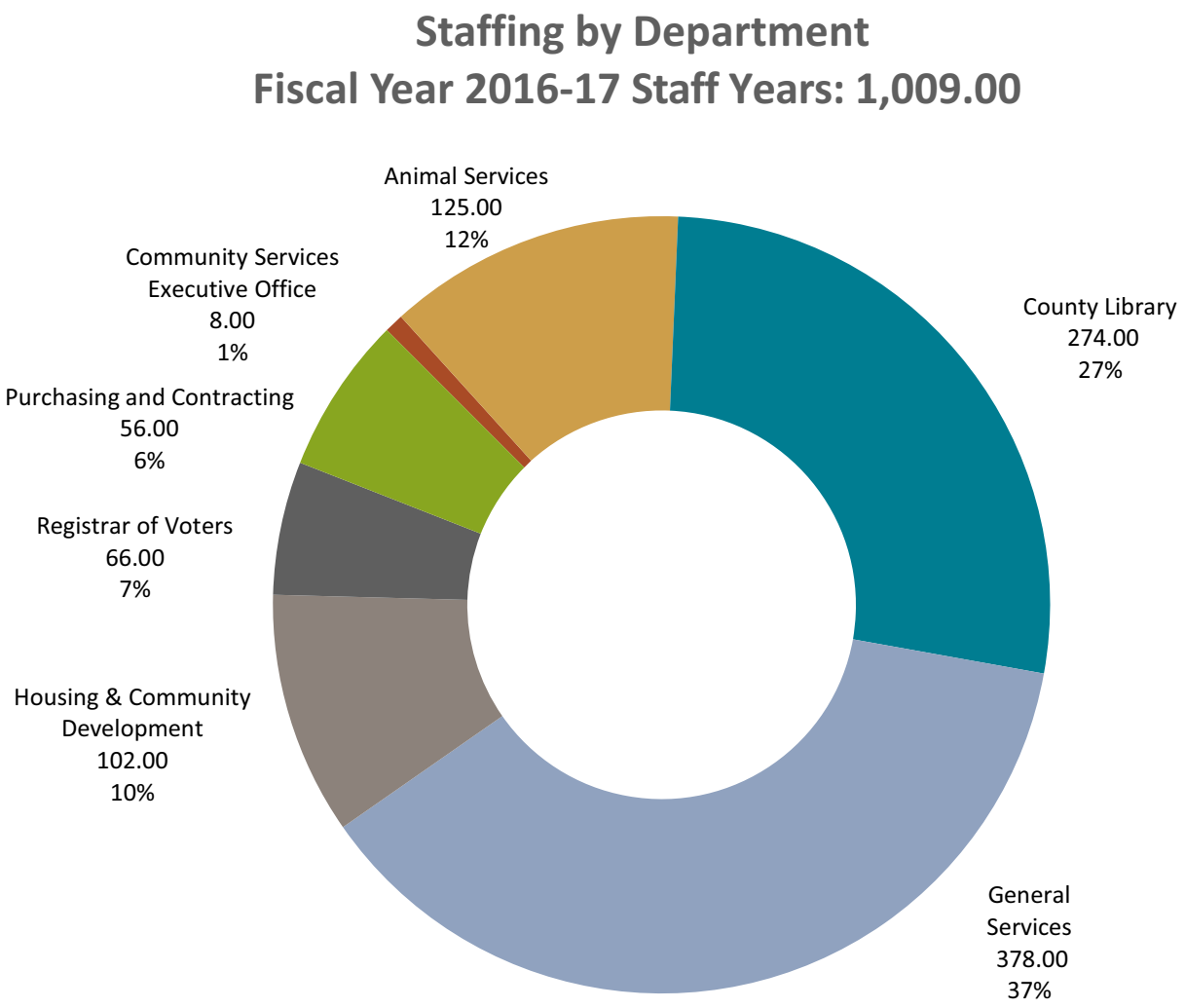
Community Services Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department



Community Services Group Summary & Executive Office

Mission Statement

To provide cost-effective and responsive services to customers—the public, client cities and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County of San Diego Successor Agency. Through these departments, the Community Services Group (CSG) provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries, 2 mobile libraries, and 2 24/7 Library-to-Go kiosks with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

CSG Departments

- Animal Services
- County Library
- General Services
- Housing & Community Development
- Purchasing and Contracting
- County Successor Agency
- Registrar of Voters

Community Services Group Priorities

Healthy Families

- According to recent research, the county's homeless population exceeds 8,000 people, 15% of whom are veterans. Recognizing the need to work collectively to address this issue, we will work collaboratively with other Groups to provide assistance to individuals, families and veterans in their efforts to locate and obtain stable permanent housing. We will work toward the implementation of a system that is sensitive to individuals' needs and that directly addresses veterans experiencing homelessness by offering targeted incentives to area landlords as well as the utilization of vouchers for homeless veterans.
- We will continue to strive to meet the needs of the homeless and homeless veterans in the county, working with and actively participating in regional initiatives such as Opening Doors (under the direction of the Regional Continuum of Care) who target chronic homeless and veterans.

Safe Communities

- CSG will support our clients in maintaining safe communities. We will enhance our communities and the environment by focusing on sustainability planning in addition to striving to provide time-critical maintenance response to current holdings of more than 9 million square feet of County owned or leased infrastructure.
- We will also continue to work to improve the quality of life for all residents through collaborating with other local agencies in promoting crime-free public community projects, providing home repair assistance to low-income homeowners and participating in the promotion of safe and decent housing opportunities for special needs populations.

Sustainable Environments

- Community engagement is essential to the electoral process, and given that there is an anticipated 40% increase in voter registration during presidential election years, we will focus on mitigating challenges while developing strategies to engage the community to ensure polling sites are staffed with qualified personnel. The Group will focus on completing a transparent election season by ensuring that accountability, security and integrity remain our highest priorities throughout the electoral process.
- Understanding that the increase in the number of registered voters brings the need for an increase in accessible polling places, we will work to increase the overall percent of accessible polls to 77% for both the November 2016 Presidential election and the June 2018 Gubernatorial Primary Election.
- Furthermore, we as a Group will seek to promote diverse opportunities for residents to exercise their right to be civically engaged. One of the actions to help us accomplish this includes adding staff in Registrar of Voter's Language Services division to assure language requirements under the Federal Voting Act Section 203 are met and accessibility for those voters is expanded.
- We always strive for excellence in meeting the needs of all of our clients, whether internal or external, and as the County continues to offer exceptional service, over the next 10 years, we will continue to focus our efforts on renewing or replacing all non-historic buildings more than 50 years old. In doing so, the County will promote energy conservation, potable water conservation and use of alternative energy generation systems. Additionally, we will complete various facility retrofits and landscape conversions which, when fully implemented, are anticipated to provide up to 115 million gallons in permanent annual water savings which will exceed the current Gubernatorial Executive Order to reduce water usage in the state.

Operational Excellence

- Providing optimal service to our clients will remain at the forefront of what CSG strives to accomplish on a daily basis; from how we work to provide modern infrastructure, to the ways we seek to ensure all our departments have trained staff and the tools necessary to stay up-to-date. CSG is constantly working to ensure that we are providing a positive customer experience.
- As a Group, we seek to consistently assess our client's needs as well as our effectiveness in order to remain competitive. We will continue to align our services within our Group as well as with our outside partners in order to ensure that we all benefit from the collective impact of our actions.

2016–18 Community Services Group (CSG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various CSG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department's 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	County Library, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to *Live Well San Diego*	Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SC3	Identify and mitigate community threats that impact quality of life	Animal Services, General Services, Housing & Community Development, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and demands	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Animal Services, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	General Services, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Develop a plan to utilize new and existing technology and infrastructure to improve customer service	Animal Services, County Library, General Services, Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	County Library, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Animal Services, County Library, Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Develop a countywide management philosophy that fosters employee well-being, inclusion and development	Animal Services, Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

For additional information about the Community Services Group, refer to the website at:

- www.sdcounty.ca.gov/community

Executive Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Decrease of $1.5 million

- Services & Supplies—decrease of $0.5 million due to completion of one-time facility and energy projects in Fiscal Year 2015–16.
- Management Reserves—decrease of $1.0 million for a total of $2.3 million for unanticipated Groupwide information technology and facility needs, based on actual use of reserves in recent fiscal years.

Revenues

Decrease of $1.5 million

- Use of Fund Balance—decrease of $1.6 million for a total of $5.3 million. Planned uses of fund balance include:
  - $2.3 million in management reserves for unanticipated Group information technology and facility needs;
  - $1.0 million for a triennial facility condition assessment effort;
  - $0.5 million for building automation system projects in various facilities;
  - $0.5 million for a fleet garage retrofit and renovation in Ramona to serve back country vehicles and equipment;
  - $0.4 million for the second and final phase of the development of a facility replacement strategic plan;
  - $0.3 million for implementation of a plug-in hybrid electric vehicle (PHEV) County vehicle pool;
  - $0.15 million for East Mesa Complex energy upgrades;
  - $0.15 million for inspection activities at various County fueling sites.
- General Purpose Revenue Allocation—increase of $0.1 million for minor increases in negotiated Salaries & Benefits costs and ongoing information technology costs.

Executive Office Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Decrease of $5.4 million primarily due to the completion of one-time facility and energy projects in Fiscal Year 2016–17, as well as a reduction in the use of management reserves.

Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	124.00	124.00	125.00	0.8	125.00
County Library	270.00	273.50	274.00	0.2	274.00
General Services	352.00	364.00	378.00	3.8	378.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	64.00	64.00	66.00	3.1	66.00
Total	**976.00**	**991.50**	**1,009.00**	**1.8**	**1,009.00**

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	$ 8,219,348	$ 9,693,167	$ 8,226,563	(15.1)	$ 2,825,855
Animal Services	16,941,395	16,305,204	17,307,934	6.1	17,261,231
County Library	37,557,923	38,653,437	40,970,875	6.0	41,141,328
General Services	197,246,362	197,807,330	198,312,358	0.3	197,038,348
Housing & Community Development	26,566,570	27,998,397	27,212,643	(2.8)	23,203,444
Purchasing and Contracting	11,703,610	10,619,262	13,107,029	23.4	11,598,970
County Successor Agency	7,926,482	8,067,074	7,820,129	(3.1)	7,820,129
Registrar of Voters	19,392,369	19,288,800	21,235,142	10.1	18,210,117
Total	**$ 325,554,059**	**$ 328,432,671**	**$ 334,192,673**	**1.8**	**$ 319,099,422**

Executive Office Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Total	**8.00**	**8.00**	**8.00**	**0.0**	**8.00**

Executive Office Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	$ 8,219,348	$ 9,693,167	$ 8,226,563	(15.1)	$ 2,825,855
Total	**$ 8,219,348**	**$ 9,693,167**	**$ 8,226,563**	**(15.1)**	**$ 2,825,855**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 1,449,302	$ 1,424,886	$ 1,442,091	1.2	$ 1,460,694
Services & Supplies	3,520,046	5,018,281	4,534,472	(9.6)	1,365,161
Management Reserves	3,250,000	3,250,000	2,250,000	(30.8)	0
Total	**$ 8,219,348**	**$ 9,693,167**	**$ 8,226,563**	**(15.1)**	**$ 2,825,855**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 1,051,489	$ 1,062,049	$ 1,068,247	0.6	$ 1,068,247
Use of Fund Balance	5,473,727	6,851,059	5,260,500	(23.2)	—
General Purpose Revenue Allocation	1,694,132	1,780,059	1,897,816	6.6	1,757,608
Total	**$ 8,219,348**	**$ 9,693,167**	**$ 8,226,563**	**(15.1)**	**$ 2,825,855**

Animal Services

Mission Statement

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

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Approximately 25,000 animals enter DAS' three shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

To ensure these critical services are provided, DAS has 125.00 staff years and a budget of $17.3 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - ■ Worked with the Pets for Patriots organization to place pets in forever homes with veterans who participate in this program. The goal was to place ten animals through the Pets for Patriots' program. DAS discovered it was difficult to identify veterans prior to on-site adoptions. DAS modified its adoption application to include a question about veteran status to identify customers eligible for the program, and is working with Pets for Patriots on an incentive for faster discount/reimbursement.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - □ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a Health and Human Services Agency survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - □ Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency. (SC1)
    - ◆ Participated in four Community Emergency Response Team (CERT) meetings this year.
    - ◆ Conducted 15 presentations to community groups this year.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Promoted community safety and injury prevention by conducting 50 dog bite prevention presentations this year to area schools and other organizations that encounter dogs during normal operations. (SC3)
  - □ Exceeded the goal of providing 10 dog bite prevention presentations by making 14 presentations this year to County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service). (SC3)
  - ■ Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.

- Responded to 97% of patrol calls on time according to DAS protocols for responding to various levels of priority calls, exceeding the goal of 94.4%.
- Conducted four out of eight classes this year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system. Courts have not referred enough citizens to DAS to meet the goal of eight classes.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting 14 classroom or youth group visits this year to the Campus for Animal Care or other County animal shelters. These educational endeavors helped ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- Conducted 22 presentations this year to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation, exceeding the goal of 8 presentations.
- Submitted ten articles this year to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- DAS continuously improved the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
  - Ensured that 85.4% of 26,273 sheltered dogs and cats were reunited with their owner or adopted into a new home.
  - Ensured that no treatable animals that come into our shelter were euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters since July 1, 2015. In collaboration with the San Diego Animal Welfare Coalition (SDAWC), the department has also embarked on an ambitious long-term goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieved a customer satisfaction rating of 4.72 (on a scale of 1 to 5, with 5 being "excellent"). (OE5)
  - Trained 100% of staff regarding resources available to members of the public for animals with treatable medical and behavioral issues, including those organizations which provide financial assistance to people facing a hardship in caring for their animal(s).
  - Ensured that staff contacted rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued to seek qualified diverse applicants by attending one job fair this year and advertising positions in periodicals targeted to minority populations in order to fill positions as needed. DAS focus was on animal adoption outreach events instead of job fairs this fiscal year.

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Participate in a minimum of one veterans and one homeless event per year
  - Promote and conduct a minimum of two vaccination, licensing and microchip clinics in the department's top underserved areas per year in collaboration with those communities and external partners.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure that 0% of treatable animals that come into our shelter are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters. (SC3)
  - Achieve a goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family. (SC3)
  - Respond to 96% of patrol calls on time according to department protocols. (SC3)
  - Create procedures, evaluate best practices and implement the ICE Black Box phone app to investigate suspected incidents of crimes against animals. (SC3)

- Partner with the Department of Human Resources to implement an enterprisewide online training to increase staff awareness of safety during animal encounters. (SC3)
- Ensure that 80% of an estimated 25,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.

- All San Diego youth are protected from crime, neglect and abuse
  - Create a dog bite prevention education video for distribution to at-risk communities. (SC6)

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Form a Volunteer Program Action Team to implement business process improvements to enhance the DAS Volunteer Program and increase volunteer and staff engagement. (SE6)
  - Collaborate with the Registrar of Voters to include DAS advertisements in the sample ballot for the November 8, 2016 Presidential General Election. (SE6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
  - Support the procurement and implementation of Phase 1 capital improvements of the County Animal Shelter, Bonita. (OE3)
  - Research and select a vendor to implement electronic field payments. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with superior services by being responsive, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 (on a scale of 1 to 5, with 5 being "excellent"). (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Conduct a department training needs assessment and create an annual training program for staff and volunteers for professional development and consistency in core competencies. (OE6)

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	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Sheltered dogs and cats either adopted or reunited with owners	82.7% of 19,450	71.4%	85.4% of 26,273	80.0%	80.0%
On-time patrol response[1]	97% of 28,133 calls	94.4%	97.0%	96.0%	96.0%
Adoptable shelter animals euthanized[2]	0.0%	0.0%	0.0%	0.0%	0.0%
Treatable animals euthanized[3]	12.8%	12.9%	0.0%	0.0%	0.0%
Customer Satisfaction Rating[4]	4.67	4.72	4.72	4.72	4.72

Table Notes

[1] Patrol time response standards, varying by urgency of call, are established by contract with client cities.

[2] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[3] The Department in collaboration with the San Diego Animal Welfare Coalition (SDAWC) has also embarked on an ambitious goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.

[4] Scale of 1 to 5, with 5 being "excellent".

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year to coordinate volunteer services for all three County animal shelters.

Expenditures

Net increase of $1.0 million

- Salaries & Benefits—increase of $0.6 million due to the increase in staffing detailed above, negotiated labor agreements and workers' compensation costs.
- Services & Supplies—increase of $0.4 million primarily due to Facilities Management internal service fund charges.

Revenues

Net increase of $1.0 million

- Licenses Permits & Franchises—increase of $0.2 million in anticipated dog license renewals.
- Charges for Current Services—increase of $0.7 million for the contract cities' proportional share of cost of the department's operating budget.
- Use of Fund Balance—increase of $0.2 million for a total of $0.2 million. Use of fund balance for one-time only projects for shelter security needs and upgrade to department's public facing website.
- General Purpose Revenue—decrease of $0.1 million to reflect a slight decrease in ongoing expenditures and re-definition of certain one-time expenditures.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Animal Services	124.00	124.00	125.00	0.8	125.00
Total	**124.00**	**124.00**	**125.00**	**0.8**	**125.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Animal Services	$ 16,941,395	$ 16,305,204	$ 17,307,934	6.1	$ 17,261,231
Total	**$ 16,941,395**	**$ 16,305,204**	**$ 17,307,934**	**6.1**	**$ 17,261,231**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 11,392,004	$ 11,425,271	$ 12,074,838	5.7	$ 12,178,135
Services & Supplies	5,549,391	4,879,933	5,233,096	7.2	5,083,096
Total	**$ 16,941,395**	**$ 16,305,204**	**$ 17,307,934**	**6.1**	**$ 17,261,231**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 1,945,359	$ 1,893,391	$ 2,110,000	11.4	$ 2,110,000
Fines, Forfeitures & Penalties	3,000	3,000	1,500	(50.0)	1,500
Revenue From Use of Money & Property	66,061	66,061	96,061	45.4	96,061
Charges For Current Services	10,819,964	11,089,647	11,769,841	6.1	11,769,841
Miscellaneous Revenues	46,000	36,000	39,800	10.6	39,800
Use of Fund Balance	916,832	—	212,354	0.0	—
General Purpose Revenue Allocation	3,144,179	3,217,105	3,078,378	(4.3)	3,244,029
Total	**$ 16,941,395**	**$ 16,305,204**	**$ 17,307,934**	**6.1**	**$ 17,261,231**

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

County Library

Mission Statement

To inform, educate, inspire and entertain.

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries, 2 mobile libraries, and 2 Library-to-Go kiosks. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

To ensure these critical services are provided, the County Library has 274.00 staff years and a budget of $41.0 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
●				- Enterprise Wide Goal
	□			- Cross-Departmental Objective
	■			- Department Objective
		◆		- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - □ Maintained partnership with the Health and Human Services Agency (HHSA) to promote a healthy lifestyle for children in at-risk neighborhoods. (HF2)
    - ◆ Offered the Rockin' Recess program in conjunction with the Summer Lunch Program by hosting 50 sessions during the summer months.
  - ■ Supported the County of San Diego's *Live Well San Diego* Building Better Health Initiative by offering more than 350 healthy lifestyle programs for all ages every month.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*

  - □ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ■ Provided students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative by offering an average of 300 after-school programs each month.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - ■ Ensured that collections and library materials were current and relevant to the needs and interests of a dynamic community by achieving 7.2 times per item and exceeding the planned annual average circulation of 7.0 times per item.
  - ■ Provided relevant adult programs that promote lifelong learning and civic engagement by serving more than 100,000 participants. Exceeded the goal by serving 150,000 program participants.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - □ Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Provide and promote services that increase consumer and business confidence

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Currently implementing a software upgrade in preparation for a new Integrated Library System (Library's database) which will provide faster and more reliable library services to customers. SDCL is in the process of upgrading their current library database system. (OE3)
  - Updated the Library's website to maximize customer usability and access to the library collection and visiting authors. (OE4)
  - Obtained approval for installation of a 24/7 Library-to-Go kiosk at three locations: Encinitas, Chula Vista, and Boulevard. Installation is expected to be complete for Encinitas by the end of June 2016, and for the other two locations by Fall 2016.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.83 (on a scale of 1 to 5, with 5 being "excellent") for SDCL programs. (OE5)
  - Ensured customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.60 (on a scale of 1 to 5, with 5 being "excellent").

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 20,000 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. (HF2)
  - Support the County of San Diego's *Live Well San Diego* Building Better Health Initiative by offering more than 325 healthy lifestyle programs for all ages every month. (HF2)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provide students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative by offering an average of 300 after-school programs each month.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provide relevant adult programs that promote lifelong learning and civic engagement by serving more than 150,000 participants.
  - Ensure that collections and library materials are current and relevant to meeting the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.0 times per item.

Operational Excellence

- Provide and promote services that increase consumer and business confidence
  - Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
    - Maintain the planned schedule of library operations.
    - Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement a software upgrade in preparation for a new hosted Integrated Library System (Library's database) which will provide faster and more reliable library services to customers. (OE3)
  - Update the Library's website to maximize customer usability and access to the library collection and visiting authors. (OE4)
  - Capture and tell SDCL's stories by highlighting branch Signature Events through publicity, media coverage, and photography. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 or higher (on a

scale of 1 to 5, with 5 being "excellent") for SDCL programs. (OE5)

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being "excellent").

Related Links

For additional information about the County Library, refer to the website at:

- www.sdcl.org/

Follow SDCL on Facebook at:

- www.facebook.com/sdcountylibrary

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Annual average circulation per item[1]	7.47	7.00	7.20	7.00	7.00
Library hours open[2]	107,284	107,200	107,413	107,400	107,600
Annual SDCL Virtual Branch Visitors[3]	18,269,533	14,000,000	15,233,113	14,000,000	14,000,000
SDCL virtual library resource sharing and services per capita[4]	1.08	1.60	1.01	1.10	1.10
Average customer satisfaction rating[5]	4.50	4.60	4.60	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[6]	4.87	4.75	4.83	4.75	4.75
Annual count of foot traffic at the library[7]	5,614,871	5,700,000	5,500,000	5,400,000	5,400,000

Table Notes

[1] Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2015–16 Estimated Actual circulation is higher than the Fiscal Year 2015–16 Adopted level due to an increase in library materials budget from past fiscal years.

[2] Library hours open represents the overall level of accessibility that the community has to the library branches/kiosks. The Fiscal Year 2015–16 Estimated Actual number of hours open is higher than the Fiscal Year 2015–16 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours.

[3] "Virtual Branch Visitors" reflects the number of page views recorded for the following areas of the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, Book Letters reading suggestion sites, SDCL website, or Classic Catalog.

[4] Measures the use of premium databases, e-books, audiobook and magazine downloads, interlibrary (resource) sharing and online services by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2015–16 Estimated Actual level is lower than the Fiscal Year 2015–16 Adopted level due to a decline in encyclopedia article searches.

[5] On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Customer satisfaction indicates how individuals perceive SDCL's ability to provide services of value to them.

[6] On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perceptions of how well SDCL is meeting the needs of a diverse population.

[7] The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from "people counters" that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services. The Fiscal Year 2015–16 Estimated Actual level is lower than the Fiscal Year 2015–16 Adopted Level due to better economy: libraries are busier during economic contractions. Concurrent with growing economy, foot traffic decreases; customers have increased disposable income minimizing market advantage of the free library services.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 0.50 staff year

- Increase of 0.50 staff year to support the newly expanded Imperial Beach library.

Expenditures

Net increase of $2.3 million

- Salaries & Benefits—increase of $0.9 million due to negotiated labor agreements an increase in retirement contributions, flex credit, and workers' compensation costs.
- Services & Supplies—increase of $1.3 million primarily due to:
  - $1.0 million in books and library materials.
  - $0.2 million in Department of General Services ISF costs.
  - $0.1 million in distributed countywide cost allocation plan.
- Capital Assets Equipment—increase of $0.1 million due to procurement of an automated materials handler machine (book sorter) at library headquarters.

Revenues

Net increase of $2.3 million

- Taxes Current Property—increase of $0.9 million in revenue from Property Taxes.
- Other Financing Sources—decrease of $0.3 million in one-time funding due to completed plan to install a library kiosk.
- Use of Fund Balance—increase of $1.7 million for a total budget of $4.5 million.
  - $2.6 million in books and library materials.
  - $1.0 million in management reserves for unanticipated needs.
  - $0.4 million to procure an automated materials handler.
  - $0.3 million to provide a match for public donations for library materials.
  - $0.2 million for IT costs for the new Imperial Beach site installation.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

A net increase of $0.2 million in total expenditures is primarily due to an increase in Salaries & Benefits for previously negotiated salary increases and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Library Operations and Administration	18.75	18.75	18.50	(1.3)	18.50
Library Professional & Technical Support Service	38.25	37.75	36.75	(2.6)	36.75
Library Branch Operations	213.00	217.00	218.75	0.8	218.75
Total	**270.00**	**273.50**	**274.00**	**0.2**	**274.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Library Operations and Administration	$ 5,946,869	$ 5,437,242	$ 5,623,138	3.4	$ 5,647,496
Library Professional & Technical Support Service	9,133,137	10,554,244	11,698,347	10.8	11,320,402
Library Branch Operations	22,477,917	22,661,951	23,649,390	4.4	24,173,430
Total	**$ 37,557,923**	**$ 38,653,437**	**$ 40,970,875**	**6.0**	**$ 41,141,328**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 22,558,038	$ 22,958,964	$ 23,871,470	4.0	$ 24,142,940
Services & Supplies	13,699,885	14,394,473	15,699,405	9.1	15,698,388
Capital Assets Equipment	300,000	300,000	400,000	33.3	300,000
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Total	**$ 37,557,923**	**$ 38,653,437**	**$ 40,970,875**	**6.0**	**$ 41,141,328**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 30,061,616	$ 30,260,627	$ 31,148,962	2.9	$ 32,083,431
Taxes Other Than Current Secured	421,461	421,461	459,042	8.9	472,813
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	2,387,959	3,048,521	3,048,521	0.0	3,048,521
Charges For Current Services	1,138,112	1,138,112	1,138,112	0.0	1,138,112
Miscellaneous Revenues	553,821	553,821	553,821	0.0	553,821
Other Financing Sources	300,000	300,000	0	(100.0)	0
Use of Fund Balance	2,589,954	2,825,895	4,517,417	59.9	3,739,630
Total	**$ 37,557,923**	**$ 38,653,437**	**$ 40,970,875**	**6.0**	**$ 41,141,328**

General Services

Mission Statement

To provide cost-effective, efficient, high-quality and timely support services to County clients enabling them to fulfill their mission to the public.

Department Description

The Department of General Services (DGS) is an internal service department within the County of San Diego. DGS ensures that other County departments have the necessary facilities, workspaces, services and vehicles to accomplish their business objectives. These services include management of over 410 real estate leases; management of major maintenance and capital improvement projects; facility maintenance, security and mail management services totaling $57 million; and acquisition, maintenance and refueling of over 4,100 fleet vehicles. DGS is also a committed leader in energy and sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.

To ensure these critical services are provided, DGS has 378.00 staff years and a budget of $198.3 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - □ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - □ Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% (1,572) of all emergency requests within 4 hours of notification. (SC3)
  - ■ Supported client departments in their public safety efforts.
    - ◆ Maintained availability of County-supported fire apparatus at 86% (66 of 77).
    - ◆ Ensured maximum availability of law enforcement patrol vehicles at 95% (527 of 555).
    - ◆ Developed real estate project criteria and delivery strategy for the migration to new technology for the Countywide Regional Communications System.

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - ■ Improved County operations through sustainability efforts such as energy conservation, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
    - ◆ Reduced annual building energy use intensity by 13%, comparing Fiscal Year 2015–16 to Fiscal Year 2014–15, exceeding the goal of 1.5%.
    - ◆ Prepared greenhouse gas (GHG) inventories of County operations for calendar years 2015 and 2016. Achieved a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.

- Incorporated the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle-related greenhouse gas emissions.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Ensured all finance staff in the department participated in financial literacy training. (OE2)
  - Completed 96% (7,603 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
  - Maximized postage discounts by bar coding a minimum of 97% (5,456,203 of 5,619,809) of all presort business letters, exceeding the goal of 95%.
  - Monitored leases on County-owned property ensuring rents were paid within 30 days of due date for 97% (218 of 224) of the leases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Completed 99% (27,400 of 27,600) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems, exceeding the goal of 96%. (OE3)
  - Received the 2015 California Counties Facilities Services Association Public Facilities Award of Excellence (9th consecutive award) for exceptional dedication to facility management best practices, process innovation, staff development, department automation, energy programs, and environmental improvements.
  - Anticipated award of a design-build contract for the construction of the new Pine Valley Fire Station by spring 2016 was delayed due to requirement to acquire additional land.
  - Prepared leased space for relocation of initial departments to allow remodel of the Hall of Justice and to accommodate the State's accelerated bridge connection to the new Courthouse. Prepared plans for the relocation of other displaced departments in the current downtown Courthouse.
  - Completed the design-build construction of the new Alpine Library as the first Zero Net Energy County building in spring 2016.
  - Anticipated completion of the design-build construction of the new Imperial Beach Library in fall 2016.
  - Anticipated award of a design-build contract for the construction of the new Borrego Springs Library and Park was delayed by the land donation process. The procurement is anticipated to begin in 2016.
  - Completed Phase 2 construction of the new Las Colinas Detention and Reentry Facility in January 2016.
  - Completed construction of the Cedar & Kettner Development Parking Structure in October 2015.
  - Awarded the design-build contract for construction of the new HHSA Crisis Residential Facility in Escondido.
  - Began construction-manager-at-risk construction of improvements in the East County Regional Center for the District Attorney. Completion by fall 2016 was delayed by the State and contractor procurement and is anticipated by December 2017.
  - Completed construction of the COC Fleet Services Facility and Parking Structure in spring 2016.
  - Anticipate construction of the new COC Crime Lab and Evidence Warehouse to begin in summer 2016 for completion in summer 2018.
  - Prepared programming and procurement to replace the Oceanside Family Resource Center, Public Health Center and associated operations with a new HHSA North Coastal Facility on the current Mission and Barnes property for completion in spring 2018.
  - Continued assessment of aging Health and Human Services buildings.
    - Determined options for replacement/renewal and consolidation of certain Family Resource Centers, including completion of move of the Escondido facility into the new North Inland Live Well Center which includes a Military Veterans Resource Center.
    - Developed Major Maintenance Improvement Plan and Capital Improvement Needs Assessment recommendations for specific projects.
  - Continued strategic facility planning efforts with departments in aging buildings in a strategic view of their programs and facilities. Using the internally developed Facility Effectiveness Assessment Tool (analysis extending facility condition assessments to incorporate location, costs and department program delivery metrics) and worked with departments to integrate program needs into the analysis and prioritization of facility requirements.

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% (1,500) of all emergency requests within 4 hours of notification. (SC3)
  - Support client departments in their public safety efforts.
    - Maintain availability of County-supported fire apparatus at 87% (71 of 82).

- Ensure maximum availability of law enforcement patrol vehicles at 95% (527 of 555).

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Improve County operations through sustainability efforts such as energy conservation, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
    - Reduce annual building energy use intensity by 1.5%, comparing Fiscal Year 2016–17 to Fiscal Year 2015–16.
    - Prepare greenhouse gas inventories of County operations for calendar years 2016 and 2017. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
    - Continue to incorporate the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle-related greenhouse gas emissions.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Maximize postage discounts by bar coding a minimum of 98% (5,500,000 of 5,600,000) of all presort business letters.
  - Monitor leases on County-owned property ensuring rents are paid within 30 days of due date for 97% (218 of 224) of the leases.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
  - Assign online financial literacy course to all front line fiscal staff to be completed by June 30, 2017. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete 96% (26,500 of 27,600) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems. (OE3)
  - Coordinate with the San Diego County Fire Authority to install an appropriate level of fueling infrastructure at various rural fire stations throughout the county to ensure access to fuel for fire apparatus and support vehicles. (OE3)
  - Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
    - Relocate the Probation Department from the aging Ohio Street Office in San Diego to newer facilities with potential co-location opportunities with other County departments.
    - Relocate Sheriff's Court Services from the San Diego Office to either a new leased facility or County-owned property in downtown San Diego by Spring 2017.
    - Relocate HHSA Child Welfare Services from the aging County-owned North Central Facility at 6950 Levant Street, San Diego, to a new leased facility by December 31, 2016.
    - Relocate the Department of Child Support Services from downtown San Diego into various offices throughout the county to better align service locations to client needs.
  - Complete 95% (7,745 of 8,153) of vehicle preventive maintenance actions in order to maximize vehicle life cycle.
  - Complete the construction of the new COC Crime Lab and Evidence Warehouse in summer 2018.
  - Complete the construction of the new Imperial Beach Library.
  - Advertise and award the design-build contract for the construction of the new Pine Valley Fire Station by fall 2016.
  - Advertise and award the design-build contract for the construction of the new Santa Ysabel Nature Center in summer 2016 for completion in early 2018.
  - Advertise and award the design-build contract for the construction of a new Assessor/Recorder/County Clerk East County Operations and Archive Facility in Summer 2016 to replace the current County facility, for completion in fall 2018.
  - Advertise and award the design-build contract for construction of the 4S Ranch Library expansion by 2017.
  - Advertise and award the design-build contract for construction of the South County Animal Shelter in Bonita (Phase I) by 2017.
  - Complete site search and land acquisition for the Lakeside Library by Fall 2016.

Related Links

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

- www.sdcounty.ca.gov/general_services

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Law enforcement patrol vehicles available	95% of 555	95% of 555	95% of 555	95% of 555	95% of 555
Fire services program apparatus available	94% of 77	85% of 77	86% of 77	87% of 82	87% of 85
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification[1]	100% of 1,010	100% of 1,000	100% of 1,572	100% of 1,500	100% of 1,500
Energy Use Intensity (EUI) decrease[2]	12% of 83.14 kBTU/SF	1.5% of 72.92 kBTU/SF	13% of 72.92 kBTU/SF	1.5% of 63.4 kBTU/SF	1% 62.45 of kBTU/SF
County operations greenhouse gas (GHG) emissions reduction[3]	11.5% of 144,417 Metric Tons CO2e	1% of 127,832 Metric Tons CO2e	1% of 127,832 Metric Tons CO2e	1% of 126,554 Metric Tons CO2e	1% of 125,284 Metric Tons CO2e
Major Maintenance Improvement Plan and capital projects completed within estimated budget[4]	98% of 64	93% of 150	94.5% of 109	93% of 150	93% of 150
Annual facilities' preventive maintenance actions completed[5]	98% of 27,600	96% of 27,600	99% of 27,600	96% of 27,600	96% of 27,600
Applicable monthly mail bar coded/ total pieces of mail[6]	95% of 500,000	95% of 500,000	97% of 5,619,809	98% of 5,600,000	98% of 5,600,000
Leases managed less than 30 days delinquent[7]	99% of 235	97% of 238	97% of 224	97% of 224	97% of 224

Table Notes

[1] The baseline reflects the actual emergency requests in historical/current fiscal years and estimated requests in future fiscal years.

[2] Energy Use Intensity (EUI) is calculated by taking the total energy consumed (Natural Gas and Electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The 13% reduction is mainly attributed to completed energy conservation projects and the addition of the newly opened Cedar & Kettner Parking Garage.

[3] Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June).

[4] In Fiscal Year 2014–15 there were 159 Major Maintenance Improvement Projects and capital projects. Of these, 63 of 64 projects were completed within budget, the remaining 95 projects rolled over to the following fiscal year as planned.

[5] The baseline reflects estimated Preventive Maintenance actions performed each fiscal year.

[6] The baseline reflects the actual letter volume in historical/current fiscal years and estimated letter volume in future fiscal years. The Fiscal Year 2015–16 Estimated Actuals is measured with a new baseline that includes all presort business letters. Goals for Fiscal Year 2016–17 and 2017–18 reflect the new baseline.

[7] The baseline reflects the actual number of leases in historical/current fiscal years and estimated number of leases in future fiscal years.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 14.00 staff years

- Increase of 8.00 staff years in the Facilities Management Internal Service Fund.
  - 4.00 staff years for the East Mesa Detention Facility Complex.
  - 3.00 staff years to support the Project Management Division.
  - 1.00 staff year for administrative support.
- Increase of 6.00 staff years in the Fleet Management Internal Service Fund.
  - 3.00 staff years to support the increased operational requirements for increases in vehicle inventory.
  - 2.00 staff years for the administrative and technical support of Fleet Management.
  - 1.00 staff year to support the management and environmental compliance of County fuel sites.

Expenditures

Net increase of $0.5 million

- Salaries & Benefits—increase of $2.6 million due to the addition of 14.00 staff years as described above and as a result of negotiated labor agreements and retirement contributions.
- Services and Supplies—net decrease of $15.1 million.
  - Decrease of $27.1 million for major maintenance projects based on the Fiscal Year 2016–17 Major Maintenance Improvement Plan and to align with projected spending.
  - Decrease of $0.3 million for costs associated with the Electric Vehicle Supply Equipment grant which is expiring in Fiscal Year 2016–17.
  - Increase of $4.1 million due to rebudgets of major maintenance projects planned for Fiscal Year 2015–16 that will be completed in Fiscal Year 2016–17.
  - Increase of $3.0 million in utility costs to align with projected expenses for new and expanding facilities including the East Mesa Reentry Facility, Cedar Kettner garage, and Fire Authority sites.
  - Increase of $2.2 million for major maintenance projects primarily to support Energy and Sustainability projects.
  - Increase of $2.2 million for contracted services and maintenance of County-owned facilities.
  - Increase of $0.8 million related to vehicle equipment and repair costs.
- Other Charges—increase of $1.7 million related to additional depreciation costs for replacement vehicles ($1.3 million) and the repayment of loans which are used to fund energy efficiency projects ($0.4 million).
- Capital Assets Equipment—increase of $9.7 million for replacement vehicles.
- Operating Transfers Out—increase of $1.6 million to reflect the increase in transfers to the Major Maintenance Internal Service Fund required to fund On-Bill Financing energy efficiency projects.

Revenues

Net increase of $0.5 million

- Intergovernmental Revenues—decrease of $0.3 million related to the expiration of the Electric Vehicle Supply Grant as described above.
- Charges for Current Services—net decrease of $9.8 million.
  - Decrease of $27.1 million to align with projected spending for major maintenance projects.
  - Increase of $11.0 million due to an increase in the cost of services provided to client departments.
  - Increase of $6.3 million for major maintenance projects that will be completed in Fiscal Year 2016–17.
- Miscellaneous Revenues—increase of $0.2 million due to an increase in recovered expenditures related to fleet services.
- Other Financing Sources—increase of $1.7 million primarily to fund the On-Bill Financing projects in the Major Maintenance Internal Service Fund ($1.6 million) and due to an increase in the gain on the sale of capital assets ($0.1 million).
- Use of Fund Balance—increase of $8.7 million for a total of $19.0 million.
  - $16.3 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
  - $2.5 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
  - $0.2 million to transfer Building Information Model (BIM) data on spaces, areas, and equipment into Tririga, the County's facility management information system.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Decrease of $1.3 million primarily due to the anticipated completion of one-time projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Facilities Management Internal Service Fund	293.00	304.00	312.00	2.6	312.00
Fleet Management Internal Service Fund	59.00	60.00	66.00	10.0	66.00
Total	**352.00**	**364.00**	**378.00**	**3.8**	**378.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Facilities Management Internal Service Fund	$ 126,911,395	$ 145,171,081	$ 132,341,660	(8.8)	$ 132,002,236
Fleet Management Internal Service Fund	68,539,967	50,641,249	63,975,698	26.3	63,241,112
General Fund Contribution to GS ISF's	1,795,000	1,995,000	1,995,000	0.0	1,795,000
Total	**$ 197,246,362**	**$ 197,807,330**	**$ 198,312,358**	**0.3**	**$ 197,038,348**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 38,181,299	$ 40,256,900	$ 42,855,952	6.5	$ 43,405,825
Services & Supplies	120,503,349	132,266,117	117,182,368	(11.4)	116,017,475
Other Charges	11,411,576	11,116,416	12,794,916	15.1	12,684,416
Capital Assets Equipment	8,437,037	8,417,037	18,145,527	115.6	17,797,037
Contingency Reserves	103,000	—	—	—	—
Operating Transfers Out	18,610,101	5,750,860	7,333,595	27.5	7,133,595
Total	**$ 197,246,362**	**$ 197,807,330**	**$ 198,312,358**	**0.3**	**$ 197,038,348**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 1,483,008	$ 1,421,759	$ 1,471,374	3.5	$ 1,471,374
Intergovernmental Revenues	3,352,460	4,073,591	3,757,548	(7.8)	3,662,019
Charges For Current Services	147,610,748	173,296,410	163,490,175	(5.7)	162,711,694
Miscellaneous Revenues	1,160,664	1,006,187	1,224,629	21.7	1,224,629
Other Financing Sources	21,935,101	5,850,860	7,533,595	28.8	7,333,595
Use of Fund Balance	19,909,381	10,363,523	19,040,037	83.7	18,840,037
General Purpose Revenue Allocation	1,795,000	1,795,000	1,795,000	0.0	1,795,000
Total	**$ 197,246,362**	**$ 197,807,330**	**$ 198,312,358**	**0.3**	**$ 197,038,348**

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

Housing & Community Development

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

Department Description

The Department of Housing and Community Development (HCD) provides housing assistance and community improvements that benefit low- and moderate-income persons. HCD provides services to county residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs improve neighborhoods and alleviate substandard housing. They also increase the supply of affordable housing by preserving housing stock and stimulating private sector production of lower-income housing units.

To ensure these critical services are provided, the Department of Housing and Community Development has 102.00 staff years and a budget of $27.2 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Provided first-time homebuyer loans to 45 households through the regional HOME Consortium Homebuyer Downpayment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers.
  - Designed and implemented, in cooperation with community stakeholders, a Coordinated Assessment and Housing Placement (CAHP) system capable of matching the homeless with appropriate permanent housing in the downtown and north county areas of the county.
  - Provided 18 competitive academic scholarships to heads of household and/or their children who have established five year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
  - Created a Live Well Service Plan for self-sufficiency participants to develop personal goals in the areas of health, safety, and thriving.

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Provided trauma-informed training to 100% of HCD staff and developed a department trauma-informed fact sheet for HCD staff. (HF1)
  - Developed a training program, in collaboration with HHSA, the Department of Parks and Recreation, and County Libraries, to provide frontline staff at park and library facilities with tools and techniques to improve engagement and interactions with homeless populations to connect them with community resources. (HF1)
  - Provided funding of $68,000 for the County's Hotel/Motel Voucher Program, administered by HHSA. Due to contract capacity issues, the objective to increase funding by up to 47% (from $68,000 to $100,000) was not able to be completed this year.
- 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
  - Updated policies to allow consideration for future needs to create more accessible housing for seniors and people with disabilities to live independently. (HF4)
  - Expanded the County's affordable housing Notice of Funding Availabilities (NOFAs) to include a preference for developments that support aging-in-place amenities to expand housing choices for seniors and the disabled. (HF4)

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Conducted four community outreach meetings, including in-person meetings and presentations to community groups, throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant (CDBG), HOME Investment Partnership Program, Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). Additionally, HCD piloted a new and innovative outreach format which consisted of an online presentation available to residents 24 hours per day, 7 days per week. This new format increased the amount of resident participation and decreased the amount of staff time and travel costs. (SC2)
  - Funded 25 public community projects for parks, street/sidewalk improvements, ADA improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities. (SC2)
  - Promoted crime-free communities by collaborating with local police departments. Renewed annual Crime-Free Multifamily Housing Program certificates at five Housing Authority-owned residential properties. HCD also required that all responses to the Notice of Funding Availability for future affordable housing developments include a crime-free component. (SC3)
  - Provided Home Repair Assistance to 30 low-income homeowners and mobile home owners residing in the Urban County for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The Urban County includes unincorporated communities of the county and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
  - Conducted 100% of required inspections (approximately 7,000) of units assisted through the Rental Assistance Division and ensured that these units were decent, safe, sanitary and met Housing Quality Standards required by HUD.
  - Provided safe and decent housing opportunities to special needs populations to improve the quality of life and promote self-sufficiency.
    - Actively participated in the 25 Cities North County initiative targeting chronic homeless and veterans by providing staff support and resources to the Leadership and Design Teams and the Housing Subcommittee, the Coordinated Assessment and Housing Placement (CAHP) system design team, the CAHP advisory committee, and the rapid rehousing subcommittee. HCD also allocated resources and funding to support the 25 Cities North County initiative, including the allocation of 40 Housing Choice Vouchers, and funding for outreach, interim housing and rapid rehousing.
    - Provided safe and decent housing opportunities for 21 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensured that assisted units met Housing Quality Standards through annual recertification inspections. Funding for this program is expected to be expended by June 30, 2017.
    - Promoted self-sufficiency by providing permanent housing for 125 eligible homeless applicants referred by the Continuum of Care who either met the definition of chronically homeless or exited federally-assisted housing programs with no other permanent housing placement options.
    - Provided rental assistance to permanently house 400 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program.
    - Increased the number of participants receiving VASH security and utility deposit assistance (funded through the Emergency Solutions Grant) to 15 total participants, allowing recipients and their families' access to permanent housing.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided HOME Tenant-based Rental Assistance programs for 65 youth aging-out of the foster care system and 55 families with children that are participants of the County's substance abuse recovery and family reunification programs. (SC7)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Proactively supported fair housing and fought discriminatory housing practices.
    - Completed 40 random site tests on multifamily rental properties in the unincorporated county to ensure compliance with fair housing laws. When potential

discriminatory practices were identified by testing, compliance information and training opportunities were provided to landlords.
  - Published quarterly educational articles on the topic of fair housing on the HCD website, through social media and newsletters.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by using 99% of the estimated total funding allocation of $104.4 million. Rental subsidies provide stable housing, creating a healthy environment and improving opportunities for families. (OE1)
  - Participated in three State and/or local housing industry organizations including the San Diego Housing Federation (SDHF), the California Association of Housing Authorities (CAHA) and the National Association of Housing and Redevelopment Officials (NAHRO). Also provided four presentations to trade and community groups at meetings and events on the topics of rental assistance, supportive housing and affordable housing. (OE1)
  - Hosted a program integrity conference where representatives from County, State and federal agencies joined together with regional public housing authorities to discuss and share investigation tools, available resources and best practices to promote and ensure compliance in rental assistance programs. (OE1)
  - Ensured all finance staff in the department participated in financial literacy training. (OE2)
  - Implemented a redesign of the Community Development Block Grant and Annual Plan outreach process to increase resident participation while decreasing costs to taxpayers; this change supports the department's Audacious Goal to build a more efficient HCD that is nimble and sustainable.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Redesigned the HCD website to improve the customer experience and improve design and navigation, particularly for mobile devices. (OE3)
  - Began planning and design for the renovation of the HCD Administrative Office, which incorporates energy efficient fixtures and customer-focused design elements; the project is anticipated to be completed by June 30, 2017.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers are provided with superior services and a positive experience through staff who employ helpfulness, expertise, attentiveness, respect and timeliness. A key indicator of how well service is provided is achievement of a customer service satisfaction rating of 4.7 or better (on a scale of 1 to 5, with 5 being "excellent"). In Fiscal Year 2015–16, the existing customer service satisfaction survey was discontinued and a new survey was designed to better align with the County's Customer Experience Initiative and to provide more valuable customer- and process-specific feedback to the department. The new survey reset the rating scale; a new rating has been established for Fiscal Year 2016–17. (OE5)
  - Promoted the benefits of landlords participating in the Housing Choice Voucher Program.
    - Created a Landlord Liaison position to work closely with participating landlords.
    - Collaborated with regional partners, such as the San Diego County Apartment Association and the Regional Continuum of Care Council (RCCC), to outreach to landlords.
    - Created an informational brochure for prospective landlords to detail the benefits and responsibilities of participation in the Housing Choice Voucher Program.
    - Provided five rental assistance presentations to stakeholder groups including the RCCC, Chaldean-Middle Eastern Social Services, and the San Diego County Sheriff's Crime Free Multifamily Housing program.
    - Held four Housing Choice Voucher landlord seminars to continue to educate landlords on program requirements.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Supported, encouraged, and provided opportunities to foster employee well-being, inclusion, and development by hosting lunch and learn presentations and employee exercise classes. Employee Resource Groups (ERG) presented on topics such as Diversity and Inclusion and Professional Development at department meetings. ERGs were also engaged to assist with outreach to diverse populations in recruitment and education efforts. Additionally, staff were involved in the renovation planning of the HCD Administrative Office and provided professional and safety trainings throughout the year. (OE6)

2016–18 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Enhance the HOME Tenant-based Rental Assistance programs for youth aging-out of the foster care system and families with children that are participants of the County's

substance abuse treatment programs, by serving up to 50 participants with the addition of a new security and utility deposit assistance component, eliminating a potential barrier to accessing permanent housing.
- In cooperation with HHSA and community stakeholders, play a leadership role in the expansion of the CAHP system from the downtown and north county areas to the broader San Diego region. The CAHP system matches persons experiencing homelessness with appropriate housing.
- Actively participate in *Opening Doors*, a regional initiative under the direction of the RCCC targeting chronic homeless and veterans, by providing leadership to the Opening Doors Committee and staff support to Regional Continuum of Care subcommittees.
- Assist individuals and families experiencing homelessness to obtain stable housing.
  - Provide permanent housing for up to 300 eligible homeless applicants who have been referred by the San Diego County Continuum of Care or CAHP system who either meet the definition of homeless or who are exiting federally-assisted housing programs with no other permanent housing placement options.
  - Provide rental assistance to permanently house up to 526 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs.
  - Provide VASH security and utility deposit assistance (funded through the Emergency Solutions Grant) to up to 15 participants, eliminating a potential barrier to accessing permanent housing.
  - Reduce the time veterans with VASH vouchers search for housing from 60 days to 30 days or less, as well as locate units to house up to 200 veterans experiencing homelessness by implementing a program that offers targeted incentives to area landlords who rent to homeless veterans.
  - Provide permanent housing for up to 100 severely mentally ill applicants experiencing homelessness referred by HHSA Behavioral Health Services.
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Assist families working towards achieving self-sufficiency
    - Offer a Live Well Service Plan to 100% of new self-sufficiency program participants to develop personal goals in the areas of health, safety, and thriving.
    - Provide 18 competitive academic scholarships annually to heads of household and/or their children who have established five year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
  - Provide first-time homebuyer loans to 45 households through the regional HOME Consortium Homebuyer Down-payment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers.
  - Proactively support fair housing rights and advocate against discriminatory housing practices.
    - Participate in at least four regional fair housing forums and meetings.
    - Publish quarterly educational articles on the topic of fair housing on the department website, through social media and newsletters.
    - Conduct outreach activities related to national Fair Housing month, celebrated in April of each year.
- 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
  - Update the County's Home Repair program to ensure at least half of the applicants pulled from the program waitlist are elderly or disabled. In many cases, improvements funded through this program include ADA, universal design modifications, or other repairs that allow elderly or disabled residents to remain in their homes and/or continue to live independently. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provide information regarding funding opportunities for affordable housing and community revitalization available through federal entitlement programs at six community outreach activities. Community outreach activities could include online presentations, meetings with community groups, and participation at community events. (SC2)
  - Promote crime-free communities by collaborating with local police departments and renewing annual Crime-Free Multifamily Housing Program certificates at the five Housing Authority-owned residential properties. (SC3)
  - Provide Home Repair Assistance to 40 low-income homeowners and mobile home owners residing in the Urban County for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The Urban County includes unincorporated communities of the county and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
  - Conduct 100% of required inspections (approximately 7,000) of units assisted through the Rental Assistance Division and ensure that these units are decent, safe and sanitary, in accordance with HUD-required Housing Quality Standards.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation. Funding allocation for Fiscal Year 2016–17 is projected to be $99 million. Rental subsidies provide stable housing, creating a healthy environment and improved opportunities for families. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Support the development of the ConnectWellSD system and integration of HCD data where permissible. The new system will link data and participant information from multiple departments across multiple programs and improve customer service. (OE3)
  - Complete renovation of the HCD Administrative Office, which replaces aging building systems and incorporates energy efficient fixtures and customer-focused design elements.
  - Develop and implement dashboards to monitor program trends and outcomes, using business intelligence to adjust performance resulting in enhanced customer service.
  - Evaluate, select, and implement new software to improve the ability of staff to retrieve and utilize electronic documents in the daily administration of rental assistance programs, which will result in more efficient interactions with program participants by June 30, 2018.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with superior services and a positive experience through staff who employ helpfulness, expertise, attentiveness, respect and timeliness. A key indicator of how well service is provided will be achievement of a customer service satisfaction rating of 3.5 or better (on a scale of 1 to 4, with 4 being "excellent"). (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Support, encourage, and provide opportunities to foster employee well-being, inclusion, and development by: hosting lunch and learn presentations, exercise classes, and/or wellness events; encouraging staff to participate in Employee Resource Groups (ERG) and inviting ERGs to present at Department meetings; performing outreach to diverse populations in recruitment and education efforts; and scheduling mandatory and optional professional and safety training as well as soft skills enhancements. (OE6)

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at:

- www.sdcounty.ca.gov/sdhcd

Follow HCD on Facebook at:

- www.facebook.com/sdhcd

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher[1]	99% of 10,930 ($104.3 million)	100%	99% of $104.4 million	100%	100%
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Continuum of Care[2]	277	247	237	227	227
Veterans Affairs Supportive Housing (VASH) Rental Assistance Program[3]	386	449	400	526	526
Loans issued through the First-Time Homebuyer Program[4]	N/A	30	45	45	45
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[5]	79	N/A	N/A	N/A	N/A

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards[6]	83.6% of 11,147	N/A	N/A	N/A	N/A
Households assisted through the Home Repair Program[7]	N/A	30	30	40	40
Percentage of required inspections conducted annually on units assisted through the Rental Assistance Division to ensure Housing Quality Standards are met[8]	N/A	100% of 7,000	100% of 7000	100% of 7,000	100% of 7,000
Number of random site tests to ensure compliance with Fair Housing laws or regulations[9]	40	40	40	40	40
Number of Community Development projects supported to enhance low-income neighborhoods and communities[10]	30	30	25	25	25
Level of customer satisfaction[11]	3.7	4.7	N/A	3.5	3.5

Table Notes

[1] The total federal funding and maximum number of rental assistance vouchers authorized is based on HUD fluctuations throughout the fiscal year. The greater of the actual vouchers leased or funding utilized will be reported out at the end of each fiscal year. The annual Housing Choice Voucher estimated total funding in Fiscal Year 2015–16 is estimated at $104.4 million and includes funding for VASH vouchers. Beginning in Fiscal Year 2016–17, funding for VASH vouchers will not be included in this measure, in alignment with the HUD Section Eight Management Assessment Program and Federal Register 77 FR 17086, Implementation of the HUD-VA Support Housing Program. Funding for Fiscal Year 2016–17 is projected to be $99 million.

[2] Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18–24 years; HOPWA: Housing Opportunities for Persons with AIDS; Continuum of Care (formerly known as "Shelter Plus Care"): housing and services for homeless and disabled individuals and families; and VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family. In Fiscal Year 2013–14, the VASH program was included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers. Effective Fiscal Year 2014–15, VASH program is reported separately (see Table Note 11).

[3] New measure effective in Fiscal Year 2014–15 to reflect HCD's priorities. The goal has increased in Fiscal Year 2015–16 and 2016–17 due to an increase in the number of vouchers issued by HUD. Veterans Affairs Supportive Housing (VASH): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family.

[4] The First-Time Homebuyer Down Payment and Closing Cost Assistance Program provides financial assistance to low-income, first-time homebuyers to purchase a home. Below-rate, deferred-interest loans of up to $70,000 are available to assist the low-income homebuyers to purchase a home in the unincorporated County and in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway, Solana Beach, Carlsbad, Encinitas, La Mesa, San Marcos, Santee and Vista.

[5] The goal was exceeded in Fiscal Year 2014–15 due to redesign of Down Payment and Closing Cost Assistance program, which resulted in an increase in the rate of loans issued per month. Effective Fiscal Year 2015–16, this measure will be discontinued as the Home Repair Program and the First-Time Homebuyer Program measures have been split into separate performance measures (see Table Notes 3and 7).

[6] Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit. As a result of a new HUD regulation allowing agencies to perform inspections biennially, HCD inspected 83.6% of units that were leased in Fiscal Year 2014–15. In Fiscal Year 2015–16, this measure was replaced with a new performance measure due to a change in annual inspection requirements (see Table Note 4).

[7] The Home Repair Program provides loans or grants to low-income homeowners, including mobile home owners in the unincorporated areas of San Diego County, or in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach, for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation.

[8] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*. This new measure reflects the change to perform biennial inspections on qualified units. Inspections are performed on all new leases and all non-qualified units. Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.

[9] Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability. The target population for testing in Fiscal Year 2014–15 was the LGBT community. The target population for Fiscal Year 2015–16 was national origin. For Fiscal Year 2016–17, the County will be assessing the effectiveness of testing and exploring best practices (e.g. outreach and education) used by other jurisdictions in supporting fair housing.

[10] The actual number of projects supported each year is subject to the number of eligible project applications received and the annual Community Development Block Grant funding allocation.

[11] In Fiscal Year 2015–16, the existing customer service satisfaction survey was discontinued and a new survey was designed. Due to the timing of the launch late in the year, there is insufficient data to determine a significant rating. The new customer service survey establishes an overall customer satisfaction rating on a scale of 1 ("unsatisfactory") to 4 ("excellent"). In Fiscal Years 2014–15 and 2015–16, the overall customer satisfaction rating was measured on a scale of scale of 1 ("unsatisfactory") to 5 ("excellent").

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of $0.8 million

- Salaries & Benefits—net increase of $0.3 million due to increased retirement contributions and salaries as a result of negotiated labor agreements.
- Services & Supplies—net increase of $0.8 million.
  - Increase of $0.5 million in project costs for community improvement projects, residential rehabilitation and affordable housing projects due to one-time carryover of prior year Community Development Block Grant (CDBG) funding allocation.
  - Net increase of $0.3 million in various services and supplies accounts primarily related to one-time costs to provide enhancements and upgrades to existing information technology systems and to implement Business Process Reengineering measures.
  - Increase of $0.2 million in project cost for housing assistance for families with special needs due to an increase in Fiscal Year 2016–17 HOME funding allocation and a one-time carryover of prior year HOME funding.
  - Decrease of $0.2 million in contracted services for emergency housing services due to elimination of one-time carryover of Fiscal Year 2014–15 Emergency Solutions Grant (ESG) funding allocation.
- Other Charges—decrease of $1.9 million.
  - Decrease of $1.2 million in project cost for first-time homebuyer loan assistance program based on available remaining prior year CalHome grant.
  - Decrease of $0.3 million in project cost for Housing Assistance for Persons with Aids (HOPWA) revenue due to elimination of one-time rebudget of remaining funds from Fiscal Year 2014–15.
  - Decrease of $0.1 million in project cost for community improvement projects, residential rehabilitation and affordable housing projects due to elimination of one-time carryover of prior year CDBG funding allocation.
  - Decrease of $0.1 million in project cost for rental assistance to rapidly provide housing assistance to eligible low-income veterans due to elimination of one-time carryover of Fiscal Year 2014–15 ESG allocation.

- Decrease of $0.1 million in project cost for community-based homeless assistance projects based on a reduction in the Fiscal Year 2016–17 Continuum of Care (CoC) program grant allocation.
- Decrease of $0.1 million in project cost for tenant-based housing assistance program under a prefunded 2003 agreement between the County Housing Authority and the former County Redevelopment Agency. Funding for this program is anticipated to be fully spent in Fiscal Year 2016–17.

Revenues

Net decrease of $0.8 million

- Intergovernmental Revenue—net decrease of $0.7 million.
  - Decrease of $1.2 million in CalHome grant revenue based on available one-time remaining prior year grant funding allocation. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
  - Decrease of $0.4 million in HOPWA revenue due to elimination of one-time rebudget of remaining funds in Fiscal Year 2015–16.
  - Decrease of $0.3 million in ESG due to elimination of one-time rebudget of remaining funds in Fiscal Year 2015–16.
  - Decrease of $0.1 million in CoC grant revenue based on the anticipated decrease in annual grant awarded to the County. The CoC grant provides funding for efforts by nonprofit providers, State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
  - Increase of $0.6 million in Aid from the Housing Authority revenue for program administration primarily based on the use of administrative reserves for one-time projects as described above.
  - Increase of $0.4 million in CDBG revenue based on available one-time remaining prior year grant funding allocation.
  - Increase of $0.3 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
- Use of Fund Balance—decrease of $0.1 million for a total of $0.1 million budgeted which includes $0.05 million for tenant-based housing assistance based on funds remaining from a 2003 agreement between the County Housing Authority and the former County Redevelopment Agency and $0.05 million to provide temporary help to support enhanced contract monitoring and other operational expenses.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $4.0 million in contracted services and other project cost due to elimination of one-time projects as described above and one-time rebudget of remaining prior year grant revenue.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Total	**102.00**	**102.00**	**102.00**	**0.0**	**102.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Housing & Community Development	$ 11,674,531	$ 12,343,877	$ 12,914,649	4.6	$ 12,446,562
County Successor Agency - Housing	191,000	155,310	88,703	(42.9)	49,956
HCD - Multi-Year Projects	14,701,039	15,499,210	14,209,291	(8.3)	10,706,926
Total	**$ 26,566,570**	**$ 27,998,397**	**$ 27,212,643**	**(2.8)**	**$ 23,203,444**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 9,527,587	$ 9,468,590	$ 9,736,310	2.8	$ 9,813,295
Services & Supplies	11,628,414	13,786,690	14,644,637	6.2	10,817,453
Other Charges	5,494,169	4,826,717	2,915,296	(39.6)	2,676,296
Expenditure Transfer & Reimbursements	(83,600)	(83,600)	(83,600)	0.0	(103,600)
Total	**$ 26,566,570**	**$ 27,998,397**	**$ 27,212,643**	**(2.8)**	**$ 23,203,444**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 26,153,949	$ 27,519,466	$ 26,820,319	(2.5)	$ 22,849,867
Miscellaneous Revenues	483,100	645,100	674,803	4.6	675,056
Other Financing Sources	—	43,374	—	(100.0)	—
Use of Fund Balance	301,000	161,936	89,000	(45.0)	50,000
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	0.0	(371,479)
Total	**$ 26,566,570**	**$ 27,998,397**	**$ 27,212,643**	**(2.8)**	**$ 23,203,444**

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Purchasing and Contracting

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter. DPC implements sound procurement processes to obtain the best price and highest quality goods and services while conforming to purchasing regulations and delivering excellent customer service. The department is also responsible for the re-use and disposal of surplus property and the administration of the Countywide records management program.

DPC operates on a business-like model as an internal service fund (ISF), by directly billing customer departments at the established rates for the cost of procurement services.

To ensure these critical services are provided, DPC has 56.00 staff years and a budget of $13.1 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. (HF5)
    - The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13.

    - Hosted discussions on *Live Well San Diego* at the All-Hands staff meeting in April 2016.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Presented 11 vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
  - Developed a strategy for earliest implementation of online bidding (Request For Bids - RFB). (SE2)

Operational Excellence

- San Diego is the best managed county in the nation
  - Received Innovation Award from the National Institute of Governmental Purchasing (NIGP) in August of 2015. This award recognizes non-standard, forward thinking approaches for the public procurement profession. DPC was recognized for the implementation of its Realignment of Purchasing and Contracting for Customer Service Excellence, as was accomplished over the past two years through its alignment of procurement teams to provide dedicated support by County Group and Department. (OE1)
  - Initiated enhancements to increase competitiveness for a new top tier national industry excellence award for DPC's leadership and implementation of world-class procurement, by improving and streamlining procurement processes. (OE1)
  - Developed and delivered DPC Procurement Academy, consisting of classes in nine subject areas. Classes were attended by staff from all five Groups. These classes provide attendees information and tools on how to best plan for new procurements and manage current contracts. (OE1)

- Align services to available resources to maintain fiscal stability
  - Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continued researching feasibility of a Contracts Award & Management System (CAMS). (OE3)
    - Solicited input and feedback from customer departments and other stakeholders.
    - Continued market research of potential commercial off-the-shelf solutions.
    - Developed CAMS requirements documentation.
  - Ensured all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (OE4)
    - Provided an individualized on-site annual training for each supported County department.
    - Ensured all County departments' records retention schedules are current.

2016–18 Objectives

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Continue to encourage staff participation in activities promoted by the County of San Diego Employee Wellness Program by communicating upcoming events in the quarterly DPC's All-Hands staff meetings as well as allowing staff to share their experience in other wellness events sponsored by the local community. (HF5)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Present six vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
  - Publicize and implement DPC's Small Business Enterprise (SBE) and Veteran Owned Business (VOB) competitive set aside. (SE2)

Operational Excellence

- San Diego is the best managed county in the nation
  - Continue to assess DPC's effectiveness and improve its procurement processes to increase competitiveness for a new top tier national industry excellence award for DPC's leadership and implementation of world class procurement. (OE1)
  - Continue to offer in-person procurement classes as well as make additional online training modules available. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Select a CAMS solution and begin plan for implementation. (OE3)
  - Work with departments with the highest volumes of physical records to reduce paper retention. (OE3)
  - Ensure all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (OE4)
    - Provide an individualized on-site annual training for each supported County department.
    - Ensure all County departments' records retention schedules are current.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

- www.sdcounty.ca.gov/purchasing

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Contracts posted and made available within 5 business days of award date[1]	50%	90%	85%	90%	90%
Records retention "house calls" to all County departments that have a record retention schedule[2]	100%	N/A	N/A	N/A	N/A
Ensure all County departments' and global records retention schedules are current.[3]	N/A	100%	100%	100%	100%

Table Notes

[1] This measure will report the timeliness of awarded contract postings online. The goal is to provide transparency to County residents by conducting public procurement business as openly as possible. The goal of 90% was not met because the new publishing system was just rolled out in July. Reporting tool and contract documentation process was developed during fiscal year and implemented in March. Procurement staff was trained in the new process. Contract publishing met goal of 90% for the last month of the fiscal year.

[2] This measure was discontinued effective Fiscal Year 2015–16.

[3] Records Services manages a total of 53 records retention schedules.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Increase of $2.5 million

- Salaries & Benefits—increase of $0.4 million as a result of negotiated labor agreements and reclassification of positions.
- Services & Supplies—increase of $1.7 million primarily related to one-time IT projects and upgrades to BuyNet.
- Operating Transfers Out—increase of $0.4 million as result of one-time IT projects for Records Services.

Revenues

Net increase of $2.5 million

- Miscellaneous Revenue—increase of $0.2 million in proceeds from negotiated rebates.
- Other Financing Sources—increase of $0.4 million for one-time IT projects in Records Services.
- Use of Fund Balance—net increase of $1.9 million, for a total of $2.6 million. Total amount of $2.6 million will fund $1.0 million for Contracts Award & Management System, $0.5 million to support and stabilize rates, $0.6 million for Records IT Projects, $0.3 million for one-time BuyNet upgrade project, $0.2 million for facilities improvement to support department's ability to meet customer service needs.
- General Purpose Revenue Allocation—decrease of $0.1 million due to the transfer of General Fund funded position to an ISF funded position to support operational needs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.5 million primarily due to the completion of various IT projects.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Content/Records Services	5.00	5.00	4.00	(20.0)	4.00
Purchasing ISF	51.00	51.00	52.00	2.0	52.00
Total	**56.00**	**56.00**	**56.00**	**0.0**	**56.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Content/Records Services	$ 795,583	$ 903,122	$ 1,327,645	47.0	$ 1,252,122
Purchasing ISF	10,186,027	8,883,581	10,532,022	18.6	9,175,141
General Fund Contribution	722,000	832,559	1,247,362	49.8	1,171,707
Total	**$ 11,703,610**	**$ 10,619,262**	**$ 13,107,029**	**23.4**	**$ 11,598,970**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 7,000,717	$ 6,842,573	$ 7,226,537	5.6	$ 7,324,133
Services & Supplies	2,428,110	2,811,114	4,500,114	60.1	2,970,114
Other Charges	54,816	133,016	133,016	0.0	133,016
Operating Transfers Out	722,000	832,559	1,247,362	49.8	1,171,707
Management Reserves	1,497,967	—	—	—	—
Total	**$ 11,703,610**	**$ 10,619,262**	**$ 13,107,029**	**23.4**	**$ 11,598,970**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 7,000	$ 7,000	$ 14,000	100.0	$ 14,000
Charges For Current Services	7,222,157	7,561,467	7,600,628	0.5	8,193,879
Miscellaneous Revenues	425,000	725,000	937,000	29.2	937,000
Other Financing Sources	722,000	832,559	1,247,362	49.8	1,171,707
Use of Fund Balance	2,605,453	760,677	2,640,677	247.1	610,677
General Purpose Revenue Allocation	722,000	732,559	667,362	(8.9)	671,707
Total	**$ 11,703,610**	**$ 10,619,262**	**$ 13,107,029**	**23.4**	**$ 11,598,970**

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County Successor Agency

Mission Statement

Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Department Description

The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) x1 26, Community Redevelopment Dissolution and subsequent court decision. Assembly Bill (AB) 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expeditiously wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in the Department of Housing and Community Development. All activities of the Successor Agency, including budgetary authority, are subject to approval by the Oversight Board, a County commission of seven members as follows: two appointed by the Board of Supervisors including one member of the public, and one each appointed by the County Board of Education, the Chancellor of the California Community Colleges, the City of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - □ Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
  - ■ Continued efforts to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board. Developed required documents and materials for Successor Agency approval. Conducted two Oversight Board meetings for approval of Successor Agency-approved items, then submitted required materials to California State Department of Finance in a timely fashion.

2016–18 Objectives

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
  - Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board. Develop required documents and materials for Successor Agency approval. Conduct one Oversight Board meeting for approval of Successor Agency-approved items, then submit required materials to California State Department of Finance in a timely fashion. Under *Health & Safety Code (HSC) Section 34177*, Oversight Board meeting frequency has been reduced from two meetings per year to one meeting, effective in 2016.

Related Links

For additional information about the County Successor Agency, refer to the website at:

- www.sandiegocounty.gov/community/county_oversight_board.html

For additional information about Gillespie Field, refer to:

- www.sandiegocounty.gov/dpw/airports/gillespie.html

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No staffing is included in the recommended budget

Expenditures

Decrease of $0.3 million

- Services & Supplies—decrease of $0.1 million to reflect lower projected administrative costs as a result of fewer required Oversight Board meetings.
- Other Charges—net decrease of $0.2 million.
  - Decrease of $0.4 million to reflect completion of San Diego River Conservancy repayment obligation.
  - Increase of $0.2 million for repayment obligation for Gillespie Field area redevelopment activities.

Revenues

Decrease of $0.3 million

- Taxes Other Than Current Secured—decrease of $0.1 million in proceeds from Redevelopment Property Tax Transfer Fund (RPTTF) due to reduction in projected administrative costs.
- Miscellaneous Revenues—decrease of $0.4 million to reflect completion of San Diego River Conservancy repayment obligation.
- Other Financing Sources—increase of $0.2 million to reflect funding for repayment obligation for Gillespie Field area redevelopment activities.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Successor Agency	0.00	0.00	0.00	0.0	0.00
Total	**0.00**	**0.00**	**0.00**	**0.0**	**0.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Successor Agency	$ 7,926,482	$ 8,067,074	$ 7,820,129	(3.1)	$ 7,820,129
Total	**$ 7,926,482**	**$ 8,067,074**	**$ 7,820,129**	**(3.1)**	**$ 7,820,129**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 192,000	$ 100,000	$ 40,000	(60.0)	$ 40,000
Other Charges	2,076,946	2,080,090	1,906,149	(8.4)	1,906,149
Operating Transfers Out	5,657,536	5,886,984	5,873,980	(0.2)	5,873,980
Total	**$ 7,926,482**	**$ 8,067,074**	**$ 7,820,129**	**(3.1)**	**$ 7,820,129**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Other Than Current Secured	$ 1,881,384	$ 2,009,400	$ 1,946,149	(3.1)	$ 1,946,149
Miscellaneous Revenues	387,562	387,562	—	(100.0)	—
Other Financing Sources	5,657,536	5,670,112	5,873,980	3.6	5,873,980
Total	**$ 7,926,482**	**$ 8,067,074**	**$ 7,820,129**	**(3.1)**	**$ 7,820,129**

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Registrar of Voters

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. 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 66.00 staff years and a budget of $21.2 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Distributed information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the February 23, 2016 City of Carlsbad Special Election. Plans include using 1) "Save Our Trees – Invasive Beetle" page by Department of Agriculture, Weights, and Measures; Department of Parks and Recreation; Firewood Task Force; and University of California Cooperative Extension and 2) "Watershed Protection" page by Department of Public Works for the June 7, 2016 Presidential Primary Election. (SE3)
  - Conserved resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections, promoted 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. (SE3)
- 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. (SE6)
    - Worked with volunteers and community-based organizations through our Voter Accessibility Advisory Committee and Language Advisory Committee to identify needs and increase voter registration opportunities.
    - Identified and developed strategies through the ROV's Voter Education and Outreach Committee to address potential challenges, including application submittal

accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.

- Increased the number of poll workers. (SE6)
  - Developed and implemented an overall poll worker outreach strategy to increase volunteer opportunities at the polls by 1) hiring a Coordinator-Volunteer Services with expectations of increasing the potential poll worker pool, specifically targeting businesses and students to fill precinct boards and 2) mailing out an outreach newsletter to a pool of over 18,000 poll workers – an increase of nearly 3,000 compared to the November 2014 Gubernatorial General Election.
  - Expanded partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers. After receiving a targeted mass mailing, 1,317 new bilingual poll workers applied.
  - Developed a business-focused poll worker recruitment program by 1) partnering with two area Chambers of Commerce to increase awareness of the poll worker program, 2) attending numerous business-related functions and forums to attract potential poll workers and provided information on specific recruitment programs and 3) drafting plans for outreach to additional San Diego County businesses.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections by meeting the planned recruitment goals for poll workers. (SE6)
- Distributed information provided by the Health and Human Services Agency in support of the County's *Live Well San Diego* strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections. (SE6)
- Anticipate to increase the number of permanent vote-by-mail voters by 5.6% (or 45,499), for a total of 858,112, for the June 2016 Presidential Primary Election, based on number of permanent vote-by-mail voters (812,613) from the November 4, 2014 Gubernatorial General Election. (SE6)
- Anticipate to continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements. (SE6)
  - Anticipate to increase the number of accessible poll sites for the June 2016 Presidential Primary Election by 7% (or 53), for a total of 813, based on the number of sites for the November 4, 2014 Gubernatorial General Election of 760.
- Anticipate processing 100% (of 75,000) valid registrations received on or before the 15-day close of registration by the 7th day before the June 7, 2016 Presidential 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. (SE6)

Operational Excellence

- Align services to available resources to maintain financial stability
  - Anticipate to maintain a per-mail-ballot labor cost of 40 cents for vote-by-mail ballots returned in the June 7, 2016 Presidential Primary Election. (OE1)
  - Finance staff participated in financial literacy training on July 15, 2015. (OE2)
- 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 90% or higher no later than 26 days prior to the June 7, 2016 Presidential Primary Election, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
  - Offered 1,413,699 registered voters the option to subscribe to an e-Sample Ballot and Voter Informational Pamphlet, in lieu of a paper copy. Of those, 100,000 voters (or 7.1%) have subscribed. (OE3)
  - Offered new online campaign finance disclosure statements service. (OE4)
    - Online filing of campaign financial disclosure Form 460 was introduced during the semi-annual filing in July 2015. In July 2015 and January 2016, 49 of 158 (or 31%) and 62 of 146 (or 42%) of candidates and campaigns filed their Form 460 electronically.
  - Anticipate tallying 33% (512 of 1,550) of precincts for the June 7, 2016 Presidential Primary Election by 11:30 pm on Election Night. (OE4)
  - Anticipate reporting 95% (of 500,000) of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin for the June 7, 2016 Presidential Primary Election. (OE4)
  - Anticipate reporting 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 7, 2016 Presidential Primary Election. (OE4)
  - Anticipate tallying 95% (of 650,000) of all mail ballots received by the ROV by Monday after Election Day for the June 7, 2016 Presidential Primary Election. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience

- Anticipate to ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") through the June 7, 2016 Presidential Primary Election. (OE5)

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Plans are in order to mail all poll worker stipends in 15 working days or less from Election Day for the June 7, 2016 Presidential Primary Election to ensure all poll workers are paid in a timely manner. (OE6)
  - Anticipate assigning 100% of bilingual poll workers to fill poll worker positions needed for the June 7, 2016 Presidential Primary Election. (OE6)

2016–18 Objectives

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Continue to distribute information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (SE3)
  - Conserve resources by promoting the sign up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. Continue to print the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for all elections conducted in Fiscal Years 2016–18. (SE3)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Mitigate challenges to the voter registration process. (SE6)
    - Continue to work with volunteers and community-based organizations to identify needs and increase voter registration.
    - Continue to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
  - Increase the number of poll workers. (SE6)
    - Implement an outreach strategy to increase volunteer opportunities at the polls.
    - Continue to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
    - Continue to develop a business-focused poll worker recruitment program.
  - Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections by meeting the planned recruitment goals for poll workers. (SE6)
  - Continue to distribute information in support of the County's *Live Well San Diego* strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (SE6)
  - Increase the number of permanent vote-by-mail voters by 5% (or 42,906), for a total of 901,018, for the November 2016 Presidential General Election and by an additional 3% (or 27,030), for a total of 928,048, for the June 2018 Gubernatorial Primary Election, based on number of permanent vote-by-mail voters (858,112) from the June 7, 2016 Presidential Primary Election.
  - Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE6)
    - Increase the overall percent of accessible polls for the November 2016 Presidential General Election by 3%, for a total of 70%, based on the anticipated overall percent of accessible polls for the June 2016 Presidential Primary Election.
    - Increase the overall percent of accessible polls for the June 2018 Gubernatorial Primary Election by 7%, for a total of 77%, based on the anticipated overall percent of accessible polls for the November 2016 Presidential General Election.
  - Increase voter awareness of convenient early Mail Ballot Drop Off Program. (SE6)
    - Collect at least 50,000 ballots (an increase of 300% compared to the November 4, 2014 Gubernatorial General Election) from early mail ballot drop off sites for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections.
  - Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2016 Presidential General and June 2018 Gubernatorial Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot. (SE6)

Operational Excellence

- Align services to available resources to maintain financial stability
  - Maintain a per-mail-ballot labor cost of 40 cents for vote-by-mail ballots returned in the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensure 100% of poll worker trainers complete online training assessments with scores of 100% or higher no later than 26 days prior to the November 2016 Presidential General and June 2018 Gubernatorial Primary elections, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
  - Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy. (OE3)
  - Continue to offer online campaign finance statements service. (OE4)
    - Increase the overall percent of online filings for the July 2016 and January 2017 semi-annual filings by 11% to a total of 53%, based on the January 2016 semi-annual online filing percentage.
    - Maintain the overall percent of online filings for the July 2017 and January 2018 semi-annual filings to 53%, based on the anticipated January 2017 semi-annual online filing percentage.
  - Tally 50% (775 of 1,550) of precincts for the November 2016 Presidential General Election and 63% (884 of 1,403) of precincts for the June 2018 Gubernatorial Primary Election by 11:30 pm on Election Night. (OE4)
  - Report 85% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 2016 Presidential General and 95% for the June 2018 Gubernatorial Primary elections. (OE4)
  - Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE4)
  - Tally 90% of all mail ballots received by the ROV by Monday after Election Day for the November 2016 Presidential General and 95% for the June 2018 Gubernatorial Primary elections. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") through the June 2018 Gubernatorial Primary Election. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - To encourage overall satisfaction and retention of volunteers, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2016–18. (OE6)
  - Assign 100% of bilingual poll workers to fill poll worker positions needed for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE6)

Related Links

For additional information about the Registrar of Voters, refer to the website at:

- www.sdvote.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Valid voter registrations received at close of registration that are processed by 7 days before the election[1]	100% of 31,688	100% of 75,000	100% of 75,000	100% of 75,000	100% of 75,000
Overall Customer Satisfaction Rating[2]	4.70	4.70	4.70	4.70	4.70
Precincts tallied by 11:30 pm on Election Night[3]	60% of 1,432	54% of 1,436	33% of 1,550	50% of 1,550	63% of 1,403
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[4]	41 days	40 days	40 days	40 days	40 days

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[4]	46 days	39 days	39 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[4]	43 days	35 days	35 days	35 days	35 days
Number of days prior to Election Day that 100% of bilingual poll workers are assigned[4]	0 days	18 days	18 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day[5]	98% of 452,540	95% of 700,000	95% of 650,000	90% of 750,000	95% of 600,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin[6]	100% of 296,500	95% of 550,000	95% of 500,000	85% of 600,000	95% of 450,000
Per ballot cost of processing returned vote-by-mail ballots[7]	42 cents	40 cents	40 cents	40 cents	40 cents

Table Notes

[1] This measure tracks the number of valid registrations that are processed at the 15-day close of registration.

[2] Scale of 1–5, with 5 being "excellent".

[3] For the June 7, 2016 Presidential Primary Election, the number of precincts increased from 1,436 to 1,550. It is anticipated that the number of items on the ballot will increase the time needed to process the voted ballots so this measure was reduced from 54% to 33%. This measure is based on using a one-card ballot in the June 7, 2016 Presidential Primary, November 2016 Presidential General and June 2018 Gubernatorial Primary elections. Results could be affected if an election requires a two-card ballot.

[4] These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June Primary election.

[5] This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day.

[6] This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

[7] ROV anticipates maintaining a 40 cents per vote-by-mail ballot labor cost for the June 7, 2016 Presidential Primary, November 2016 Presidential General and June 2018 Gubernatorial Primary elections.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 2.00 staff years

- Increase of 1.00 staff year for the restructure of the Technical Services Division due to implementation of VoteCal; new election requirements; possible special elections; developing processes for a vote center model instead of a precinct model; procurement of a new voting system; ongoing administrative activities; and the retirement of key staff.
- Increase of 1.00 staff year to support the implementation of a new language requirement in the *Federal Voting Act, Section 203*.

Expenditures

Net Increase of $1.9 million

- Salaries & Benefits—increase of $0.4 million due to an increase of 2.00 staff years ($0.2 million) and due to an increase in retirement and unemployment insurance costs ($0.2 million).
- Services & Supplies—increase of $0.6 million due to funding one-time projects, warehouse asset tracking system, call center system and electronic submittal of candidate statement system; and to fund IT projects, including Phase II of a department website upgrade, a back-up Continuity of Operations Plan (COOP) Server and additional hard drive space for the VoteCal system.
- Fund Balance Component Increases—increase of $1.0 million. This Fund Balance Component will be used in Fiscal Year 2017–18 to provide funding for the 2018 Gubernatorial Primary Election, which has a smaller number of participating billable jurisdictions, and therefore lower elections revenue, compared to the 2016 Presidential General Election.
- Capital Assets Equipment—decrease of $0.1 million due to the completion of the hardware upgrade of the Pitney Bowes Relia-Vote System.

Revenues

Net increase of $1.9 million

- Intergovernmental Revenue—decrease of $0.2 million in Help America Vote Act (HAVA) 301 grant funding due to the completed purchase of TSx batteries and headsets, two Global Election Management System (GEMS) servers, American with Disabilities Act (ADA) voting booths and hardware upgrade of the Pitney Bowes Relia-Vote System.
- Charges for Current Services—increase of $2.9 million as a result of the greater number of billable participating jurisdictions in the Presidential General Election as compared to the Presidential Primary Election.
- Fund Balance Component Decreases—decrease of $1.0 million that provided funding for the Presidential Primary Election which has a fewer number of participating billable jurisdictions.
- Use of Fund Balance—net decrease of $0.1 million due to the reduction of funding that was provided for negotiated labor agreements. The total budget of $0.7 million includes rebudgets for the warehouse asset tracking system ($0.5 million) and the elections call center system ($0.2 million).
- General Purpose Revenue Allocation—increase of $0.4 million to provide funding for 2.00 new staff years and increased retirement and unemployment insurance costs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $3.0 million is primarily due to a decrease in expenditures and Election Services revenue related to the June 2018 Gubernatorial Primary Election. This election has a lower number of billable jurisdictions that will participate compared to the November 2016 Presidential General Election.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Registrar of Voters	64.00	64.00	66.00	3.1	66.00
Total	**64.00**	**64.00**	**66.00**	**3.1**	**66.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Registrar of Voters	$ 19,392,369	$ 19,288,800	$ 21,235,142	10.1	$ 18,210,117
Total	**$ 19,392,369**	**$ 19,288,800**	**$ 21,235,142**	**10.1**	**$ 18,210,117**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 9,349,728	$ 9,346,559	$ 9,725,384	4.1	$ 9,516,171
Services & Supplies	9,042,641	9,862,904	10,509,758	6.6	8,693,946
Capital Assets Equipment	—	79,337	—	(100.0)	—
Fund Balance Component Increases	1,000,000	—	1,000,000	0.0	—
Total	**$ 19,392,369**	**$ 19,288,800**	**$ 21,235,142**	**10.1**	**$ 18,210,117**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 424,000	$ 622,409	$ 377,160	(39.4)	$ 405,000
Charges For Current Services	4,753,137	2,955,500	5,826,257	97.1	2,365,903
Miscellaneous Revenues	80,000	80,000	80,000	0.0	80,000
Fund Balance Component Decreases	—	1,000,000	—	(100.0)	1,000,000
Use of Fund Balance	613,232	749,232	650,000	(13.2)	—
General Purpose Revenue Allocation	13,522,000	13,881,659	14,301,725	3.0	14,359,214
Total	**$ 19,392,369**	**$ 19,288,800**	**$ 21,235,142**	**10.1**	**$ 18,210,117**

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County of San Diego

Finance and General Government Group

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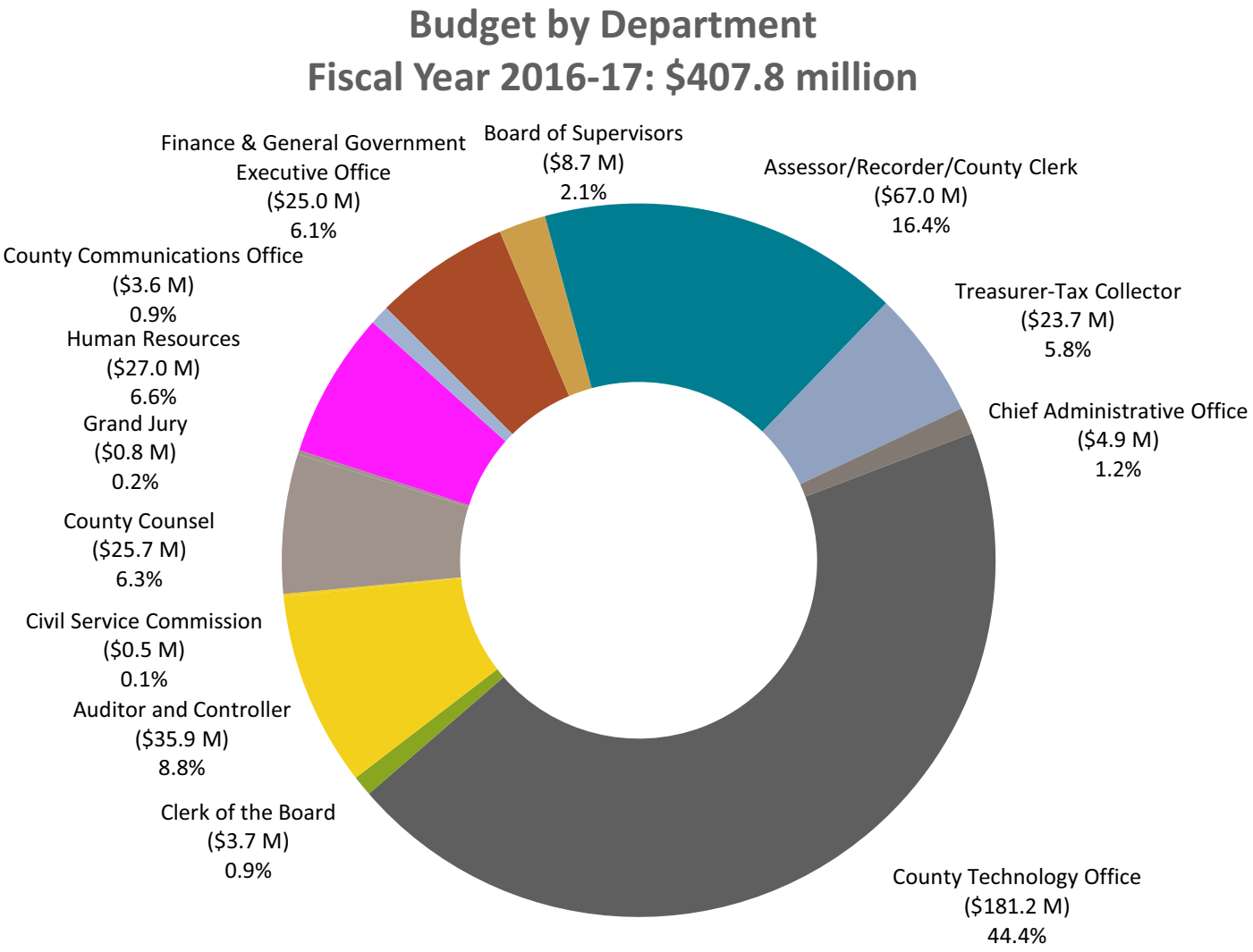
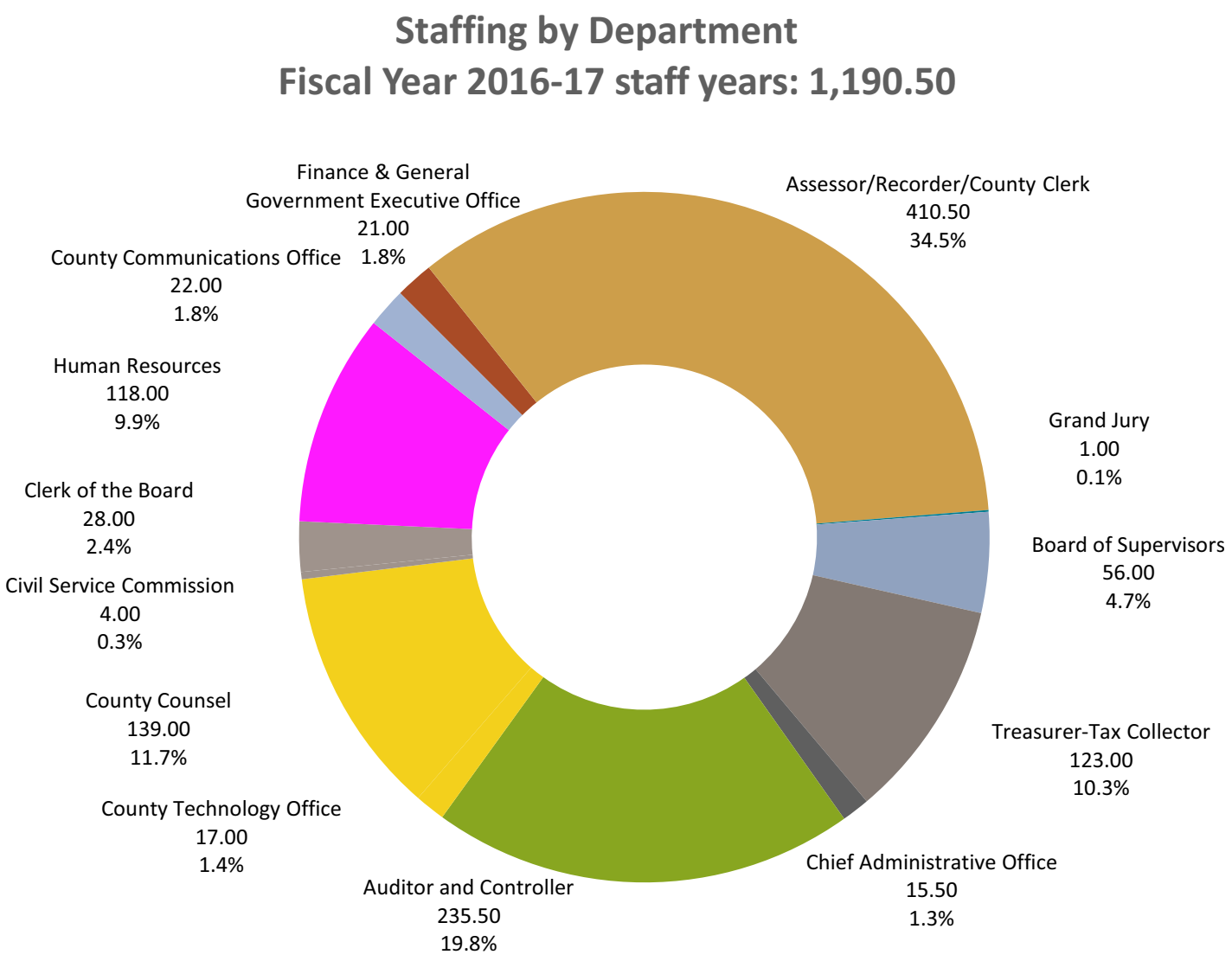
Finance and General Government Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department



Finance and General Government Group Summary & Executive Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Operational Excellence Strategic Initiative:

- *Promote a culture of ethical leadership and decision making across the enterprise.*
- *Align services to available resources to maintain fiscal stability.*
- *Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.*
- *Strengthen our customer service culture to ensure a positive customer experience.*
- *Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted.*

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

FGG Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Administrative Office
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury
- Human Resources
- County Communications Office

FGG 2016–18 Priorities

Healthy Families

Through internal and external collaboration, make health, safety, and thriving the focus of priorities and programs

- Work with all departments to increase employee participation in *Live Well San Diego* events and the County's Employee Wellness Program.

Safe Communities

Assist in the prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- Provide legal services to Health and Human Services Agency (HHSA) for children who have been dependents of the Juvenile Court to ensure safety for children that may have been a victim of abuse.

Operational Excellence

Maintain fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization that reinforces prudent decision making and increased comprehension of departmental financial activities.
- Negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations.

Utilize modern technology to improve service delivery

- Evaluate, upgrade and implement technology where applicable to enhance functionality, increase effectiveness and provide an effective return on investment.

Continue to strengthen our customer service culture and cultural competence

- Continue to strive towards every customer having a positive experience by ensuring that employees use a positive approach in all interactions with both internal and external customers.
- Increase countywide knowledge and awareness of diversity, inclusion, and cultural competence so that employees feel valued and fully engaged to support a workplace and community that is healthy, safe and thriving.

2016–18 FGG Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various FGG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department's Fiscal Years 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF2	Connect residents with local food sources, nutrition education and nutrition assistance	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Chief Administrative Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Help employees understand how they contribute to *Live Well San Diego*	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	County Communications Office, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Grand Jury, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Counsel, Land Use and Environment Group, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for businesses to grow and consumers to thrive	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and demands in order to increase consumer and business confidence	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	County Counsel, Community Services Group, Land Use and Environment Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Communications Office, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Auditor and Controller, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Technology Office, Clerk of the Board of Supervisors, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Chief Administrative Office, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Foster employee well-being, inclusion and development	Treasurer-Tax Collector, Chief Administrative Office, Civil Service Commission, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- www.sandiegocounty.gov/fg3

Executive Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of $4.0 million

- Salaries & Benefits—increase of $0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—increase of $3.8 million primarily due to an increase in data center storage costs ($1.5 million), costs associated with the disaster recovery environment for enterprise resource planning (ERP) systems ($1.0 million), operation and maintenance costs for the County Administration Center (CAC), CAC Waterfront Park and new Cedar & Kettner parking garage ($0.3 million), and ongoing costs associated with the new Integrated Property Tax System ($2.2 million). These increases are offset by decreases of one-time costs related to the Performance Budgeting upgrade project ($0.2 million) and one-time costs related to CAC major maintenance projects and updating of the exterior lighting at the CAC ($1.0 million).
- Management Reserves—no change; a total of $3.0 million is budgeted as a contingency for any unanticipated information technology or emergent Finance and General Government Group operational needs.

Revenues

Net increase of $4.0 million

- Revenue From Use of Money & Property—increase of $0.1 million due to offsite parking at the Cedar & Kettner parking garage during weeknights and weekends.
- Intergovernmental Revenues—net decrease of $0.5 million primarily due to a decrease in one-time costs related to updating of exterior lighting at the CAC offset by increases in operations and maintenance costs associated with CAC Waterfront Park and Cedar & Kettner parking garage.
- Charges for Current Services—increase of $0.2 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- Use of Fund Balance—decrease of $1.3 million. A total of $4.4 million is budgeted. Major planned uses of fund balance include:
  - CAC one-time major maintenance project for $1.4 million.
  - Management reserves for Groupwide unanticipated IT, facility, and emergent operational needs for $3.0 million.
- General Purpose Revenue—net increase of $5.4 million to address ongoing increases in negotiated salary and benefits and ongoing information technology costs described above.

Executive Office Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.2 million in expenditures primarily driven by removal of one-time expenditures planned for Fiscal Year 2016–17.

Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Finance & General Government Executive Office	21.00	21.00	21.00	0.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	410.50	410.50	410.50	0.0	410.50
Treasurer-Tax Collector	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	14.50	14.50	15.50	6.9	15.50
Auditor and Controller	232.50	234.50	235.50	0.4	235.50
County Technology Office	17.00	17.00	17.00	0.0	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	27.00	27.00	28.00	3.7	28.00
County Counsel	138.00	138.00	139.00	0.7	139.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	117.00	118.00	118.00	0.0	118.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	**1,183.50**	**1,186.50**	**1,190.50**	**0.3**	**1,190.50**

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Finance & General Government Executive Office	$ 21,564,317	$ 21,004,076	$ 25,027,531	19.2	$ 23,821,237
Board of Supervisors	8,366,841	8,556,848	8,680,672	1.4	8,684,272
Assessor/Recorder/County Clerk	63,127,842	66,317,674	66,980,254	1.0	64,220,766
Treasurer-Tax Collector	21,659,445	22,640,120	23,673,596	4.6	22,572,020
Chief Administrative Office	4,649,068	4,744,476	4,948,071	4.3	4,999,669
Auditor and Controller	33,891,372	35,105,281	35,889,660	2.2	34,528,342
County Technology Office	171,291,537	182,729,989	181,224,073	(0.8)	159,467,126
Civil Service Commission	606,114	493,377	525,820	6.6	532,664
Clerk of the Board of Supervisors	3,482,832	3,876,080	3,734,295	(3.7)	3,762,108
County Counsel	27,604,747	25,392,692	25,745,621	1.4	26,287,421
Grand Jury	595,975	800,784	803,101	0.3	803,317
Human Resources	24,779,192	27,263,270	26,964,462	(1.1)	25,315,313
County Communications Office	3,151,234	3,246,121	3,620,533	11.5	3,286,976
Total	**$ 384,770,516**	**$ 402,170,788**	**$ 407,817,689**	**1.4**	**$ 378,281,231**

Executive Office Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Finance & General Government Executive Office	8.00	8.00	8.00	0.0	8.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Total	**21.00**	**21.00**	**21.00**	**0.0**	**21.00**

Executive Office Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Finance & General Government Executive Office	$ 18,846,376	$ 17,851,920	$ 21,833,606	22.3	$ 20,606,211
Office of Financial Planning	2,717,941	3,152,156	3,193,925	1.3	3,215,026
Total	**$ 21,564,317**	**$ 21,004,076**	**$ 25,027,531**	**19.2**	**$ 23,821,237**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 3,425,668	$ 3,336,546	$ 3,536,743	6.0	$ 3,580,426
Services & Supplies	15,638,649	14,667,530	18,490,788	26.1	17,240,811
Management Reserves	2,500,000	3,000,000	3,000,000	0.0	3,000,000
Total	**$ 21,564,317**	**$ 21,004,076**	**$ 25,027,531**	**19.2**	**$ 23,821,237**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 10,000	$ —	$ 148,000	0.0	$ 148,000
Intergovernmental Revenues	429,896	2,246,240	1,769,572	(21.2)	1,769,572
Charges For Current Services	1,034,980	900,376	1,080,032	20.0	1,080,032
Use of Fund Balance	9,187,986	5,700,000	4,400,000	(22.8)	3,000,000
General Purpose Revenue Allocation	10,901,455	12,157,460	17,629,927	45.0	17,823,633
Total	**$ 21,564,317**	**$ 21,004,076**	**$ 25,027,531**	**19.2**	**$ 23,821,237**

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

Supervisor Greg Cox represents the more than 631,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Bay Terraces, Southcrest, Stockton, Sunset Cliffs and parts of Point Loma and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced, diverse professional staff whose mission is to make County government work for citizens by focusing on outcomes and results, not process and paperwork.

Since joining the Board of Supervisors, Greg Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administrative costs and increase and improve services to the public.

He is focused on the economic security of families by creating jobs and cultivating economic development, especially in the unincorporated area of East Otay Mesa. These efforts improve the quality of life for local residents by providing job opportunities nearby, thus reducing traffic in South County and minimizing negative impacts on the environment. District 1 encompasses two of the busiest international border crossings in the world and Supervisor Cox is working to ensure the construction of critical infrastructure to improve the flow of $39 billion in commerce across the California-Mexico border. Small businesses are crucial to the success of our economy and Greg Cox cuts red tape so that homegrown enterprises like farmers markets and fishermen's markets can prosper and thrive.

He works tirelessly to enhance public safety to better protect neighborhoods and fight child and elder abuse. He initiated reentry programs to help rehabilitate people returning to communities to become productive citizens and launched a regional initiative to get the seriously mentally ill homeless into treatment and housing.

Protecting society's most vulnerable individuals has been a priority for Supervisor Cox and he created programs to improve the lives of foster children and streamline the County's adoptions process. He created the Grandparents Raising Grandchildren initiative to help older San Diegans who suddenly find themselves taking care of their children's children. He strengthened the region's health safety net and through the *Live Well San Diego* initiative, San Diegans are being empowered to adopt healthier lifestyles.

Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment. He works to ensure that the County closely monitors our beaches and bays and protects our water quality, while also preserving open space and creating recreational opportunities through the expansion of the Otay Valley, Sweetwater and Tijuana River Valley Regional parks. He champions active transportation through creation of the Bayshore Bikeway, the Sweetwater River Bike Trail and the formation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego.

Supervisor Greg Cox's leadership extends regionally to service on the San Diego County Regional Airport Authority and, statewide, he serves on the California Coastal Commission. He is active in the leadership of the California State Association of Counties and the Institute for Local Government. Last year, he was appointed by the White House to serve on the National Ocean Council's Governance Coordinating Committee, which advises the President on ocean policy issues.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 630,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $350 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities, major employment centers and more than 630,000 residents. By adhering to the County's General Management System, Supervisor Roberts promotes strong fiscal discipline, a clean environment, and above all, safe and livable communities. He supports improvements to the County's mental health, foster care and adoption programs, libraries and parks. He is a leading promoter of the County's wellness initiative, *Live Well San Diego*.

District 3 overlays all, or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego. He works with council members and mayors from throughout his district on issues of mutual concern.

Along the coast, District 3 stretches from Torrey Pines State Beach to Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, hubs of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. Supervisor Roberts works closely with employers and trade groups to support the job-growth and scientific advances they bring to the region.

The coastal portion of District 3 includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive law enforcement, library and other services from the County of San Diego.

Also along the coastline, Supervisor Roberts has championed efforts to restore and enhance many miles of beaches, coastal lagoons and watersheds. He has participated in a multi-agency effort to restore the San Dieguito wetlands and expand the San Dieguito River Park, a coast-to-crest system of preserved land and trails.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc.—the region's largest private-sector employer—is headquartered.

The northeast corner of District 3 includes historic Escondido and San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrup Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays much of Marine Corps Air Station Miramar.

Supervisor Roberts works with all of these communities by recommending County funding to support public safety, tourism, business and social service groups. He partners with local chambers of commerce and economic development corporations to enhance jobs and visitor spending.

To best serve constituents, Supervisor Roberts has opened a district office in Escondido and keeps regular office hours in Rancho Bernardo, Mira Mesa and Del Mar.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 640,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety through technology, to supporting growing the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the city of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The Fifth Supervisorial District covers the northern most area of San Diego County, and is more commonly known as North County. It stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, agriculture and a theme park. Supervisor Horn and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District. Supervisor Horn is proud of the County's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness, stellar credit ratings and fiscal management, which allow the County flexibility in so many other areas.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. There are also vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook that fall within the district boundaries.

As a veteran, Supervisor Horn understands how important it is to serve the over one million county residents who are active duty military, veterans or their families. In Supervisor Horn's State of the County Address of 2015 he declared it to be the Year of the Veteran. This is a coordinated effort to ensure that resources are available and easily accessible by the men and women who serve or have served our country. Supervisor Horn is committed to working closely with County departments and community partners to enhance our overall support network. This effort will not only benefit San Diego's military families but also lead to a stronger and healthier economy.

Supervisor Horn is also an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over $5.1 billion in annual value to the local economy. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

In addition to agriculture, several other industries make North County a hotbed for economic success. It was for this reason that Supervisor Horn spearheaded Prosperity On Purpose (POP), a targeted vision for North County to compete for business through the San Diego North Economic Development Council. POP created a Comprehensive Economic Development Strategy and a map of North County with general plans of all cities, unincorporated areas and tribal lands stitched together. It also reinforced what we already knew: innovation, tourism and specialized manufacturing are not only thriving, but are the future in the Fifth District. Additionally, the biotechnology industry has firmly established itself in the District, providing high-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the $1 billion, 740,000 square feet Palomar Medical Center was opened in 2012. Under the leadership of Supervisor Horn, plans to extend the runway at McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. Almost half of the county's nearly 2,000 miles of roads—critical to moving people, goods and supplies—are located in District 5, and over the next forty years North County is expected to implement another $11.5 billion in transit and highway infrastructure. Supervisor Horn hopes POP will generate new opportunities and secure economic development funds for North County. He is also deeply committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Bill Horn and his priorities at:

- www.BillHorn.com

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 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Office	2.00	2.00	2.00	0.0	2.00
Total	**56.00**	**56.00**	**56.00**	**0.0**	**56.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Board of Supervisors District 1	$ 1,443,812	$ 1,494,345	$ 1,516,883	1.5	$ 1,516,883
Board of Supervisors District 2	1,447,455	1,447,455	1,516,883	4.8	1,516,883
Board of Supervisors District 3	1,443,812	1,479,907	1,479,907	0.0	1,479,907
Board of Supervisors District 4	1,427,909	1,485,025	1,516,883	2.1	1,516,883
Board of Supervisors District 5	1,479,886	1,516,883	1,516,883	0.0	1,516,883
Board of Supervisors General Office	1,123,967	1,133,233	1,133,233	0.0	1,136,833
Total	**$ 8,366,841**	**$ 8,556,848**	**$ 8,680,672**	**1.4**	**$ 8,684,272**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 7,347,007	$ 7,512,855	$ 7,631,461	1.6	$ 7,635,073
Services & Supplies	1,019,834	1,043,993	1,049,211	0.5	1,049,199
Total	**$ 8,366,841**	**$ 8,556,848**	**$ 8,680,672**	**1.4**	**$ 8,684,272**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Use of Fund Balance	3,362	—	—	—	—
General Purpose Revenue Allocation	8,363,479	8,556,848	8,680,672	1.4	8,684,272
Total	**$ 8,366,841**	**$ 8,556,848**	**$ 8,680,672**	**1.4**	**$ 8,684,272**

Assessor/Recorder/County Clerk

Mission Statement

To provide prompt and courteous 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.

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. 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 provide certified copies of vital records, including birth, death and marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk has 410.50 staff years and a budget of $67.0 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Sustainable Environments

- 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. (SE1)
  - Located, identified and appraised all property so the public and businesses were assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
  - Recorded births, deaths, marriages and filed Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs. (SE2)
  - Completed the Birth, Death, and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. (SE2)
  - Began a multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. Procurement action for this project was completed in Fiscal Year 2015–16 with anticipated project completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
  - In order to provide the public with a variety of online forms for submittal and related services, the Home Owners Exemption form was digitized and the process automated. This has provided a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. (OE3)
  - Addition of extended document recording services at the Chula Vista branch office to the public was not implemented. This effort will be completed in Fiscal Year 2016–17 after a small remodel is completed. (OE3)
  - In coordination with the Clerk of Appeals Board, ARCC initiated the "intent to attend hearing" feedback option for appeal applicants. This option will increase efficiency and reduce labor costs associated with this activity. This effort is expected to be completed in July 2016. (OE3)
  - Convened with San Diego Geographic Information Source (SanGIS) and other agencies interested in pooling resources to maximize the benefits of high resolution oblique imagery. Oblique Imagery is aerial photos taken at a 45-degree angle which allows for accurate measurement of structures, elevation, and distances. The development of this consortium of cost sharing users of oblique imagery increases Assessor imagery area at no additional cost, and increases efficiency by reducing field trips, increasing accuracy of assessment information and final assessments of all taxable property. (OE3)
  - Examined and processed 232,805 documents submitted for eRecording within four hours of receipt to enable customers to use a more efficient and secure recording and document return process than paper recording. (OE3)
  - Explored e-signature opportunities for Fictitious Business Name applications and renewals to save customers time and increase efficiency and service to customers. This functionality will be incorporated into Acclaim (integrated recording and vital records system) development for implementation in Fiscal Year 2016–17. (OE3)
  - An e-property tax notification was implemented on the County website where the public can input their address and pull up their current assessment details, saving mailing costs, and providing increased efficiency and service to customers. (OE3)
  - Automated the Marine and Air Canvass process by leveraging tablet and 4G technologies, providing a more efficient process and better customer service. Vessels (boats) and aircraft are taxable properties whose location and status are mandated to be updated each year, which requires a previously-used manual paper process. The use of tablets provides appraisal staff with the increased ability to accurately and efficiently discover, research, and assess vessels and aircraft from their field location. (OE3)
- 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 and achieved a customer service rating of 93%. (OE5)

2016–18 Objectives

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE1)
  - Locate, identify, appraise, and complete 98% of mandated assessments of all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
  - Record births, deaths, marriages and file Fictitious Business Name statements within in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs. (SE2)
  - Index 99% of vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE2)
  - Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve old microfilm and ensure its survival for future generations. Procurement action for this project was completed in Fiscal Year 2015–16 with anticipated project completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is estimated to be completed in Fiscal Year 2019–20.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examine and process 90% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process. (OE3)
  - Pursue e-signature opportunities for Fictitious Business Name applications and renewals to save our customers time and increase our efficiency and service to customers. Incorporate this functionality into Acclaim (integrated recording and vital records system) development for implementation in Fiscal Year 2016–17. (OE3)
  - Document recording services will be offered to the public at the Chula Vista branch office in Fiscal Year 2016–17 after a small remodel is completed. (OE3)
  - Build and implement Recorder/County Clerk integrated Call Center in the Chula Vista branch office. The Call Center will focus solely on customer calls and improve call response quality and timeliness. (OE3)
  - Review and redesign of Recorder/County Clerk phone script to decrease the length of time customers are engaged in the automated phone system and increase efficiency in responding to customer phone inquiries. (OE3)
  - Redesign and remodel Recorder work space in the County Administration Center, Kearny Mesa, and San Marcos offices to accommodate additional production equipment and relocation of staff to branch offices. (OE3)
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
  - Continue coordination and assistance to San Diego Geographic Information Source (SanGIS) and other agencies to develop the consortium of cost sharing users of oblique imagery. Oblique imagery is aerial photos taken at a 45-degree angle which allows for accurate measurement of structures, elevation, and distances. The development of this consortium of cost sharing users of oblique imagery increases Assessor imagery area at no additional cost, and increases efficiency by reducing field trips, increasing accuracy of assessment information and final assessments of all taxable property. (OE3)
  - Provide the public with a variety of online forms for submittal and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. Opportunities include Fictitious Business Names, Assessment Appeals, and Parent/Child Exclusion. (OE3)
  - Provide the public with an online customer service feedback application (ExpressIt) which will increase the efficiency of providing such information as well as the department's effectiveness and timeliness of responding. (OE3)
  - Reengineer and automate the manual processes in Assessment Services to provide a faster turnaround time, improve customer service and eliminate paper dependency. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 93%. (OE5)

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

- https://arcc.sdcounty.ca.gov

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Mandated assessments completed by close of annual tax roll[1]	100% of 332,073	98%	100% of 302,898	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt[2]	100% of 97,861	99% of 97,000	100% of 97,722	99%	99%
Recorded documents indexed within two business days[3]	100% of 743,004	N/A	N/A	N/A	N/A
Satisfactory customer service rating[4]	93%	93%	93%	93%	93%
Examine and process all documents submitted for eRecording within three hours of receipt[5]	N/A	90%	100% of 232,805	90%	90%

Table Notes

[1] Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County's first step to assessing and billing annual property taxes.

[2] Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[3] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. This measure was discontinued effective Fiscal Year 2015–16.

[4] The customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.

[5] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No net change in staffing

- Transfer of 3.00 staff years from Assessor/Recorder/County Clerk to Property Valuation (2.00) and Management Services (1.00).

Expenditures

Net increase of $0.7 million

- Salaries & Benefits—net increase of $0.9 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net decrease of $0.2 million
  - Decrease of $0.8 million due to reduction in professional & specialized services, information technology (IT) application services, and contracted costs associated with the deactivation of the former recording and vital records system in Fiscal Year 2015–16.
  - Decrease of $0.3 million due to a reduction in equipment and mailing costs associated with the implementation of e-recording in Fiscal Year 2015–16.
  - Increase of $0.5 million due to anticipated remodeling projects at various locations to accommodate additional production equipment and relocation of staff.
  - Net increase of $0.4 million in miscellaneous Services & Supplies accounts for operational needs.

Revenues

Net increase of $0.7 million

- Charges for Current Services—net decrease of $0.5 million.
  - Net decrease of $1.1 million in Trust Fund revenues due to completion of one-time projects in Fiscal Year 2015–16.
  - Increase of $0.2 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - Increase of $0.2 million in Property Tax System Administration fee.
  - Increase of $0.2 million in Duplicating and Filing fees based on projected demand for services.

- Use of Fund Balance—No change. A total of $0.3 million is budgeted for one-time IT project costs related to Business Canvass Automation, which will leverage current tablet and geographical information system (GIS) technology by digitizing the data capture and validation and automating the manual processes involved.
- General Purpose Revenue Allocation—increase of $1.2 million primarily due to negotiated labor agreements and increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $2.8 million primarily due to the anticipated completion of one-time remodel projects for the branch offices included in Fiscal Year 2016–17.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Property Valuation ID	270.75	270.75	272.75	0.7	272.75
Recorder/County Clerk	114.75	112.75	109.75	(2.7)	109.75
Management Support	25.00	27.00	28.00	3.7	28.00
Total	**410.50**	**410.50**	**410.50**	**0.0**	**410.50**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Property Valuation ID	$ 35,118,903	$ 36,911,652	$ 37,423,791	1.4	$ 37,573,649
Recorder/County Clerk	23,056,730	24,842,032	24,315,928	(2.1)	21,378,374
Management Support	4,952,209	4,563,990	5,240,535	14.8	5,268,743
Total	**$ 63,127,842**	**$ 66,317,674**	**$ 66,980,254**	**1.0**	**$ 64,220,766**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 41,889,990	$ 42,357,671	$ 43,198,023	2.0	$ 43,378,584
Services & Supplies	21,037,852	23,910,003	23,732,231	(0.7)	20,807,182
Capital Assets Equipment	200,000	50,000	50,000	0.0	35,000
Total	**$ 63,127,842**	**$ 66,317,674**	**$ 66,980,254**	**1.0**	**$ 64,220,766**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 1,000,000	$ 1,000,000	$ 1,000,000	0.0	$ 1,000,000
Revenue From Use of Money & Property	59,000	60,500	10,000	(83.5)	10,000
Charges For Current Services	37,682,986	41,740,086	41,279,713	(1.1)	38,454,337
Miscellaneous Revenues	700,000	—	—	—	—
Use of Fund Balance	969,435	300,000	300,000	0.0	—
General Purpose Revenue Allocation	22,716,421	23,217,088	24,390,541	5.1	24,756,429
Total	**$ 63,127,842**	**$ 66,317,674**	**$ 66,980,254**	**1.0**	**$ 64,220,766**

Treasurer-Tax Collector

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for $8.8 billion in public funds; the billing and collection of approximately $5.3 billion in secured and $0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of $23.7 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Align service to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, the Treasurer-Tax Collector efficiently managed the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds. (OE1)

  - To continue funding the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.55% in Fiscal Year 2015–16. (OE1)
  - Provided a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies. (OE1)
  - Maintained a collection rate of 99.1% for secured taxes and 98% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continued the design and development of the Integrated Property Tax Solution. This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieved a customer satisfaction rating of 4.7 on a 5.0 scale based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Broadened the Countywide base of employees who are planning for financial security during retirement. (OE6)
    - Maintained enrollment in the Deferred Compensation 457 Plan at 47.5% of eligible County employees through June 30, 2016.

- Maintained the average participant contribution in the Deferred Compensation 457 Plan above $159 per pay period by June 30, 2016.
- Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums.
- 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, 2016.

2016–18 Objectives

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
  - To continue to fund the delivery of superior services throughout the San Diego County region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.65% in Fiscal Year 2016–17 and 0.75% in Fiscal Year 2017–18. (OE1)
  - Provide a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies. (OE1)
  - Maintain 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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Broaden the Countywide base of employees who are planning for financial security during retirement. (OE6)
    - Achieve enrollment in the Deferred Compensation 457 Plan of 48.0% of eligible County employees through June 30, 2017 and continue to maintain rate of 48.0% through June 30, 2018.
    - Maintain the average participant contribution in the Deferred Compensation 457 Plan above $100 per pay period by June 30, 2017 and a modest improvement of $110 through June 30, 2018.
    - 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, 2017.
    - Expand the knowledge and skills in fiscal controls by newly certifying 120 Cash Handlers in the County and other government entities by June 30, 2017 and certifying another 120 new Cash Handlers by June 30, 2018.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at:

- www.sdtreastax.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Secured Taxes Collected (% of total)[1]	99.1%	98.5%	99.1%	98.5%	98.5%
Unsecured Taxes Collected (% of total)[1]	98%	97%	98%	97%	97%
Rate of Return on Investment Pool (%)[2]	0.48%	0.45%	0.55%	0.65%	0.75%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.72	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period[4]	$196	$91	$159	$100	$110
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	47.2%	48.5%	47.5%	48.0%	48.0%
Number of newly Certified Cash Handlers for the County and other government entities[5]	122	100	137	120	120
Number of Unclaimed Property Tax Refunds[6]	2,724	N/A	N/A	N/A	N/A

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improving collection rate is a result of a recovering real estate market.

[2] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past five years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will keep the return range bound between 0.40% to 0.50% until interest rates rise significantly.

[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 their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is slightly less than exceptional because they believe the taxes are too high.

[4] There has been significant market volatility during Fiscal Year 2015–16. The S&P 500 fell more than 6.5% in August, 2015 and more than 10.5% through the middle of February, 2016. In each month that the S&P experienced significant drops, plan participants increased their 457 contributions at a higher than normal rate, most likely to take advantage of discounted share prices. In August, 2015 there were 250 contribution increases and in February, 2016 more than 200 contributions. These contribution increases were a 113% and 70% respective increase above the monthly average of 117 increases.

[5] The Treasurer-Tax Collector typically hosts one Certified Cash Handler training class per year. In Fiscal Year 2015–16 a second session was added to accommodate additional internal requests.

[6] This measure was discontinued effective Fiscal Year 2015–16.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No net change in staffing.

- Transfer of 1.00 staff year from Treasury to Tax Collection.

Expenditures

Net increase of $1.0 million

- Salaries & Benefits—increase of $0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—Increase of $0.8 million primarily due to one-time costs for Information Technology (IT) systems upgrades enhancing the e-Payment System and the Tax Sale Database.

Revenues

Net increase of $1.0 million

- Charges for Current Services—increase of $0.9 million in Banking Pooled Services due to revenue offset for IT system upgrades described above.
- Use of Fund Balance—no significant change; a total of $0.3 million is budgeted for one-time IT projects described above.
- General Purpose Revenue—increase of $0.1 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.1 million resulting from completion of one-time system upgrades described above.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Treasury	21.00	21.00	20.00	(4.8)	20.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	84.00	82.00	83.00	1.2	83.00
Administration - Treasurer/Tax Collector	15.00	17.00	17.00	0.0	17.00
Total	**123.00**	**123.00**	**123.00**	**0.0**	**123.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Treasury	$ 6,937,272	$ 6,090,908	$ 6,105,956	0.2	$ 5,570,561
Deferred Compensation	375,513	446,934	454,053	1.6	464,096
Tax Collection	10,874,918	12,361,715	13,332,266	7.9	12,713,495
Administration - Treasurer/Tax Collector	3,471,742	3,740,563	3,781,321	1.1	3,823,868
Total	**$ 21,659,445**	**$ 22,640,120**	**$ 23,673,596**	**4.6**	**$ 22,572,020**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 12,044,652	$ 12,160,757	$ 12,418,857	2.1	$ 12,592,751
Services & Supplies	9,614,793	10,479,363	11,254,739	7.4	9,979,269
Total	**$ 21,659,445**	**$ 22,640,120**	**$ 23,673,596**	**4.6**	**$ 22,572,020**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Fines, Forfeitures & Penalties	$ 1,035,450	$ 1,035,450	$ 1,035,450	0.0	$ 1,035,450
Charges For Current Services	13,834,977	14,675,916	15,575,916	6.1	14,675,916
Miscellaneous Revenues	685,429	701,748	701,748	0.0	701,748
Use of Fund Balance	190,348	312,500	300,000	(4.0)	0
General Purpose Revenue Allocation	5,913,241	5,914,506	6,060,482	2.5	6,158,906
Total	**$ 21,659,445**	**$ 22,640,120**	**$ 23,673,596**	**4.6**	**$ 22,572,020**

Chief Administrative Office

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups—Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government.

The Chief Administrative Office is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer/Chief Operating Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs.

To ensure these critical services are provided, the Chief Administrative Office has 15.50 staff years and a budget of $4.9 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise

  - Regularly communicated and discussed the importance of the County's Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise. During Fiscal Year 2015–16, the Chief Administrative Officer, the Office of Ethics and Compliance and County leadership "set the tone at the top" through periodic presentations on Ethics and the County's Statement of Values.
  - In Fiscal Year 2015–16, the County successfully completed 23 audits in multiple facets of County operations. These audits provide transparency in all fiscal reporting.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
  - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
  - Continued to cut costs, streamline processes, incorporate the newest technologies and expand services as evident by the County of San Diego receiving 43 National Association of Counties (NACo) awards, 7 California State Association of Counties (CSAC) awards, and 3 San Diego County Taxpayers Association awards. The County of San Diego also received 39 additional honors such as the Department of Purchasing and Contracting receiving an Achievement of Excellence award from the National Procurement Institute and the Comprehensive Annual Finance report receiving the Certificate of Excellence in Financial Reporting from the Government of Finance Officers Association.
  - During Fiscal Year 2015–16, four executive management exchanges were held. These exchanges focused on operational priorities such as mental health systems, juvenile probation, the built and natural environment, and fiscal stability and infrastructure. These exchanges are meant to ensure leadership oversight and accountability on the County's top priorities.

- Through the County's information technology (IT) provider, the County provides modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery and best value to customers. The County is currently re-competing the IT contract and anticipates presenting a recommendation to the Board of Supervisors in Fiscal Year 2016–17.
- Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve customers through oversight and guidance of the development of the County's Capital Improvement Needs Assessment and Major Maintenance Improvement Plan. The Capital Improvement Needs Assessment was approved by the Board of Supervisors in April 2016.
- In Fiscal Year 2015–16, the County established the Web Standards Sub-group and the Best of the Web group. These two groups are charged with ensuring branding consistency, website usability and accessibility across the County's public-facing website presence. These groups will help to ensure delivery of direct communications on, online access to and resourceful apps for program services.

- Strengthen our customer service culture to ensure a positive customer experience
  - Awarded a team of 19 employees the Heart of Service Award for going above and beyond to provide a positive customer experience. A team of Department of Child Support Services (DCSS) employees was awarded for developing and implementing DCSS in Your Neighborhood, a plan to deliver services to customers in East County and South County. By partnering with local County and city libraries, staff brings services to pockets of the community where large clusters of customers exist to provide a lower stress environment outside of the courthouse and without Sheriff's deputies and metal detectors present. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward thinking and competent talent by increasing diversity outreach in recruitments. In Fiscal Year 2015–16, the County held 193 outreach events. (OE6)
  - Championed the Diversity & Inclusion initiative by implementing objectives of the County's first ever Diversity & Inclusion Strategic Plan. Established the Diversity & Inclusion Executive Council and began giving presentations to department executive teams on the Diversity & Inclusion initiative, the importance of diversity and the benefit of having a diverse organization. In addition, the County has eight Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. (OE6)
  - Championed employee wellness activities through leadership support and sponsorship to ensure team members thrive.

2016–18 Objectives

The Chief Administrative Office is responsible for a countywide focus on ethics and integrity, fiscal stability, a positive customer experience, operational excellence and a commitment to service improvement in pursuit of the County's vision—a region that is Building Better Health, Living Safely and Thriving.

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents–regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level–to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
  - Support State legislation and policy changes that would give low income families greater access to healthy foods; support federal funding and policy for clean water through the BEACH ACT as well as federal funding and policy for the Land and Water Conservation Fund to protect open space and recreational activities. (HF4)

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
  - Model ethical courage by always doing the right thing and acting in the best interests of all.
  - Regularly communicate and discuss the importance of the County's Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
  - Maintain transparency in fiscal reporting and audits.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
  - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
  - Oversee operations to ensure program needs are met.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve customers.
  - Deliver direct communications on, online access to and resourceful apps for program services.

- Strengthen our customer service culture to ensure a positive customer experience
  - Recognize a department and/or employee annually for their creativity and demonstrated outcomes towards ensuring a positive customer experience. (OE5)
  - Provide tools across the enterprise to measure customer satisfaction. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Sustain a high level of government excellence through succession planning, mentoring, training and attracting forward thinking and competent talent to continue the County's journey toward becoming world class. (OE6)
  - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Executive Council. (OE6)
  - Champion employee wellness activities to ensure team members thrive.

Related Links

For additional information about the Chief Administrative Office, refer to the website at:

- www.sandiegocounty.gov/cao

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year

- Increase of 1.00 staff year in the Office of Strategy and Intergovernmental Affairs for additional legislative and leadership activities with CSAC and NACo.

Expenditures

Increase of $0.2 million

- Salaries & Benefits—increase of $0.25 million as a result of negotiated labor agreements, increased retirement costs and the increased staffing in the Office of Strategy and Intergovernmental Affairs described above.
- Services & Supplies—decrease of $0.05 million due to public liability costs.

Revenues

Increase of $0.2 million

- General Purpose Revenue Allocation—increase of $0.2 million, primarily due to the additional staff year noted above and negotiated labor agreements.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	5.50	22.2	5.50
Office of Ethics & Compliance	4.00	4.00	4.00	0.0	4.00
Total	**14.50**	**14.50**	**15.50**	**6.9**	**15.50**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Executive Office	$ 1,754,063	$ 1,785,072	$ 1,786,848	0.1	$ 1,815,420
Office of Intergovernmental Affairs	1,488,361	1,515,050	1,652,847	9.1	1,665,483
County Memberships and Audit	767,579	769,521	769,521	0.0	769,521
Office of Ethics & Compliance	639,065	674,833	738,855	9.5	749,245
Total	**$ 4,649,068**	**$ 4,744,476**	**$ 4,948,071**	**4.3**	**$ 4,999,669**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,674,577	$ 2,729,964	$ 2,981,709	9.2	$ 3,034,307
Services & Supplies	1,974,491	2,014,512	1,966,362	(2.4)	1,965,362
Total	**$ 4,649,068**	**$ 4,744,476**	**$ 4,948,071**	**4.3**	**$ 4,999,669**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 130,343	$ 177,206	$ 179,934	1.5	$ 179,934
Use of Fund Balance	44,352	—	—	—	—
General Purpose Revenue Allocation	4,474,373	4,567,270	4,768,137	4.4	4,819,735
Total	**$ 4,649,068**	**$ 4,744,476**	**$ 4,948,071**	**4.3**	**$ 4,999,669**

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 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 Auditor and Controller has 235.50 staff years and a budget of $35.9 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Safe Communities

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Combined with the Superior Court, under the Comprehensive Collections Program, the Gross Recovery Rate for Fiscal Year 2014–15 was 129% which exceeded the collections performance benchmark of 34%, established by California Judicial Council. These results were due to improved collection activity, the clean-up of aged accounts, and a decrease in referrals. Gross Recovery Rate measures a program's ability to resolve delinquent court-ordered debt, including alternative sentence, community service, suspended services and discharges. This measure is reported annually through a template as provided by the Judicial Council.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2014. (OE1)
  - Received recognitions through Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Popular Annual Financial Report (PAFR) for the Fiscal Year ending June 30, 2015. (OE1)
  - Supported financial literacy in the County by developing A&C curriculum and conducting more than 20 trainings for County staff that focused on core competencies of employees in accounting functions. Some of the trainings

included Government Accounting Standards Board (GASB) 51, Single Audit Super Circular, Capital Assets, and Travel. (OE2)

- A&C staff exhibit regional leadership by serving in key positions for various external organizations, including The Institute of Internal Auditors, and the California Revenue Officers Association.
- Published on Department's website completed audits performed by the Office of Audits and Advisory Services (OAAS) including State-mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the County enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services, 95% (237 of 250) were implemented on or before their due date (OE4)
- Submitted 100% (1,477) federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions. (OE4)
- Achieved a recovery rate percentage of 6.90%, which was below the goal of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR). The recovery percentage continues to be impacted by federal Telephone Consumer Protection Act changes which significantly reduced the ability of the County to use the automated phone dialer for efficiency in collection activities.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.
- Processed 99% of 126,000 County payments within 5 business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. Although the goal of 100% was not achieved, all available discounts were captured.

- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with other County Departments, the A&C has installed and configured a digital signature solution. Once implemented and made available Countywide, the solution will serve to reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen the impact on the environment. (OE3)
  - Implemented Kronos Workforce Mobile Timekeeping which is an employee timekeeping application that runs on mobile devices and is downloadable from various online application stores. County employees and managers now have the ability to enter time, review work schedules and approve timecards from their mobile devices. (OE3)
  - Designed and implemented an enhanced disaster recovery solution for the County's core Enterprise Resource Planning (ERP) applications (Oracle Financials with Oracle Fusion Middleware and Oracle Business Intelligence, PeopleSoft, and Kronos). The enhanced disaster recovery solution reduces the amount of ERP system downtime which serves to improve the County's ability to respond to, and recover from major disasters.
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - In coordination with the Office of Ethics and Compliance, continued the administration of the Ethics Hotline. Monitored the investigation and resolution of all cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
  - Provided quarterly customer service training to all A&C staff, to enhance customer service skills and techniques. (OE5)
  - Increased the number of online customer self-service 24/7/365 payments by 86% (1,804 to 3,356).

2016–18 Objectives

Safe Communities

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Combined with the Superior Court, under the Comprehensive Collections Program, meet or exceed the collections performance benchmark (Gross Recovery Rate of 34%) established by California Judicial Council. Gross Recovery Rate measures a program's ability to resolve delinquent court-ordered debt, including alternative sentence, community service, suspended services and discharges. This measure is reported annually through a template as provided by the Judicial Council.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions. (OE4)
  - Continue to support the financial literacy in the County by developing A&C curriculum and conducting trainings that focus on core competencies of employees in accounting functions. (OE2)
  - Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery.
  - Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.
  - Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
  - Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2015. (OE1)
  - Continue to apply for recognition through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR. (OE1)
  - Publish on Department's website, completed audits performed by OAAS, including State-mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. (OE4)
- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement a digital signature solution within the A&C department that can be leveraged Countywide. Once implemented, the solution will reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen the impact on the environment. (OE3)
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
  - Continue the administration of the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor the investigation and resolution of all cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
  - Provide ongoing customer service training to all Auditor and Controller staff, to enhance customer service skills and techniques. (OE5)

Related Links

For additional information about the Auditor and Controller, refer to the website at:

- www.sandiegocounty.gov/auditor

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Processing–County payments processed within five days of receipt of invoice in Accounts Payable	99% of 126,000	100%	99% of 126,000	100%	100%
Reporting–Financial reports/ disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,477	100%	100% of 1,477	100%	100%
Auditing–Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[1]	94% of 264	95%	95% of 250	95%	95%
Collections–Meet or exceed Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable)[2]	6.70%	7.25%	6.90%	7.25%	7.25%

Table Notes

[1] Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

[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: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year

- Increase of 1.00 staff year to support operational needs in the fiscal division of the Office of Revenue & Recovery.

Expenditures

Net increase of $0.8 million

- Salaries and Benefits—increase of $0.8 million as a result of negotiated labor agreements and an increase in retirement contributions.

Revenues

Net increase of $0.8 million

- Charges For Current Services—increase of $0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- Use of Fund Balance—net increase of 0.1 million for a total budget of $1.7 million, including:
  - $0.5 million for one-time IT project costs for the Oracle financials database upgrade.
  - $0.4 million for one-time IT project costs related to Digital Signature.
  - $0.4 million for one-time IT project costs for an audit software upgrade.
  - $0.3 million for one-time IT project costs for the upgrade to the Revenue and Recovery collection system.
  - $0.1 million for one-time major maintenance costs at the North County Regional Center.
- General Purpose Revenue Allocation—increase of $0.6 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.4 million is primarily the result of reductions in Services & Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2016-17. These reductions are partially offset by increases in retirement contributions.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	96.00	96.00	96.00	0.0	96.00
Revenue and Recovery	95.50	97.50	98.50	1.0	98.50
Administration	15.00	15.00	15.00	0.0	15.00
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	**232.50**	**234.50**	**235.50**	**0.4**	**235.50**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Audits	$ 2,761,962	$ 2,425,391	$ 3,007,117	24.0	$ 2,638,327
Controller Division	11,234,054	11,190,583	11,575,157	3.4	11,734,970
Revenue and Recovery	9,112,718	9,381,978	10,009,494	6.7	9,686,235
Administration	3,393,102	2,955,350	2,881,429	(2.5)	2,916,380
Information Technology Mgmt Services	7,389,536	9,151,979	8,416,463	(8.0)	7,552,430
Total	**$ 33,891,372**	**$ 35,105,281**	**$ 35,889,660**	**2.2**	**$ 34,528,342**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 22,496,929	$ 22,692,294	$ 23,431,489	3.3	$ 23,790,171
Services & Supplies	11,344,443	12,577,745	12,622,929	0.4	10,902,929
Other Charges	50,000	50,000	50,000	0.0	50,000
Expenditure Transfer & Reimbursements	—	(214,758)	(214,758)	0.0	(214,758)
Total	**$ 33,891,372**	**$ 35,105,281**	**$ 35,889,660**	**2.2**	**$ 34,528,342**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 118,449	$ 99,532	$ 90,200	(9.4)	$ 90,200
Charges For Current Services	6,732,545	6,228,840	6,378,537	2.4	6,378,537
Miscellaneous Revenues	280,000	280,000	225,000	(19.6)	225,000
Use of Fund Balance	1,022,515	1,600,000	1,720,000	7.5	—
General Purpose Revenue Allocation	25,737,863	26,896,909	27,475,923	2.2	27,834,605
Total	**$ 33,891,372**	**$ 35,105,281**	**$ 35,889,660**	**2.2**	**$ 34,528,342**

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) provides a full range of information technology (IT) services for County of San Diego employees and residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

To ensure these critical services are provided, the CTO has 17.00 staff years and an operating budget of $12.8 million and an IT internal service fund of $168.4 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Maintained IT costs for services at rates established in the IT Outsourcing Agreement. (OE3)
  - Existing and new services were reviewed and analyzed for best value to the County in order to provide a fair and reasonable price. (OE3)
    - Expanded the scope of services and established a new pricing model for the management of County internet domain names.
    - Negotiated one price point for both Interior and Exterior Network Wireless Access Points thereby reducing the County's overall cost of deployment of this technology.

    - Implemented Session Initiation Protocol (SIP) infrastructure thereby reducing the cost of outbound telephone calls.
    - Added external file sharing services to support the County's need to securely share files with external agencies.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implemented several enhancements to ITrack, the County's IT cost management/chargeback billing system. Enhancements provided County users with new and improved functionality for a more efficient and effective end user experience. Completed September 2015. (OE3)
  - Implemented an Interactive Voice Response (IVR) system for the County's general information telephone line so that customers can access departments and services using spoken keywords. Completed December 2015. (OE3)
  - Implemented the capability to generate application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand and directly out of the Applications Manager, the County's system of record for its business applications portfolio. This new process replaced manually-maintained Microsoft Word document runbooks. Completed December 2015. (OE3)
  - Expanded the use of DocVault, a repository the official repository for all IT Applications-related documents, to include historical documents to provide a single repository of all critical documents current and past. Scope of objective was changed to document versioning and multiple check-in function due to migration cost of historical documents. Completed January 2016. (OE3)
  - Upgraded the County's existing SharePoint platform (an intranet tool for content and document management) and migrated InSite (County's Intranet), collaboration sites and three custom applications from SharePoint 2010 to

SharePoint 2013. This allowed the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's SharePoint users. Completed January 2016. (OE3)

- Upgraded the County's existing Documentum technology (a document management repository) and 26 business applications from Documentum 6.7 to Documentum 7.2. This allowed the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's Electronic Document Processing Platform (EDPP) users. Completed January 2016. (OE3)
- Upgraded the County's existing Adobe LiveCycle technology (a forms, workflow and document rights management platform) and 10 business applications from Adobe LiveCycle ES3 to Adobe LiveCycle ES4. This allowed the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's users. Completed February 2016. (OE3)
- Modernized and rebuilt the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed-upon identification naming standards. Completed February 2016. (OE3)
- Upgraded the County's existing Captiva technology (a scanning and image capture platform) and four business applications from Captiva 6.5 to Captiva 7.5. This allowed the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's user base. Completed February 2016. (OE3)
- Developed and released the Request for Information (RFI) and subsequently the Request for Proposal (RFP) for the competitive procurement of County's Information Technology and Telecommunications outsourced services contract which expires January 2018. Completed February 2016. (OE3)
- Significantly improved the completeness and accuracy of the information in the Applications Manager System, the system of record for the County's business applications portfolio, making the information more reliable and resulting in ability to make more informed business decisions. Completed March 2016. (OE3)
- Implemented Phase II of the County Constituent Relationship Management (CCRM) system to provide an enterprise solution for managing Referrals and Public Records Act Requests. Completed July 2015 and March 2016 respectively. Integration of CCRM with the County's Business Case Management System and document repository solution will be completed in Fiscal Year 2016–17. (OE3)
- Implemented a data portal as part of the County's Open Data initiative, making certain County data sets available for public consumption on the web. Completed June 2016. (OE4)
- Implemented Phase II of the Data Loss Prevention initiative for the monitoring of unauthorized disclosure of confidential Personal Identifiable Information (PII). Completed June 2016. (OE3)
- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continued to expand the Identity and Access Management (IDAM) platform to increase efficiencies and security management through single sign-on and identity management controls. (OE3)
- Continued to provide quarterly ITrack User Group meetings to support users' ongoing need for information, resources and tools so that they more efficiently and effectively perform their tasks. (OE3)
- Continued to provide technical support for ConnectWellSD, formerly the Knowledge Integration Project (KIP). ConnectWellSD will provide 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. (OE3)
- Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
  - Used the results of the 2013 and 2014 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes. The County worked with the IT Outsourcing Provider to: improve communication and project management; reduce review cycle time for projects; implement Agile Methodology, which is an alternative method to managing IT projects for software development; and initiated process improvement steps to standardize and improve cost estimates.

2016–18 Objectives

Operational Excellence

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

- Integrate the County Constituent Relationship Management System (CCRM) system to support the Land Use and Environment Group's Business Case Management System and the County's document repository and archiving solution, Documentum. (OE3)
- Continue to enhance functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application. (OE3)
- Continue to provide technical support for the ConnectWellSD project. ConnectWellSD will provide 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. (OE3)
- Continue to provide Program Management and oversight over the IPTS project. IPTS will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
- Continue to improve upon the information available in Applications Manager, the County's system of record for business applications portfolio, by adding cloud applications into the repository. This will enable generation of a comprehensive report showing both portfolio and cloud applications used in the enterprise. (OE3)
- Provide project management and support to County Departments for the Microsoft Windows 10 operating system upgrade effort. This multi-year upgrade will migrate all enterprisewide desktop and laptop devices to the new Windows 10 operating system, and coordinate with all departments to ensure all business applications are compatible and functioning with the new operating system by Fiscal Year 2019–20. (OE3)
- Perform formal testing of CTO-managed applications and platforms to ensure compatibility with Windows 10 and remediate as needed. (OE3)
- Implement Phase I of Automated Provisioning technologies. This will reduce the risk of unauthorized user access, automate account creation/termination and improve user account management, and ensure that the County complies with audit requirements. (OE3)
- Select a vendor and negotiate a new agreement for the continued outsourcing of County's Information Technology and Telecommunications services. (OE3)
- Integrate Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to deliver "Best in Class" IT services to County end-users, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark.

Related Links

For additional information about the CTO, refer to the website at:

- www.sandiegocounty.gov/cto

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Employee Satisfaction with Outsourcing Contractor Services.[1]	82.4%	N/A	N/A	N/A	N/A
IT initiatives resulting from CTO-driven advanced planning.[2]	4	4	4	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance.[3]	98%	99%	99%	99%	99%
Outsourcing Provider IT project performance to budget and schedule.[4]	83%	86%	88%	86%	86%
Employee Satisfaction with Outsourcing Contractor Services based on Gartner Inc.'s Best in Class IT Satisfaction Survey results.[5]	N/A	90%	100%	N/A	N/A
County end-user satisfaction with delivery of IT services relative to peer organizations.[6]	N/A	N/A	100%	100%	100%

Table Notes

[1] This measure was discontinued effective Fiscal Year 2015–16.

[2] CTO-driven advanced planning initiatives, which are reflected as Fiscal Year 2016–17 Objectives:

1) Implement Phase I of Automated Provisioning technologies, reducing the risk of unauthorized user access, automate account creation/termination and improve user account management, and ensures County complies with audit requirements.

2) Add cloud applications into Applications Manager, County's system of record for the County's business applications portfolio.

3) Integrate Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer.

4) Enhance Budget Form and Reports functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application.

[3] The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) achieved by the Outsourcing Provider compared to the MASLs missed in a given fiscal year. MASLs are defined in the IT Outsourcing Agreement.

[4] The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year.

[5] The percentage reflects the County's satisfaction with the Outsourcing Provider as measured by the annual All County IT Customer Satisfaction survey as it compares to Gartner Inc.'s Best in Class score for IT Customer Satisfaction. This measure will be replaced Fiscal Year 2016–17. See Table Note 6.

[6] This is a new Performance Measure effective Fiscal Year 2016–17. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to peer organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations who participated in Gartner's IT Customer Satisfaction survey.

County Technology Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of $7.3 million in the CTO office

- Salaries & Benefits—increase of $0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net decrease of $7.4 million primarily associated with a shift in operational and maintenance costs due to the allocation of Information Technology (IT) enterprise platforms' (Enterprise Documentum Processing Platform, SharePoint and Adobe Experience Manager) costs to departments ($3.2 million) and the completion of one-time IT projects in Fiscal Year 2015–16, including Enterprise Document Processing Platform, County Constituent Relationship Management, implementation of a data portal as part the County's Open Data Initiative, SharePoint environment upgrade, implementation of Oracle Identity Management, and initial costs related to planning for new multi-year IT Outsourcing Agreement ($8.2 million). These decreases are offset by increases in one-time IT costs associated with Identity and Access Management (IDAM) projects, Oracle Business Intelligence upgrade, planning for Adobe Experience Manager upgrade, Skype for Business integration with phone system, Windows 10 upgrade, Justice Electronic Library System SharePoint Upgrade ($3.2 million) and one-time costs related for planning and consulting for a new multi-year IT Outsourcing Agreement ($0.8 million).

Revenues

Net decrease of $7.3 million in the CTO office

- Charges for Current Services—increase of $0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- Use of Fund Balance—decrease of $4.2 million. A total of $4.0 million is budgeted
  - $1.2 million for upgrade to IDAM components (Attestation, Auditing & Logical Access Control, Mobile Authentication, Identify Analytics, and Zero Down Time Architecture).
  - $0.8 million for costs related to procurement of a new agreement for the continued outsourcing of County's IT and Telecommunications services.

- $0.6 million for Oracle Business Intelligence (OBI) upgrade and OBI Mobility implementation.
- $0.5 million for emergent/unanticipated IT platform needs.
- $0.2 million for Adobe Experience Manager upgrade planning and extended support.
- $0.2 million for Documentum technology support.
- $0.1 million for Applications Rationalization and Roadmapping Tool activities.
- $0.1 million for Skype for Business integration with phone system.
- $0.1 million for enhancement to Applications Manager.
- $0.1 million for Windows 10 Upgrade for enterprise-related remediation efforts.
- $0.1 million for Justice Electronic Library System (JELS) SharePoint upgrade.

- General Purpose Revenue Allocation—decrease of $3.1 million due to allocation of enterprise IT platforms' (Enterprise Documentum Platform, SharePoint and Adobe Experience Manager) costs to departments.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $3.9 million in the CTO Office operating budget is due to anticipated completion of one-time projects in Fiscal Year 2016–17.

Information Technology Internal Service Fund Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Expenditures

Net increase of $5.8 million

- Services & Supplies—Increase of $5.8 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments including one-time projects and ongoing costs.

Revenues

Net increase of $5.8 million

- Charges for Current Services—increase of $5.9 million primarily due to increases in departmental operation and maintenance costs.
- Other Financing Sources—decrease of $0.1 million primarily due to a decrease in enterprisewide license costs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $17.8 million in the Information Technology Internal Service Fund is based on departmental projections for IT needs throughout the County.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
CTO Office	17.00	17.00	17.00	0.0	17.00
Total	**17.00**	**17.00**	**17.00**	**0.0**	**17.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
CTO Office	$ 16,272,592	$ 20,091,824	$ 12,829,302	(36.1)	$ 8,889,812
Information Technology Internal Service Fund	155,018,945	162,638,165	168,394,771	3.5	150,577,314
Total	**$ 171,291,537**	**$ 182,729,989**	**$ 181,224,073**	**(0.8)**	**$ 159,467,126**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 3,308,651	$ 3,297,373	$ 3,407,516	3.3	$ 3,468,026
Services & Supplies	167,982,886	179,432,616	177,816,557	(0.9)	155,999,100
Total	**$ 171,291,537**	**$ 182,729,989**	**$ 181,224,073**	**(0.8)**	**$ 159,467,126**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 5,003	$ 12,472	$ 21,575	73.0	$ 21,575
Charges For Current Services	150,904,724	158,046,979	163,951,118	3.7	145,875,829
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	4,833,967	5,270,877	5,183,164	(1.7)	5,440,996
Use of Fund Balance	5,768,927	8,183,863	4,000,000	(51.1)	0
General Purpose Revenue Allocation	9,678,916	11,115,798	7,968,216	(28.3)	8,028,726
Total	**$ 171,291,537**	**$ 182,729,989**	**$ 181,224,073**	**(0.8)**	**$ 159,467,126**

Civil Service Commission

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors.

To ensure these critical services are provided, the Civil Service Commission has 4.00 staff years and a budget of $0.5 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 67% (24 of 36) 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% (12) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. (OE4)
  - Implemented paperless electronic delivery of Commission meeting agenda documents to customers in order to streamline delivery and receipt of materials and reduce cost. (OE4)

  - Updated and created new electronic forms for filing appeals and complaints that can be completed online, digitally signed and emailed directly to the Commission office in order to provide an efficient and user-friendly experience for customers. (OE4)
  - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. (OE4)
  - Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
  - Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
  - Active engagement in the County's "Journey to a Positive Customer Experience" campaign has resulted in an increased customer service focus in all interactions with the public, employees, and other departments.
  - Expanded and improved effective communication strategies among staff to keep each other better informed of pertinent developments in appeals and complaints filed with the Commission in order to provide superior customer service to employees, departments and the public.
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.

- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Instituted new security measures in the office, hearing room and at public meetings to ensure that staff, customers and the public have a safe and secure environment to conduct business with the Commission.

- 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, California Public Records Act and other pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)
  - Provided training to departments and human resources academy participants on the Commission's role in the County's human resources system and procedures for handling appeals and complaints under the Commission's jurisdiction in order to increase customer's knowledge of current Commission processes and procedures. (OE6)

2016–18 Objectives

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. (OE4)
  - Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. (OE4)
  - Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
  - Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
  - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
  - Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Participate in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

Related Links

For additional information about the Civil Service Commission, refer to the website at:

- www.sandiegocounty.gov/civilservice

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Positive customer satisfaction rating[1]	98%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[2, 3]	66% of 44	55%	67% of 36	55%	55%
Commission decisions distributed within 48 hours of Commission approval[3]	100% of 24	95%	100% of 12	95%	95%

Table Notes

[1] Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

[2] Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees. Exceeded target of 55% mostly due to withdrawal of appeals and complaints that were filed with the Commission.

[3] Decrease in total number of personnel disputes and Commission decisions over prior fiscal year reflects fewer number of appeals and complaints filed with the Commission office and increased number of negotiated settlement of cases.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of $0.03 million

- Salaries & Benefits—increase of $0.02 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—increase of $0.01 million due to public liability costs.

Revenues

Increase of $0.03 million

- General Purpose Revenue—increase of $0.03 million in General Purpose Revenue as a result of negotiated labor agreements, retirement contributions, and public liability costs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	**4.00**	**4.00**	**4.00**	**0.0**	**4.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Civil Service Commission	$ 606,114	$ 493,377	$ 525,820	6.6	$ 532,664
Total	**$ 606,114**	**$ 493,377**	**$ 525,820**	**6.6**	**$ 532,664**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 519,567	$ 406,989	$ 430,248	5.7	$ 437,092
Services & Supplies	86,547	86,388	95,572	10.6	95,572
Total	**$ 606,114**	**$ 493,377**	**$ 525,820**	**6.6**	**$ 532,664**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 51,341	$ 44,675	$ 44,976	0.7	$ 44,976
Use of Fund Balance	9,294	—	—	—	—
General Purpose Revenue Allocation	545,479	448,702	480,844	7.2	487,688
Total	**$ 606,114**	**$ 493,377**	**$ 525,820**	**6.6**	**$ 532,664**

Clerk of the Board of Supervisors

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of $3.7 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

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

  - □ Ensured efficiency and transparency of the property tax assessment appeal process by processing 4,475 property tax assessment appeal applications within 7 days of receipt. (OE4)
  - □ Provided open access to County business by making 40 audio recordings of all Board of Supervisors meetings available on the Internet within 3 days of the related meeting. (OE4)
  - □ Enhanced the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
  - □ Enhanced the efficiency of the Property Tax Assessment Appeal Hearing Board and hearing process by revising the Assessment Appeals Board Rules of Procedure to include a confirmation of hearing process for appellants. (OE3)
  - □ Expanded the services available to customers by ensuring that all forms posted on the Clerk of the Board's website at www.sandiegocob.com can be completed online and submitted electronically and/or via email, as allowed by law. (OE3)
  - ■ Enhanced the Public Services work area and identified opportunities to make the process more efficient.
- Strengthen our customer service culture to ensure a positive customer experience
  - □ Ensured satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 on surveys of 2,100 customers. (OE5)
  - □ Provided opportunities to San Diego residents by processing and mailing 100% of more than 21,000 completed U.S. Passport applications on the same day they are received. (OE5)
  - ■ Engaged in a Business Process Reengineering effort of the U.S. Passport acceptance process to improve services provided to customers.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

- Increased the number of staff to meet the demands of high volume of customer walk-in services, minimize customer wait times, and enhance cross-training and succession planning opportunities. (OE6)

2016–18 Objectives

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase transparency and open access to Board of Supervisors official records by installing a new microfilm machine with digital technology. (OE4)
  - Replace current automated agenda management system to increase reliability and efficiency of the Board of Supervisors agenda creation process. (OE3)
  - Ensure efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within seven days of receipt. (OE4)
  - Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting. (OE4)
  - Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 on surveys of customers. (OE5)
  - Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received. (OE5)
  - Implement objectives from the Business Process Reengineering effort of the U.S. Passport acceptance process to improve services provided to customers. (OE5)

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website:

- www.sandiegocounty.gov/cob
- www.sandiegocob.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Average score on internal customer surveys[1]	4.9 of 5,039 surveys	4.9	4.9 of 2,100 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	98% of 7,176 applications	98%	98% of 4,475 applications	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 56 recordings	100%	100% of 40 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received	100% of 20,568 applications	100%	100% of 21,000 applications	100%	100%

Table Notes

[1] Scale of 1–5, with 5 being "excellent".

[2] During Fiscal Year 2015–16, total applications received were 4,475. Target varies with volume: 1–5,000 received = 98%, 5,001–10,000 received = 95%, 10,001 or more received = 85%.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year to improve U.S. Passport application acceptance service levels

Expenditures

Net decrease of $0.1 million

- Salaries & Benefits—increase of $0.2 million as a result of the staffing increase detailed above, and as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—decrease of $0.3 million due to the completion of the Agenda Management Creation System replacement in Fiscal Year 2015–16.

Revenues

Net decrease of $0.1 million

- Charges for Current Services—increase of $0.1 million as a result of an anticipated increase in revenue associated with U.S. Passport acceptance services.
- Use of Fund Balance—decrease of $0.3 million associated with one-time costs for the replacement of the Agenda Management Creation System completed in Fiscal Year 2015-16.
- General Purpose Revenue—increase of $0.1 million primarily due to negotiated labor agreements.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Legislative Services	12.00	12.00	12.00	0.0	12.00
Public Services	12.00	12.00	13.00	8.3	13.00
Executive Office	3.00	3.00	3.00	0.0	3.00
Total	**27.00**	**27.00**	**28.00**	**3.7**	**28.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Legislative Services	$ 1,309,353	$ 1,388,627	$ 1,467,027	5.6	$ 1,481,929
Public Services	1,235,435	1,258,633	1,375,966	9.3	1,384,483
Executive Office	938,044	1,228,820	891,302	(27.5)	895,696
Total	**$ 3,482,832**	**$ 3,876,080**	**$ 3,734,295**	**(3.7)**	**$ 3,762,108**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,806,388	$ 2,862,145	$ 3,052,397	6.6	$ 3,083,210
Services & Supplies	676,444	1,013,935	681,898	(32.7)	678,898
Total	**$ 3,482,832**	**$ 3,876,080**	**$ 3,734,295**	**(3.7)**	**$ 3,762,108**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 685,600	$ 716,171	$ 806,907	12.7	$ 807,039
Miscellaneous Revenues	11,085	10,185	11,185	9.8	11,185
Use of Fund Balance	46,071	350,000	—	(100.0)	—
General Purpose Revenue Allocation	2,740,076	2,799,724	2,916,203	4.2	2,943,884
Total	**$ 3,482,832**	**$ 3,876,080**	**$ 3,734,295**	**(3.7)**	**$ 3,762,108**

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 139.00 staff years and a budget of $25.7 million.

Strategic Initiative Legend

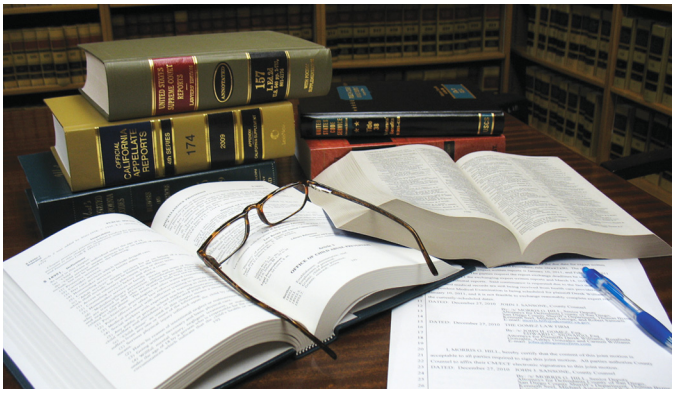
HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it



  - Supported the County's initiative to strengthen the local food system and supported the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
    - Completed by the agreed upon due dates 100% (1) of all applicable advisory assignments for County departments related to the County's initiative to strengthen the local food system. The completed assignment was related to the Fish Market project. Two matters related to catering issues and selling/providing food at wineries, are open and ongoing.
    - Achieved 100% success rate in one related County Code Enforcement case.
- 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
  - Implemented a plan to provide court-ordered outpatient mental health services for people with severe mental illness who are reluctant to engage in treatment, in accordance with Assembly Bill 1421, also known as "Laura's Law," in collaboration with Health and Human Services Agency (HHSA), Public Safety Group and other local law enforcement. (HF4)

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
    - Prevailed in 98% (920 of 936) of Juvenile Dependency petitions contested in Superior Court.
    - Prevailed in 95% (390 of 410) of Juvenile Dependency appeals and writs filed.

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintained consistent communication among County Counsel staff on all aspects of required review. (SE3)
    - Completed 100% (1) of all draft Environmental Impact Report reviews within 40 days or less.
    - Conducted 25 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively. (OE1)
    - Completed 98% (39 of 40) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - Completed 97% (1,269 of 1,304) of all advisory assignments for County departments by the agreed upon due dates.
    - Provided 50 specialized risk mitigation sessions, including risk roundtables, case evaluation committee discussions, mock trials and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
  - Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
    - Prevailed in 90% (69 of 77) of court decisions in all lawsuits filed against the County.
    - Achieved 100% (1) success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
    - Handled 95% (87 of 92) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - The goal to transition to a new web-based office practice management system (Tymetrix's T360) was not met in Fiscal Year 2015–16 due to ongoing data migration issues and additional resource issues on the vendor's side of the contract. Project completion is anticipated in early Fiscal Year 2016–17 to this web-based system which will allow the County to manage all case and advisory information, retain client and contact information, store supporting legal documents, provide calendaring capabilities and track time and billing information.
  - The goal to implement a paperless electronic billing technology, which will streamline invoicing procedures and payment processes, was not met in Fiscal Year 2015–16 due to ongoing data migration issues, additional resource issues on the vendor's side of the contract, and the vendor's difficulty with integrating the billing process with the County's financial system. Project completion is anticipated in early Fiscal Year 2016–17.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Developed and implemented a five year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology. (OE6)
    - Sent seven staff members to the Supervisor Academy.
    - Evaluated office structure and organization on a quarterly basis.
    - Established and presented ten in-house trainings for new and current employees including Advocacy Skills, Lessons Learned, Case Strategies, Legal Writing in the Age of the e-Reader, Depositions I, and Depositions II.

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it.
  - Support the County's initiative to strengthen the local food system and support the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
    - Complete by the agreed upon due dates 95% of all applicable advisory assignments for County departments related to the County's initiative to strengthen the local food system.

- Achieve a 90% or more success rate in County Code Enforcement cases related to the County's initiative to strengthen the local food system.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Use the plan developed to implement Laura's Law to provide in-court representation and ongoing legal advisory opinions to the Health and Human Services Agency (HHSA) regarding petitions for court-ordered assisted outpatient mental health treatment.
    - Develop related forms for County and Court use.
    - Assist in the development of ongoing practices and procedures in collaboration with the Court, Public Safety Group, and Patient Rights Advocate to ensure a successful implementation of this new legal practice area and to mitigate community threats.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Initiate and expand a pilot project with the Justice Electronic Library System (JELS) document management system that will enable the Health and Human Services Agency (HHSA) to upload Juvenile Dependency detention reports and dual reports making them available electronically to County Counsel and Probation. This would eliminate the need for a paper file in court. (SC6)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provide effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
    - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
    - Prevail in 95% of Juvenile Dependency appeals and writs filed.

Sustainable Environments

- 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. (SE3)
    - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
    - Conduct at least ten 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. (OE1)
    - Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - Complete 95% of all advisory assignments for County departments by the agreed upon due dates.
  - Provide 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability. (OE2)
  - All County Counsel supervisory staff (38) will take the online financial literacy training in the County's Learning Management System to become more knowledgeable and proficient in understanding the County's finances. (OE2)
  - Aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
    - Prevailed in 90% of court decisions in all lawsuits filed against the County.
    - Achieve a 90% success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
    - Handle 95% of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete deployment and implementation of new trial preparation software that replaces Sanction 2.9, the current trial preparation software, for compatibility with the County's upgrade to Microsoft Windows 10. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Develop and implement a five year succession plan to train and prepare future office leaders. Implement needs-based, focused training programs, develop legal resource

databases for common issues, strengthen team support structures, and keep current with changing legal technology. (OE6)

- Send at least one staff member to a Supervisor Academy, or other training program that enhances supervisory skills, in Fiscal Year 2016–17.
- Establish at least three in-house trainings for new and current employees.

Related Links

For additional information about County Counsel, refer to the website at:

- www.sandiegocounty.gov/CountyCounsel

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
All advisory assignments related to promoting the County's initiative of strengthening the local food system completed by the due date[1]	N/A	95%	100% (1 of 1)	95%	95%
Success rate in County Code Enforcement cases[1]	N/A	90%	100% (1 of 1)	90%	90%
Success rate in Juvenile Dependency petitions contested in Superior Court	99.6% (1,003 of 1,007)	98%	98% (920 of 936)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	98% (420 of 430)	95%	95% (390 of 410)	95%	95%
Draft Environmental Impact Report reviews completed in 40 days or less	100% (2 of 2)	100%	100% (1 of 1)	100%	100%
Number of internal meetings to evaluate new and ongoing land use projects [2]	N/A	N/A	25	10	10
Advisory assignments for Board of Supervisors and Chief Administrative Officer to be completed by the due date	100% (26 of 26)	98%	98% (39 of 40)	98%	98%
Advisory assignments for all County departments completed by the due date	98% (1,475 of 1,511)	95%	97% (1,269 of 1,304)	95%	98%
Resolved cases filed against the County by court decision or dismissal/ settlements[3]	64%/36% (51 of 80)/ (29 of 80)	N/A	N/A	N/A	N/A
Resolved court cases filed against the County in which County will prevail (County success rate)	90% (46 of 51)	90%	90% (69 of 77)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (80 of 80)	95%	95% (87 of 92)	95%	95%
Success rate in County cases against other parties	50% (1 of 2)	90%	100% (1 of 1)	90%	90%
Number of training programs presented by County Counsel[3]	183	N/A	N/A	N/A	N/A
Number of risk mitigation education sessions provided by County Counsel[4]	51	50	50	40	40

Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Number of in-house trainings for new and current employees[1, 5]	N/A	3	10	3	3
	Number of supervisory staff to complete financial literacy online LMS training[6]	N/A	N/A	N/A	100%	100%

Table Notes

[1] Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

[2] Performance measure was added to the table in Fiscal Year 2016–17 but was included as an Fiscal Year 2015–16 objective to support the enterprise wide goal to enhance the quality of the environment by focusing on strategic planning.

[3] Performance measure discontinued effective Fiscal Year 2015–16.

[4] Performance measure decreased in Fiscal Year 2016–17. During Fiscal Year 2015–16 three attorneys with a combined 53 years of experience retired. They were all assigned to tort litigation, and their departure resulted in a 30% reduction in attorney staff. Approximately 30%-35% of risk mitigation trainings are done by tort attorney staff. The new attorneys hired are inexperienced and will have to develop the skill set to conduct trainings.

[5] County Counsel provided a greater number of in-house trainings than what was originally estimated in Fiscal Year 2015–16 due to the addition of five new attorney staff who required entry level training and specialized training on public entity law, as well as case developments that necessitated focused legal training topics.

[6] Performance measure added in Fiscal Year 2016–17 to support strategic alignment to Operational Excellence and building the financial literacy of the workforce and promoting understanding and individual contribution to the County's fiscal stability.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 1.00 staff year

- Increase of 1.00 staff year due to a transfer from HHSA to support program coordination on juvenile dependency and litigation matters between County Counsel and HHSA's Child Welfare Services.

Expenditures

Net increase of $0.4 million

- Salaries & Benefits—increase of $0.7 million as a result of the staffing increase detailed above, and as a result of negotiated labor agreements and an increase in retirement contributions.
- Expenditure Transfer & Reimbursements—increase of $0.3 million to reflect cost reimbursement from HHSA for additional staffing and program coordination on litigation and juvenile dependency matters between HHSA and County Counsel. Since this is a reimbursement, it has the effect of a $0.3 million decrease in expenditures.

Revenues

Net increase of $0.4 million

- Use of Fund Balance—decrease of $0.1 million for a total budget of $0.1 million primarily due to one-time costs related to negotiated labor agreements.
- General Purpose Revenue Allocation—increase of $0.5 million primarily due to negotiated labor agreements.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Counsel	138.00	138.00	139.00	0.7	139.00
Total	**138.00**	**138.00**	**139.00**	**0.7**	**139.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Counsel	$ 27,604,747	$ 25,392,692	$ 25,745,621	1.4	$ 26,287,421
Total	**$ 27,604,747**	**$ 25,392,692**	**$ 25,745,621**	**1.4**	**$ 26,287,421**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 24,452,089	$ 24,487,624	$ 25,146,188	2.7	$ 25,701,726
Services & Supplies	4,006,841	1,740,050	1,695,303	(2.6)	1,695,303
Expenditure Transfer & Reimbursements	(854,183)	(834,982)	(1,095,870)	31.2	(1,109,608)
Total	**$ 27,604,747**	**$ 25,392,692**	**$ 25,745,621**	**1.4**	**$ 26,287,421**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	$ 12,070,104	$ 12,084,312	$ 12,076,576	(0.1)	$ 12,475,971
Miscellaneous Revenues	2,000	2,000	2,000	0.0	2,000
Use of Fund Balance	2,683,259	245,730	83,540	(66.0)	55,694
General Purpose Revenue Allocation	12,849,384	13,060,650	13,583,505	4.0	13,753,756
Total	**$ 27,604,747**	**$ 25,392,692**	**$ 25,745,621**	**1.4**	**$ 26,287,421**

Grand Jury

Mission Statement

Representing 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 government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

To ensure these critical services are provided, the Grand Jury has 1.00 staff year and a budget of $0.8 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
			■	- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents.
  - Reviewed and investigated 85 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury. (SC2)
  - Returned 40 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents.
  - Review, prioritize and investigate 100% of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible. (SC2)
  - 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: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	**1.00**	**1.00**	**1.00**	**0.0**	**1.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Grand Jury	$ 595,975	$ 800,784	$ 803,101	0.3	$ 803,317
Total	**$ 595,975**	**$ 800,784**	**$ 803,101**	**0.3**	**$ 803,317**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 130,479	$ —	$ 2,396	0.0	$ 2,240
Services & Supplies	465,496	800,784	800,705	(0.0)	801,077
Total	**$ 595,975**	**$ 800,784**	**$ 803,101**	**0.3**	**$ 803,317**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Use of Fund Balance	1,728	—	—	—	—
General Purpose Revenue Allocation	594,247	800,784	803,101	0.3	803,317
Total	**$ 595,975**	**$ 800,784**	**$ 803,101**	**0.3**	**$ 803,317**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
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Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits and training programs.

To ensure these critical services are provided, the Department of Human Resources has 118.00 staff years and a budget of $27.0 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - □ Expanded the Farmers Market from a single location at the County Operations Center to include nine locations at various County facilities to support healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of the County's vision, *Live Well San Diego*

  - □ Expanded the Wellness Expos at County facilities from 10 to 12 locations to support healthy choices at home and at work. (HF5)
  - ■ Increased employee participation by 6% in the Love Your Heart blood pressure campaign, for a total of 22% (3,743) of employees participating. Love Your Heart is an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness. Employee participation from 2015 to 2016 increased by 50% (2,494 to 3,743)
  - ■ Achieved a 32% (902 to 1,188) increase in employee participation in the Dare to Stair Stairwell campaign.
  - ■ Achieved a 5% (476 to 500) increase in employee participation in the Amazing Race campaign.
  - ■ Achieved a 60% (950 to 1,522) increase in employee participation in the Maintain Don't Gain campaign.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - □ Successfully implemented the redesigned Work Safe/Stay Healthy countywide safety and injury prevention program aimed to reduce workplace injuries and their resultant costs. (OE1)
  - □ On track to negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)
  - □ Increased financial literacy for County employees by collaborating with the Finance and General Government Group Executive Office in the development of an online Financial Literary training course accessible through the Learning Management System. (OE2)
  - ■ To ensure timely and effective services, reduced the hours of lost productivity related to workers' compensation claims by 3% (133,901 to 129,884).

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used the existing technology of PeopleSoft e-Benefits to support employee benefit elections during the 2016 open enrollment by replacing paper processes with the electronic election of plans prior to December 31, 2015. (OE3)
  - Integrating the human resources management system, PeopleSoft, into the enterprise's Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins by June 30, 2017. (OE3)
  - Successfully reviewed and evaluated vendors to enhance the Workers Compensation Claim Management System. As a result of the reviews and evaluations, the current system will remain intact and will be enhanced by June 30, 2017. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Completed Phase II of the Classification Modernization Project by reviewing 326 classification specifications.
  - Increased veteran outreach and community partnerships by participating in 35 Veteran Outreach Program activities.
  - Provided excellent customer service to County departments by completing 100% of classification activity request within prescribed timelines.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Strengthened awareness of diversity, inclusion, and cultural competence by offering Diversity & Inclusion (D&I) for managers in Dynamic Management Seminars, aligning the current course Embracing Diversity & Inclusion to the D&I Strategic Plan, and rolling out a new Countywide training in Fiscal Year 2015-16. DHR will continue to strengthen awareness of diversity, inclusion, and cultural competence through additional learning opportunities by June 30, 2017.
  - In lieu of conducting the Discipline Case Advocacy Institute (DCAI) by June 30, 2016, Labor Relations offered training opportunities to individuals in the Human Resources community to enhance their skills in areas such as Civil Service case preparation and hearing preparation.
  - Developed and provided the remaining three knowledge activities, for a total of eight, that complement the knowledge learned from formal training to encourage continuous learning opportunities by June 30, 2016. These knowledge activities include exercises and videos that reinforce the attended training. This promotes continuous learning and professional development.
  - Advertised 100% of all recruitments in diverse publications in order to attract a diverse applicant pool, which contributed to an increase of 7% (122) of external diverse candidates hired in 2015.
  - Increased the number of Learning Management System (LMS) training hours completed by participants by 5% (32,950 hours) in Fiscal Year 2015–16.
  - Increased the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2015–16.

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Expand the Farmers Market from nine to eleven locations at County facilities to support healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision.
  - Increase overall employee participation by 1% in various wellness activities. (HF5)
  - Expand employee meditation sessions from three to five locations at County facilities. (HF5)
  - Expand the employee diabetes management program from two to three locations at County facilities. (HF5)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Support the Countywide Security Program by providing training to increase awareness on emergency responses.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)
  - Increase financial literacy of all department staff, by ensuring they complete the online Financial Literary training course in the Learning Management System. (OE2)
  - Work to transition all DHR contracts to the Exigis System for electronic certification of insurance tracking by June 30, 2017.
  - To ensure timely and effective services, reduce the hours of lost productivity related to workers' compensation claims by 2%.

- Maintain a 98% accuracy rate in transactions in the human resources information system, PeopleSoft.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Integrate the human resources information system, PeopleSoft, into the enterprise's Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins by June 30, 2017. (OE3)
  - Enhance the Workers Compensation Claim Management System by June 30, 2017. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - In order to improve services and provide the best customer service, attain a 97% satisfaction rate on recruitment surveys.
  - Provide excellent customer service to County departments by completing 95% of Classification Activity Requests within anticipated timelines.
  - To provide excellent customer service and serve customer departments timely, strive to accomplish recruitment timelines with a 99% success rate.
  - Complete Phase III of the Classification Modernization Project by reviewing 74 classification specifications by June 30, 2017.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Strengthen awareness of diversity, inclusion, and cultural competence through increased learning opportunities by June 30, 2017. (OE6)
  - To increase Countywide knowledge and understanding of the function and role of the Risk Assessment Team, conduct five presentations throughout all five County groups by June 30, 2017.
  - Advertise open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
  - Increase the number of Learning Management System (LMS) training hours by 5,000 compared to prior year actuals. (OE6)
  - Increase the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2016–17.

Related Links

For additional information about the Department of Human Resources, refer to the website at:

- www.sandiegocounty.gov/hr

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Rate of overall employee participation in Employee Wellness Program activities[1]	14% of 17,037	15%	15%	16%	16%
Rate of employee participation in the Love Your Heart blood pressure campaign[2]	15% (2,557 of 17,037)	16% (2,727 of 17,044)	22% (3,743 of 17,044)	N/A	N/A
Recruitment plan/service agreements/timelines met	99%	98% of 400	98% of 400	99% of 400	99% of 400
Include diversity outreach in all recruitments[3]	N/A	100%	100%	100%	100%
Increase the number of LMS training hours completed by participants[3, 4]	N/A	5%	5%	N/A	N/A
Increase the number of professional development training opportunities available in LMS[3]	N/A	20	20	20	20
Reduce the hours of lost productivity related to workers' compensation claims[3, 5]	N/A	3%	3%	2%	2%
Classification Activity Request completed within prescribed timeframe[6]	N/A	N/A	N/A	95% of 150	95% of 150
Overall customer satisfaction rate for recruitment survey[7]	N/A	N/A	N/A	97%	97%
Increase in the number of completed LMS training hours compared to prior year actuals[8]	N/A	N/A	N/A	5,000	5,000

Table Notes

[1] This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Dare to Stair, Maintain Don't Gain, Love Your Heart, Thrive Across America, Wellness Expos, and Biometric Screening Online Health Risk Assessment.

[2] Employee participation in the Love Your Heart Campaign will be included in the overall Wellness Program performance measure effective Fiscal Year 2016–17 and will be discontinued as a stand-alone goal.

[3] This measure was added in Fiscal Year 2015–16.

[4] This measure will be discontinued effective Fiscal Year 2016–17 and replaced with a new measure that reflects an increase over the previous fiscal year. See Table Note 7.

[5] This measure is reduced from Fiscal Year 2015–16 due to the unstable trends of workers' compensation claims.

[6] This is a new measure effective Fiscal Year 2016–17 to reflect DHR's commitment to attracting a skilled, adaptable, and diverse workforce.

[7] This is a new measure effective Fiscal Year 2016–17 to reflect DHR's commitment to a County that maintains a safe, healthy and thriving workforce.

[8] This is a new measure effective Fiscal Year 2016–17 to reflect DHR's commitment to attracting a skilled, adaptable, and diverse workforce.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of $0.3 million

- Salaries & Benefits—increase of $0.6 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services & Supplies—net decrease of $1.0 million
  - Decrease of $2.8 million due to anticipated completion of one-time projects included in Fiscal Year 2015-16 budget, including the Workers Compensation claims management system ($1.7 million), Documentum Cabinet ($0.1 million), Work Safe Stay Healthy ($0.1 million), Health Reimbursement Utilization ($0.1 million), and IT projects for PeopleSoft integration ($0.5 million) and the Affordable Care Act Module project ($0.3 million).
  - Increase of $1.5 million due to one-time projects associated with an Oracle Database Upgrade used by PeopleSoft ($1.2 million), Learning Management System Upgrade and training opportunities ($0.2 million), and Flexible Spending Account Implementation ($0.1 million).
  - Increase of $0.3 million due to the expansion of contracted employee assistance programs and miscellaneous services and supplies for operational needs.
- Expenditure Transfer & Reimbursements—Increase of $0.1 million to reflect cost reimbursement from the Sheriff's Department for the expansion of contracted employee assistance programs. Since this is a reimbursement, it has the effect of a $0.1 million decrease in expenditures.
- Management Reserves—Increase of $0.2 million budgeted as a contingency for unanticipated countywide insurance needs.

Revenues

Net decrease of $0.3 million

- Miscellaneous Revenues—Increase of $0.4 million due to increased cost reimbursement from the Employee Benefits Division and Workers' Compensation portions of the Employee Benefits Internal Service Fund.
- Use of Fund Balance—net decrease of $1.2 million for a total budget of $2.0 million including:
  - $1.2 million for a one-time IT project for the Oracle Database Upgrade used by PeopleSoft
  - $0.3 million for the Workforce Academy for Youth program
  - $0.2 million for a one-time Learning Management System Upgrade and training opportunities
  - $0.2 million for unanticipated countywide insurance needs through Management Reserves
  - $0.1 million for one-time Flexible Spending Account implementation
- General Purpose Revenue Allocation—net increase of $0.5 million primarily to offset increases in negotiated Salaries & Benefits.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of $1.6 million primarily due to the anticipated completion of one-time projects in Fiscal Year 2016–17.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Department of Human Resources	117.00	118.00	118.00	0.0	118.00
Total	**117.00**	**118.00**	**118.00**	**0.0**	**118.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Department of Human Resources	$ 24,779,192	$ 27,263,270	$ 26,964,462	(1.1)	$ 25,315,313
Total	**$ 24,779,192**	**$ 27,263,270**	**$ 26,964,462**	**(1.1)**	**$ 25,315,313**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 14,160,576	$ 14,247,598	$ 14,869,693	4.4	$ 14,971,525
Services & Supplies	10,807,483	13,219,539	12,199,636	(7.7)	10,648,655
Capital Assets Equipment	15,000	—	—	—	—
Expenditure Transfer & Reimbursements	(203,867)	(203,867)	(304,867)	49.5	(304,867)
Management Reserves	—	—	200,000	0.0	—
Total	**$ 24,779,192**	**$ 27,263,270**	**$ 26,964,462**	**(1.1)**	**$ 25,315,313**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ 4,792	$ 4,730	$ 4,274	(9.6)	$ 4,274
Charges For Current Services	1,676,582	1,666,880	1,635,463	(1.9)	1,635,463
Miscellaneous Revenues	7,537,194	7,711,963	8,090,459	4.9	8,184,775
Use of Fund Balance	1,172,717	3,120,000	1,970,000	(36.9)	—
General Purpose Revenue Allocation	14,387,907	14,759,697	15,264,266	3.4	15,490,801
Total	**$ 24,779,192**	**$ 27,263,270**	**$ 26,964,462**	**(1.1)**	**$ 25,315,313**

County Communications Office

Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media, and internal communications and projects. The department is also responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these critical services are provided, the County Communications Office has 22.00 staff years and a budget of $3.6 million.

Strategic Initiative Legend

HF	SC	SE	OE	
○				- Audacious Vision
	●			- Enterprise Wide Goal
		□		- Cross-Departmental Objective
		■		- Department Objective
			◆	- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Anticipated Accomplishments

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Participated in two drills to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. (SC1)
  - Organized two meetings of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response, including a meeting specific to El Nino storm topics. Meetings build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (SC1)
  - 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, new releases, news conferences and video.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 509 items during Fiscal Year 2015–16. (SE7)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
  - Supported County departments' goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
  - Provided easy, on-the-go access to important County information through social media. Increased the number of followers on Facebook and Twitter by 30% (increase of 14,236) during Fiscal Year 2015–16.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 200 content items, such as an article or video, during Fiscal Year 2015–16.

2016–18 Objectives

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. (SC1)
  - Organize one to 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. (SC1)
  - Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's emergency website and app, social media, new releases, news conferences and video.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provide timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items during Fiscal Year 2016–17 and another 365 items during Fiscal Year 2017–18. (SE6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
  - Support County departments' goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This includes the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
  - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 20% during Fiscal Year 2016–17 (14,236 above 47,957 actual base), and an additional 20% during Fiscal Year 2017–18.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting at least 200 content items, such as an article or video, during Fiscal Year 2016–17, and another 200 during Fiscal Year 2017–18.

Related Links

For additional information about the County Communications Office, please visit:

- www.countynewscenter.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Participate in two emergency preparedness drills to test readiness	4	2	2	2	2
New presentations, programs, segments, Public Service Announcements (PSAs), Web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories[1]	272	N/A	N/A	N/A	N/A
News items (article or video) posted on County News Center[2]	555	365	509	365	365
Increase in followers of County social media sites	46% (15,047 above 32,910 actual base)	20%	30% (14,236 above 47,957 actual base)	20%	20%
Articles, videos and information posted on department's intranet site	269	200	200	200	200

Table Notes

[1] Most video items are now incorporated into County News Center and the County's intranet. Performance measures for those are reflected above. Therefore, this measure was discontinued in Fiscal Year 2015–16.

[2] While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of $0.4 million

- Salaries & Benefits—increase of $0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services and Supplies—increase of $0.2 million primarily as a result of one-time costs associated with enhancements to InSite, the County's internal website.

Revenues

Net increase of $0.4 million

- Use of Fund Balance—increase of $0.2 million for a total budget of $0.2 million to fund enhancements to InSite, the County's internal website.
- General Purpose Revenue Allocation—increase of $0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	**22.00**	**22.00**	**22.00**	**0.0**	**22.00**

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Communications Office	$ 3,151,234	$ 3,246,121	$ 3,620,533	11.5	$ 3,286,976
Total	**$ 3,151,234**	**$ 3,246,121**	**$ 3,620,533**	**11.5**	**$ 3,286,976**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 2,739,561	$ 2,763,257	$ 2,920,025	5.7	$ 2,981,468
Services & Supplies	538,673	491,864	661,508	34.5	504,508
Capital Assets Equipment	223,000	341,000	389,000	14.1	151,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
Total	**$ 3,151,234**	**$ 3,246,121**	**$ 3,620,533**	**11.5**	**$ 3,286,976**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 242,300	$ 356,500	$ 430,000	20.6	$ 185,000
Use of Fund Balance	90,748	—	150,000	0.0	—
General Purpose Revenue Allocation	2,818,186	2,889,621	3,040,533	5.2	3,101,976
Total	**$ 3,151,234**	**$ 3,246,121**	**$ 3,620,533**	**11.5**	**$ 3,286,976**

County of San Diego

Capital Program

Capital Program 475

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities and Space Planning*, which is described in more detail below. The Capital Program maintains a forward-looking perspective on the County's current capital facilities and the anticipated needs for capital in the near- and long-term. To provide a formal groundwork for funding the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds. The Capital Program does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects, which 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).

County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the County's Edgemoor property.

Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's justice and public safety capital improvements, including detention facilities, Sheriff's stations and other criminal justice facilities.

Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County library facilities.

Multiple Species Conservation Program Fund

This fund contains budgeted amounts for the improvement and acquisition of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, and refine the development process, thereby conserving the quality of life for current and future generations.

Edgemoor Development Fund

Board of Supervisors Policy F-38, *Edgemoor Property Development*, provides guidelines for the use, development and disposition of the County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, were used in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by certificates of participation (COPs) executed and delivered in January 2005 and December 2006, both of which were refunded in 2014. The Edgemoor Development Fund provides funding for the repayment of the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements, including buildings and initial furnishings and equipment.
- Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund, or enterprise funds.
- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses, which are budgeted within departments.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a capital project.
- Furnishings or equipment not considered a permanent component of the facility, or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County’s capital improvements planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvement Needs Assessment (CINA).

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Management Policy.*

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

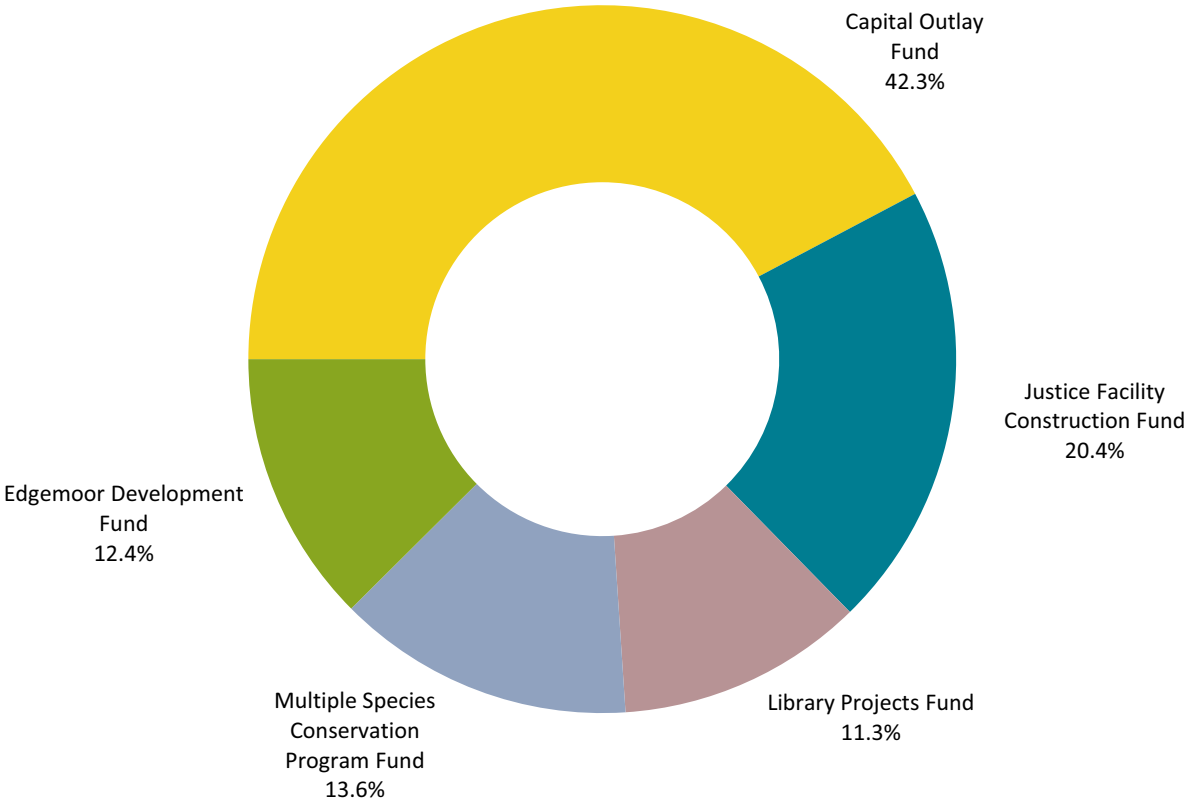
- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

The tables in the Outstanding Capital Projects by Fund section provide information for the County's current outstanding capital projects. The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.

2016–17 CAO Recommended Budget at a Glance: Capital Program

Capital Program by Fund
Fiscal Year 2016–17: $73.5 million

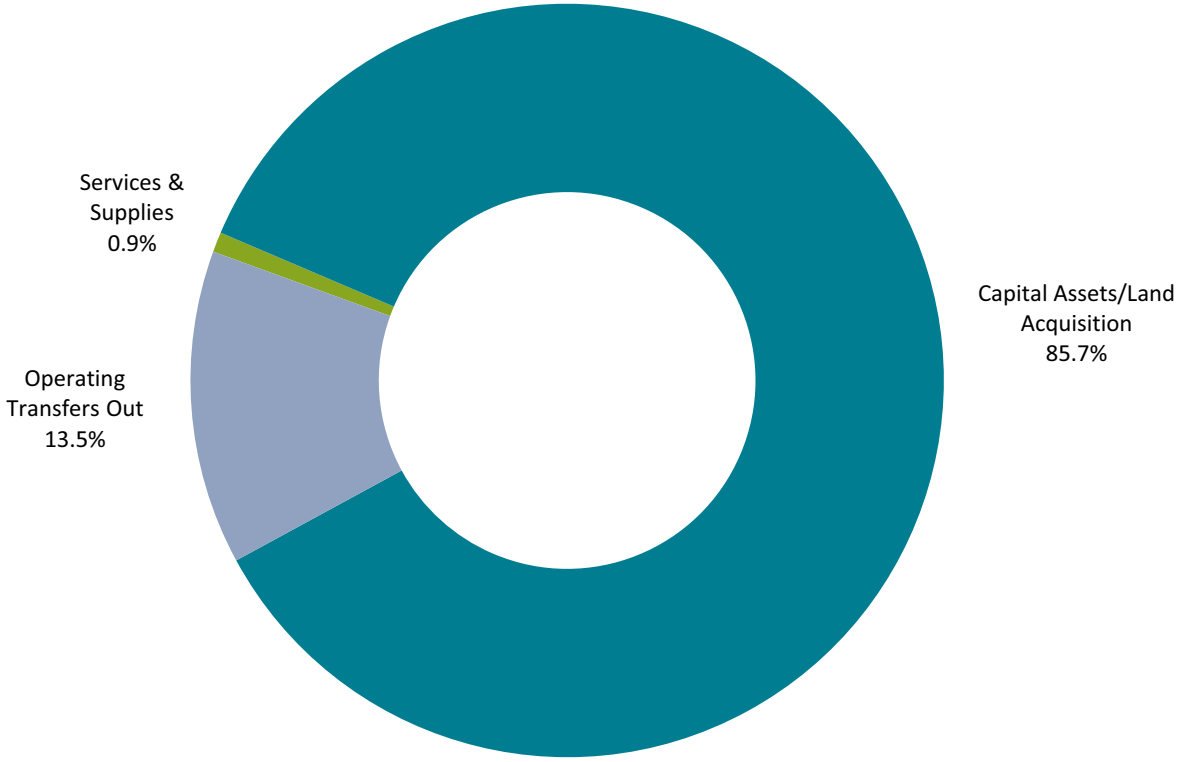


Recommended Budget by Fund: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Capital Outlay Fund	$	31.1	42.3
Justice Facility Construction Fund		15.0	20.4
Multiple Species Conservation Program Fund		10.0	13.6
Library Projects Capital Outlay		8.3	11.3
Edgemoor Development Fund		9.2	12.4
Total	$	**73.5**	**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 2016–17: $73.5 million



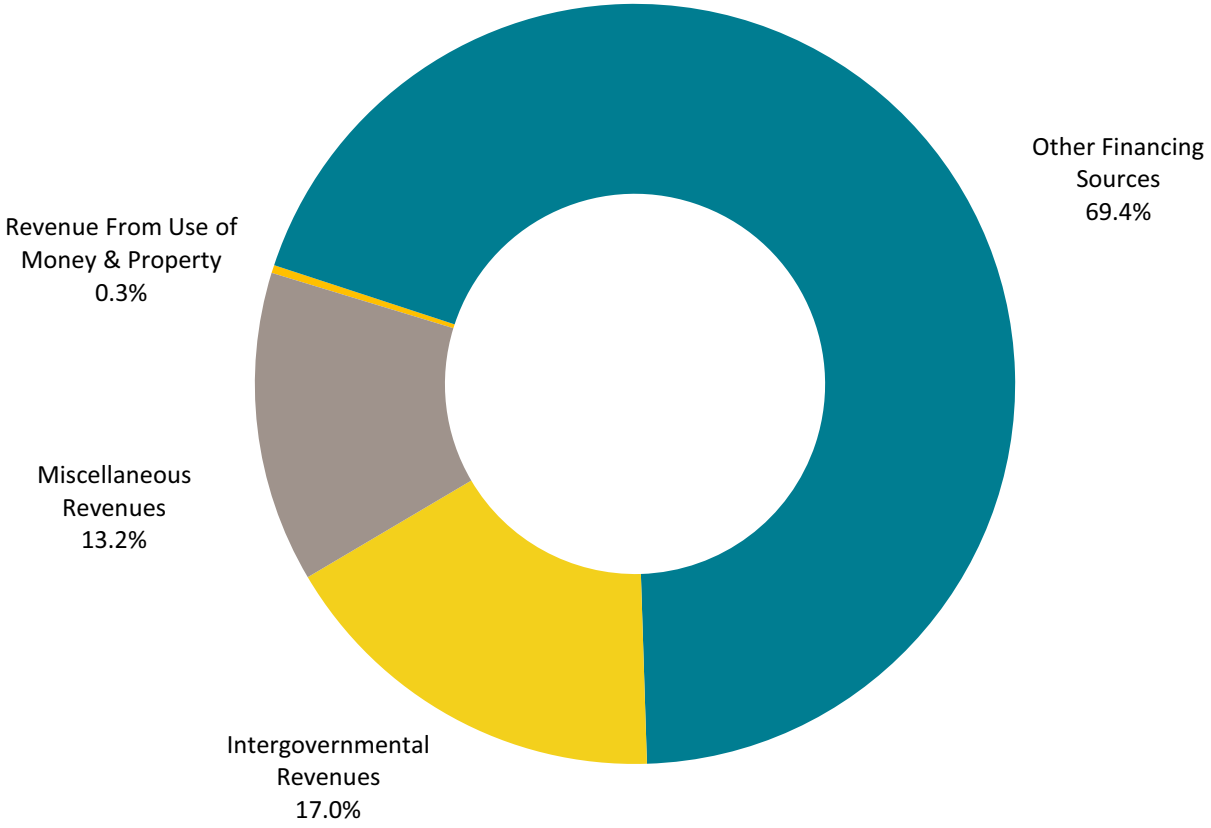
Recommended Budget by Categories of Expenditures: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Services & Supplies	$	0.6	0.9
Capital Assets/Land Acquisition		63.0	85.7
Operating Transfers Out		9.9	13.5
Total	$	**73.5**	**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 2016–17: $73.5 million



Recommended Budget by Categories of Revenues: Capital Program

		Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	$	0.3	0.3
Intergovernmental Revenues		12.5	17.0
Miscellaneous Revenues		9.7	13.2
Other Financing Sources		51.1	69.4
Total	$	**73.5**	**100.0**

*The sum of individual figures within a column may not equal the total for that column due to rounding.

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Capital Improvement Needs Assessment: Fiscal Years 2016–21

The County's capital improvement planning process is guided by Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*. The process is designed to align capital projects planning with the County of San Diego's strategic initiatives and the County's Five-Year Strategic Plan. Policy G-16 identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designating a process and providing specific evaluation criteria, detailed below, for establishing the Capital Improvement Needs Assessment (CINA).

In accordance with Board Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five year period. Funded projects are given first priority, followed by partially funded projects and finally, unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects, including objectives and description, estimated costs (if available) and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined, per the County of San Diego CAO Administrative Manual, Policy 0050-01-06, *Capital, Space and Maintenance Requests*, as those projects which improve the effectiveness and efficiency, change the use, or extend the useful life of an asset. The definition includes projects such as new structures, major improvements to land and buildings, installation of infrastructure such as wells and photo-voltaic systems on County property, and development of parkland.
- The Facilities Planning Board (FPB), which consists of the Director of the Office of Financial Planning, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects, using the Capital Improvement Plan Prioritization Score Sheet (shown on the next page). In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
  - Strategic Plan linkage
  - Critical need: life, safety and emergency
  - State/federal mandates: legally binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Maintenance budget impacts: quantifiable reduced maintenance costs
  - Customer service benefits
  - Quality of life
- The FPB makes a presentation providing recommendations to the Group General Managers who then either concur with or modify the recommendations.
- The CINA is then presented to the CAO for final review and approval before presentation to the Board of Supervisors, which accepts the CINA and refers to the CAO the responsibility of determining project timing and the funding mechanisms to carry out the CINA.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that San Diego County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the MSCP land acquisition program, as well as maintaining and expanding its park facilities.

Over the mid- and long-term, the County will continue to take an active approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as Statewide bonds and State and federal grants.

Capital Project Phases

Initiation	Client request submitted Establish project objectives and preliminary project scope statement
Planning	Scope development Communications plan Programming Due diligence, Environmental/Entitlement Review Budget development Schedule development Acquisition strategy Approval/authorization
Execution	Design Construction
Closeout	Closeout project Punch-list items

The following table shows the Capital Improvement Plan Prioritization Score Sheet and the criteria used by the FPB to assess the capital projects presented in the CINA.

Capital Improvement Plan Prioritization Score Sheet

Weighted Value	Criteria	Score			
		3	2	1	0
5	Strategic Plan Linkage	Project clearly supports a County Strategic Initiative	There is a CAO approved goal that includes the project	There is a department approved goal or plan that includes the project	There is no plan linkage
5	Critical Need: Life, Safety, Emergency	Project needed to correct an existing deficiency	Project needed to correct a potential deficiency	Project promotes or maintains health/ safety	No health or safety impacts
5	Quality of Life	Project provides a measurable benefit to the Quality of Life for all county residents	Project provides a measurable benefit to the Quality of Life for a majority of county residents	Project provides a minimal benefit to the Quality of Life for all county residents	No measurable Quality of Life Benefits
4	State/Federal Mandate-Legally Binding Commitment	Projects that satisfy a funded mandate with enforceable sanctions/ Projects with a legal binding commitment to complete work	Projects that have an agreement by the Board of Supervisors to complete work / Proj-ects in partnership with other jurisdictions	Projects that satisfy an unfunded mandate, or a mandate without enforceable sanctions/ Projects with an understanding between jurisdictions to complete work	No mandate or commitment
3	Operating Budget Impacts	Project results in quantifiable reduced operating costs	Project has minimal or no new operating costs	Project has minor added operating costs	Project requires significant added operating costs
3	Maintenance Budget Impacts	Project results in quantifiable reduced maintenance costs	Project has minimal or no new maintenance costs	Project has minor added maintenance costs	Project requires significant added maintenance costs
3	Customer Service Benefits	Customer service level is significantly increased	Customer service level is moderately increased	Customer service level is maintained	Customer service level is decreased

CINA Major Capital Projects

The County defines major capital projects as those with an estimated cost of at least $10.0 million. This list reflects the current status of the County's major capital project priorities based on the Capital Improvement Needs Assessment Fiscal Years 2016–2021. The total estimated cost of these projects is **$507.1 million**. 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.

Priority 1:

COC- Redevelopment of Key Public Safety Infrastructure (Buildings 12 and 18)

Scope: This project will replace and construct key public safety infrastructure at the County Operations Center (COC). Improvements include replacing Buildings 12 and 18 with facilities specifically designed to consolidate Sheriff's Data and Wireless Services Divisions and support their technical needs. Construction of an estimated 57,000 square feet facility would allow for the relocation of the Sheriff's Data Center from the Office of Emergency Services Operation Center (Building 19) which would then allow for future communications center expansion.

Schedule and Milestones: Program consultant retained

Basis: Existing buildings are aged and no longer sufficient to meet the space and operational needs of the wireless and data services mission. Coordination of this work with the replacement of the implementation of the Next Generation RCS system will facilitate system transition.

Significant Achievements: N/A

Estimated Cost: $49,000,000

Funding Source(s): Criminal Justice Facility Construction Fund and TBD

Priority 2:

South County Animal Shelter (Bonita), Phase I

Scope: Demolish and replace the existing 10,000 square feet single story kennel building on a County-owned site located in Bonita. The replacement building will be a two-story structure, including new kennels, medical facility, and holding area. Phase I of multi-phase master plan; can stand alone if subsequent phases are delayed indefinitely.

Schedule and Milestones: Facility Master Plan completed.

Basis: Although these kennels have been upgraded over the years, they are currently falling into disrepair. The main dog housing areas are deficient and outdated by current animal sheltering standards.

Significant Achievements: N/A

Estimated Cost: $15,900,000

Funding Source(s): CSG General Fund fund balance $9,000,000; General Fund fund balance $6,900,000

Priority 3:
Multiple Species Conservation Program (MSCP) Land Acquisition

Scope: The MSCP is a Habitat Conservation Plan and Natural Community Conservation Plan formed under federal and State law and subject to an Implementing Agreement approved by the Board of Supervisors on October 22, 1997 between the County, U.S. Fish and Wildlife Service and the California Department of Fish and Wildlife. Since 1997 the County has provided various levels of ongoing funding and since Fiscal Year 2008–09, the annual amount to fund the MSCP program has been $10.0 million ($2.5 million from General Purpose Revenue and $7.5 million from General Fund fund balance).

Schedule and Milestones: Ongoing acquisitions.

Basis: The County has a responsibility to acquire open space lands under the Implementation Agreement with the State of California Department of Fish and Wildlife and the U.S. Fish and Wildlife Service.

Significant Achievements: The County has purchased 19,448 acres in the south, north and east county. Acquisition of 12,705 acres is projected over the remaining life of the project.

Estimated Cost: $294,000,000

Funding Source(s): General Fund leveraged with federal, State and private funding.

Priority 4:

Emergency Vehicle Operations Course (EVOC)

Scope: Land acquisition and the construction of a new EVOC facility encompassing approximately a minimum of 15 acres. The facility would consist of paved roadways, a concrete skid pad, and a multi-purpose asphalt area. The training site would be supported by utility infrastructure, an administrative building, and covered vehicle storage. Additional land may need to be acquired for environmental and resource mitigation.

Schedule and Milestones: DGS Real Estate Services is evaluating possible sites.

Basis: High speed vehicle pursuit is a legislatively mandated learning domain for the California Commission on Peace Officers Standards and Training (P.O.S.T.) Basic Course. Additionally, the Sheriff's Department conducts refresher and specialized emergency vehicle operation courses on a regular basis.

Significant Achievements: N/A

Estimated Cost: $15,000,000

Funding Source(s): Proposition 172 ($5,000,000) and Regional Partners ($10,000,000).

Priority 5:

Otay Valley River Regional Park Active Recreation Site 3

Scope: This project will develop a 46-acre County-owned site as an active recreation park, including multi-use fields, speed soccer arena, zip line adventure course, disc golf course, skate park, community park, drainage improvements, lighting and parking.

Schedule and Milestones: Concept plans complete. Estimated funding for environmental review and design in Fiscal Year 2017–18. Estimated construction to begin Fiscal Year 2019–20.

Basis: As part of the Otay River Valley Park Master Plan, certain parcels in the valley were identified as possible active recreation sites.

Significant Achievements: The County has purchased an approximately 46-acre site located east of Interstate 5.

Estimated Cost: $23,790,000

Funding Source(s): Funding for completing design and construction has not been identified.

Priority 6:

New Casa De Oro Branch Library

Scope: Construction of new 15,000 square feet library with teen and children spaces and a community room.

Schedule and Milestones: Site search initiated. Negotiations initiated with potential seller/landlord.

Basis: The current 6,200 square feet leased facility is in a strip mall, not easy to identify and does not adequately provide for effective community facilities. As a community of need, Casa de Oro can support a stand-alone, County-owned facility of 15,000 square feet.

Significant Achievements: N/A

Estimated Cost: $12,300,000

Funding Source(s): District 2 Neighborhood Reinvestment Program $125,000

Priority 7:

New Lakeside Branch Library

Scope: New construction of an estimated 15,000 square feet library on a new site. The library is anticipated to include a community room and additional children/teen areas.

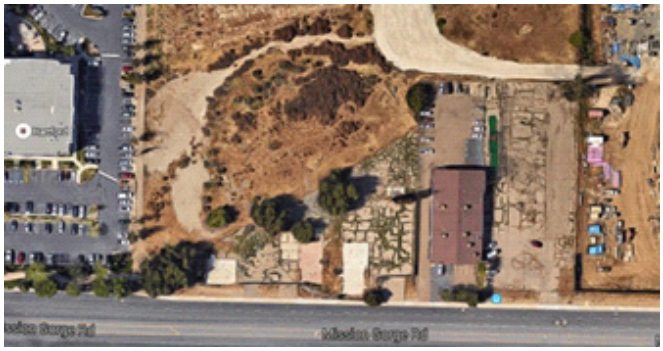
Schedule and Milestones: Site search initiated. Negotiations initiated with potential seller/landlord.

Basis: The Lakeside Branch Library is a 5,000 square feet facility built in 1962 and is reaching the end of its life cycle. Proposed maintenance repairs have been costly. Usage is high for a library of this size. Current facilities including parking and public computers are inadequate to meet community need. Expanding the existing facility by 10,000 square feet is not feasible at its current location.

Significant Achievements: N/A

Estimated Cost: $12,300,000

Funding Source(s): District 2 Neighborhood Reinvestment Program ($125,000), CSG General Fund fund balance ($1,299,000)



Priority 8:

ARCC - East County Operations and Archive

Scope: Construct a new 23,900 square feet office and archival facility on a County-owned site located in Santee.

Schedule and Milestones: Design-Build Procurement

Basis: The Assessor/Recorder/County Clerk's El Cajon branch office is located in a County-owned building at 200 South Magnolia in El Cajon. The 8,920-square-foot building, previously used as a bank, was originally constructed in 1957 and acquired by the County in 2000. The existing building is constrained and inefficient, and cannot economically accommodate expanded and future operational needs. The new East County facility will be designed to accommodate state of the art archival storage and maintenance of historical documents.

Significant Achievements: CEQA review completed

Estimated Cost: $21,064,680

Funding Source(s): ARCC Trust Funds ($11,951,347), General Fund fund balance ($1,400,00), FGG General Fund fund balance ($7,713,333), Anticipated Proceeds from Land Sale (TBD)

Priority 9:

Tijuana River Valley Active Recreation Site

Scope: County purchased a 64-acre site adjacent to large residential tract with good access and is conducive to development as a large regional sports complex. Planned elements include baseball and multi-use fields, playgrounds, restrooms and other community park amenities.

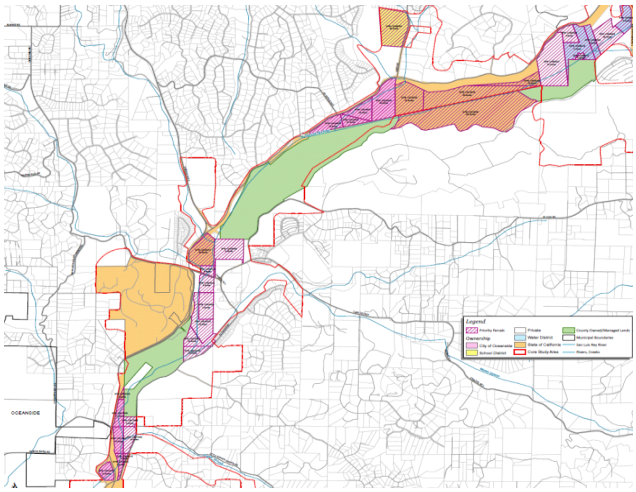
Schedule and Milestones: Planning.

Basis: Continued growth and residential expansion in the region supports a new sports complex.

Significant Achievements: Final concept plan approved. Hydrology study complete.

Estimated Cost: $25,000,000

Funding Source(s): District 1 Neighborhood Reinvestment Program $150,000. Phases will be developed pending available General Fund funds and a partnership with a private entity.



Priority 10:

San Luis Rey River Park Land Acquisition and Improvements

Scope: Acquisition of properties within the proposed San Luis Rey River Park includes two active recreation sites (totaling approximately 40–60 acres). Develop 1 of the 2 active sites.

Schedule and Milestones: Acquisition

Basis: To preserve more than 1,500 acres of land and address a deficit of public active recreation and sports fields in north San Diego County.

Significant Achievements: Master Plan approved and Program Environmental Impact Report (PEIR) certified on September 24, 2008; 526 acres acquired.

Estimated Cost: $38,786,205

Funding Source(s): District 5 Neighborhood Reinvestment Program ($1,031,179), General Fund fund balance ($8,946,070), LUEG fund balance ($500,000), MSCP ($210,000), Proposition 40 ($2,625,000), DPR Trust Fund and Equilon ($473,996).

CINA Major Capital Projects ($10.0 million or more)					
Strategic Initiative Alignment	**Project Name**	**Phase**	**Status**	**Estimated Total Project Cost**	**Rank**
	COC- Redevelopment of Key Public Safety Infrastructure (Buildings 12 and 18)	Planning	Programming	$ 49,000,000	**1**
	South County Animal Shelter (Bonita), Phase I	Planning	Programming	15,900,000	**2**
	MSCP (Multiple Species Conservation Program) Land Acquisition	Planning	County has purchased 19,448 acres in south, north and east county.	294,000,000	**3**
	Emergency Vehicles Operation Course (EVOC)	Planning	Programming	15,000,000	**4**
	Otay Valley River Regional Park Active Recreation Site 3	Planning	Concept plans completed	23,790,000	**5**
	New Casa De Oro Branch Library	Planning	Site Identification, Planning	12,300,000	**6**
	New Lakeside Branch Library	Planning	Site Identification, Planning	12,300,000	**7**
	ARCC - East County Operations and Archive	Execution	3/16- CEQA Completed 5/16- Issue RFSQ	21,064,680	**8**
	Tijuana River Valley Active Recreation Site	Planning	Final concept plan approved	25,000,000	**9**
	San Luis Rey River Park Land Acquisition and Improvements	Planning	561.92 acres currently owned	38,786,205	**10**
	Total Major Projects			**$ 507,140,885**	

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CINA Minor Capital Projects

Minor capital projects are those projects anticipated to cost less than $10.0 million. Minor capital needs, including park expansions and improvements, health facilities, and Sheriff's facilities, are listed, but are not ranked by the Facilities Planning Board. The total estimated cost of these projects is **$137.9 million**. 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.

CINA Minor Capital Projects (under $10.0 million)

Project Name	Phase	Estimated Total Project Cost	Project Scope
4S Ranch Library Expansion	Planning	$7,000,000	Remodel and expansion into unused fountain/plaza area.
Agua Caliente Campground Expansion and Water Upgrades Phase II	Planning	3,725,000	Improvements, including the construction of additional campsites and water distribution facilities.
Alpine Active Recreation Park Acquisition	Execution	500,000	Acquisition, design and construction of an active recreation park within the community of Alpine.
Borrego Springs Shadeway	Planning	350,000	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.
California Riding and Hiking Trail Acquisition and Improvements	Execution	4,000,000	Preserve this historic trail through the transfer of State trail easements to the County and acquisition of new easements. Also includes construction of new trail segments and major improvements to existing segments.
Construct Cabins (various locations)	Planning	250,000	Construct camping cabins at various County campgrounds.
Deerhorn Valley Fire Station 37	Planning	5,000,000	Major renovations of the fire station. Expand facility to house additional personnel.
East Mesa Juvenile Detention Facility (EMJDF) Youth Development Center	Execution	6,000,000	Construction of an 8,000-12,000 square feet multipurpose vocational and educational facility at the East Mesa Juvenile Detention Facility. This facility will provide space to conduct vocational, career building and additional educational programs, including small group meeting spaces and a larger gymnasium/event space for graduations, speakers or other community and family events.
Estrella Park Improvements	Planning	1,800,000	Construction of ADA parking, decomposed granite trails, landscape, irrigation, park benches and picnic tables.
Fire Training Facility Access	Planning	1,000,000	Improvements to access road leading to existing training site to support training and future training facilities. Acquisition of property for a new training facility may be required.

CINA Minor Capital Projects (under $10.0 million)			
Project Name	**Phase**	**Estimated Total Project Cost**	**Project Scope**
Glenn Abbey Trail	Execution	$750,000	Preparation of environmental documentation, design, and construction of the Glenn Abbey Trail.
Guajome Campground Expansion	Planning	2,100,000	Construction of 25 new campsites.
Inmate Court Appearance Facilities	Planning	TBD	Feasibility study to determine possible: 1) New courtrooms inside San Diego Central Jail (SDCJ) and the Los Colinas Detention and Reentry Facility, and 2) the expansion of video arraignment at both of these booking facilities.
Intermountain Fire Station Site Acquisition	Execution	600,000	Acquire property for future SDCFA/ CALFIRE shared station.
Jacumba Fire Station	Planning	3,000,000	Acquire land, construct building with apparatus bays, sleeping and living quarters.
Lakeside Ballfields Turf Replacement	Planning	2,600,000	Replacement of Lakeside Baseball Park turf.
Lakeside Equestrian Facility	Planning	4,000,000	Design and construction of a 13.88-acre equestrian facility on vacant land at the Northeast corner of Willow Road and Moreno Avenue.
Lakeside Soccer Fields Acquisition and Design	Execution	4,700,000	Acquisition, design and construction of an active recreation soccer park.
Lamar Park Phase II	Planning	300,000	Installation of playground equipment and fitness station of the under-developed area just north of the creek.
Lindo Lake Photovoltaic	Planning	1,000,000	Installation of covered parking areas with photovoltaic panels at Lindo Lake Park.
Lindo Lake Restoration	Execution	9,900,000	Restore Lindo Lake by dredging the bottom of the lake to remove sediment and improving drainage filtration systems that lead to the lake.
Miramar Training Facility Locker Room	Planning	250,000	Construction of a 2,000 square feet modular building to house restrooms and locker rooms for the Sheriff's Miramar Training Facility. Lease with Marine Corps Air Station (MCAS) Miramar requires that all facilities are temporary or portable in nature.
Mt. Laguna Fire Station	Planning	820,000	Existing lease on federal property expiring. SDCFA staff working with US Forest Service to execute new County use permit.
Nelson Sloan Reclamation	Planning	1,000,000	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).

CINA Minor Capital Projects (under $10.0 million)			
Project Name	**Phase**	**Estimated Total Project Cost**	**Project Scope**
Ohio Street Renovation/Replacement	Planning	$6,000,000	Relocate existing Probation Ohio Street units, support staff, and programming to County-owned and leased facilities throughout San Diego County. The greatest focus will be on co-locating adult and juvenile field services within HHSA Family Resource Centers where jointly served populations are highest. Unknown spacing needs depending on business operations. Existing Ohio Street office may remain a location for the Probation Department upon renovation or rebuild.
OVRP Easement Acquisition and Trails Construction "Area A"	Planning	1,500,000	Acquisition of trail easements and construction/improvement of approximately 3.5 miles of planned trails in Otay Valley Regional Park Zone A (I-805 to Heritage Road).
OVRP Easement Acquisition and Trails Construction "Area B"	Planning	3,000,000	Acquisition of trail easements and construction/improvement of approximately 12 miles of planned trails in Otay Valley Regional Park Zone B (Heritage Road to Otay Lakes County Park).
OVRP Easement Acquisition and Trails Construction "Area C"	Planning	4,500,000	Acquisition of trail easements and construction/improvement of approximately 12 miles of planned trails in Otay Valley Regional Park Zone C (Otay Lakes Area Loop).
Palomar Mountain Fire Station Land Acquisition	Execution	240,000	Acquisition of 4.71 acres for a new structure. Provide temporary modular living quarters on the existing fire station property as an interim measure.
Park Volunteer Pads (various locations)	Planning	450,000	Construction of new volunteer pads at various County parks.
Pine Valley Fire Station	Execution	6,000,000	Develop new facility on existing fire district site. New facility is anticipated to be approximately 13,000 square feet, 4 double apparatus bays, 8 sleeping quarters, captain and battalion chief quarters.
Playground Equipment (various locations)	Planning	1,445,000	Demolition and construction of new playground equipment and a new accessible playground. These improvements will be located at San Dieguito Park, Lakeside Ballfields, and Otay Lakes Park.
Playground Shade Structures for Spring Valley and Hilton Head	Planning	215,000	Installation of shade structures for playground equipment at Spring Valley and Hilton Head.
Playground Shade Structures for Flinn Springs, Jess Martin and Steele Canyon	Planning	330,000	Installation of shade structures for playground equipment at Flinn Springs, Jess Martin, and Steele Canyon.
Potrero Fire Station	Planning	3,000,000	Major renovation of the existing fire station facility.

CINA Minor Capital Projects (under $10.0 million)			
Project Name	**Phase**	**Estimated Total Project Cost**	**Project Scope**
Ramona Intergenerational Community Center (RICC) Land Acquisition	Planning	$4,000,000	Potential location for a new community center, senior center and other community-oriented facilities adjoining the new library.
Sage Hill Staging Area and Trail System Improvements	Planning	160,000	Obtain environmental review, environmental permits, and construction of trails and staging area for Sage Hill Park. Locations will be determined during the preparation of the Resource Management Plan.
San Diego River Watershed Parking Lot Conversion to Permeable Pavement	Planning	500,000	DPW Watershed identified water quality projects in the Comprehensive Load Reduction Plan in the San Diego River Watershed. Water quality projects may include conversion of impermeable pavement to permeable pavement.
San Dieguito Park ADA Playground	Planning	650,000	Design and construction of a fully integrated ADA accessible playground in San Dieguito Park.
San Dieguito Park Porous Paving	Planning	1,200,000	Construction of new porous paving access road from the lower part of San Dieguito Park up to the Miracle Field baseball area and porous paved road to the basketball court to improved accessibility for overflow parking.
San Luis Rey Watershed Parking Lot Conversion to Permeable Pavement	Planning	500,000	DPW Watershed identified water quality projects in the Comprehensive Load Reduction Plan in the San Luis Rey Watershed. Water quality projects may include conversion of impermeable pavement to permeable pavement.
San Pasqual Fire Station	Planning	5,000,000	Construction of a new station on California State Route 78.
Santa Ysabel East-West Trail - Cauzza	Planning	900,000	Determine trail alignment to provide an east-west trail from between west Santa Ysabel Property/Trails to east Santa Ysabel Property/Trails. Provide California Environmental Quality Act (CEQA) review and construct 4 water crossings for the east-west trail.
Solana Beach Library Remodel	Planning	2,570,000	Remodel library, expand into new meeting/student facility. San Dieguito Union High School District funding majority of capital project.
Stowe Alternative Trail Acquisition/ Sycamore Canyon Trail - Calle de Rob	Execution	1,680,000	Acquisition of land or easements for an alternative Stowe Trail and trail connection improvements to Sycamore Canyon Trail - Calle De Rob, including those connections to the ranger station area and Wu property.
Stowe Trail Acquisition and Trail Realignment	Planning	7,500,000	Acquisition of land for the relocation of the historic Stowe Trail that links the County's Goodan Ranch and Sycamore Canyon Preserves and Mission Trails Park.

CINA Minor Capital Projects (under $10.0 million)			
Project Name	**Phase**	**Estimated Total Project Cost**	**Project Scope**
Sunshine Summit Fire Station	Planning	$300,000	Addition/extension of apparatus bay at the Sunshine Summit Fire Station.
Sweetwater Loop Trail Acquisition and Construction of Segment 10	Planning	5,250,000	Acquisition of property, environmental permitting and construction of Sweetwater Loop Trail Segment 10.
Sweetwater Loop Trail Acquisition/ Construction and Development Phase II	Planning	5,000,000	Construction of equestrian and bikeway segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park and new trails being constructed as part of the construction of the State Route 125 Freeway.
Sweetwater Road Trail	Planning	500,000	Construction of approximately 3/4 mile trail that will connect Sweetwater River Trail to Sweetwater Loop Trail.
Sweetwater Summit Campground Expansion Phase II	Planning	3,212,000	This project includes the construction of approximately 27 new RV campsites, including the extension of utilities, roads and other camp amenities.
Synthetic Turf Upgrades (various locations)	Planning	2,000,000	Replace existing grass fields with synthetic turf fields at various County parks.
Tijuana River Valley Equestrian Facility	Planning	2,000,000	Design and construction of 15-acre equestrian facility located near the corner of Saturn Boulevard and Monument Road in TJRV Regional Park. Planned elements include a show ring, restroom, parking and support facilities.
Trans County Trail Land Acquisitions or Easements	Execution	6,215,000	Trans County Trail land acquisitions or easements for the proposed regional trail to cross SR67. This includes cost for a bridge design, CEQA and construction.
Well & Water Distribution System at Tijuana River Valley Ballfields	Planning	400,000	Construction of a well & water distribution at Tijuana River Valley Ballfield Complex.
Whitaker Estate Road Design and Construction	Planning	250,000	Removal of existing pavement, design and construction of entry road improvements at the Whitaker Estate to meet Fire Marshal's recommendations and prevent erosion onto private properties.
Woodhaven Park Water Conservation and Exercise Path	Planning	750,000	Removal of turf on the south end of Woodhaven Park and convert to drought tolerant landscaping and an exercise path.
Total Minor Projects		**$ 137,862,000**	—

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Operating Impact of Capital Program: Fiscal Years 2016–18

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, 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 2016-18.

2016–18 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 Library	The operating impact for Fiscal Year 2016-17 is estimated at $0.1 million for ongoing O&M.	$ 10,194,686	2016	$ 1,000,000	$ 120,000	—	$ 9,000
Fleet Facility	Fleet Services relocated into the new facility in spring 2016, making their current site available for construction of the new Crime Lab. Operating impact of the new facility is estimated to be approximately $0.4 million in O&M, similar to the existing facility. A one-time Fiscal Year 2015-16 cost of $0.35 million provided fixtures and equipment.	$ 23,500,000	2016	$ 350,000	$ 405,000	—	$ 405,000
Imperial Beach Library	The operating impact for the Imperial Beach Library capital project is estimated at $1.0 million in one-time costs for FF&E and $0.1 million in O&M costs, including 0.50 staff years for the projected increase in workload.	$ 8,950,000	2016	$1,000,000	$ 100,000	0.50	$ 9,000
Las Colinas Detention and Reentry Facility (LCDRF) Phase II	Phase II of the LCDRF project adds 125,000 square feet to Phase I. In Fiscal Year 2016–17 O&M costs of $5.1 million includes utilities, maintenance and 6.00 staff years.	$ 248,500,000	2016	$ 2,500,000	$ 5,139,201	6.00	$ —
	2016–17 Total Operating Impact	—	—	**$ 4,850,000**	**$ 5,764,201**	**6.50**	**$ 423,000**
	2017–18 Total Operating Impact			**$ —**	**$ 5,764,201**	**6.50**	**$ 423,000**

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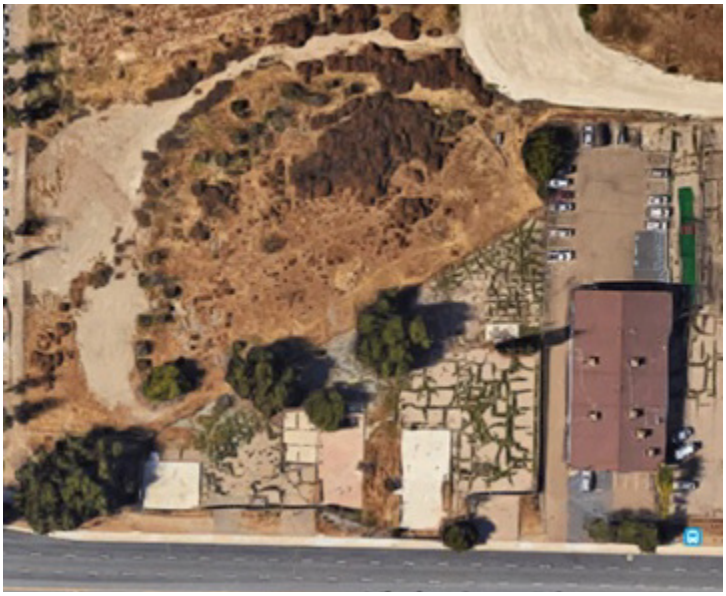
Capital Appropriations: Fiscal Year 2016–17

The Fiscal Years 2016–18 Operational Plan includes **$64.4 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2016–17 and another $2.5 million in the Multiple Species Conservation Program (MSCP) Fund in Fiscal Year 2017–18. This excludes the $9.2 million appropriated in both Fiscal Year 2016–17 and Fiscal Year 2017–18 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following section briefly describes the anticipated cost and purpose of each project.

4S Ranch Library Expansion

Fiscal Year 2016–17 Appropriations: $7,000,000
Project Number: 1020253
Estimated Total Project Cost: $7,000,000
Funding Source(s): General Fund fund balance $7,000,000
Scope: The proposed expansion of the existing library would add approximately 5,000 square feet of library space through the long-term lease of an adjacent parcel, which currently serves as a fountain/plaza area for the homeowner's association. The existing library is heavily used by community residents, and its expansion would greatly improve the ability to meet growing demand for library services.
Schedule and Milestones: Construction is estimated to begin in 2017, to be completed in 2018.



ARCC East County Operations and Archive

Fiscal Year 2016–17 Appropriations: $13,564,680
Project Number: 1018194
Estimated Total Project Cost: $21,064,680
Funding Source(s): ARCC Trust Funds (Recorder Modernization and Recorder Migrographics), General Fund fund balance, FGG General Fund fund balance, anticipated proceeds from land sale
Scope: The Assessor/Recorder/County Clerk's El Cajon branch office is located in a County-owned building at 200 South Magnolia in El Cajon. The 8,920 square-foot building, previously used as a bank, was originally constructed in 1957 and acquired by the County in 2000. The existing building is constrained and inefficient, and cannot economically accommodate expanded and future operational needs. The new East County will be designed to accommodate state of the art archival storage and maintenance of these precious historical documents.
Schedule and Milestones: Design-Build Procurement

Emergency Vehicle Operations Course (EVOC)

Fiscal Year 2016–17 Appropriations: $15,000,000
Project Number: 1020251
Estimated Total Project Cost: $15,000,000
Funding Source(s): Proposition 172 ($5,000,000), Regional Partners ($10,000,000)
Scope: Land acquisition and the construction of a new EVOC facility encompassing approximately a minimum of 15 acres. The facility would consist of paved roadways, a concrete skid pad, and a multi-purpose asphalt area. The training site would be supported by utility infrastructure, an administrative building, and covered vehicle storage. Additional land may need to be acquired for environmental and resource mitigation.
Schedule and Milestones: DGS Real Estate Services is evaluating possible sites.

Lakeside Library Land Acquisition

Fiscal Year 2016–17 Appropriations: $1,299,000
Project Number: 1020106
Estimated Total Project Cost: $1,424,000
Funding Source(s): CSG General Fund fund balance ($1,299,000), District 2 Neighborhood Reinvestment Program ($125,000)
Scope: The existing 5,000 square-foot library was built in 1962 and needs to be replaced. Based on population and circulation statistics, a library more than twice the current size is required, including additional space for parking. County staff estimate a need for up to two acres. This is a prerequisite to construction of the new Lakeside Branch Library (referenced in CINA Major Projects).
Schedule and Milestones: Land acquisition is estimated to be completed by 2017.

Lindo Lake Improvements

Fiscal Year 2016–17 Appropriations: $950,000
Project Number: 1019565
Estimated Total Project Cost: $950,000
Funding Source(s): General Fund fund balance $950,000
Scope: Lindo Lake Park provides important recreation opportunities for east county residents to interact with the natural environment. Lindo Lake is the only natural freshwater lake in San Diego County and is home to a multitude of water fowl. The park contains the Lakeside Community Center and is the site of many special events and family gatherings. Years of low rainfall, natural infiltration, and sediment deposits from the surrounding area have reduce the water depth and surface area of Lindo Lake which has affected water nutrient levels and has deteriorated water quality. Funding will be used to acquire environmental permits and perform required mitigation necessary to allow construction of the Lindo Lake Improvement Project.
Schedule and Milestones: Environmental permitting is estimated to be completed by Winter 2017.

Multiple Species Conservation Program

Fiscal Year 2016–17 Appropriations: $10,000,000
Project Number: 1015029
Estimated Total Project Cost: $294,000,000
Funding Source(s): General Fund fund balance ($7,500,000), General Purpose Revenue ($2,500,000)
Scope: The County of San Diego MSCP was adopted by the County Board in 1997 and is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space, contributing to the County's strategic initiatives of sustainable environments and healthy families.
Schedule and Milestones: Since 1997, $76.6 million from the General Fund has been spent on MSCP land acquisition, which leveraged $87.4 million in federal, State and local grants, acquiring more than 19,000 acres throughout the county. Since 1997, the County has provided various levels of ongoing funding and since Fiscal Year 2008-09, the annual amount to fund the MSCP program has been $10.0 million ($2.5million from General Purpose Revenue and $7.5 million from General Fund fund balance).

San Luis Rey River Park SR 76 Right of Way Trail - Middle Portion

Fiscal Year 2016–17 Appropriations: $260,000
Project Number: 1020262
Estimated Total Project Cost: $260,000
Funding Source(s): Parks Trust Fund (Caltrans settlement funds) $260,000
Scope: This project is for the construction of a San Luis Rey River Park 1.5-mile trail beginning near the Holly Lane/State Route 76 (SR76) interchange ending north at the wildlife undercrossing near the Groves mitigation property. This trail runs parallel to SR 76, bound by Oceanside to the west and Interstate 15 to the east. The trail is part of the proposed 1,600-acre San Luis Rey River Park, which provides a combination of active and passive recreational opportunities and approximately 20 miles of trails to park goers while preserving the San Luis Rey River corridor and surrounding land within the park.
Schedule and Milestones: Construction is anticipated to begin in late 2016 and be complete by 2017.

South County Animal Shelter (Bonita), Phase 1

Fiscal Year 2016–17 Appropriations: $15,900,000
Project Number: 1020254
Estimated Total Project Cost: $15,900,000
Funding Source(s): General Fund fund balance ($6,900,000), CSG General Fund fund balance ($9,000,000)
Scope: Demolish and replace existing 10,000 square-foot single story kennel building on County-owned Bonita site with new two-story structure, including new kennels, medical facility, and holding area. Phase I of multi-phase master plan.
Schedule and Milestones: Construction is estimated to begin in 2017, to be completed in 2019.

Tijuana River Valley Well and Water Distribution

Fiscal Year 2016–17 Appropriations: $400,000
Project Number: 1020252
Estimated Total Project Cost: $400,000
Funding Source(s): General Fund fund balance $400,000
Scope: The Tijuana River Valley (TJRV) Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and a sports facility with five ball fields and multi-use open turf area. This project will construct a well and water distribution system to decrease water costs and potable water use.
Schedule and Milestones: Construction is estimated to be completed by Summer 2017.

Capital Program Summary: All Capital Program Funds

Budget by Fund

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Outlay Fund	$ 4,125,000	$ 15,964,000	$ 31,074,680	94.7	$ —
County Health Complex Fund	—	400,000	—	(100.0)	—
Justice Facility Construction Fund	49,940,000	105,422,925	15,000,000	(85.8)	—
Library Projects Fund	9,750,000	—	8,299,000	—	—
Multiple Species Conservation Program Fund	10,000,000	10,000,000	10,000,000	0.0	2,500,000
Edgemoor Development Fund	9,917,783	9,198,150	9,152,575	(0.5)	9,195,100
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 633,000	$ 633,000	$ 633,000	0.0	$ 633,000
Capital Assets Equipment	525,000	—	—	—	—
Capital Assets/Land Acquisition	73,290,000	131,786,925	62,979,760	(52.2)	2,500,000
Operating Transfers Out	9,284,783	8,565,150	9,913,495	15.7	8,562,100
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 639,089	$ 310,757	$ 250,303	(19.5)	$ 446,547
Intergovernmental Revenues	5,108,008	4,458,231	12,508,352	180.6	4,019,391
Miscellaneous Revenues	—	—	9,711,347	—	—
Other Financing Sources	76,859,000	136,216,087	51,056,253	(62.5)	7,229,162
Use of Fund Balance	1,126,686	—	—	—	—
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Revenue Detail

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Interest on Deposits & Investments	$ 392,089	$ 34,489	$ —	(100.0)	$ 188,735
Rents and Concessions	247,000	276,268	250,303	(9.4)	257,812
Other Intergovernmental Revenue	—	—	10,000,000	—	—
Federal Aid HUD CDBG 14.218	600,000	300,000	—	(100.0)	—
Federal Other	4,508,008	4,158,231	2,508,352	(39.7)	4,019,391
Miscellaneous Revenue Other	—	—	9,711,347	—	—
Operating Transfer From General Fund	73,215,000	131,486,925	44,662,333	(66.0)	2,500,000
Operating Transfer From Capital Outlay Funds	—	—	1,393,920	—	—
Operating Transfer From Prop 172	—	—	5,000,000	—	—
Sale of Fixed Assets	3,644,000	4,729,162	—	(100.0)	4,729,162
Use of Fund Balance	1,126,686	—	—	—	—
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Summary of Capital Program Funds

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Assets Equipment	525,000	—	—	—	—
Capital Assets/Land Acquisition	3,600,000	15,964,000	29,680,760	85.9	—
Operating Transfers Out	—	—	1,393,920	—	—
Total	$ **4,125,000**	$ **15,964,000**	$ **31,074,680**	**94.7**	$ —

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenue	600,000	300,000	—	(100.0)	—
Miscellaneous Revenue	—	—	9,711,347	—	—
Other Financing Sources	3,525,000	15,664,000	21,363,333	36.4	—
Total	$ **4,125,000**	$ **15,964,000**	$ **31,074,680**	**94.7**	$ —

County Health Complex Fund

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Assets/Land Acquisition	$ —	$ 400,000	$ —	(100.0)	$ —
Total	$ —	$ **400,000**	$ —	**(100.0)**	$ —

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Other Financing Sources	—	400,000	—	(100.0)	—
Total	$ —	$ **400,000**	$ —	**(100.0)**	$ —

Justice Facility Construction Fund

Budget by Categories of Expenditures	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Assets/Land Acquisition	49,940,000	105,422,925	15,000,000	(85.8)	—
Total	$ **49,940,000**	$ **105,422,925**	$ **15,000,000**	**(85.8)**	$ —

Budget by Categories of Revenues	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	$ —	$ —	$ 10,000,000	—	$ —
Other Financing Sources	49,940,000	105,422,925	5,000,000	(95.3)	—
Total	$ **49,940,000**	$ **105,422,925**	$ **15,000,000**	**(85.8)**	$ —

Library Projects Fund

Budget by Categories of Expenditures	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Assets/Land Acquisition	$ 9,750,000	$ —	$ 8,299,000	—	$ —
Total	$ **9,750,000**	$ —	$ **8,299,000**	—	$ —

Budget by Categories of Revenues	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Other Financing Sources	$ 9,750,000	$ —	$ 8,299,000	—	$ —
Total	$ **9,750,000**	$ —	$ **8,299,000**	—	$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Assets/Land Acquisition	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**0.0**	**$ 2,500,000**

Budget by Categories of Revenues	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Other Financing Sources	10,000,000	10,000,000	10,000,000	0.0	2,500,000
Total	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**0.0**	**$ 2,500,000**

Edgemoor Development Fund

Budget by Categories of Expenditures	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 633,000	$ 633,000	$ 633,000	0.0	$ 633,000
Operating Transfers Out	9,284,783	8,565,150	8,519,575	(0.5)	8,562,100
Total	**$ 9,917,783**	**$ 9,198,150**	**$ 9,152,575**	**(0.5)**	**$ 9,195,100**

Budget by Categories of Revenues	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 639,089	$ 310,757	$ 250,303	(19.5)	$ 446,547
Intergovernmental Revenues	4,508,008	4,158,231	2,508,352	(39.7)	4,019,391
Other Financing Sources	3,644,000	4,729,162	6,393,920	35.2	4,729,162
Use of Fund Balance	1,126,686	—	—	—	—
Total	**$ 9,917,783**	**$ 9,198,150**	**$ 9,152,575**	**(0.5)**	**$ 9,195,100**

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Outstanding Capital Projects by Fund

The tables in this section contain all capital projects currently outstanding in the Capital Program. The projects are displayed by the Fund in which they are budgeted, then listed under the owning Group for the project and sorted by project name in alphabetical order. Although Edgemoor Development Fund is budgeted in the Capital Program; it does not contain any active capital projects and therefore not displayed in these tables. The tables provide details for every open project in the Capital Program as of February 29, 2016.

Capital Outlay Fund

Capital Outlay Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Boulevard Fire Station	1016991	2011–12	$ —	$ —	—	$ —	$ 3,695,707	$ 3,693,768
Project Scope:	The San Diego County Fire Authority (SDCFA) Boulevard Fire Station will replace the existing facility. The new building will be approximately 8,500 square feet and meet the current and projected needs for station sleeping and kitchen facilities and housing of fire apparatus for the community of Boulevard. Construction is complete and the facility was occupied in June 2015.							
Funding Source(s):	Miscellaneous Revenue and General Fund							
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	1019370	2014–15	$ —	$ —	—	$ —	$ 8,300,000	$ 321,229
Project Scope:	The East County Regional Center Tenant Improvements and Window Replacements project is located in East County. The project scope includes consolidating two locations for the District Attorney by remodeling the 7th floor of the ECRC and replacing the windows on the 6th, 7th and 8th floor to enable efficient utilization of the building and provide a better work environment through the use of natural light.							
Funding Source(s):	General Fund and Proposition 172 Fund							
East Mesa Detention Facility Complex Switch Gear Replacement*	1017775	2012–13	$ —	$ —	—	$ —	$ 1,582,343	$ 1,253,103
Project Scope:	Replace the over 20-year-old deteriorated main switch gear serving the East Mesa Reentry Facility complex.							
Funding Source(s):	General Fund							
Regional Communication System Radio Tower*	1018664	2013–14	$ —	$ —	—	$ —	$ 350,000	$ 349,800
Project Scope:	Construction of a County-owned and operated radio tower on premises leased from Padre Dam Municipal Water District. The project includes a 60-foot lattice radio tower and relocation of exisiting Sheriff antennas.							
Funding Source(s):	General Fund							
Total PSG Capital Outlay Fund	**4**	**—**	**$ —**	**$ —**	—	**$ —**	**$ 13,928,050**	**$ 5,617,900**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Health and Human Services Agency (HHSA)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Fallbrook Resource Center Leasehold Improvements *	1018894	2013-14	$ —	$ —	—	$ —	$ 598,400	$ 549,434
Project Scope:	HHSA's Fallbrook Community Resource Center is a leased facility in the community of Fallbrook. The improvements include planning and construction to reconfigure existing space into suitable office space. This project is expected to provide a more functional facility allowing additional efficiency to better accommodate the public.							
Funding Source(s):	General Fund							
Total HHSA Capital Outlay Fund	**1**	**—**	**$ —**	**$ —**	—	**$ —**	**$ 598,400**	**$ 549,434**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
4S Ranch Synthetic Turf South Ball Fields*	1018279	2013–14	$ —	$ —	—	$ —	$ 2,542,741	$ 2,542,741
Project Scope:	The 4S Ranch Synthetic Turf South Ball Fields project includes the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf. This project consists of converting the south ballfields into water conserving synthetic turf. The multi-purpose fields are located at the north part of the 4S Ranch Sports park.							
Funding Source(s):	General Fund, Other - Special District							
Agua Caliente Photovoltaic System	1019563	2015–16	$ 1,200,000	$ —	—	$ —	$ 1,200,000	$ 2,211
Project Scope:	Agua Caliente County Park is located in the Anza-Borrego Desert, an unincorporated area of the county, and is well-known for its therapeutic hot spring pools and unique desert environment. The park also offers camping, picnicking, hiking, play areas and accommodations for large group events within a beautiful natural setting. This project will install a grid-tied photovoltaic system designed to offset the parks facilities electric consumption and provide clean source of renewable energy.							
Funding Source(s):	General Fund							
Borrego Springs Park	1019606	2015–16	$ 1,500,000	$ —	—	$ —	$ 2,000,000	$ 51,770
Project Scope:	Construct an 18.2-acre park with play structures, lawn bowling, picnic area, small observatory, shade structures, and a restroom.							
Funding Source(s):	General Fund							
Clemmens Lane Shade Structure	1018358	2012–13	$ —	$ —	$ —	$ —	$ 75,000	$ —
Project Scope:	This project includes design and construction of shade structures over the existing tot lot and junior playground.							
Funding Source(s):	General Fund							
Collier Park Basketball Court Improvements*	1019116	2014–15	$ —	$ —	—	$ —	$ 70,620	$ 68,988
Project Scope:	Collier Park is in a 8.5-acre County park located in the community of Ramona. This project will convert two existing tennis courts into a basketball court.							
Funding Source(s):	Park Dedication Ordinance Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Dairy Mart Pond Overlook	1019230	2014–15	$ —	$ —	—	$ —	$ 203,165	$ 48,451
Project Scope:	Dairy Mart Pond is located within the 1,700-acre Tijuana River Valley Regional Park. The project will enhance Dairy Mart Trail Loop by providing a formal wildlife viewing area that will enable visitors to gather, observe and learn about natural resources within the valley. The project will be on the southern shore of the pond and will include construction of an observation deck, benches and interpretive signs.							
Funding Source(s):	General Fund, Land and Water Conservation Fund Grant							
Don Dussault Park Improvements*	1015519	2011–12	$ —	$ —	—	$ —	$ 330,000	$ 312,368
Project Scope:	The Don Dussault County Park is located in the community of Fallbrook. The Don Dussault Park Improvements project includes Americans with Disabilities Act (ADA) parking, junior and tot play structures, picnic areas, exercise equipment and paths, and landscaping and irrigation.							
Funding Source(s):	Community Development Block Grant							
Dos Picos Camping Cabins	1019566	2015–16	$ 250,000	$ —	—	$ —	$ 250,000	$ —
Project Scope:	Dos Picos is a 78-acre park located in Ramona which features a large, well maintained picnic area, hiking trails, fishing opportunities, camping sites and two camping cabins. Due to high demand the cabins can be difficult to reserve and have an extremely low weekend and holiday vacancy rate. This project will fund the installation of two to four additional camping cabins including fire rings, barbeque and picnic tables.							
Funding Source(s):	General Fund							
Felicita Park Americans with Disabilities Act (ADA) Ramp and Sidewalks*	1019009	2014–15	$ —	$ —	—	$ —	$ 50,000	$ 44,217
Project Scope:	Replace the current amphitheater stage ramp, handrails and sidewalks with new ADA-compliant facilities.							
Funding Source(s):	Community Development Block Grant							
Felicita Park Turf and Playground Improvements	1017898	2012–13	$ —	$ —	—	$ —	$ 1,403,962	$ 418,072
Project Scope:	Felicita Park is a 53-acre park located in Escondido. This project will focus on playground upgrades, including ADA-compliant access, new playing surfaces, a drinking fountain, landscaping, and signage. The planned improvements also include creek restoration, picnic facility upgrades, entry booth improvements, electrical upgrades, and museum facility improvement.							
Funding Source(s):	Parkland Dedication Fund, General Fund							
Flume Trail Construction*	1017535	2012–13	$ —	$ —	—	$ —	$ 466,500	$ 466,500
Project Scope:	This project includes the construction of 2.5 miles of the 36-mile "Historic Flume Corridor" adjacent to El Monte Park. In addition, interpretive signage will be installed to provide information to the public about the historical significance of the flume.							
Funding Source(s):	General Fund, State Aid Other State							
Guajome Regional Park Electrical, Water and Sewer	1018874	2014–15	$ —	$ —	—	$ —	$ 1,500,000	$ 57,831
Project Scope:	Guajome County Park is located in the coastal City of Oceanside. The parks electrical, water and sewer systems were constructed in the 1970's. Funding of $1.5 million from General Fund fund balance will be used to upgrade the park electrical distribution system, electrical panels, mini-switches and 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water lines, drinking fountains and stabilization of utility pedestals.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Guajome Regional Park Playground Improvements	1018183	2012–13	$ —	$ —	—	$ —	$ 798,844	$ 662,773
Project Scope:	Replacement of deteriorating playground surfacing with poured-in-place rubber surfacing in the three playground locations, shade coverings over the three playground locations, shade coverings over the playground areas and amphitheater, and outdoor exercise equipment positioned adjacent to the existing trails. Other improvements include adding a full-size volleyball court and two horseshoe pits.							
Funding Source(s):	General Fund, Parkland Dedication Fund							
Heise Park Electrical and Water	1019561	2015–16	$ 2,000,000	$ —	—	$ —	$ 2,000,000	$ 89,115
Project Scope:	William Heise Park is a 920-acre park located near the town of Julian in east San Diego county. The park offers campsites, hiking trails and 14 camping cabins. The park's electrical and water system was constructed in the mid 1970's. The existing underground electrical service does not meet the increasing park demand. The 40 recreational vehicle campsites need to be upgraded to accommodate modern RV's. The main water distribution lines and potable water lines to the campsites need replacement throughout the park. This project will upgrade the park electrical distribution system and provide 50-amp electrical services to accommodate present-day recreational vehicles (RV) and replace the existing water lines throughout the park.							
Funding Source(s):	General Fund							
Hilton Head Artificial Turf	1019690	2014–15	$ —	$ —	—	$ —	$ 2,450,000	$ 65,121
Project Scope:	Hilton Head is an 10-acre neighborhood park located in Rancho San Diego community. The park offers a aquatic playground, picnic area, restrooms, basketball court and exercise stations. This project consists of the removal of the existing natural turf sports field and replacing with a new 175,000 square feet artificial turf field and other related park improvements. The project revitalizes the park's active recreation amenities by improving safety and usability as well as continuing water conservation efforts.							
Funding Source(s):	General Fund							
Jess Martin Ballfield Improvements	1019010	2014–15	$ —	$ —	—	$ —	$ 483,000	$ 2,152
Project Scope:	Jess Martin Park is a 9-acre multi-use recreational area located in the community of Julian. This project is for the construction, grading, irrigation, import of dirt and sod for the existing large ballfield.							
Funding Source(s):	General Fund, Community Development Block Grant							
Jess Martin Junior Ballfield Improvements	1019671	2015–16	$ 300,000	$ —	—	$ —	$ 300,000	$ 3,448
Project Scope:	Jess Martin Park is a 9-acre multi-use recreational area located in the community of Julian. This project is for the construction, grading, irrigation, import of dirt and sod for the existing junior ballfield.							
Funding Source(s):	Community Development Block Grant							
Lake Morena Electrical Update*	1018190	2013–14	$ —	$ —	—	$ —	$ 2,000,000	$ 1,321,832
Project Scope:	Lake Morena County Park is located in eastern San Diego County, southwest of the Laguna Mountains, and showcases desert, coastal and mountain habitats. The park features camping facilities which include spaces for tents, recreational vehicles, cabins by the lake, and a youth area. This project will remove old electrical system infrastructure, currently providing 15 and 30 amp service, and install an upgraded system that provides 50 amp service.							
Funding Source(s):	General Fund							
Lakeside Soccer Fields Acquisition	1009548	2005–06	$ —	$ —	—	$ —	$ 337,391	$ 14,611
Project Scope:	Acquisition, design, and construction of a 13.5-acre site as an active recreation soccer park.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Lakeside Teen Center Photovoltaic System	1019564	2015–16	$ 300,000	$ —	—	$ —	$ 300,000	$ 16,914
Project Scope:	Lakeside Teen Center facility provides afterschool recreational programs for the Lakeside community. The project will install a grid-tied photovoltaic system designed to offset the Lakeside facilities electric consumption and provide clean source of renewable energy.							
Funding Source(s):	General Fund							
Lamar Fitness Path	1019011	2014–15	$ —	$ —	—	$ —	$ 250,000	$ 69,634
Project Scope:	Lamar County Park is a nine-acre park located within the community of Spring Valley. This project is for the construction of a walking path, stream crossing, and exercise stations.							
Funding Source(s):	Community Development Block Grant							
Lindo Lake Improvements	1019565	2015–16	$ 250,000	$ 950,000	—	$ —	$ 250,000	$ 4,013
Project Scope:	Lindo Lake Park provides important recreational opportunities for east county residents to interact with the natural environment. It is the only natural freshwater lake in San Diego County and is home to a multitude of water fowl. The park contains the Lakeside Community Center and is the site of many special events and family gatherings. Years of low rainfall, natural infiltration and sediment deposits from the surrounding area have reduced the water depth and surface area of Lindo Lake which has affected water nutrient levels and has deteriorated water quality. Funding will be used to design and prepare construction documents to reconfigure the bottom of the lake contours to sustain a healthy aquatic life. The construction documents will include excavation, slope stabilization, a new liner for the lake, improved ADA access, and a possible new crossing from the community center to the historic boathouse.							
Funding Source(s):	General Fund							
Live Oak Park Playground Improvements	1018940	2013–14	$ —	$ —	—	$ —	$ 158,000	$ 18,468
Project Scope:	Live Oak Park provides the Fallbrook community with a variety of recreational activities. This project includes the replacement of the playground wood fiber surface with a solid rubberized surface and the installation of a shade structure.							
Funding Source(s):	Parkland Dedication Ordinance Fund, Donation							
Mountain Empire Playground Shade Structure	1020104	2015-16	$ —	$ —	—	$ —	$ 110,000	$ —
Project Scope:	Project will add metal shade structures over the existing playground at the Mountain Empire Community Center.							
Funding Source(s):	Community Development Block Grant							
Otay Valley Regional Park Phase II Acquisition	1000246	1999–00	$ —	$ —	—	$ —	$ 9,590,877	$ 9,432,140
Project Scope:	As part of the Otay Valley Regional Park Master Plan, certain parcels in the valley were identified as possible active recreation sites.							
Funding Source(s):	General Fund, Miscellaneous Revenue							
Otay Valley Regional Park Staging Area	1010431	2006–07	$ —	$ —	—	$ —	$ 218,214	$ —
Project Scope:	Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/ construction of staging areas and environmental mitigation areas.							
Funding Source(s):	General Fund							

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[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Otay Valley Regional Park Trail Improvements	1009268	2005–06	$ —	$ —	—	$ —	$ 9,220,877	$ 8,635,170
Project Scope:	Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/ construction of staging areas and environmental mitigation areas.							
Funding Source(s):	General Fund, State Proposition 12, State Proposition 40							
Pine Valley Ball Field Improvements	1006608	2004–05	$ —	$ —	—	$ —	$ 2,064,447	$ 1,938,338
Project Scope:	Construction of new multi-purpose artificial turf softball and soccer field, an additional paved parking lot, ADA access and other related park improvements.							
Funding Source(s):	General Fund							
Provence House Parking Lot*	1018902	2013–14	$ —	$ —	—	$ —	$ 500,000	$ 485,135
Project Scope:	Parking lot construction and trail improvements surrounding Provence House. The parking lot construction will add approximately 35 parking spaces to Provence House, bringing the total amount of parking spaces to 41.							
Funding Source(s):	General Fund, Parks and Recreation Trust Fund							
Rainbow Park Artificial Turf	1019693	2014–15	$ —	$ —	—	$ —	$ 1,344,000	$ 4,091
Project Scope:	Rainbow Park is a 5 - acre neighborhood park located in Rainbow, CA. The park elements include a children's play area, tennis court, picnic areas, basketball courts, restroom, parking lot, and a multi-purpose sports field which includes a baseball and soccer field. The project consists of the removal of the grass surfacing and replacement with 95,800 square feet of artificial turf on the multi-purpose sports field. This project will improve the usability of the field with less maintenance and conserving water							
Funding Source(s):	General Fund							
Ramona Grasslands Phase I	1018665	2013–14	$ —	$ —	—	$ —	$ 385,000	$ 194,882
Project Scope:	This project includes 5.5-mile multi-use trail system that will include maintenance building, visitor kiosk and two volunteer pads.							
Funding Source(s):	General Fund							
Rancho Guajome Adobe Volunteer Vehicle Pad*	1015196	2010–11	$ —	$ —	—	$ —	$ 186,156	$ 186,156
Project Scope:	Rehabilitation of volunteer pad.							
Funding Source(s):	General Fund							
San Diego Botanic Garden Expansion	1018209	2013–14	$ —	$ —	—	$ —	$ 2,100,000	$ 53,870
Project Scope:	The San Diego Botanic Garden is a 37-acre area located in Encinitas. This project is for planning and development of the future expansion of the garden, which will ultimately house a new visitor center, new parking facilities, and additional gardens.							
Funding Source(s):	General Fund							
San Luis Rey Land Improvement	1019796	2015-16	$ —	$ —	—	$ —	$ 181,000	$ —
Project Scope:	One-time land protection costs include vegetation management and installation of or rehabilitation of existing fencing, gates, signage, lighting, and removal of a structure on site.							
Funding Source(s):	Parks and Recreation Trust Fund							

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[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
San Luis Rey River Park Acquisition	1007108	2005–06	$ —	$ —	—	$ —	$ 9,399,066	$ 9,255,610
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. The River Park will provide opportunities for recreation, preservation, and restoration. The three major components of the River Park are anticipated to be an open space preserve, active recreational amenities, and a network of multi-use trails that connect the park together internally and with surrounding communities. The heart of the park will be an approximately 1,600-acre open space preserve, providing a habitat for several threatened and endangered species. The funding for this project will provide for the acquisition of additional properties in order to develop the River Park.							
Funding Source(s):	General Fund, Parks and Recreation Trust Fund							
San Luis Rey River Park Planning and Development	1000036	2002–03	$ —	$ —	—	$ —	$ 4,205,375	$ 1,541,039
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. Acquisition of properties within the proposed San Luis Rey River Park. Additional 250 acres needed which includes 2 active recreation sites (40-60 acres).							
Funding Source(s):	General Fund							
San Luis Rey River Park SR76 Right of Way Trail - Middle Portion	1020262	2016-17	$ —	$ 260,000	—	$ —	$ —	$ —
Project Scope:	This project is for the construction of a San Luis Rey River Park 1.5-mile trail beginning near the Holly Lane/State Route 76 (SR76) interchange ending north at the wildlife under crossing near the Groves mitigation property. This trail runs parallel to SR76, bound by Oceanside to the west and Interstate 15 to the east. The trail is part of the proposed 1,600-acre San Luis Rey River Park, which provides a combination of active and passive recreational opportunities and approximately 20 miles of trails to park goers while preserving the San Luis Rey River corridor and surrounding land within the park.							
Funding Source(s):	Parks Trust Fund							
Santa Ysabel Nature Center	1014142	2009–10	$ 7,124,000	$ —	—	$ —	$ 7,249,000	$ 108,040
Project Scope:	This project involves the design and construction of a nature center including museum exhibits and external site enhancements.							
Funding Source(s):	General Fund							
Spring Valley Community Park Basketball Court Replacement and Playground Improvements	1019462	2014–15	$ —	$ —	—	$ —	$ 428,250	$ 5,236
Project Scope:	This project will replace a deteriorated asphalt basketball court with new concrete surface, install new playground equipment and convert the surfacing at the playgrounds from wood chips to Americans with Disabilities Act accessible rubber.							
Funding Source(s):	Housing Related Parks							
Steele Canyon Artificial Turf	1019562	2015–16	$ 1,540,000	$ —	—	$ —	$ 1,540,000	$ 65,055
Project Scope:	Steele Canyon Park is an 8.3-acre neighborhood park located in Rancho San Diego community. The park offers a picnic area and multiple recreational opportunities such as tennis courts, basketball courts, and a multipurpose sports field. This project consists of the removal of the existing natural turf sports field and replacement with a new 225 foot artificial turf field and other related park improvements. The project revitalizes the park's active recreation amenities by improving safety and usability as well as continuing water conservation efforts.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Stowe Trail Acquisition	1006952	2004–05	$ —	$ —	—	$ —	$ 565,000	$ 70,715
Project Scope:	This project involves the acquisition of parcels and easements adjacent to MCAS Miramar in effort to create an alternative, parallel trail alignment.							
Funding Source(s):	General Fund							
Sweetwater Lane Artificial Turf Improvements*	1014253	2009–10	$ —	$ —	—	$ —	$ 3,730,000	$ 3,023,328
Project Scope:	Sweetwater Lane County Park is an 11-acre park in the community of Spring Valley that provides a variety of recreational facilities to the public. Among other facilities, the Park features four softball/baseball fields, seven soccer fields, a concession building and light towers for night games. This project is to retrofit and replace worn grass fields at the existing parks with artificial turf which will conserve water and allow increased use of the playing fields.							
Funding Source(s):	General Fund, Other - Special District							
Sweetwater Loop Trail Segment 4 Reroute*	1018723	2013–14	$ —	$ —	—	$ —	$ 283,564	$ 283,564
Project Scope:	Construction for the northern segment of Sweetwater Regional Multi-Purpose Loop Trail and Bonita Golf Course Trail.							
Funding Source(s):	Miscellaneous Revenue							
Sweetwater Regional Park Equestrian Center Phase 3	1014849	2010–11	$ —	$ —	—	$ —	$ 612,862	$ 473,681
Project Scope:	Construction of 1.43-mile trail located in the Sweetwater Valley Regional Park.							
Funding Source(s):	General Fund, Miscellaneous Revenue, State Aid Other State, Federal Department of Interior 15.916							
Sweetwater Regional Park Photovoltaic Phase II	1018875	2014–15	$ —	$ —	—	$ —	$ 624,556	$ 69,338
Project Scope:	Sweetwater Regional Park is located in the unincorporated community of Bonita. The 540-acre park provides extensive facilities for outdoor recreation, a community building and camping. The project will install a photovoltaic system to offset electric consumption and provide a clean source of renewable energy.							
Funding Source(s):	General Fund							
Swiss Park Trail Connection and Improvements	1014352	2010–11	$ —	$ —	—	$ —	$ 400,000	$ 369,344
Project Scope:	This project includes the design and construction of a multi-use trail and staging area located at Swiss Club in San Diego for access to the Bayshore Bikeway. Additional amenities include ten new parking stalls with one van accessible handicap parking space, four bike racks and an ADA compliant port-a-potty. The Swiss Park improvements include repaving and restriping 58 parking spaces with four ADA parking spaces with two van accessible spaces, and asphalt paving. New fencing and gate improvements will provide separation between the staging area and banquet facilities.							
Funding Source(s):	General Fund							

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Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Tijuana River Valley Equestrian Center*	1014147	2010–11	$ —	$ —	—	$ —	$ 117,000	$ 116,490
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. This project is for the design and construction of an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails.							
Funding Source(s):	General Fund							
Tijuana River Valley Sports Complex Concept Plan	1010973	2006–07	$ —	$ —	—	$ —	$ 466,603	$ 195,365
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construct a series of multi-use ball fields, playgrounds, restrooms and other park amenities.							
Funding Source(s):	General Fund							
Tijuana River Valley Regional Trails Construction	1018196	2013–14	$ —	$ —	—	$ —	$ 2,026,589	$ 894,717
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. The park also includes an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails. The park is home to at least 340 bird species and is a popular location for birdwatching. This project is for the design and construction of 22.5-mile trail system and other related improvements within the Park.							
Funding Source(s):	General Fund, Miscellaneous Revenue							
TJRV North East Trail Connection	1017611	2012–13	$ —	$ —	—	$ —	$ 505,877	$ 452,398
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.							
Funding Source(s):	General Fund, State Aid Other State							
TJRV Mesa Trails Construction	1018373	2013–14	$ —	$ —	—	$ —	$ 2,296,464	$ 1,551,595
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.							
Funding Source(s):	General Fund, State Aid Other State, Miscellaneous Revenue, Federal Aid							
Tijuana River Valley Pathways for Play	1019197	2014–15	$ —	$ —	—	$ —	$ 200,000	$ 40,340
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse natural habitats, includes a 22.5-mile multi-use recreational trail network, as well as a sports complex. This project will construct natural play areas along the existing path that surrounds the sports complex.							
Funding Source(s):	First 5 Commission of San Diego							

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[1]Total as of February 29, 2016.

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Tijuana River Valley Well and Water Distribution	1020252	2016-17	$ —	$ 400,000	—	$ —	$ —	$ —
Project Scope:	The Tijuana River valley (TJRV) Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and a sports facility with five ball fields and multi-use open turf area. This project will construct a well and water distribution system to decrease water costs and potable water use.							
Funding Source(s):	General Fund							
TJRV South West Trails Construction	1018372	2013–14	$ —	$ —	—	$ —	$ 2,086,741	$ 1,518,671
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.							
Funding Source(s):	General Fund, State Aid Other State, Miscellaneous Revenue							
TRVRP Interpretive Loop Trail	1018182	2012–13	$ —	$ —	—	$ —	$ 698,741	$ 594,253
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.							
Funding Source(s):	General Fund, State Aid Other State							
Valley Park Acquisition	1005335	2003–04	$ —	$ —	—	$ —	$ 500,000	$ 6,227
Project Scope:	This project is for the land acquisition of Valley Center Park.							
Funding Source(s):	General Fund							
Volcan Mountain West Acquisition	1000040	2002–03	$ —	$ —	—	$ —	$ 2,094,884	$ 1,898,650
Project Scope:	This project is for land acquisition in Volcan Mountain West.							
Funding Source(s):	General Fund							
Total LUEG Capital Outlay Fund	**57**	**—**	**$ 14,464,000**	**$ 1,610,000**	**(88.9)**	**$ —**	**$ 85,350,366**	**$ 49,744,668**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
County Operations Center and Annex Phase 1B	1014125	2010–11	$ —	$ —	—	$ —	$ 113,000,000	$ 112,449,144
Project Scope:	The County Operations Center Phase 1B project is located in District 4 in the Clairemont Mesa area. The project scope includes two additional 150,000 square-foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. The project provides a single, cohesive campus for County employees located at the COC, the Annex and various leased properties; provide more parking and improved accessibility to County clients and is designed to LEED Gold standards for improved energy efficiency and sustainability.							
Funding Source(s):	General Fund, Reimbursement from SDRBA - COC - General Fund							
HHSA PSG CSG Office Relocation	1015131	2008–09	$ —	$ —	—	$ —	$ 73,926,035	$ 70,620,461
Project Scope:	The HHSA PSG CSG Office Relocation project is located in District 4 in the Clairemont Mesa area. The project scope includes the relocation of departments as a result of the COC and Annex Redevelopment. Additional project elements include acquisition of 9235-9295 Chesapeake Drive in the City of San Diego, and constructing a facility for the Registrar of Voters, upgrading Fleet facilities, and improving tenant area for the County Mail Services, Sheriff Transportation and Probation Work Projects.							
Funding Source(s):	General Fund, Miscellaneous Revenue, Reimbursement from SDRBA-COC-General Fund, Reimbursement from SDRBA-COC-Bond Proceeds							
Long-Term Animal Care Facility	1015559	2011–12	$ —	$ —	—	$ —	$ 460,000	$ 321,157
Project Scope:	The Long-Term Animal Care Facility project is located in District 1 in the community of Bonita. The project scope consists of a 1,000-square-foot long-term animal care facility that will provide larger kennels, an integrated exercise area, and an area where animals can interact with each other. This facility is designed to house 15-30 animals at any given time.							
Funding Source(s):	General Fund							
RICC Caltrans Replacement Property Ramona Acquisition	1018658	2013–14	$ —	$ —	—	$ —	$ 37,500	$ 36,604
Project Scope:	The Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Land Acquisition is located in District 2 in the community of Ramona. The project scope includes acquisition of a parcel in Ramona to exchange for one of the Caltrans-owned parcels on Main Street adjacent to the RICC site. The project will provide for the acquisition of the CalTrans-owned property adjoining the County Library on Main Street.							
Funding Source(s):	General Fund							
RICC Caltrans Replacement Property Julian Acquisition	1018659	2013–14	$ —	$ —	—	$ —	$ 37,500	$ 33,672
Project Scope:	The Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Acquisition is located in District 2 in the community of Ramona. A parcel in Julian is being acquired to exchange for one of the Caltrans-owned parcels on Main Street adjacent to the RICC site. The project will provide for the acquisition of the CalTrans-owned property adjoining the County Library on Main Street.							
Funding Source(s):	General Fund							
Water Quality Treatment Project - Cactus County Park	1019695	2015–16	$ 730,000	$ —	—	$ —	$ 730,000	$ 82,662
Project Scope:	The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Cactus County Park, located in Lakeside, will have installed 13,000 square-feet of pervious pavement, an infiltration curb and gutter and a bioswale. Construction is anticipated to complete in Summer 2016.							
Funding Source(s):	General Fund							

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[1]Total as of February 29, 2016.

Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Water Quality Treatment Project - Edgemoor Skilled Nursing Facility	1019696	2015–16	$ 370,000	$ —	—	$ —	$ 370,000	$ 42,731
Project Scope:	The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Edgemoor Skilled Nursing Facility, located in Santee, will receive the installation of 1,500 linear feet of concrete infiltration curbs and gutters and catch basket inserts in the existing parking area. Construction is anticipated to complete in Summer 2016.							
Funding Source(s):	General Fund							
Water Quality Treatment Project - Lindo Lake County Park	1019694	2015–16	$ 400,000	$ —	—	$ —	$ 400,000	$ 72,358
Project Scope:	The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Lindo Lake County Park, located in Lakeside, will receive new drainage infrastructure in the existing parking area along with a bioswale and a catchbasin. Construction is anticipated to complete in Summer 2016.							
Funding Source(s):	General Fund							
South County Animal Shelter (Bonita), Phase 1	1020254	2016-17	$ —	$ 15,900,000	—	$ —	$ —	$ —
Project Scope:	Demolish and replace existing 10,000 square feet single story kennel building on County-owned Bonita site with new two-story structure, including new kennels, medical facility, and holding area. Phase I of multi-phase master plan.							
Funding Source(s):	General Fund							
Total CSG Capital Outlay Fund	**9**	**—**	**$ 1,500,000**	**$ 15,900,000**	**960.0**	**$ —**	**$ 188,961,035**	**$ 183,658,789**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Outlay Fund: Finance and General Government Group (FGG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Cedar & Kettner Development	1015093	2010–11	$ —	$ —	—	$ —	$ 37,100,000	$ 35,197,544
Project Scope:	The development of County-owned property, located at the intersection of Cedar Street and Kettner Boulevard in downtown San Diego (Cedar & Kettner), to provide County employees as well as new residential, office and retail development to support the surrounding community. Cedar & Kettner encompasses approximately 52,500 square feet. The parking structure will provide up to 640 parking spaces to employees and visitors with business at the County Administration Center (CAC).							
Funding Source(s):	General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds							
County Administration Center Waterfront Park	1015204	2002–03	$ —	$ —	—	$ —	$ 53,875,000	$ 53,153,572
Project Scope:	The CAC Waterfront Park project converted the surface parking lots on the north and south sides of the CAC into a public waterfront park, providing facilities for organized activities, such as weddings and community events, and recreational activities, such as walking and picnicking. Other components of the project include large civic greens, children's play area, garden rooms, and an expansive interactive fountain. This project includes the design and construction of new landscape and hardscape over one underground parking structure to partially replace current paved surface parking.							
Funding Source(s):	General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds							
ARCC East County Operations and Archive	1018194	2013–14	$ —	$ 13,564,680	—	$ —	$ 7,500,000	$ 61,780
Project Scope:	The Assessor/Recorder/County Clerk's El Cajon branch office is located in a County-owned building at 200 South Magnolia in El Cajon. The 8,920-square-foot building, previously used as a bank, was originally constructed in 1957 and acquired by the County in 2000. The existing building is constrained and inefficient, and cannot economically accommodate expanded and future operational needs. The new East County facility will be designed to accommodate state of the art archival storage and maintenance of these precious historical documents.							
Funding Source(s):	General Fund, Miscellaneous Revenue							
Total FGG Capital Outlay Fund	**3**	**—**	**$ —**	**$ 13,564,680**	**—**	**$ —**	**$ 98,475,000**	**$ 88,412,896**

Capital Outlay Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total Capital Outlay Fund	**74**	**$ 15,964,000**	**$ 31,074,680**	**94.7**	**$ —**	**$ 387,312,851**	**$ 327,983,687**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

County Health Complex Fund

County Health Complex Fund: Health and Human Services Agency (HHSA)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
North Coastal HHSA Facility	1019560	2015–16	$ 400,000	$ —	—	$ —	$ 2,900,000	$ 20,920
Project Scope:	Redevelopment of existing North Coastal property to replace various old and undersized facilities and consolidate/collocate services, including a Military and Veterans Resource Center, Mental Health Services, Public Health Services, Aging & Independence Services and Regional Administration.							
Funding Source(s):	MHSA Grant, Land sale (Grand Avenue), General Fund							
North Inland Crisis Residential Facility	1019395	2014–15	$ —	$ —	—	$ —	$ 4,478,425	$ 1,121,138
Project Scope:	The project consists of the design and construction of a new crisis residential facility with 14 beds and up to a maximum of 6,500 square-feet of building floor area onto a site of approximately ½ acre. The facility will be staffed by approximately fifteen (15) persons including a psychiatrist for the management of medication. The Project scope will also include building demolition of an existing 3,060 square-foot North Inland Public Health Center, 606 E. Valley Parkway; asbestos abatement, site infrastructure, offsite improvements, and coordination of County-provided furniture, fixtures, and equipment (FF&E).							
Funding Source(s):	California Health Facilities Financing Authority Mental Health grant (CHFFA), MHSA Capital Facilities Fund							
Total HHSA County Health Complex Fund	**2**	**—**	**$ 400,000**	**$ —**	**—**	**$ —**	**$ 7,378,425**	**$ 1,142,058**

County Health Complex Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total County Health Complex Fund	**2**	**$ 400,000**	**$ —**	**—**	**$ —**	**$ 7,378,425**	**$ 1,142,058**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Justice Facility Construction Fund

Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Camp Barrett Staff Housing	1018562	2013–14	$ —	$ —	—	$ —	$ 965,000	$ 302,679
Project Scope:	Purchase and installation of one manufactured dormitory home and three manufactured buildings at the Camp Barrett Facility for Probation Department.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
East Mesa Reentry Facility*	1016416	2011–12	$ —	$ —	—	$ —	$ 38,496,269	$ 38,438,721
Project Scope:	The East Mesa Reentry Facility project will add 400 beds and support facilities to the East Mesa Reentry Facility in order to respond to the growing number of inmates assigned to local custody due to AB 109, Public Safety Realignment (2011), and focuses on the needs of that population for specific services as recommended by the Community Correction Partnership. To accommodate this increased need, the additional beds of the East Mesa Reentry Facility project will increase the inmate capacity from approximately 3,650 to 4,050 at the East Mesa Reentry Complex. The project will also include attendant improvements to the existing central plant, kitchen, and intake and administrative building at the East Mesa Reentry Facility for the increased demands. Project completed and occupied in 4th Qtr of Fiscal Year 2013-14.							
Funding Source(s):	General Fund and Local Revenue Fund 2011							
Emergency Vehicle Operations Course (EVOC)	1020251	2016-17	$ —	$ 15,000,000	—	$ —	$ —	$ —
Project Scope:	Land acquisition and the construction of a new EVOC facility encompassing approximately a minimum of 15 acres. The facility would consist of paved roadways, a concrete skid pad, and a multi-purpose asphalt area. The training site would be supported by utility infrastructure, an administrative building, and covered vehicle storage. Additional land may need to be acquired for environmental and resource mitigation.							
Funding Source(s):	Proposition 172, Regional Partners							
Juvenile Ranch Facility Staff*	1018561	2013–14	$ —	$ —	—	$ —	$ —	$ —
Project Scope:	Purchase and installation of three manufactured dormitory homes at the Juvenile Ranch Facility for Probation staff.							
Funding Source(s):	General Fund							
Las Colinas Detention and Reentry Facility	1015195	1997–98	$ —	$ —	—	$ —	$ 303,600,000	$ 236,869,658
Project Scope:	The Las Colinas Detention and Reentry Facility (LCDRF) will serve as the primary booking and holding facility for women arrested in the county and will replace the current facility located in Santee in East San Diego County. The LCDRF project is designed in two phases. Phase I includes the construction of 832 beds, a central utility plant, facilities for intake/release and transfer, food and medical services, administration, and programs. The first phase was completed in July 2014 and inmates were transferred from the old jail in August 2014. The second phase commenced in October 2014 and is scheduled to be complete by January 2016.							
Funding Source(s):	General Fund, County Jail Construction Financing Program (AB900)							
Next Generation RCS Site Acquisition	1017536	2012–13	$ 7,925	$ —	—	$ —	$ 155,850	$ 124,674
Project Scope:	Design, procure and install next generation regional public safety communications system.							
Funding Source(s):	General Fund							
Pine Valley Substation*	1015198	1999–00	$ —	$ —	—	$ —	$ 3,710,000	$ 3,653,757
Project Scope:	Funding for the acquisition of site and to construct and develop new 4,250 square-foot facility in Pine Valley. The station was identified as a future need in the Law Enforcement Master Plan to accommodate population growth in the northeastern unincorporated area of the county. Construction is complete and the facility was occupied in May 2014.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Rancho San Diego Sheriff Station*	1015199	2004–05	$ —	$ —	—	$ —	$ 15,399,211	$ 15,121,605
Project Scope:	The Sheriff's Department provides law enforcement services to 107 square-miles of unincorporated southeast San Diego County. In an effort to better serve the unincorporated populations of Rancho San Diego, Spring Valley, Jamul and surrounding areas, the Rancho San Diego community has been selected as the location for a new Sheriff station. The Rancho San Diego Sheriff Station is planned to be a 26,000 square-foot facility located on 4.5 acres, and will be able to accommodate 130 personnel. This project is for the design and construction of the freestanding Sheriff Station. Construction is complete and the facility was occupied in February 2014.							
Funding Source(s):	General Fund, Sheriff Asset Forfeiture Fund, Proposition 172							
Regional Communications System Upgrade	1019587	2015–16	$ 50,555,000	$ —	—	$ —	$ 50,555,000	$ —
Project Scope:	Replacement of the existing Regional Communications System (RCS), which provides public safety and public service radio communications service to San Diego and Imperial Counties, 24 incorporated cities, and a multitude of other local, state, federal, and tribal government agencies in the San Diego County/Imperial County Region. The replacement will include next generation public safety interoperable communications system which meets national P25 compliant standards.							
Funding Source(s):	General Fund							
Sheriff's Crime Lab	1018895	2014–15	$ 54,860,000	$ —	—	$ —	$ 104,800,000	$ 19,137,059
Project Scope:	The Crime Laboratory/Property and Evidence Facility/Central Investigations Offices project will benefit public safety through increased efficiency by co-locating forensic investigators, detectives, criminal evidence and evidence personnel adjacent to the County Medical Examiner. This project is for 150,000 square-foot structure to house crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center master plan includes Fleet Maintenance Facility which must be relocated to free up crime lab site.							
Funding Source(s):	General Fund							
Sheriff's Lakeside Land Improvement*	1018774	2013–14	$ —	$ —	—	$ —	$ 2,927,987	$ 2,922,298
Project Scope:	Interior improvements to an existing 5,318 square-foot office building will be completed to accommodate the Sheriff's needs, housing approximately 30 staff members, in addition to parking lot improvements on the adjoining lot. Estimated project completion in May of 2015.							
Funding Source(s):	General Fund, Sheriff Asset Forfeiture Fund							
Total PSG Justice Facility Construction Fund	**11**	**—**	**$ 105,422,925**	**$ 15,000,000**	**(85.8)**	**$ —**	**$ 520,609,317**	**$ 316,570,451**

Justice Facility Construction Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total Justice Facility Construction Fund	**11**	**$ 105,422,925**	**$ 15,000,000**	**(85.8)**	**$ —**	**$ 520,609,317**	**$ 316,570,451**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Library Projects Fund

Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
4S Ranch Library Expansion	1020253	2016–17	$ —	$ 7,000,000	—	$ —	$ —	$ —
Project Scope:	The proposed expansion of the existing library would add approximately 5,000 square feet of library space through the long-term lease of an adjacent parcel, which currently serves as a fountain/plaza area for the homeowner's association. The existing library is heavily used by community residents, and its expansion would greatly improve the ability to meet growing demand for library services.							
Funding Source(s):	General Fund							
Alpine Branch Library	1015202	2001–02	$ —	$ —	—	$ —	$ 10,194,686	$ 7,622,951
Project Scope:	The Alpine Library is located in District 2 adjacent to the existing Alpine Community Center. The project scope includes the replacement of a 3,000 square-foot facility with a new 13,500 square-foot-freestanding library building. This project will expand access to information resources that enrich quality of life.							
Funding Source(s):	General Fund							
Borrego Springs Community Library	1018705	2013–14	$ —	$ —	—	$ —	$ 9,950,000	$ 217,387
Project Scope:	The Borrego Springs Community Library project is located in District 5. The project scope includes a 13,500 square-foot-freestanding library in Borrego Springs, the assessment of proposed land donation of approximately 2.5-acre site with an estimated value of $55,000. This project will build a new library to meet the needs of the community.							
Funding Source(s):	General Fund							
Imperial Beach Library	1018191	2013–14	$ —	$ —	—	$ —	$ 8,500,000	$ 1,715,773
Project Scope:	The Imperial Beach Library project is located in District 1. The project scope includes replacing the current 5,000 square- foot Imperial Beach Branch of the County Library with a larger facility of up to 14,000 feet and the redevelopment of the site in general. This project will improve the connectivity between the Library and the Imperial Beach Community Center.							
Funding Source(s):	General Fund							
Casa De Oro Library Land Acquisition	1020105	2015-16	$ —	$ —	—	$ —	$ 125,000	$ —
Project Scope:	The Imperial Beach Library project is located in District 1. The project scope includes replacing the current 5,000 square- foot Imperial Beach Branch of the County Library with a larger facility of up to 14,000 feet and the redevelopment of the site in general. This project will improve the connectivity between the Library and the Imperial Beach Community Center.							
Funding Source(s):	General Fund							
Lakeside Library Land Acquisition	1020106	2015-16	$ —	$ 1,299,000	—	$ —	$ 125,000	$ —
Project Scope:	The existing 5,000 square feet library was built in 1962 and needs to be replaced. Based on population and circulation statistics, a library more than twice the current size is required, including additional space for parking. County staff estimate a need for up to two acres.							
Funding Source(s):	General Fund							
Total CSG Library Projects Fund	**6**	**—**	**$ —**	**$ 8,299,000**	**—**	**$ —**	**$ 28,894,686**	**$ 9,556,111**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Library Projects Fund: Countywide							
	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total Library Projects Fund	**6**	**$ —**	**$ 8,299,000**	**—**	**$ —**	**$ 28,894,686**	**$ 9,556,111**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Multiple Species Conservation Program Fund

Multiple Species Conservation Program Fund: Land Use and Environment Group (LUEG)								
Project Name	**Project Number**	**Fiscal Year Established**	**Fiscal Year 2015–16 Adopted Budget**	**Fiscal Year 2016–17 Recommended Budget**	**% Change**	**Fiscal Year 2017–18 Recommended Budget**	**Total Appropriations[1]**	**Total Expenditures[1]**
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998–99	$ 10,000,000	$ 10,000,000	—	$ 2,500,000	$ 121,499,555	$ 84,067,762
Project Scope:	The County of San Diego MSCP was adopted by the County Board in 1997 and is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space, contributing to the County's strategic initiatives of sustainable environments and healthy families. Since 1997, $70 million from the General Fund has been spent on MSCP land acquisition, which leveraged $87 million in federal, State and local grants, acquiring more than 19,000 acres throughout the county.							
Funding Source(s):	General Fund, State Aid Other State, Federal Other Federal Grants, Miscellaneous Revenue, Other Sales							
Total LUEG MSCP Fund	**1**	**—**	**$ 10,000,000**	**$ 10,000,000**	**—**	**$ 2,500,000**	**$ 121,499,555**	**$ 84,067,762**

Multiple Species Conservation Program Fund: Countywide							
	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total MSCP Fund	**1**	**$ 10,000,000**	**$ 10,000,000**	**—**	**$ 2,500,000**	**$ 121,499,555**	**$ 84,067,762**

*Project scheduled to close June 30, 2016 and will no longer be displayed in the Operational Plan.

[1]Total as of February 29, 2016.

Capital Program

Total Outstanding Capital Projects: Capital Program							
	Outstanding Capital Projects	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget	Total Appropriations[1]	Total Expenditures[1]
Total Capital Program	**94**	**$ 131,786,925**	**$ 64,373,680**	**(51.2)**	**$ 2,500,000**	**$ 1,065,694,834**	**$ 739,320,069**

[1]Total as of February 29, 2016.

**Edgemoor Development Fund is budgeted in the Capital Program; however, it is not a capital project and therefore not displayed in this table.

County of San Diego

Finance Other

Finance Other 529

Lease Payments 532

Finance Other

Description

Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The funding levels for these programs are explained below and shown in the table that follows.

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs) as needed. Typically, TRANs are issued at the beginning of the fiscal year and mature at the end of that fiscal year. See also the section of this document on Debt Management Policies and Obligations.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The funding level for Fiscal Year 2016–17 is recommended at $4.89 million, $3.8 million of which reflects anticipated TOT revenues. The additional $1.07 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2014–15 and $0.02 million is rebudgeted based on FIscal Year 2015-16 returned funds.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public

agencies, and nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding source is General Fund fund balance. The funding level for Fiscal Year 2016–17 is recommended at $10.0 million.

Contributions to County Library System

No appropriations are recommended for Fiscal Years 2016–17 and 2017–18.

Contingency Reserve: General Fund

A Contingency Reserve of $22.7 million is recommended for Fiscal Year 2016–17 and $23.2 million for Fiscal Year 2017–18. These appropriations comply with the target of 2% of General Purpose Revenue (GPR) for the Contingency Reserve as outlined in the Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*. At $22.7 million, the Contingency Reserve represents 2.0% of the Fiscal Year 2016–17 recommended GPR of $1.13 billion and Fiscal Year 2017–18 estimated GPR of $1.16 billion. These appropriations are a source of funding for unanticipated needs, events or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2016–17, $87.7 million is recommended in the Contributions to Capital Program. Of this total, $15.9 million is for South County Animal Shelter (Bonita) Phase I, $10.0 million is for the acquisition of land under the Multiple Species Conservation Pro-

gram (MSCP), $7.0 million is for 4S Ranch Library Expansion, $5.0 million is for contributions to the Edgemoor Development Fund, $4.1 million is for the Assessor/Recorder/County Clerk's East County Operations and Archive, $1.3 million is for Lakeside Library Land Acquisition, $1.0 million is for Lindo Lake Improvements, $0.4 million is for Tijuana River Valley Well and Water Distribution and $43.0 million is for future capital projects.

For Fiscal Year 2017–18, $53.1 million is recommended for MSCP land acquisition and future capital projects.

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 (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. The recommended budget of $31.1 million in Fiscal Year 2016–17 is a net decrease of $4.2 million from the Fiscal Year 2015–16 Adopted Operational Plan as a result of decreases in certain scheduled leases. In accordance with Board of Supervisors Policy B-65, *Long-Term Financial Management Policy*, these savings have been reinvested to support increased retirement contributions in Fiscal Year 2016-17.

The Fiscal Year 2017–18 payments are estimated at $31.3 million, a net increase of $0.2 million.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Recommended at $172.9 million, the major components of the Countywide General Expenses program in Fiscal Year 2016–17 are:

- The establishment of a $100.0 million fund balance commitment to support debt service costs of existing Pension Obligation Bonds (POBs). This fund balance commitment will serve as an alternative funding source for a portion of existing POB costs currently supported by general purpose revenue. Portions of this fund balance commitment will be appropriated over a ten year period until the $100.0 million is exhausted, through final maturity of the POBs, beginning in Fiscal Year 2017–18.
- A Pension Stabilization Fund in anticipation of higher payments to the County's retirement fund in future years.
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for court employees.
- Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
- Miscellaneous appropriations for unanticipated program needs.

Countywide Shared Major Maintenance

In Fiscal Year 2016–17, appropriations totaling $2.0 million are recommended for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2017–18 is also recommended to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994–95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2015, the estimated liability was $166.9 million and the cash balance was $127.1 million. The liability is estimated to increase June 30, 2016 to $175.3 million and the cash balance as of June 30, 2016 is projected to be $124.3 million. Appropriations in the workers' compensation budget for Fiscal Year 2016–17 are recommended to increase by $1.2 million from the Fiscal Year 2015–16 Adopted Operational Plan primarily due to an increase in the claims payments. A $5.0 million Contingency Reserve is recommended for Fiscal Year 2016–17 and 2017–18

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. Recommended appropriations for Fiscal Year 2016–17 reflect a $0.2 million increase from the Fiscal Year 2015–16 Adopted Operational Plan, primarily due to increased claims payment.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in Government Code §56381. LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of $0.4 million are recommended for Fiscal Year 2016–17. There is no change projected in Fiscal Year 2017–18.

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 estimated liability for June 30, 2015 was $37.9 million. As of June 30, 2015, the fund had a cash balance of $38.2 million. The estimated liability for June 30, 2016 increased to $38.2 million and the cash balance as of June 30, 2016 is projected to be $37.0 million. Appropriations for Fiscal Year 2016–17 are recommended at the Fiscal Year 2015–16 Adopted Operational Plan level.

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 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget	% Change	Fiscal Year 2017-18 Recommended Budget
Cash Borrowing	$ 7,700,000	$ 2,700,000	$ 2,700,000	0.0	$ 2,700,000
Community Enhancement	3,540,000	4,184,390	4,892,703	16.9	3,800,000
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Contributions to County Library System	300,000	300,000	—	(100.0)	—
Contingency Reserve - General Fund	20,669,098	21,724,392	22,674,808	4.4	23,219,061
Contributions to Capital Program	73,215,000	131,479,000	87,662,333	(33.3)	53,100,000
Lease Payments - Capital Projects	36,797,565	35,350,904	31,127,560	(11.9)	31,273,890
Countywide General Expenses	34,380,729	45,756,284	172,939,903	278.0	74,323,458
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	0.0	2,000,000
Employee Benefits ISF					
Workers Compensation Employee Benefits ISF	43,270,094	44,145,553	45,356,681	2.7	45,356,681
Unemployment Insurance Employee Benefits ISF	2,102,153	1,901,360	2,099,622	10.4	2,099,622
Local Agency Formation Commission Administration	413,245	425,642	425,642	0.0	425,642
Public Liability ISF	20,442,025	21,474,673	21,453,018	(0.1)	21,453,018
Pension Obligation Bonds	81,462,679	81,469,636	81,384,894	(0.1)	81,461,308
Total	**$ 336,292,588**	**$ 402,911,834**	**$ 484,717,164**	**20.3**	**$ 351,212,680**

Lease Payments

Budget by Categories of Expenditures

	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget	% Change	Fiscal Year 2017-18 Recommended Budget
Lease Payments	$ 36,795,565	$ 35,348,904	$ 31,125,560	(11.9)	$ 31,271,890
Facilities Management (Lease Mgmt)	2,000	2,000	2,000	0.0	2,000
Total	**$ 36,797,565**	**$ 35,350,904**	**$ 31,127,560**	**(11.9)**	**$ 31,273,890**

Expenditure Detail

	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget	% Change	Fiscal Year 2017-18 Recommended Budget
Lease Payments Detail					
2005 Regional Communications System*	$ 1,443,400	$ —	$ —	—	$ —
2005 North & East County Justice Facility Refinance	2,729,113	2,732,300	—	(100.0)	—
2005 Edgemoor*	6,139,600	—	—	—	—
2006 Edgemoor*	3,145,182	—	—	—	—
2009 County Operations Center Phase 1A	9,489,195	9,736,254	—	(100.0)	—
2009 Justice Facilities Refunding	7,353,450	7,351,372	7,319,738	(0.4)	7,339,625
2011 MTS Tower Refunding	2,728,400	2,660,000	2,688,800	1.1	2,703,000
2011 CAC Waterfront Park	2,099,300	2,096,000	2,056,563	(1.9)	2,097,900
2012 Cedar & Kettner Development	1,667,925	1,670,075	1,634,312	(2.1)	1,666,425
2014 Edgemoor and RCS Refunding	—	9,102,903	9,061,620	(0.5)	9,100,815
2016 County Operations Center Refunding	—	—	8,364,527	0.0	8,364,125
Total—Lease Payments Detail	**$ 36,795,565**	**$ 35,348,904**	**$ 31,125,560**	**(11.9)**	**$ 31,271,890**
Facilities Management (Lease Mgmt) Detail					
2009 Justice Facilities Refunding	$ 2,000	$ 2,000	$ 2,000	0.0	$ 2,000
Total—Facilities Management (Lease Mgmt) Detail	$ 2,000	$ 2,000	$ 2,000	**0.0**	$ 2,000
Total— Expenditure Detail	**$ 36,797,565**	**$ 35,350,904**	**$ 31,127,560**	**(11.9)**	**$ 31,273,890**

* Included in the 2014 Edgemoor and RCS Refunding

Budget by Categories of Revenues

	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget	% Change	Fiscal Year 2017-18 Recommended Budget
AB189	$ 2,200,000	$ 2,200,000	$ 2,200,000	0.0	$ 2,200,000
Aid from Redev Successor Agency	4,567,225	4,566,075	4,490,875	(1.6)	4,564,325
Rents and Concessions	1,098,804	1,098,876	1,115,819	1.5	1,124,933
Operating Transfer Capital Outlay	9,284,782	8,565,150	8,519,575	(0.5)	8,562,100
General Purpose Revenue Allocation	19,646,754	18,920,803	14,801,291	(21.8)	14,822,532
Total	**$ 36,797,565**	**$ 35,350,904**	**$ 31,127,560**	**(11.9)**	**$ 31,273,890**

Revenue Detail

	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Recommended Budget	% Change	Fiscal Year 2017-18 Recommended Budget
General Fund					
2005 Regional Communications System*	$ 1,443,400	$ —	$ —	—	$ —
2005 North & East County Justice Facility Refinance	2,729,113	2,732,300	—	(100.0)	—
2009 County Operations Center Phase 1A	9,489,195	9,736,254	8,364,527	(14.1)	8,364,125
2009 Justice Facilities Refunding	3,691,632	3,680,684	3,640,058	(1.1)	3,650,831
2011 MTS Tower Refunding	2,291,414	2,231,812	2,252,661	0.9	2,266,861
2014 Edgemoor and RCS Refunding	—	537,753	542,045	0.8	538,715
Facilities Management (Lease Mgmt)	2,000	2,000	2,000	0.0	2,000
Total—General Fund	**$ 19,646,754**	**$ 18,920,803**	**$ 14,801,291**	**(21.8)**	**$ 14,822,532**
Rents and Concessions					
2009 Justice Facilities Refunding	$ 661,818	$ 670,688	$ 679,680	1.3	$ 688,794
2011 MTS Tower Refunding	436,986	428,188	436,139	1.9	436,139
Total—Rents and Concessions	**$ 1,098,804**	**$ 1,098,876**	**$ 1,115,819**	**1.5**	**$ 1,124,933**
AB189					
2009 Justice Facilities Refunding	$ 2,200,000	$ 2,200,000	$ 2,200,000	0.0	$ 2,200,000
Total—AB189	**$ 2,200,000**	**$ 2,200,000**	**$ 2,200,000**	**0.0**	**$ 2,200,000**

Revenue Detail

Aid from Redevelopment					
2009 Justice Facilities Refunding	$ 800,000	$ 800,000	$ 800,000	0.0	$ 800,000
2011 CAC Waterfront Park	2,099,300	2,096,000	2,056,563	(1.9)	2,097,900
2012 Cedar & Kettner Development	1,667,925	1,670,075	1,634,312	(2.1)	1,666,425
Total - Aid from Redevelopment	**$ 4,567,225**	**$ 4,566,075**	**$ 4,490,875**	**(1.6)**	**$ 4,564,325**
Operating Transfer Capital Outlay					
2005 Edgemoor**	$ 6,139,600	$ —	$ —	—	$ —
2006 Edgemoor**	3,145,182	—	—	—	—
2014 Edgemoor and RCS Refunding	—	8,565,150	8,519,575	(0.5)	8,562,100
Total - Operating Transfer Capital Outlay	**$ 9,284,782**	**$ 8,565,150**	**$ 8,519,575**	**(0.5)**	**$ 8,562,100**
Total Lease Payments Funding Sources	**$ 36,797,565**	**$ 35,350,904**	**$ 31,127,560**	**(11.9)**	**$ 31,273,890**

County of San Diego

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**17,044.00**	**17,033.50**	**17,378.00**	**2.0**	**17,373.00**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 1,910,117,432	$ 1,935,660,861	$ 2,031,863,155	5.0	$ 2,062,673,623
Services & Supplies	1,845,115,276	2,029,316,242	1,869,804,275	(7.9)	1,738,705,089
Other Charges	765,533,769	758,933,987	769,459,563	1.4	735,674,574
Capital Assets/Land Acquisition	84,522,300	136,051,925	110,131,935	(19.1)	53,225,000
Capital Assets Equipment	21,879,224	27,096,364	34,202,521	26.2	24,093,037
Expenditure Transfer & Reimbursements	(30,307,011)	(31,440,744)	(32,312,829)	2.8	(32,622,655)
Contingency Reserves	24,772,098	26,724,392	27,674,808	3.6	28,219,061
Fund Balance Component Increases	2,604,421	1,400,000	101,400,000	7,142.9	400,000
Operating Transfers Out	427,257,072	491,032,497	406,215,932	(17.3)	365,890,065
Management Reserves	32,247,967	39,450,000	31,450,000	(20.3)	24,000,000
Total	**$ 5,083,742,548**	**$ 5,414,225,524**	**$ 5,349,889,360**	**(1.2)**	**$ 5,000,257,794**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 603,090,433	$ 632,916,886	$ 660,074,129	4.3	$ 676,089,821
Taxes Other Than Current Secured	410,643,377	437,654,014	454,307,526	3.8	466,507,416
Licenses Permits & Franchises	53,083,636	52,642,553	53,766,376	2.1	58,118,929
Fines, Forfeitures & Penalties	46,241,366	49,156,588	46,724,332	(4.9)	43,464,319
Revenue From Use of Money & Property	43,261,987	40,355,368	32,773,152	(18.8)	33,427,938
Intergovernmental Revenues	2,342,074,506	2,465,780,437	2,361,973,204	(4.2)	2,337,203,713
Charges For Current Services	849,879,574	895,565,725	904,740,615	1.0	879,541,418
Miscellaneous Revenues	38,713,915	43,986,900	47,079,969	7.0	33,575,532
Other Financing Sources	422,456,659	482,432,863	390,782,088	(19.0)	355,187,613
Fund Balance Component Decreases	4,841,928	28,449,923	8,488,092	(70.2)	1,679,871
Use of Fund Balance	269,455,167	285,284,267	389,179,877	36.4	115,461,224
Total	**$ 5,083,742,548**	**$ 5,414,225,524**	**$ 5,349,889,360**	**(1.2)**	**$ 5,000,257,794**

Public Safety Group

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**7,459.00**	**7,418.00**	**7,487.00**	**0.9**	**7,482.00**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 958,978,545	$ 968,533,309	$ 1,016,416,018	4.9	$ 1,036,022,855
Services & Supplies	301,160,903	334,835,489	342,076,350	2.2	319,672,595
Other Charges	111,396,934	113,216,387	111,200,797	(1.8)	111,210,765
Capital Assets Equipment	6,082,187	9,296,962	5,810,250	(37.5)	928,000
Expenditure Transfer & Reimbursements	(19,371,937)	(19,505,113)	(22,229,059)	14.0	(22,505,147)
Fund Balance Component Increases	100,000	1,100,000	100,000	(90.9)	100,000
Operating Transfers Out	272,621,137	291,907,088	295,214,683	1.1	301,368,291
Management Reserves	4,000,000	12,200,000	5,000,000	(59.0)	—
Total	**$ 1,634,967,769**	**$ 1,711,584,122**	**$ 1,753,589,039**	**2.5**	**$ 1,746,797,359**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 575,000	$ 575,000	$ 1,778,248	209.3	$ 1,778,248
Licenses Permits & Franchises	613,710	463,000	500,500	8.1	500,500
Fines, Forfeitures & Penalties	24,628,032	27,082,528	23,535,152	(13.1)	20,098,248
Revenue From Use of Money & Property	8,545,358	8,677,578	628,231	(92.8)	628,231
Intergovernmental Revenues	462,323,925	489,678,565	513,049,998	4.8	509,759,473
Charges For Current Services	161,345,550	166,643,863	169,933,294	2.0	173,645,706
Miscellaneous Revenues	18,801,004	24,422,833	16,720,119	(31.5)	12,892,460
Other Financing Sources	270,270,253	287,822,124	287,814,176	(0.0)	298,970,014
Use of Fund Balance	51,378,204	48,315,591	48,459,472	0.3	22,520,582
General Purpose Revenue Allocation	636,486,733	657,903,040	691,169,849	5.1	706,003,897
Total	**$ 1,634,967,769**	**$ 1,711,584,122**	**$ 1,753,589,039**	**2.5**	**$ 1,746,797,359**

Health and Human Services Agency

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**5,973.50**	**5,976.50**	**6,216.50**	**4.0**	**6,216.50**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 542,613,503	$ 554,809,718	$ 588,515,033	6.1	$ 596,185,303
Services & Supplies	890,675,463	989,708,344	805,009,203	(18.7)	771,748,989
Other Charges	428,368,018	429,156,584	414,110,961	(3.5)	414,110,961
Capital Assets Equipment	248,000	248,000	438,000	76.6	158,000
Expenditure Transfer & Reimbursements	(9,043,424)	(9,843,424)	(7,557,244)	(23.2)	(7,557,244)
Fund Balance Component Increases	1,143,302	—	—	—	—
Operating Transfers Out	26,936,721	20,136,721	21,633,844	7.4	21,633,844
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	**$ 1,900,941,583**	**$ 2,004,215,943**	**$ 1,842,149,797**	**(8.1)**	**$ 1,816,279,853**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 1,602,726	$ 1,565,017	$ 1,596,315	2.0	$ 1,596,315
Taxes Other Than Current Secured	26,784	26,784	29,311	9.4	29,311
Licenses Permits & Franchises	914,613	894,500	916,500	2.5	916,500
Fines, Forfeitures & Penalties	5,816,452	6,578,679	7,260,349	10.4	7,260,349
Revenue From Use of Money & Property	7,052,402	2,975,119	2,975,119	0.0	2,975,119
Intergovernmental Revenues	1,681,809,770	1,784,532,596	1,637,582,827	(8.2)	1,640,602,620
Charges For Current Services	56,996,554	58,001,693	58,949,282	1.6	58,073,270
Miscellaneous Revenues	2,700,409	4,052,968	4,180,814	3.2	4,180,814
Other Financing Sources	13,500,000	8,400,000	6,000,000	(28.6)	6,000,000
Use of Fund Balance	64,104,691	69,285,842	52,924,550	(23.6)	24,300,000
General Purpose Revenue Allocation	66,417,182	67,902,745	69,734,730	2.7	70,345,555
Total	**$ 1,900,941,583**	**$ 2,004,215,943**	**$ 1,842,149,797**	**(8.1)**	**$ 1,816,279,853**

Land Use and Environment Group

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**1,452.00**	**1,461.00**	**1,475.00**	**1.0**	**1,475.00**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 171,070,575	$ 171,739,018	$ 176,972,777	3.0	$ 177,967,673
Services & Supplies	188,916,361	196,183,288	192,865,373	(1.7)	158,662,224
Other Charges	25,578,068	22,775,499	56,160,629	146.6	23,585,131
Capital Assets/Land Acquisition	11,232,300	4,265,000	4,152,175	(2.6)	125,000
Capital Assets Equipment	5,849,000	8,364,028	8,969,744	7.2	4,724,000
Expenditure Transfer & Reimbursements	(400,000)	(405,000)	(477,431)	17.9	(477,431)
Fund Balance Component Increases	361,119	300,000	300,000	0.0	300,000
Operating Transfers Out	14,875,827	20,703,258	14,953,476	(27.8)	12,005,552
Total	**$ 417,483,250**	**$ 423,925,091**	**$ 453,896,743**	**7.1**	**$ 376,892,149**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 7,229,241	$ 7,574,425	$ 7,977,392	5.3	$ 8,227,482
Taxes Other Than Current Secured	6,612,759	10,468,561	8,003,678	(23.5)	8,003,893
Licenses Permits & Franchises	37,926,238	42,565,807	43,340,021	1.8	47,937,574
Fines, Forfeitures & Penalties	1,883,297	1,652,330	1,621,218	(1.9)	1,602,497
Revenue From Use of Money & Property	20,816,404	21,316,396	21,533,063	1.0	21,982,491
Intergovernmental Revenues	114,477,209	99,367,847	109,616,151	10.3	97,571,044
Charges For Current Services	92,724,173	89,923,612	93,166,086	3.6	89,700,797
Miscellaneous Revenues	3,724,313	2,267,683	2,827,244	24.7	2,767,244
Other Financing Sources	16,543,136	20,876,756	14,953,476	(28.4)	12,005,552
Fund Balance Component Decreases	4,841,928	11,149,923	8,488,092	(23.9)	679,871
Use of Fund Balance	62,790,265	65,379,029	88,809,022	35.8	32,344,604
General Purpose Revenue Allocation	47,914,287	51,382,722	53,561,300	4.2	54,069,100
Total	**$ 417,483,250**	**$ 423,925,091**	**$ 453,896,743**	**7.1**	**$ 376,892,149**

Community Services Group

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**976.00**	**991.50**	**1,009.00**	**1.8**	**1,009.00**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 99,458,675	$ 101,723,743	$ 106,932,582	5.1	$ 107,841,193
Services & Supplies	166,563,836	183,119,512	172,343,850	(5.9)	160,685,633
Other Charges	19,037,507	18,156,239	17,749,377	(2.2)	17,399,877
Capital Assets Equipment	8,737,037	8,796,374	18,545,527	110.8	18,097,037
Expenditure Transfer & Reimbursements	(83,600)	(83,600)	(83,600)	0.0	(103,600)
Contingency Reserves	103,000	—	—	0.0	—
Fund Balance Component Increases	1,000,000	—	1,000,000	0.0	—
Operating Transfers Out	24,989,637	12,470,403	14,454,937	15.9	14,179,282
Management Reserves	5,747,967	4,250,000	3,250,000	(23.5)	1,000,000
Total	**$ 325,554,059**	**$ 328,432,671**	**$ 334,192,673**	**1.8**	**$ 319,099,422**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 30,061,616	$ 30,260,627	$ 31,148,962	2.9	$ 32,083,431
Taxes Other Than Current Secured	2,302,845	2,430,861	2,405,191	(1.1)	2,418,962
Licenses Permits & Franchises	1,945,359	1,893,391	2,110,000	11.4	2,110,000
Fines, Forfeitures & Penalties	3,000	3,000	1,500	(50.0)	1,500
Revenue From Use of Money & Property	1,661,069	1,599,820	1,686,435	5.4	1,686,435
Intergovernmental Revenues	32,318,368	35,263,987	34,003,548	(3.6)	29,965,407
Charges For Current Services	172,595,607	197,103,185	190,893,260	(3.2)	187,247,676
Miscellaneous Revenues	3,136,147	3,433,670	3,510,053	2.2	3,510,306
Other Financing Sources	28,614,637	12,696,905	14,654,937	15.4	14,379,282
Fund Balance Component Decreases	0	1,000,000	0	(100.0)	1,000,000
Use of Fund Balance	32,409,579	21,712,322	32,409,985	49.3	23,240,344
General Purpose Revenue Allocation	20,505,832	21,034,903	21,368,802	1.6	21,456,079
Total	**$ 325,554,059**	**$ 328,432,671**	**$ 334,192,673**	**1.8**	**$ 319,099,422**

Finance and General Government Group

Staffing

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**1,183.50**	**1,186.50**	**1,190.50**	**0.3**	**1,190.50**

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	$ 137,996,134	$ 138,855,073	$ 143,026,745	3.0	$ 144,656,599
Services & Supplies	245,194,432	261,478,322	263,067,439	0.6	232,367,865
Other Charges	50,000	50,000	50,000	0.0	50,000
Capital Assets Equipment	438,000	391,000	439,000	12.3	186,000
Expenditure Transfer & Reimbursements	(1,408,050)	(1,603,607)	(1,965,495)	22.6	(1,979,233)
Management Reserves	2,500,000	3,000,000	3,200,000	6.7	3,000,000
Total	**$ 384,770,516**	**$ 402,170,788**	**$ 407,817,689**	**1.4**	**$ 378,281,231**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	$ 1,242,300	$ 1,356,500	$ 1,430,000	5.4	$ 1,185,000
Fines, Forfeitures & Penalties	1,035,450	1,035,450	1,035,450	0.0	1,035,450
Revenue From Use of Money & Property	69,000	60,500	158,000	161.2	158,000
Intergovernmental Revenues	558,140	2,362,974	1,885,621	(20.2)	1,885,621
Charges For Current Services	224,804,182	236,281,441	243,009,172	2.8	221,608,034
Miscellaneous Revenues	9,315,708	8,805,896	9,130,392	3.7	9,224,708
Other Financing Sources	4,833,967	5,270,877	5,183,164	(1.7)	5,440,996
Use of Fund Balance	21,190,742	19,812,093	12,923,540	(34.8)	3,055,694
General Purpose Revenue Allocation	121,721,027	127,185,057	133,062,350	4.6	134,687,728
Total	**$ 384,770,516**	**$ 402,170,788**	**$ 407,817,689**	**1.4**	**$ 378,281,231**

Capital Program

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 633,000	$ 633,000	$ 633,000	0.0	$ 633,000
Capital Assets/Land Acquisition	73,290,000	131,786,925	62,979,760	(52.2)	2,500,000
Capital Assets Equipment	525,000	—	—	—	—
Operating Transfers Out	9,284,783	8,565,150	9,913,495	15.7	8,562,100
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 639,089	$ 310,757	$ 250,303	(19.5)	$ 446,547
Intergovernmental Revenues	5,108,008	4,458,231	12,508,352	180.6	4,019,391
Miscellaneous Revenues	—	—	9,711,347	0.0	—
Other Financing Sources	76,859,000	136,216,087	51,056,253	(62.5)	7,229,162
Use of Fund Balance	1,126,686	—	—	—	—
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Finance Other

Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	$ 51,971,281	$ 63,358,287	$ 93,809,060	48.1	$ 94,934,783
Other Charges	181,103,242	175,579,278	170,187,799	(3.1)	169,317,840
Capital Assets/Land Acquisition	—	—	43,000,000	0.0	50,600,000
Contingency Reserves	24,669,098	26,724,392	27,674,808	3.6	28,219,061
Fund Balance Component Increases	—	—	100,000,000	0.0	—
Operating Transfers Out	78,548,967	137,249,877	50,045,497	(63.5)	8,140,996
Total	**$ 336,292,588**	**$ 402,911,834**	**$ 484,717,164**	**20.3**	**$ 351,212,680**

Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	$ 1,611,363	$ 1,693,203	$ 1,820,006	7.5	$ 1,829,120
Intergovernmental Revenues	4,567,225	4,566,075	4,490,875	(1.6)	4,564,325
Charges For Current Services	141,413,508	147,611,931	148,789,521	0.8	149,265,935
Other Financing Sources	11,835,666	11,150,114	11,120,082	(0.3)	11,162,607
Fund Balance Component Decreases	—	16,300,000	—	(100.0)	—
Use of Fund Balance	36,455,000	60,779,390	153,653,308	152.8	10,000,000
Total	**$ 195,882,762**	**$ 242,100,713**	**$ 319,873,792**	**32.1**	**$ 176,821,987**

Total General Purpose Revenue

General Purpose Revenue	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 563,621,850	$ 592,941,817	$ 617,573,212	4.2	$ 632,404,345
Taxes Other Than Current Secured	401,700,989	424,727,808	443,869,346	4.5	456,055,250
Licenses Permits & Franchises	10,441,416	5,469,355	5,469,355	0.0	5,469,355
Fines, Forfeitures & Penalties	12,875,135	12,804,601	13,270,663	3.6	13,466,275
Revenue From Use of Money & Property	2,867,302	3,721,995	3,721,995	0.0	3,721,995
Intergovernmental Revenues	40,911,861	45,550,162	48,835,832	7.2	48,835,832
Miscellaneous Revenues	1,036,334	1,003,850	1,000,000	(0.4)	1,000,000
Total	**$ 1,033,454,887**	**$ 1,086,219,588**	**$ 1,133,740,403**	**4.4**	**$ 1,160,953,052**

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Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Air Pollution Control District	$ 49,487,307	$ 47,624,218	$ 58,560,893	23.0	$ 45,833,753
Capital Project Funds	83,732,783	140,985,075	73,526,255	(47.8)	11,695,100
Community Facilities Districts	—	—	207,793	0.0	431,186
County Service Areas	16,909,975	16,748,281	18,847,920	12.5	18,893,768
Debt Service County Family	81,462,679	81,469,636	81,384,894	(0.1)	81,461,308
General Fund	3,863,617,355	4,116,669,668	4,107,662,483	(0.2)	3,866,774,357
Miscellaneous Local Agencies	8,117,482	8,222,384	7,908,832	(3.8)	7,870,085
Miscellaneous Special Districts	14,183,813	8,917,510	8,863,029	(0.6)	7,306,444
Permanent Road Divisions	8,641,205	5,711,817	6,018,307	5.4	6,018,307
County Proprietary Enterprise Funds	27,391,498	33,991,401	34,029,515	0.1	33,268,260
County Proprietary Internal Service Funds	447,543,018	450,147,975	461,108,375	2.4	437,866,880
Sanitation Districts	32,446,032	28,415,395	26,551,307	(6.6)	24,067,132
Special Revenue Funds	450,209,401	475,322,164	465,219,757	(2.1)	458,771,214
Total	**$ 5,083,742,548**	**$ 5,414,225,524**	**$ 5,349,889,360**	**(1.2)**	**$ 5,000,257,794**

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 1,345,455,943	$ 1,398,780,626	$ 1,437,250,520	2.8	$ 1,425,018,359
Sheriff's Asset Forfeiture Program	1,100,000	1,600,000	1,100,000	(31.3)	1,100,000
Sheriff's Asset Forfeiture - State	—	—	2,326	0.0	2,326
District Attorney Asset Forfeiture Program Fed	500,000	500,000	500,000	0.0	500,000
District Attorney Asset Forfeiture Program - US Treasury	—	—	25,000	0.0	25,000
District Attorney Asset Forfeiture State	15,000	15,000	100,000	566.7	100,000
Probation Asset Forfeiture Program	100,000	223,000	100,000	(55.2)	100,000
Sheriff's Inmate Welfare	6,760,355	7,139,313	6,358,180	(10.9)	6,252,245
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	254,767,334	278,000,698	280,632,170	0.9	286,176,245
CSA 107 Elfin Forest Fire Protection / EMS	490,000	468,072	400,000	(14.5)	400,000
CSA 115 Pepper Drive Fire Protection / EMS	365,000	365,000	365,000	0.0	365,000
CSA 135 Fire Authority Fire Protection / EMS	680,000	680,000	2,410,448	254.5	2,410,448
CSA 135 Regional 800 MHZ Radio System	263,628	—	—	0.0	—
CSA 135 Del Mar 800 MHZ Zone B	50,000	50,000	50,000	0.0	50,000
CSA 135 Poway 800 MHZ Zone F	155,502	155,502	155,502	0.0	155,502
CSA 135 Solana Beach 800 MHZ Zone H	45,400	56,900	45,400	(20.2)	45,400
SHF Jail Stores Commissary Enterprise	—	7,673,768	8,061,760	5.1	8,064,101
Jail Stores Internal Service Fund	7,787,452	—	—	—	—
Penalty Assessment	7,875,730	6,736,509	7,064,420	4.9	7,064,420
Criminal Justice Facility	7,491,425	7,760,858	7,769,685	0.1	8,037,870
Courthouse Construction	970,000	1,283,876	1,103,628	(14.0)	835,443
Total	**$ 1,634,967,769**	**$ 1,711,584,122**	**$ 1,753,589,039**	**2.5**	**$ 1,746,797,359**

Health and Human Services Agency

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 1,862,866,922	$ 1,979,862,503	$ 1,824,673,395	(7.8)	$ 1,798,803,451
Tobacco Securitization Special Revenue	27,500,000	13,500,000	6,200,000	(54.1)	6,200,000
CSA 17 San Dieguito Ambulance	4,312,239	4,341,221	4,509,276	3.9	4,509,276
CSA 69 Heartland Paramedic	6,262,422	6,512,219	6,767,126	3.9	6,767,126
Total	**$ 1,900,941,583**	**$ 2,004,215,943**	**$ 1,842,149,797**	**(8.1)**	**$ 1,816,279,853**

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 163,081,600	$ 168,615,487	$ 194,756,760	15.5	$ 149,989,181
Road Fund	97,124,263	111,445,924	104,832,769	(5.9)	93,680,064
Air Pollution Control District Operations	24,495,522	25,658,921	25,785,379	0.5	25,502,922
APCD Air Quality Improvement Trust	12,107,116	10,000,000	10,681,077	6.8	10,000,000
Air Quality State Moyer Program	3,601,297	4,115,297	3,643,272	(11.5)	3,747,080
Air Quality Power General Mitigation	358,372	—	148,923	0.0	—
Air Quality Proposition 1B GMERP	8,925,000	7,850,000	18,302,242	133.1	6,583,751
San Diego County Lighting Maintenance District 1	3,591,497	2,163,989	2,077,968	(4.0)	2,077,968
Inactive Waste Site Management	6,560,573	6,416,145	6,462,181	0.7	5,821,988
Waste Planning and Recycling	1,046,559	1,282,025	1,203,108	(6.2)	1,205,854
Hillsborough Landfill Maintenance	—	—	85,430	0.0	—
Duck Pond Landfill Cleanup	13,911	14,189	13,952	(1.7)	14,231
Parkland Ded Area 4 Lincoln Acres	1,800	500	1,000	100.0	200
Parkland Ded Area 15 Sweetwater	7,100	5,500	4,500	(18.2)	4,500
Parkland Ded Area 16 Otay	50	—	—	—	—
Parkland Ded Area 19 Jamul	4,100	1,500	1,500	0.0	1,500
Parkland Ded Area 20 Spring Valley	4,100	7,000	4,500	(35.7)	4,500
Parkland Ded Area 25 Lakeside	17,100	17,500	6,500	(62.9)	6,500
Parkland Ded Area 26 Crest	2,100	1,500	1,500	0.0	1,500
Parkland Ded Area 27 Alpine	7,600	7,000	4,500	(35.7)	4,500

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Parkland Ded Area 28 Ramona	6,100	12,500	10,300	(17.6)	10,300
Parkland Ded Area 29 Escondido	1,100	1,000	1,000	0.0	1,000
Parkland Ded Area 30 San Marcos	1,100	500	700	40.0	700
Parkland Ded Area 31 San Dieguito	2,500	4,000	5,400	35.0	5,400
Parkland Ded Area 32 Carlsbad	140	—	—	—	—
Parkland Ded Area 35 Fallbrook	3,600	2,500	3,000	20.0	3,000
Parkland Ded Area 36 Bonsall	3,100	1,700	3,000	76.5	3,000
Parkland Ded Area 37 Vista	1,100	500	700	40.0	700
Parkland Ded Area 38 Valley Center	4,200	2,000	3,500	75.0	3,500
Parkland Ded Area 39 Pauma Valley	1,100	1,000	2,500	150.0	2,500
Parkland Ded Area 40 Palomar Julian	3,100	2,000	2,500	25.0	2,500
Parkland Ded Area 41 Mountain Empire	260	500	3,500	600.0	3,500
Parkland Ded Area 42 Anza Borrego	2,600	5,500	4,500	(18.2)	4,500
Parkland Ded Area 43 Central Mountain	2,600	3,000	2,900	(3.3)	2,900
Parkland Ded Area 44 Oceanside	100	—	—	—	—
Parkland Ded Area 45 Valle de Oro	2,100	4,500	4,500	0.0	4,500
PRD 6 Pauma Valley	399,028	214,911	102,960	(52.1)	102,960
PRD 8 Magee Road Pala	227,774	158,777	181,720	14.4	181,720
PRD 9 Santa Fe Zone B	107,433	43,553	43,678	0.3	43,678
PRD 10 Davis Drive	17,664	9,251	16,629	79.8	16,629
PRD 11 Bernardo Road Zone A	46,394	18,535	20,785	12.1	20,785
PRD 11 Bernardo Road Zone C	23,082	3,499	3,397	(2.9)	3,397
PRD 11 Bernardo Road Zone D	42,070	38,673	43,593	12.7	43,593
PRD 12 Lomair	267,310	135,128	165,706	22.6	165,706
PRD 13 Pala Mesa Zone A	444,501	247,893	104,069	(58.0)	104,069
PRD 13 Stewart Canyon Zone B	64,303	56,577	25,590	(54.8)	25,590
PRD 16 Wynola	126,480	116,313	131,018	12.6	131,018
PRD 18 Harrison Park	308,300	163,535	160,994	(1.6)	160,994
PRD 20 Daily Road	636,052	254,550	276,024	8.4	276,024
PRD 21 Pauma Heights	413,676	277,316	386,382	39.3	386,382
PRD 22 West Dougherty St	7,945	8,215	7,753	(5.6)	7,753

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
PRD 23 Rock Terrace Road	30,307	26,155	33,255	27.1	33,255
PRD 24 Mt Whitney Road	44,218	38,441	46,035	19.8	46,035
CSA 26 Rancho San Diego	252,530	273,985	257,134	(6.2)	259,070
CSA 26 Cottonwood Village Zone A	265,390	154,529	142,457	(7.8)	142,457
CSA 26 Monte Vista Zone B	305,234	183,487	179,635	(2.1)	179,635
SD Landscape Maintenance Zone 1	149,573	149,170	149,255	0.1	150,755
Landscape Maintenance Dist Zone 2 - Julian	112,239	113,889	113,722	(0.1)	116,758
PRD 30 Royal Oaks Carroll	37,639	34,488	36,358	5.4	36,358
PRD 38 Gay Rio Terrace	33,264	21,307	30,494	43.1	30,494
PRD 39 Sunbeam Lane	—	—	1,979	0.0	1,979
PRD 45 Rincon Springs Rd	76,495	21,637	23,722	9.6	23,722
PRD 46 Rocoso Road	40,584	37,124	41,911	12.9	41,911
PRD 49 Sunset Knolls Road	37,610	34,968	39,911	14.1	39,911
PRD 50 Knoll Park Lane	83,843	46,675	52,213	11.9	52,213
PRD 53 Knoll Park Lane Extension	176,772	134,460	134,122	(0.3)	134,122
PRD 54 Mount Helix	186,744	83,534	92,284	10.5	92,284
PRD 55 Rainbow Crest Rd	362,528	322,093	367,830	14.2	367,830
PRD 60 River Drive	48,482	40,437	50,338	24.5	50,338
PRD 61 Green Meadow Way	213,143	169,091	174,886	3.4	174,886
PRD 63 Hillview Road	424,025	346,356	370,458	7.0	370,458
PRD 70 El Camino Corto	62,633	10,320	9,845	(4.6)	9,845
PRD 75 Gay Rio Dr Zone A	151,223	139,863	147,942	5.8	147,942
PRD 75 Gay Rio Dr Zone B	216,522	205,220	216,834	5.7	216,834
PRD 76 Kingsford Court	46,804	36,616	49,453	35.1	49,453
PRD 77 Montiel Truck Trail	82,449	76,439	94,019	23.0	94,019
PRD 78 Gardena Way	56,746	40,568	47,392	16.8	47,392
PRD 80 Harris Truck Trail	229,562	224,528	240,157	7.0	240,157
CSA 81 Fallbrook Local Park	579,189	577,682	621,859	7.6	633,455
CSA 83 San Dieguito Local Park	687,949	669,980	692,770	3.4	703,375
CSA 83A Zone A4S Ranch Park 95155	763,438	795,764	798,000	0.3	818,190
PRD 88 East Fifth St	72,936	13,081	15,768	20.5	15,768
PRD 90 South Cordoba	40,759	36,714	41,251	12.4	41,251
PRD 94 Roble Grande Road	366,715	355,435	375,706	5.7	375,706
PRD 95 Valle Del Sol	315,162	135,412	157,410	16.2	157,410

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
PRD 99 Via Allondra Via Del Corvo	34,731	30,819	32,837	6.5	32,837
PRD 100 Viejas Lane View	30,260	25,912	28,385	9.5	28,385
PRD 101 Johnson Lake Rd	50,058	43,237	45,684	5.7	45,684
PRD 101 Hi Ridge Rd Zone A	10,880	8,972	6,639	(26.0)	6,639
PRD 102 Mountain Meadow	212,152	56,275	86,084	53.0	86,084
PRD 103 Alto Drive	278,787	171,767	161,712	(5.9)	161,712
PRD 104 Artesian Rd	146,825	66,288	77,827	17.4	77,827
PRD 105 Alta Loma Dr	26,143	22,277	5,700	(74.4)	5,700
PRD 105 Alta Loma Dr Zone A	35,537	32,143	30,719	(4.4)	30,719
PRD 106 Garrison Way Et Al	105,463	49,433	22,522	(54.4)	22,522
PRD 117 Legend Rock	5,152	3,037	4,807	58.3	4,807
CSA 122 Otay Mesa East	12,200	5,608	5,608	0.0	0
PRD 123 Mizpah Lane	31,865	24,710	33,072	33.8	33,072
PRD 125 Wrightwood Road	90,469	85,471	92,883	8.7	92,883
PRD 126 Sandhurst Way	35,447	32,654	34,478	5.6	34,478
PRD 127 Singing Trails Drive	28,822	23,923	28,301	18.3	28,301
CSA 128 San Miguel Park Dist	1,109,474	1,146,705	1,148,708	0.2	1,166,301
PRD 130 Wilkes Road	124,555	119,662	142,941	19.5	142,941
PRD 133 Ranch Creek Road	31,223	19,864	25,631	29.0	25,631
PRD 134 Kenora Lane	87,072	30,503	39,836	30.6	39,836
CSA 136 Sundance Detention Basin	48,568	48,568	36,020	(25.8)	21,020
San Diego County Flood Control District	9,779,074	5,940,279	5,232,629	(11.9)	4,446,036
Blackwolf Stormwater Maint ZN 349781	10,634	10,634	9,464	(11.0)	9,472
Lake Rancho Viejo Stormwater Maint ZN 442493	197,000	197,000	160,500	(18.5)	160,500
Ponderosa Estates Maint ZN 351421	22,690	22,690	8,690	(61.7)	8,690
Other Services - Harmony Grove Fund	—	—	199,793	0.0	413,186
Flood Control - Harmony Grove Fund	—	—	8,000	0.0	18,000
PRD 1002 Sunny Acres	23,930	7,406	—	(100.0)	—
PRD 1003 Alamo Way	16,873	13,775	14,536	5.5	14,536
PRD 1005 Eden Valley Lane	74,862	59,195	60,606	2.4	60,606
PRD 1008 Canter	39,266	16,234	19,613	20.8	19,613
PRD 1010 Alpine High	172,054	167,135	205,399	22.9	205,399

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
PRD 1011 La Cuesta	64,271	44,411	54,443	22.6	54,443
PRD 1012 Millar Road	55,428	28,569	35,237	23.3	35,237
PRD 1013 Singing Trails	77,360	32,730	34,480	5.3	34,480
PRD 1014 Lavender Point Lane	79,528	41,955	44,299	5.6	44,299
PRD 1015 Landavo Drive	51,949	28,223	33,676	19.3	33,676
PRD 1016 El Sereno Way	51,066	47,549	54,089	13.8	54,089
Survey Monument Preservation Fund	250,000	175,911	280,000	59.2	280,000
Special Aviation	50,000	50,000	50,000	0.0	50,000
Special Aviation Debt Service	334,578	330,579	181,033	(45.2)	—
County Fish and Game Propogation	18,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	19,597,580	17,527,214	17,638,934	0.6	17,272,738
Liquid Waste Enterprise Fund	7,793,918	8,790,419	8,328,821	(5.3)	7,931,421
CWSMD-Zone B (Campo Hills Water)	283,140	283,140	723,500	155.5	293,500
Campo WSMD-Zone A (Rancho Del Campo Water)	299,778	299,778	650,278	116.9	310,278
San Diego County Sanitation District	32,446,032	28,415,395	26,551,307	(6.6)	24,067,132
DPW Equipment Internal Service Fund	5,664,324	5,745,428	5,571,130	(3.0)	5,942,406
DPW ISF Equipment Acquisition Road Fund	5,253,083	6,466,311	8,617,507	33.3	5,656,957
DPW ISF Equipment Acquisition Inactive Waste	258,612	401,112	129,000	(67.8)	94,000
DPW ISF Equipment Acqusition Airport Enterprise	213,112	248,112	210,000	(15.4)	115,000
DPW ISF Equipment Acquistion General Fund	—	153,228	131,000	(14.5)	14,400
DPW ISF Equipment Acquisition Liquid Waste	1,100,246	1,375,000	968,621	(29.6)	886,871
Total	**$ 417,483,250**	**$ 423,925,091**	**$ 453,896,743**	**7.1**	**$ 376,892,149**

Community Services Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 73,445,682	$ 75,957,817	$ 77,135,941	1.6	$ 64,417,398
Co Successor Housing Agy Gillespie Housing	97,000	83,374	74,013	(11.2)	47,159
Co Successor Housing Agy USDRIP Housing	94,000	71,936	14,690	(79.6)	2,797
County Library	37,557,923	38,653,437	40,970,875	6.0	41,141,328
Co Successor Agy Redev Obligation Ret Fund	1,881,384	2,009,400	1,946,149	(3.1)	1,946,149
Co Successor Agy Gillespie Red Obligation Ret Fd	1,139,384	1,142,528	1,139,277	(0.3)	1,139,277
Co Successor Agy USDRIP Red Obligation Ret Fund	550,000	550,000	550,000	0.0	550,000
Co Successor Agy Gillespie Fld Debt Srv	1,139,384	1,142,528	1,139,277	(0.3)	1,139,277
Co Successor Agy Gillespie Fld Interest Acct	709,384	712,528	664,277	(6.8)	664,277
Co Successor Agy Gillespie Fld Principal Acct	430,000	430,000	475,000	10.5	475,000
Co Successor Agy USDRIP	937,562	937,562	550,000	(41.3)	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,139,384	1,142,528	1,139,277	(0.3)	1,139,277
Co Successor Agy Gillespie Fld Admin	—	—	216,872	0.0	216,872
Purchasing Internal Service Fund	10,981,610	9,786,703	11,859,667	21.2	10,427,263
Fleet Services Internal Service Fund	11,831,055	8,472,795	9,406,459	11.0	8,937,494
Fleet ISF Equipment Acquisition General	29,061,529	19,403,846	30,574,902	57.6	30,454,091
Fleet ISF Materials Supply Inventory	26,505,844	21,596,272	22,632,152	4.8	22,487,342
Fleet ISF Accident Repair	516,737	545,640	661,157	21.2	661,157
Fleet ISF Accidents Sheriff	624,802	622,696	701,028	12.6	701,028
Facilities Management Internal Service Fund	101,588,547	100,325,035	110,171,231	9.8	109,931,807
Major Maintenance Internal Service Fund	25,322,848	44,846,046	22,170,429	(50.6)	22,070,429
Total	**$ 325,554,059**	**$ 328,432,671**	**$ 334,192,673**	**1.8**	**$ 319,099,422**

Finance and General Government Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 229,751,571	$ 239,532,623	$ 239,422,918	(0.0)	$ 227,703,917
Information Technology Internal Service Fund	155,018,945	162,638,165	168,394,771	3.5	150,577,314
Total	**$ 384,770,516**	**$ 402,170,788**	**$ 407,817,689**	**1.4**	**$ 378,281,231**

Capital Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Capital Outlay Fund	$ 4,125,000	$ 15,964,000	$ 31,074,680	94.7	$ —
Capital MSCP Acquisition Fund	10,000,000	10,000,000	10,000,000	0.0	2,500,000
County Health Complex Capital Outlay Fund	—	400,000	—	(100.0)	—
Justice Facility Construction Capital Outlay Fnd	49,940,000	105,422,925	15,000,000	(85.8)	—
Library Projects Capital Outlay Fund	9,750,000	—	8,299,000	0.0	—
Edgemoor Development Fund	9,917,783	9,198,150	9,152,575	(0.5)	9,195,100
Total	**$ 83,732,783**	**$ 140,985,075**	**$ 73,526,255**	**(47.8)**	**$ 11,695,100**

Finance Other

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
General Fund	$ 189,015,637	$ 253,920,612	$ 334,422,949	31.7	$ 200,842,051
Pension Obligation Bonds	$ 81,462,679	$ 81,469,636	$ 81,384,894	(0.1)	$ 81,461,308
Employee Benefits Internal Service Fund	$ 45,372,247	$ 46,046,913	$ 47,456,303	3.1	$ 47,456,303
Public Liabilty Internal Service Fund	$ 20,442,025	$ 21,474,673	$ 21,453,018	(0.1)	$ 21,453,018
Total	**$ 336,292,588**	**$ 402,911,834**	**$ 484,717,164**	**20.3**	**$ 351,212,680**

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Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Child Support Services	$ 51,460,166	$ 52,897,983	$ 54,129,642	2.3	$ 51,663,599
Citizens' Law Enforcement Review Board	631,239	659,682	683,052	3.5	691,776
District Attorney	170,080,851	174,645,419	185,870,372	6.4	182,161,973
Medical Examiner	9,814,462	9,983,645	10,116,528	1.3	10,163,096
Office of Emergency Services	6,635,516	6,520,365	5,888,064	(9.7)	5,893,406
Probation	216,642,604	222,943,016	224,170,114	0.6	226,844,576
Public Defender	77,288,460	79,481,935	82,229,919	3.5	83,797,448
Public Safety Executive Office	76,895,007	79,802,512	80,682,905	1.1	79,682,990
San Diego County Fire Authority	22,935,081	30,240,828	29,544,846	(2.3)	25,864,858
Sheriff	713,072,557	741,605,241	763,935,078	3.0	758,254,637
Total	**$ 1,345,455,943**	**$ 1,398,780,626**	**$ 1,437,250,520**	**2.8**	**$ 1,425,018,359**

Health and Human Services Agency

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Administrative Support	$ 122,228,623	$ 143,903,403	$ 162,102,196	12.6	$ 138,549,658
Aging & Independence Services	333,551,249	383,582,465	139,302,587	(63.7)	139,607,584
Behavioral Health Services	425,433,577	441,551,554	500,607,470	13.4	494,157,937
Child Welfare Services	270,597,535	276,838,541	353,978,179	27.9	355,388,165
Public Health Services	95,829,024	104,531,420	129,146,310	23.5	128,402,722
Regional Operations	615,226,914	629,455,120	—	(100.0)	—
Self Sufficiency Services	—	—	539,536,653	0.0	542,697,385
Total	**$ 1,862,866,922**	**$ 1,979,862,503**	**$ 1,824,673,395**	**(7.8)**	**$ 1,798,803,451**

Land Use and Environment Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Agriculture, Weights and Measures	$ 20,077,110	$ 20,210,539	$ 20,798,636	2.9	$ 20,605,556
Environmental Health	46,661,684	46,148,371	45,081,910	(2.3)	44,103,202
University of California Cooperative Extension	853,058	869,971	1,046,921	20.3	869,971
Land Use and Environment Executive Office	8,142,384	9,187,565	7,332,729	(20.2)	5,151,092
Parks and Recreation	31,326,390	33,428,751	34,792,268	4.1	33,341,101
Planning & Development Services	34,763,543	35,208,739	37,615,389	6.8	31,753,929
Public Works	21,257,431	23,561,551	48,088,907	104.1	14,164,330
Total	**$ 163,081,600**	**$ 168,615,487**	**$ 194,756,760**	**15.5**	**$ 149,989,181**

Community Services Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Animal Services	$ 16,941,395	$ 16,305,204	$ 17,307,934	6.1	$ 17,261,231
Community Services Executive Office	8,219,348	9,693,167	8,226,563	(15.1)	2,825,855
General Services	1,795,000	1,995,000	1,995,000	0.0	1,795,000
Housing & Community Development	26,375,570	27,843,087	27,123,940	(2.6)	23,153,488
Purchasing and Contracting	722,000	832,559	1,247,362	49.8	1,171,707
Registrar of Voters	19,392,369	19,288,800	21,235,142	10.1	18,210,117
Total	**$ 73,445,682**	**$ 75,957,817**	**$ 77,135,941**	**1.6**	**$ 64,417,398**

Finance and General Government Group

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Assessor / Recorder / County Clerk	$ 63,127,842	$ 66,317,674	$ 66,980,254	1.0	$ 64,220,766
Auditor and Controller	33,891,372	35,105,281	35,889,660	2.2	34,528,342
Board of Supervisors	8,366,841	8,556,848	8,680,672	1.4	8,684,272
Chief Administrative Office	4,649,068	4,744,476	4,948,071	4.3	4,999,669
Civil Service Commission	606,114	493,377	525,820	6.6	532,664
Clerk of the Board of Supervisors	3,482,832	3,876,080	3,734,295	(3.7)	3,762,108
County Communications Office	3,151,234	3,246,121	3,620,533	11.5	3,286,976
County Counsel	27,604,747	25,392,692	25,745,621	1.4	26,287,421
County Technology Office	16,272,592	20,091,824	12,829,302	(36.1)	8,889,812
Finance & General Government Executive Office	21,564,317	21,004,076	25,027,531	19.2	23,821,237
Grand Jury	595,975	800,784	803,101	0.3	803,317
Human Resources	24,779,192	27,263,270	26,964,462	(1.1)	25,315,313
Treasurer - Tax Collector	21,659,445	22,640,120	23,673,596	4.6	22,572,020
Total	**$ 229,751,571**	**$ 239,532,623**	**$ 239,422,918**	**(0.0)**	**$ 227,703,917**

Finance Other

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Cash Borrowing Program	$ 7,700,000	$ 2,700,000	$ 2,700,000	0.0	$ 2,700,000
Community Enhancement	3,540,000	4,184,390	4,892,703	16.9	3,800,000
Contingency Reserve - General Fund	20,669,098	21,724,392	22,674,808	4.4	23,219,061
Contributions to Capital Program	73,215,000	131,479,000	87,662,333	(33.3)	53,100,000
Contributions to County Library	300,000	300,000	—	(100.0)	—
Countywide General Expense	36,380,729	47,756,284	174,939,903	266.3	76,323,458
Lease Payments-Bonds	36,797,565	35,350,904	31,127,560	(11.9)	31,273,890
Local Agency Formation Commission Administration	413,245	425,642	425,642	0.0	425,642
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Total	**$ 189,015,637**	**$ 253,920,612**	**$ 334,422,949**	**31.7**	**$ 200,842,051**

Total All Groups/Agency	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Total	**$ 3,863,617,355**	**$ 4,116,669,668**	**$ 4,107,662,483**	**(0.2)**	**$ 3,866,774,357**

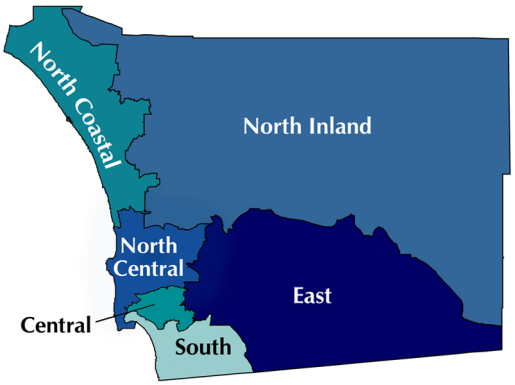
Financing Sources

Financing Sources by Category	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	$ 563,621,850	$ 592,941,817	$ 617,573,212	4.2	$ 632,404,345
Taxes Other Than Current Secured	401,700,989	424,727,808	443,871,346	4.5	456,057,250
Licenses Permits & Franchises	44,088,759	39,880,126	39,980,411	0.3	43,071,803
Fines, Forfeitures & Penalties	34,508,393	38,554,079	36,140,699	(6.3)	32,880,686
Revenue From Use of Money & Property	11,022,670	12,017,629	7,482,725	(37.7)	7,516,839
Intergovernmental Revenues	1,978,117,922	2,103,309,820	1,972,177,864	(6.2)	1,960,189,055
Charges For Current Services	344,495,159	353,594,491	362,846,621	2.6	358,955,914
Miscellaneous Revenues	26,577,180	31,451,593	23,747,809	(24.5)	20,012,125
Other Financing Sources	289,973,364	302,777,675	299,815,686	(1.0)	311,047,704
Total Revenues	**$ 3,694,106,286**	**$ 3,899,255,038**	**$ 3,803,636,373**	**(2.5)**	**$ 3,822,135,721**
Fund Balance Component Decreases	$ 1,421,854	$ 18,666,743	$ 379,071	(98.0)	$ 1,679,871
Use of Fund Balance	168,089,215	198,747,887	303,647,039	52.8	42,958,765
Total Financing Sources	**$ 3,863,617,355**	**$ 4,116,669,668**	**$ 4,107,662,483**	**(0.2)**	**$ 3,866,774,357**

Appendix D: Health and Human Services Agency: General Fund

Health and Human Services—General Fund

This appendix summarizes the Health and Human Services Agency's (HHSA) staffing and General Fund budget by operations and assistance payments.



Group Staffing by Department

	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Self-Sufficiency Services	2,363.00	2,519.00	6.0	2,519.00
Aging Programs	149.00	148.00	(0.7)	148.00
Adult Protective Services	68.00	69.00	1.5	69.00
In-Home Supportive Services	160.00	211.00	31.9	211.00
Behavioral Health Services	789.00	818.00	3.7	818.00
Child Welfare Services	1,364.00	1,364.00	0.0	1,364.00
Public Health Services	643.50	645.50	0.3	645.50
Administrative Support	427.00	426.00	(0.2)	426.00
Office of Military and Veteran Affairs	13.00	16.00	23.1	16.00
HHSA Total	**5,976.50**	**6,216.50**	**4.0**	**6,216.50**

General Fund Budget by Program

	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Self-Sufficiency Services	**$ 530,534,404**	**$ 539,536,653**	**1.7**	**$ 542,697,385**
Operational Budget	270,721,488	287,909,744	6.3	291,070,476
Assistance Payments Budget	259,812,916	251,626,909	(3.2)	251,626,909
CalWORKs Assistance Payments	204,415,785	189,415,785	(7.3)	189,415,785
Employment and Child Care Payments	32,786,283	32,933,001	0.4	32,933,001
General Relief Payments	10,606,635	14,039,577	32.4	14,039,577
Cash Assistance Program for Immigrants (CAPI)	3,491,856	3,051,723	(12.6)	3,051,723
Expanded Subsidized Employment (ESE)	3,456,000	4,176,280	20.8	4,176,280
Work Incentive Nutritional Supplement (WINS)	1,962,593	2,825,293	44.0	2,825,293
Approved Relative Caregiver (ARC)	1,504,541	3,371,250	124.1	3,371,250
Family Stabilization (FS)	1,200,000	1,300,000	8.3	1,300,000
Refugee Aid Payments	389223	514,000	32.1	514,000
Aging Programs	**$ 35,879,922**	**$ 37,242,758**	**3.8**	**$ 37,330,421**
Operational Budget	35,879,922	37,242,758	3.8	37,330,421
Assistance Payments Budget	—	—	—	—
Adult Protective Services	**$ 9,884,764**	**$ 9,999,980**	**1.2**	**$ 9,944,584**
Operational Budget	9,884,764	9,999,980	1.2	9,944,584
Assistance Payments Budget	—	—	—	—
In-Home Supportive Services	**$ 335,778,091**	**$ 92,059,849**	**(72.6)**	**$ 92,332,579**
Operational Budget	335,778,091	92,059,849	(72.6)	92,332,579
Assistance Payments Budget	—	—	—	—
Behavioral Health Services	**$ 441,551,554**	**$ 500,607,470**	**13.4**	**$ 494,157,937**
Operational Budget	441,551,554	500,607,470	13.4	494,157,937
Assistance Payments Budget	—	—	—	—

General Fund Budget by Program

	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Child Welfare Services	**$ 344,178,447**	**$ 353,978,179**	**2.8**	**$ 355,388,165**
Operational Budget	192,530,814	203,030,546	5.5	204,440,532
Assistance Payments Budget	151,647,633	150,947,633	(0.5)	150,947,633
Foster Care Aid Payments	68,142,975	66,530,449	(2.4)	66,530,449
Kinship Guardianship Assistance Payments (Kin-GAP)	4,573,866	5,030,129	10.0	5,030,129
Adoption Assistance Payments	78,930,792	79,387,055	0.6	79,387,055
Public Health Services	**$ 125,626,777**	**$ 129,146,310**	**2.8**	**$ 128,402,722**
Operational Budget	125,626,777	129,146,310	2.8	128,402,722
Assistance Payments Budget	—	—	—	—
Administrative Support	**$ 154,388,856**	**$ 159,564,674**	**3.4**	**$ 135,976,477**
Operational Budget	154,388,856	159,564,674	3.4	135,976,477
Assistance Payments Budget	—	—	—	—
Office of Military and Veteran Affairs	**$ 2,039,688**	**$ 2,537,522**	**24.4**	**$ 2,537,181**
Operational Budget	2,039,688	2,537,522	24.4	2,537,181
Assistance Payments Budget	—	—	—	—
HHSA General Fund Total	**$ 1,979,862,503**	**$ 1,824,673,395**	**(7.8)**	**$ 1,798,803,451**
Operational Budget Total	$ 1,568,401,954	$ 1,422,098,853	(9.3)	$ 1,396,228,909
Assistance Payments Total	$ 411,460,549	$ 402,574,542	(2.2)	$ 402,574,542

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Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill

A&C: Auditor and Controller

ACA: *Patient Protection and Affordable Care Act* of 2010

ACAO: Assistant Chief Administrative Officer

ADA: Americans with Disabilities Act

ADS: Alcohol & Drug Services

AIS: Aging & Independence Services

ALMS: Airport Lease Management System

ALS: Advanced Life Support

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

AVA: Acutely Vulnerable Adult

AWM: Agriculture, Weights and Measures

BHS: Behavioral Health Services

BIM: Building Information Modeling

BPR: Business Process Reengineering

BSCC: Bureau of State and Community Corrections

CAC: County Administration Center

CAFR: Comprehensive Annual Financial Report

CAL FIRE: California Department of Forestry and Fire Protection

CalMHSA: California Mental Health Services Authority

CAHP: Coordinated Assessment and Housing Placement

CAMS: Contracts Award & Management System

CAO: Chief Administrative Officer

CAP: Climate Action Plan, Community Action Partnership

CATCH: Computer and Technology Crime High-Tech Response Team

CCFSA: California Counties Facilities Services Association

CCI: Coordinated Care Initiative

CCO: County Communications Office

CCRM: County Constituent Relationship Management

CCTP: Community-Based Care Transitions Program

CDBG: Community Development Block Grant

CDC: Centers for Disease Control and Prevention

CDO: Cross-Departmental Objective

CEC: California Energy Commission

CEQA: California Environmental Quality Act

CERS: California Electronic Reporting System

CERT: Community Emergency Response Team

CFO: Chief Financial Officer

CFM: Certified Farmers' Market

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

CNAP: County Nutrition Action Partnership

CNC TV: County News Center Television

CoC: Continuum of Care

COC: County Operations Center

COF: Capital Outlay Fund

COO: Chief Operating Officer

COOP: Continuity of Operations Plan

COPs: Certificates of Participation

APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

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
DAS: Department of Animal Services
DCAI: Discipline Case Advocacy Institute
DCAO: Deputy Chief Administrative Officer
DCCA: Downpayment and Closing Cost Assistance
DCSS: Department of Child Support Services
DEH: Department of Environmental Health
DGS: Department of General Services
DHR: Department of Human Resources
D&I: Diversity & Inclusion
DLP: Data Loss Prevention
DMS: Division of Measurement Standards
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
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
EUI: Energy Use Intensity
EWG: Enterprise-Wide Goal
eWIN: Extension Wildfire Information Network
EV: Electric Vehicle
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
FSP: Full Service Partnerships
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
GMS: General Management System
GPR: General Purpose Revenue
GSR: Global Scale Rating
GWOW: Government Without Walls
HACSD: Housing Authority of the County of San Diego
HAVA: Help America Vote Act
HCD: Housing and Community Development
HCV: Housing Choice Voucher
HF: Healthy Families
HHSA: Health and Human Services Agency
HiAP: Health in All Policies
HIDTA: High Intensity Drug Trafficking Areas
HMD: Hazardous Materials Division
HOME: Home Investment and Partnership Grant
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

IPTS: Integrated Property Tax System

IRS: Internal Revenue Service

ISF: Internal Service Fund

IP: Individual Provider

IT: Information Technology

IT ISF: Information Technology Internal Service Fund

JJC: Juvenile Justice Commission

JUDGE: Jurisdictions United for Drug/Gang Enforcement

KIP: Knowledge Integration Program

LECC: Law Enforcement Coordination Center

LEP: Limited English Proficiency

LMS: Learning Management System

LRBs: Lease Revenue Bonds

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

MECAP: Medical Examiners and Coroners Alert Project

MG: Master Gardener

MHSA: Mental Health Services Act

MSCP: Multiple Species Conservation Program

MSSP: Multipurpose Senior Service Program

NACo: National Association of Counties

NCOA: National Change of Address

NICHD: National Institute of Child Health and Human Development

NFP: Nurse Family Partnership

NOPA: Notices of Proposed Action

NPP: Nuclear Power Plant

OAAS: Office of Audits and Advisory Services

OE: Operational Excellence

OEC: Office of Ethics and Compliance

OES: Office of Emergency Services

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

PDS: Planning & Development Services

PERT: Psychiatric Emergency Response Team

PG: Public Guardian

PHAB: Public Health Accreditation Board

PHC: Pubic Health Center

PHS: Public Health Services

PII: Personal Identifiable Information

PLDO: Parkland Dedication Ordinance

PM: Performance Measure(s)

POB: Pension Obligation Bond

PRD: Permanent Road Division

PROP: Proposition

PSAs: Public Service Announcements

PSG: Public Safety Group

PV: Photovoltaic

QA: Quality Assurance

QR: Quick Response

RCFE: Residential Care Facilities for the Elderly

RCS: Regional Communications System

RFP: Request for Proposal

RG3: Regional Realignment Response Group

RIFA: Red Imported Fire Ants

RLA: Resident Leadership Academies

ROV: Registrar of Voters

RPTT: Real Property Transfer Tax

RPTTF: Redevelopment Property Tax Transfer Fund

RSVP: Retired & Senior Volunteer Program

RWQCB: Regional Water Quality Control Board

S&B: Salaries & Benefits

S&S: Services & Supplies

SANCAL: San Diego County Capital Asset Leasing Corporation

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SAPT: Substance Abuse Prevention and Treatment

SARMS: Substance Abuse and Recovery Management System

SB: Senate Bill

SC: Safe Communities

SDCERA: San Diego County Employees Retirement Association

SDCFA: San Diego County Fire Authority

SDCL: San Diego County Library

SDCPH: San Diego County Psychiatric Hospital

SDRBA: San Diego Regional Building Authority

SE: Sustainable Environments

SF: Square foot/feet

SHSGP: State Homeland Security Grant Program

SIDS: Sudden Infant Death Syndrome

SNAP-ED: Supplemental Nutrition Assistance Program-Education

SNF: Skilled Nursing Facilities

SOC: Standards of Cover

SSS: Self-Sufficiency Services

STAR: Sheriff's Transfer, Assessment and Release

SUAS: State Utility Assistance Subsidy

TABs: Tax Allocation Bonds

TB: Tuberculosis

TICP: Tactical Interoperable Communications Plan

Title IV-E Waiver: California Well-Being Demonstration Project

TJRV: Tijuana River Valley

TMDL: Total Maximum Daily Load

TN: Technological Needs

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

UASI: Urban Areas Security Initiative Grant

UCCE: University of California Cooperative Extension

UDC: Unified Disaster Council

USDA: United States Department of Agriculture

USDRIP: Upper San Diego River Improvement Project

UST: Underground Storage Tanks

VAP: Voluntary Assistance Program

VASH: Veterans Affairs Supportive Housing program

VLF: Vehicle License Fees

WIC: Welfare and Institutions Code

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 System (PB).

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, as assessed by an actuary, 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.

Actuals: The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, the year-end actual measures or results for statistical 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 annual budget formally approved 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 year and a tentative budget that is approved in principle for the second year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous 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: That portion of fund balance that reflects an intended use of resources. For nongeneral funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer/Chief Operating Officer (ACAO/COO): The County's second-highest ranking executive, the ACAO/COO works with the Chief Administrative Officer to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

Audacious Vision: A bold statement detailing the impact the County wants to make in the community towards the four strategic initiatives of Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

Basis of Accounting: The term used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP). The County's governmental funds are required to use the modified accrual basis of accounting in GAAP financial statements.

Basis of Budgeting: Refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, that are the legal authority to spend or collect revenues. Governmental funds use the cash basis of accounting or the "cash plus encumbrances" basis of accounting for budgetary purposes.

Best Practices: Methods or techniques that have consistently shown results superior to those achieved with other means, and that are used as benchmarks.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year includes recommended expenditures for a given period and the recommended means of financing them. The annual budget is contained within the Operational Plan.

Business Process Reengineering (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and 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 county government 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 gives 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 the 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 fo the CAO Recommended Operational Plan or as a result of recent changes in State or federal funding.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to citizens 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.

Chief Administrative Officer (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of more than 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO/Chief Operating Officer (ACAO/COO), to the Deputy CAO of each Group.

Collective Impact: The commitment of organizations from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration, aligning their efforts and using common measures of success.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of a period. Limitations imposed by the highest level of decision making, and requires formal action at that same level to remove.

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, organizations or other agencies who are involved in or affected by a course of action.

Comprehensive Annual Financial Report (CAFR): The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs of 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.

County News Center Television (CNC TV): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

County Operations Center (COC): The central County operations center campus located at 5500 Overland Way, San Diego, California. The COC is a 44 acre regional complex which includes 18 structures and houses 19 departments from all 5 business groups. The campus includes office and operational functions for County services as well as the Emergency Operations Center for the region.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners 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 rating agencies include Standard & Poor's, Fitch and Moody's.

Cross-Departmental Objectives (CDO): A pre-determined set of objectives developed in Enterprise-Wide Goal focus groups that focus on collaboration between multiple departments to drive the intended outcome. Cross-Departmental objectives may be shared between two or more departments and/or external partners, to contribute to the larger Enterprise-Wide Goal.

Cross-Departmental Objective Nomenclature: The numbering system that aligns a Cross-Departmental Objective to a Strategic Initiative in the County's Strategic Plan.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: 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 utilizes County resources so employees can create improved interactions with community members and stakeholders resulting in a positive overall 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 local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources for and 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 of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Department Objectives (DO): Are similar to Cross-Departmental objectives as they are intended to drive an outcome; however, they differ from a Cross-Departmental Objective as the outcome is mandated by state or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus group.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): General Managers (GM) of one of three County functional groups: Public Safety, Community Services and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHSA) is the Director. See General Manager.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the 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 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 systems.

Enterprise-Wide Goals (EWG): A set of focused goals for departments to collaborate on for the greatest impact to our community. Each Enterprise-Wide Goal supports a specific Audacious Vision.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County 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 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: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

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.

Functional Threading: Is 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.

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 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 Components 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 only used 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. Responsible for managing all financial, personnel, and operational functions for each of the County's five business Groups (Community Services, Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as net county cost.

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

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, the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Healthy Families (HF): The Strategic Plan Initiative that focuses on ensuring every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Integrity: 'Character First' - One of the core values of the County's General Management System (GMS).

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other 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 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 was so ingrained in County culture that it evolved into the County's vision statement — a region that is Building Better Health, Living Safely and Thriving.

Major Fund: A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments.* By its nature, the General Fund of a government entity is always a major fund.

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 from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle 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 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 and Benefits, Services and 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*.

Monitoring and Control: The process of reviewing operations to make sure the organization is on track to meet its goals , while also seeing what needs to be done to address any identified issues.

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, 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 on Capitol Hill and throughout the federal bureaucracy.

Nonspendable Fund Balance: That portion of net resources that cannot be spent either because of its form or that it must be maintained intact.

Objective: A measurable target that must be met on the way to implementing a strategy and attaining a goal.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and 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 keeping employees positive and empowered.

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 goals, objectives and performance measures for County departments.

Operational Planning: The process of allocating resources, both dollars and staff time, to the programs and services that will support the County's strategic goals. Reflects plans for expenditures and the means of financing them. The operating budget is the primary means that most financing of acquisitions, spending, and service delivery activities of the County is controlled. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted as the County's budget and the second year is approved in principle for planning purposes by the Board of Supervisors.

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, retirement of other long-term debt, 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 noncounty 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, 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): 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 unincorporated area property owners 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 open to the public that provide citizens 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 year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Recommended Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

Reporting Component: An object, unit or fund within a department that is reported on. In the Operational Plan, the County may present "reporting components" and funds in different ways than the County's Comprehensive Annual Financial Report (CAFR).

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

Restricted Fund Balance: That portion of fund balance subject to externally enforceable limitations on 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.

Rewards and Recognitions: The Strategic Plan component that ensures the County is rewarding excellence in employee performance by providing monetary rewards, employee development opportunities, department recognition rewards, and national and local recognition opportunities.

Safe Communities (SC): The Strategic Plan Initiative focused on making San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is balanced between accountability and rehabilitation.

Salaries and Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County 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. Certain goals are defined and the service level gives the percentage to which those goals should be achieved.

Services and Supplies: A group of expenditure accounts that includes nonpersonnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An area in which an independent unit of local government is 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 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 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 four current initiatives are Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence and can be found in the Strategic Plan.

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

Subject Matter Experts (SMEs): A person who is an authority in a particular area or topic.

Successor Agency: The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill x1 26, *Community Redevelopment Dissolution*. In most cases, the city or county that created the redevelopment agency has been designated as the successor agency. The County of San Diego is the Successor Agency for the County of San Diego Redevelopment Agency.

Sustainable Environments (SE): The Strategic Plan Initiative focused on strengthening the local economy through planning, development and infrastructure, protecting San Diego's natural and agricultural resources and promoting opportunities for residents to engage in community life and civic activities.

Tax and Revenue Anticipation Notes (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Taxes Current Property: 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: The term "unsecured" simply refers to property that is not secured real estate such as a house or parcel of land which is currently owned. In general, unsecured property tax is either for business personal property (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: 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 continuous drive to create a higher level of excellence. The County's **brand promise** – what residents and visitors should expect from all interactions with County employees, programs or services – is clearly articulated in its **Strategic Plan**. The five year Strategic Plan tells residents and employees who we are and where we want to go as an organization. By establishing a clear **vision** – *a region that is Building Better Health, Living Safely and Thriving* – the County can communicate the strategies it will use to carry out its mission. The **mission** – *to efficiently provide public services that build strong and sustainable communities* – reflects the County's commitment to understand and respond to the critical issues that affect county residents and visitors. The Strategic Plan defines County culture by recognizing that "the noblest motive is the public good" and embracing the following three **values** – *Integrity, Stewardship and Commitment*.

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, 2016 through June 30, 2018. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2016–17 Recommended Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure
- General Management System
- Strategic Framework and Alignment
- Awards and Recognition of County Performance
- Budget Process, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Policies
- Capital Project Summary
- Reserves and Resources
- Financial Obligations and Debt Service

Note on Rounding in All Charts and Tables

In all charts, the sum of individual percentages may not total 100.0% due to rounding. In all tables, the sum of individual figures within a column may not equal the total for that column due to rounding.

Groups and Departments

This section highlights the five business groups and the departments in each group. The following information is presented:

Mission Statement

A clear and concise statement of the overall purpose and general assignment of the Group or department.

Group Description

Department Description

Highlights the responsibilities of the Group/department and some of the programs it operates or the major functions it performs.

2015–16 Accomplishments

Brief descriptions of the Group's/department's accomplishments for Fiscal Year 2015–16. The discussions address the progress made on the 2015–17 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.

2016–18 Objectives

Department's key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to the Strategic Initiative it supports and is aligned directly to an Enterprise-Wide Goal or Audacious Vision. Every objective focuses on and is intended to drive the outcome desired by the work performed and is aligned accordingly. There are two different categories of objectives, Cross-Departmental and Department Objectives which can be identified through their individual strategic dot-point. Cross-Departmental Objectives are the department's contribution towards a pre-determined set of objectives created in the Enterprise-Wide Goal focus groups, to show alignment these objectives are identified with a corresponding nomenclature to show which pre-determined Cross-Departmental Objective it supports. Department Objectives differ in that the intended outcome is mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.

Related Links

The County's website for the Group/department. Some departments list additional websites that may be of interest to the reader.

Performance Measures

Each department's key performance measures are outlined in a table format. The department's progress in achieving its goals and objectives is depicted over time. Data displayed includes past performance, current year goals and the actual results, as well as approved targets for the next two fiscal years.

PERFORMANCE MEASURES[1]	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Defined Measure...	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx

Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Detailed explanations of the budget changes in staffing, expenditures and revenues from the prior fiscal year's adopted budget to the newly adopted budget. Dollar changes are rounded. Therefore, the sum of the individual expenditure and revenue categories may not equal the total change for the overall expenditures and revenues.

Budget Changes and Operational Impact: 2016–17 to 2017–18

A brief narrative description of significant changes in staffing, expenditures and revenues from the first year of the Adopted Operational Plan to the second year of the two-year plan.

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each Group and department. The following page provides an example of the table format which includes the Adopted Budget for Fiscal Years 2014-15 and 2015-16; the Recommended Budget for Fiscal Year 2016-17; the percent change from the Fiscal Year 2015-16 Adopted Budget to the Fiscal Year 2016-17 Recommended Budget; and the Fiscal Year 2017-18 Recommended Budget.

Note on Actual General Purpose Revenue and Use of Fund Balance in Departmental Tables

Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenues, fund balance, fund balance component decreases and General Purpose Revenue (GPR) allocation. For any given budget year, the amount of the GPR allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the amended budget and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any fund balance component decreases and the GPR allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

Sample Budget Tables

Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 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 the major capital projects by rank and all minor capital projects listed on the CINA for Fiscal Years 2016–21.
- 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 2016–18.
- Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2016–17, 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 and Edgemoor Development. The information in the tables presents, for each fund, the capital budget by categories of expenditures and by categories of revenues.
- Outstanding Capital Projects by Fund: Tables for each Capital Program fund are arranged by Groups within the fund, then in alphabetical order by project name. Included for each project is the scope/description of the project; project number; the fiscal year project was established; the Adopted Budget for Fiscal Year 2015–16; the Recommended Budget for Fiscal Year 2016–17; the percent change from the Fiscal Year 2015-16 Adopted Budget to the Fiscal Year 2016-17 Recommended Budget; the Recommended Budget for Fiscal Year 2017–18; the Total Appropriations for the project through February 29, 2016; and the Total Expenditures for the project through February 29, 2016.

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 Years 2014-15 and 2015-16; the Recommended Budget for Fiscal Year 2016-17; the percent change from the Fiscal Year 2015-16 Adopted Budget to the Fiscal Year 2016-17 Recommended Budget; and the Fiscal Year 2017-18 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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