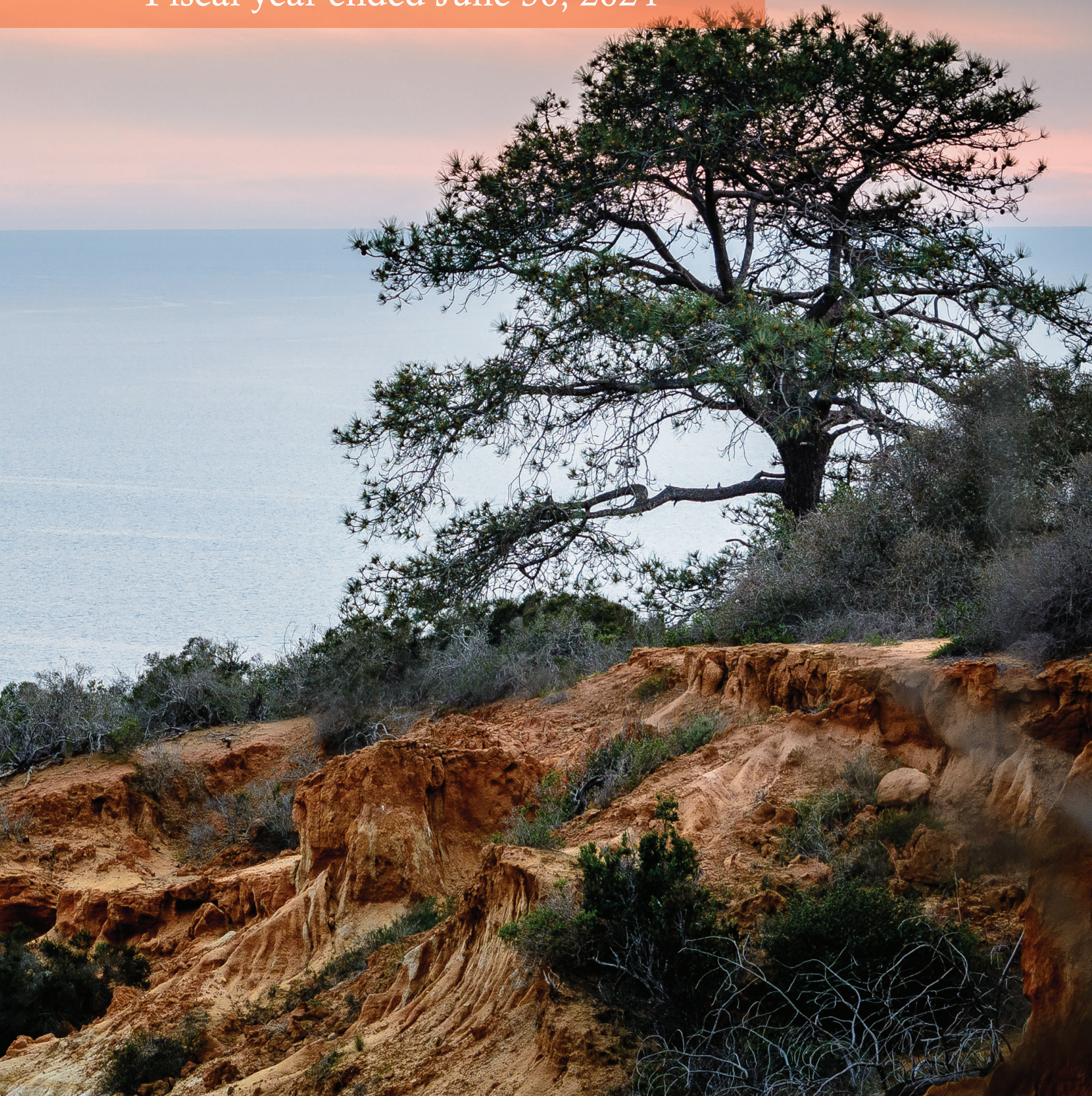


# County of San Diego, California

Popular Annual Financial Report  
Fiscal year ended June 30, 2024





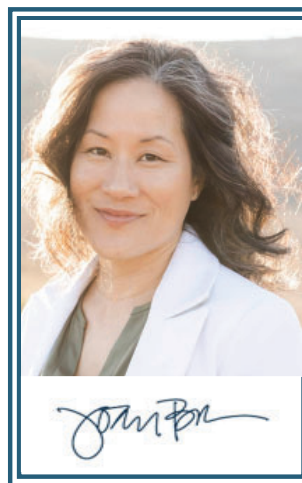
## Citizens of San Diego County:

Our Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2024 was prepared by the Auditor and Controller's office to provide readers of interest an easy to understand summary of our financial activities. The data from this report was taken from our Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2024. Both reports are available online at [www.sdcounty.ca.gov/auditor/cafr.html](http://www.sdcounty.ca.gov/auditor/cafr.html).

The information included in this report contains an overview of the County's economy and outlook, an analysis of the County's financial position and key financial information concerning the County's investments, capital assets and debt. It also includes a summary of our General Management System, around which we have built a culture of operational excellence, and highlights the four County business groups. It also provides summaries of how the County's monies were received and spent and includes significant statistical and demographic data.

It is important to note that the financial data in this report is unaudited, includes information exclusively on primary government funds and is presented on a non-GAAP (Generally Accepted Accounting Principles) basis. This means that it excludes discrete component unit and fiduciary fund information, contains condensed financial information and does not provide all of the necessary financial statements and note disclosures required by GAAP.

We hope you enjoy reading this report and invite you to access our audited ACFR online for more detailed information on your County finances. We welcome your questions, comments and suggestions regarding the information in this report. You can contact our office at (858) 694-2176.



**Joan Bracci**  
Chief Financial Officer



**Tracy Drager**  
Auditor and Controller

## Board of Supervisors



**Nora Vargas**  
District 1  
Chair



**Joel Anderson**  
District 2



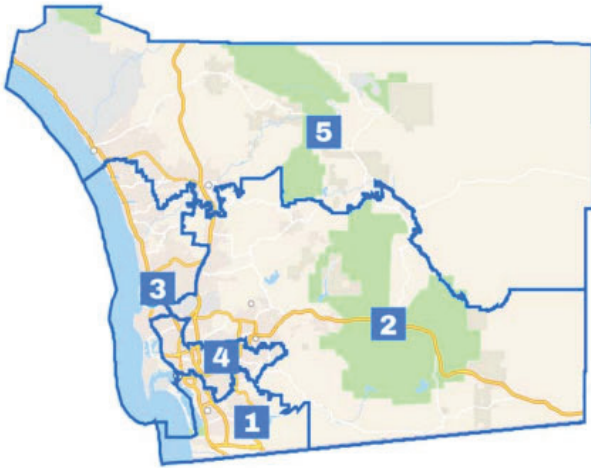
**Terra Lawson-Remer**  
District 3  
Vice-Chair



**Monica Montgomery Steppe**  
District 4



**Jim Desmond**  
District 5



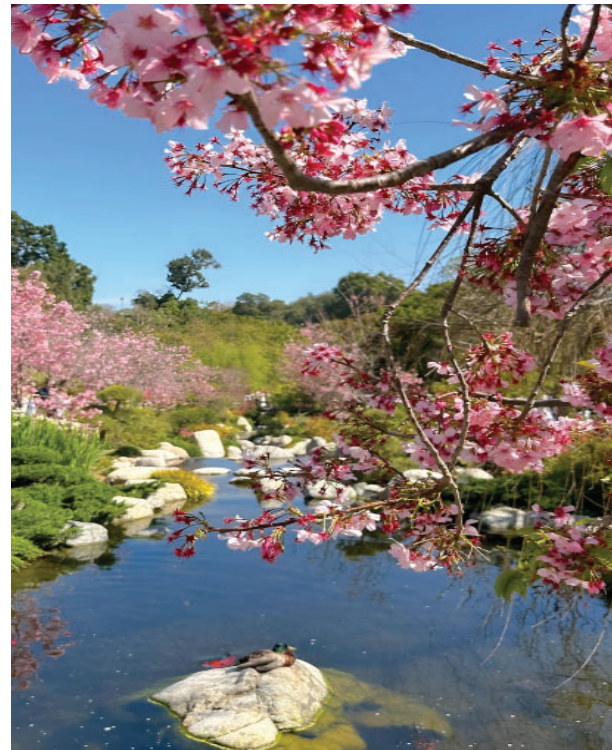
The County was incorporated on February 18, 1850, and functions under a charter adopted in July 1933. A five-member Board of Supervisors elected to four-year terms in district nonpartisan elections governs the County. The Board of Supervisors appoints the following officers: the Chief Administrative Officer (CAO), the County Counsel, the Probation Officer and the Clerk of the Board of Supervisors. All other nonelected officers are appointed by the CAO. Elected officials head the offices of the Assessor/Recorder/County Clerk, District Attorney, Sheriff and Treasurer-Tax Collector.

It is the second largest County by population in California behind Los Angeles County. There are 18 incorporated cities in the County; of them, the City of San Diego is the largest and Del Mar is the smallest. Tijuana, Mexico is a substantial urban neighbor with a shared border, workforce, and economy.

## San Diego County Population

<b>114,549</b>	CARLSBAD	<b>60,974</b>	NATIONAL CITY
<b>274,784</b>	CHULA VISTA	<b>171,063</b>	OCEANSIDE
<b>22,150</b>	CORONADO	<b>48,483</b>	POWAY
<b>3,903</b>	DEL MAR	<b>1,368,395</b>	SAN DIEGO
<b>104,619</b>	EL CAJON	<b>94,530</b>	SAN MARCOS
<b>61,085</b>	ENCINITAS	<b>59,227</b>	SANTEE
<b>149,799</b>	ESCONDIDO	<b>12,784</b>	SOLANA BEACH
<b>25,864</b>	IMPERIAL BEACH	<b>99,835</b>	VISTA
<b>60,418</b>	LA MESA	<b>509,873</b>	UNINCORPORATED
<b>27,420</b>	LEMON GROVE	<b>3,269,755</b>	TOTAL

Source: Adopted Operational Plan Fiscal Years 2024-25 & 2025-26.





## County Economy and Outlook

In San Diego Business Journal 2024 Economic Trends Preview, Mark Cafferty, President and Chief Executive Officer of the San Diego Regional Economic Development Corporation (EDC), stated that San Diego's economy has "four critical anchors" that position it to do well—Tourism, Innovation, Military and Defense, and the U.S.-Mexico border (ibid). In Tourism, San Diego solidified its position as a top destination in 2023 for both leisure and business travelers with a 10.1% year-over-year growth of 31.7 million visitors, bringing in record-breaking numbers in visitor spending of \$14.3 billion and hotel tax revenue collections of \$418 million (San Diego Tourism Authority, Annual Report Fiscal Year 2023, and San Diego County Visitor Industry Performance 2023). In Innovation, Juli Moran, San Diego Office Managing Partner of Deloitte, says "our unique community and innovation ecosystem across diagnostics, biotech/biopharmaceuticals and medical technology drove continued growth in the life science San Diego employment base" (SDBJ 2024 Economic Trends Preview, January 15, 2024). San Diego life science employment surpassed 77,770 jobs as medical technology companies based in San Diego continue to experience double-digit growth in revenue and headcount. As for defense spending and military jobs, San Diego represents more than 20 percent of the economy and the sector is continuing to experience consistent growth trends in recent years (ibid).

When there is an increase in consumer purchases, more sales tax is collected by the County of San Diego. As of the Second Quarter Status Report to the Board of Supervisors in mid-March, the County anticipated additional Sales & Use Tax revenue of \$15.8 million in Fiscal Year 2023-24.

The state of the economy plays a significant role in the County's ability to provide core services and the mix of other services sought by the public. Risk factors are continuously monitored, including employment, the housing market, and the national economy as a whole.

County management continuously evaluates and responds to the changing economic environment and its impact on the cost and the demand for County services.

*Source: 2024 ACFR Letter of Transmittal and Management's Discussion and Analysis.*

## Statistics

**4.3%**  
UNEMPLOYMENT RATE  
**478,175**  
SCHOOL ENROLLMENT

**\$8.17 BILLION**  
ADOPTED ANNUAL  
BUDGET  
**\$73,581**  
PERSONAL INCOME  
PER CAPITA

*Sources: 2024 ACFR Statistical Table 13 and Adopted Operational Plan Fiscal Years 2024-25 & 2025-26.*

## Employment Mix <sup>(1)</sup>

**256,400**

GOVERNMENT <sup>(2)</sup>

**272,400**

PROFESSIONAL &  
BUSINESS  
SERVICES

**250,700**

TRADE,  
TRANSPORTATION  
& UTILITIES

**231,100**

EDUCATIONAL &  
HEALTH  
SERVICES

**203,600**

LEISURE & HOSPITALITY

**114,600**

MANUFACTURING

**72,500**

FINANCIAL ACTIVITIES

**91,300**

CONSTRUCTION

**57,700**

OTHER SERVICES

**21,300**

INFORMATION TECHNOLOGY

**9,100**

FARMING

**400**

MINING & LOGGING

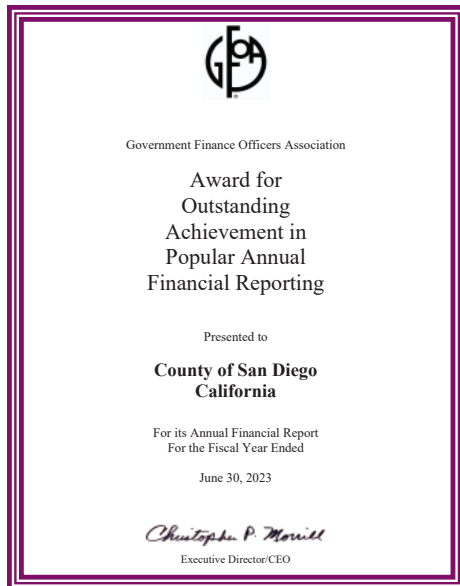
(1) Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.

(2) Excludes the U.S. Department of Defense.

*Source: Adopted Operational Plan Fiscal Years 2024-25 & 2025-26.*



## Outstanding Achievement



The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to the County of San Diego for its Popular Annual Financial Report for the fiscal year ended June 30, 2023. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports. In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability, and reader appeal. An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA to determine its eligibility for another Award.

## Other Awards and Recognitions

During fiscal year 2024, the County received awards for its leadership and excellence in operations, including 47 awards from the National Association of Counties. Examples include:

The Department of Environmental Health and Quality Mobile Food Facility Plan Check Template simplifies its permit process and helps low-risk mobile food facilities such as prepackaged ice cream trucks, prepackaged compact mobile food operations and limited food preparation facilities to submit plan templates to allow for faster review and processing for permits.

The County initiated the Child and Family Well-Being (CFWB) Diversity, Equity & Inclusion Framework. By leading intentionally and centering prevention, the department helps shift the community from mandated reporting to community supporting, recruits diverse resource families, and mobilizes an internal DEI Workgroup. The CFWB Office of Equity, Faith in Motion collaborative, Partners in Prevention, Family Support Liaison Program, and Mining for Gold partnerships are all important drivers in racial equity and fostering an environment of anti-racism to improve outcomes for children and families.

The San Diego Sheriff's Department, initiated a new program, known as Detentions Wellness Checks, in our jail facilities in 2022. They were developed to encourage a more personalized interaction with incarcerated individuals beyond state mandated security checks. The main purpose was to identify and assist incarcerated individuals who may suffer from mental health concerns, substance use disorder or other medical issues who can't properly care for themselves and/or advocate on their own behalf.

The County's Public Health Services entered the Davey Creative National Awards and received a Gold Award for its Public Service brochure and a Silver Award for Individual Achievement in Art Direction for the Getting to Zero resource guide.

The Department of Human Resources created a Veteran Outreach Program to aid County departments in the development and implementation of its own veteran recruitment, outreach, marketing, and retention strategy.

County Health and Human Services Agency won a Centers for Disease Control U.S. TB Elimination Champions Project award for TB champions who are making significant contributions to eliminating TB in the United States.

Note: Other Awards and Recognitions are listed in the 2024 ACFR Letter of Transmittal and Adopted Operational Plan Fiscal Years 2024-25 & 2025-26.





## The General Management System Reimagined

The County's operational approach to planning and decision making is through the integration of the General Management System (GMS) with the strategic framework adopted by the Board of Supervisors. The GMS is reflective of today's communities while preserving the core management principles of strategic planning, operational accountability, enterprisewide collaboration, and employee connection.

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

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

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.



Source: Adopted Operational Plan  
Fiscal Years 2024-25 and 2025-26.

## Vision:

A just, sustainable, and resilient future for all.

## Mission:

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

## Values:

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

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

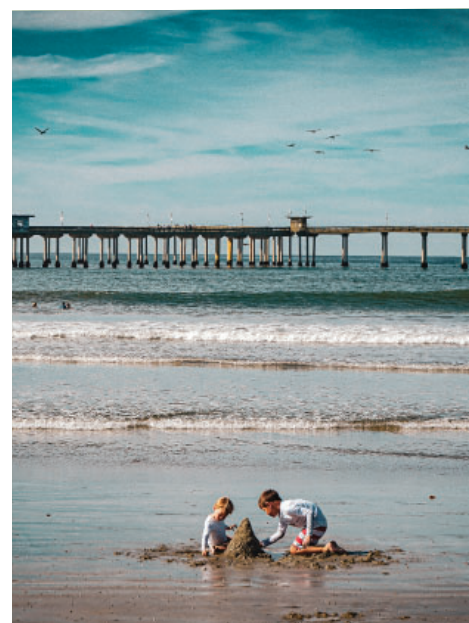
**Access:** Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs.

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

**Integrity:** Earn the public’s trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest ethical conduct.

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

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





## Government-wide Statement of Net Position

June 30, 2024 and 2023  
(In thousands)

	Total Primary Government	
	2024	2023
<b>Assets</b>		
Current and other assets	\$ 6,782,771	6,337,163
Capital assets	4,769,348	4,539,480
<b>Total assets</b>	<b>11,552,119</b>	<b>10,876,643</b>
<b>Deferred Outflows of Resources</b>		
Total deferred outflows of resources	2,179,096	2,565,130
<b>Liabilities</b>		
Long-term liabilities	7,158,962	7,215,939
Other liabilities	1,338,933	1,428,612
<b>Total liabilities</b>	<b>8,497,895</b>	<b>8,644,551</b>
<b>Deferred Inflows of Resources</b>		
Total deferred inflows of resources	352,817	389,036
<b>Net Position</b>		
Net investment in capital assets	4,158,083	3,983,505
Restricted	2,160,973	1,804,905
Unrestricted	(1,438,553)	(1,380,224)
<b>Total net position</b>	<b>\$ 4,880,503</b>	<b>4,408,186</b>

Source: 2024 ACFR Management's Discussion and Analysis Table 1.

The 2024 ACFR is available at:  
[www.sdcounty.ca.gov/auditor/cafr.html](http://www.sdcounty.ca.gov/auditor/cafr.html).

Net position may serve over time as a useful indicator of a government's financial position. In the case of the County, assets and deferred outflows of resources of the County exceeded liabilities and deferred inflows of resources by \$4.88 billion at the close of fiscal year 2024, an increase of \$472.3 million or 10.6% over fiscal year 2023. This included a \$174.6 million increase in net investment in capital assets, (a 4.4% increase over fiscal year 2023), and an increase of approximately \$356.1 million in the County's restricted net position (a 19.7% increase over fiscal year 2023). Additionally, unrestricted net position decreased by \$58.3 million (a 4.2% decrease over fiscal year 2023). The previously mentioned increase of \$472.3 million in net position was composed of changes in total assets, deferred outflows of resources, liabilities, and deferred inflows of resources.

The largest portion of the County's net position reflects its net investment in capital assets of \$4.2 billion (land, easements, buildings and improvements, equipment, software, infrastructure, and right-to-use assets; less any related outstanding debt used to acquire those assets). The County uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the County's net investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be liquidated for these liabilities.

An additional portion of the County's net position (restricted net position) equaled \$2.2 billion and represents resources that are subject to external restrictions on how they may be used. External restrictions include those imposed by grantors, contributors, laws and/or regulations of other governments. The remaining portion of the County's net position includes \$(1.44) billion in net negative unrestricted net position. The majority of this balance represents the negative unrestricted net position attributable to the County's outstanding Net Pension Liability and Net OPEB Liability.



## Key Terms

Here are some definitions that will take the mystery out of the accounting terms you will find throughout the financial sections of this report.

**Government-wide:** This PAFR presents the balance sheet (statement of net position) which includes assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position. It also presents the income statement (statement of changes in net position) which includes revenue and expense information.

**Governmental Funds:** The County maintains various governmental funds that are used to account for tax, program and other miscellaneous revenues.

**Business-type Funds:** The County maintains various business-type funds that are used to account for activities for which a fee is charged to external users for goods or services.

**Primary Government:** Includes all of the governmental and business-type activities belonging to the County but excludes the discrete component unit and fiduciary funds.

**Assets:** What is owned by the County.

**Deferred outflows of resources:** Use of net assets (assets minus liabilities) applicable to a future year.

**Liabilities:** What the County owes.

**Deferred inflows of resources:** Net assets (assets minus liabilities) received applicable to a future year.

**Net position:** The difference between: assets plus deferred outflows of resources; minus liabilities and deferred inflows of resources. It's the County's net worth.

**Current and other assets:** Includes such items as pooled cash and investments, cash and investments with fiscal agents, receivables, internal balances, inventories, deposits with others, and prepaid items.

**Capital assets:** Includes such items as County land, easements, construction in progress, buildings and improvements, software, equipment, infrastructure, right-to-use assets, and accumulated depreciation/amortization, if applicable.

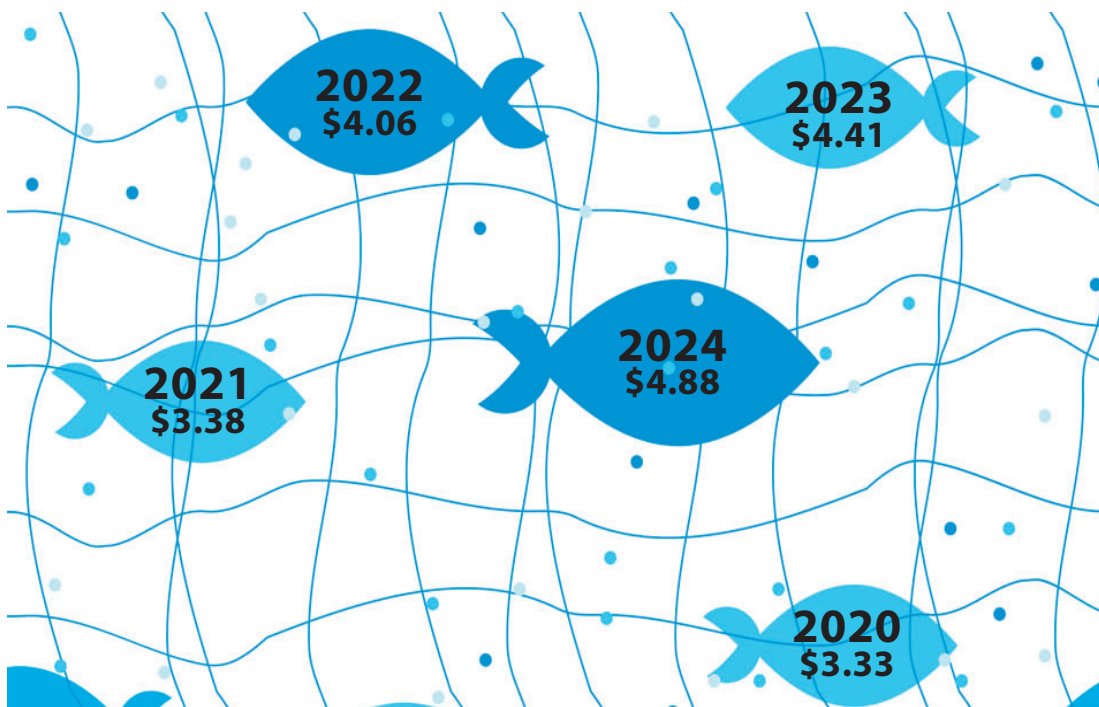
**Long-term liabilities:** Includes such items as bonds, loans, compensated absences, net pension liability, net other postemployment benefits (OPEB) liability, and other County obligations.

**Other liabilities:** Includes such items as payables, payroll, accrued interest and unearned revenue.

**Net investment in capital assets:** Represents amounts invested in capital assets less accumulated depreciation/amortization and any outstanding debt used to acquire these assets.

**Restricted:** What is not available for use by the County because it is set aside for a particular use.

**Unrestricted:** One-time funds available for the County to use for operations.



Total  
Net Position  
Fiscal Years  
2020 - 2024  
(In billions)

## Government-wide Statement of Changes in Net Position

For the Years Ended June 30, 2024 and 2023 (In thousands)	Total Primary Government	
	2024	2023
Revenues:		
Program Revenues		
Charges for services	\$ 784,004	671,975
Operating grants and contributions	4,303,413	3,814,018
Capital grants and contributions	46,821	34,099
General Revenues		
Property taxes	1,077,968	1,014,193
Transient occupancy tax	7,285	7,472
Real property transfer tax	26,170	28,653
Miscellaneous taxes	120	5
Property taxes in lieu of vehicle license fees	558,665	521,678
Sales and use taxes	67,133	56,626
Investment earnings	195,545	88,534
Other	160,324	302,776
<b>Total revenues</b>	<b>7,227,448</b>	<b>6,540,029</b>
Expenses:		
Governmental Activities:		
General government	493,388	549,078
Public protection	2,358,743	2,075,386
Public ways and facilities	196,395	175,511
Health and sanitation	1,455,094	1,314,789
Public assistance	1,987,689	1,838,733
Education	70,743	64,249
Recreation and cultural	79,134	74,036
Interest	51,257	50,694
Business-type Activities:		
Airport	17,576	17,183
Jail Stores Commissary	3,959	3,409
San Diego County Sanitation District	30,225	23,591
Sanitation District - Other	10,928	10,452
<b>Total expenses</b>	<b>6,755,131</b>	<b>6,197,111</b>
Change in net position	472,317	342,918
Net position at beginning of year	4,408,186	4,065,268
<b>Net position at end of year</b>	<b>\$ 4,880,503</b>	<b>4,408,186</b>

*Source: 2024 ACFR Management's Discussion and Analysis Table 2.*

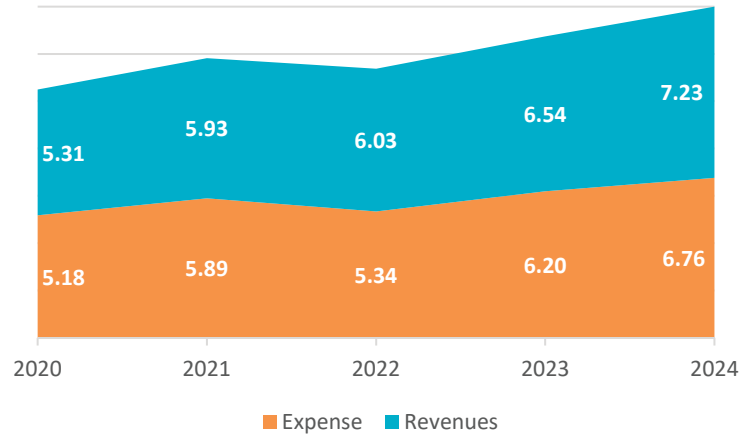
Program revenues are those that derive directly from the program itself or from other parties, not the taxpayers; while general revenues are those not required to be reported as program revenues. All expenses are reported under a specific function - a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Notable changes in revenues between fiscal years 2023 and 2024 are attributable in part to a \$3.9 million decrease in real property transfer taxes; a \$3.9 million decrease in revenue due to the end of the Microbusiness Grant, a \$2.3 million decrease in revenue due to the Cannabis Tax Fund Toxicology Grant ending; offset by increases of \$134.9 million increase tied to the County's T3 Strategy of Test, Trace, and Treat to support Covid-19 efforts; \$103 million in investment earnings; \$64 million in property taxes; \$37 million in property taxes in lieu of vehicle license fees; \$16.2 million increase in on-time revenues for the Next Generation Regional Communication System; and, \$8.7 million increase tied to the Innovative Housing Trust Fund loan reimbursements.

Notable changes in expenses between fiscal years 2023 and 2024 include increases of \$359.5 million in overall salaries and benefit costs; \$95 million in alcohol and drug treatment and mental health programs; \$23.4 million in CalWORKS participant benefits; offset by a \$22.7 million decrease in Housing and Community Development primarily tied to Emergency Rental Assistance Program (ERAP) payments.

The 2024 ACFR is available at:  
[www.sdcounty.ca.gov/auditor/cafr.html](http://www.sdcounty.ca.gov/auditor/cafr.html)

## County Revenues & Expenses Fiscal Years 2020-2024 (In billions)



## Key Terms

### REVENUES:

**Charges for services:** Fees charged for licenses, permits and franchises, fines, forfeitures, penalties and other fees.

**Operating grants and contributions:** Aid from local, state and federal agencies.

**Capital grants and contributions:** Federal and state grants for capital activities and donations made from external entities, e.g. developers.

**Property taxes:** County property taxes levied.

**Transient occupancy tax:** 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.

**Real property transfer tax:** A tax assessed on property when ownership is transferred.

**Miscellaneous taxes:** Various other taxes levied.

**Property taxes in lieu of vehicle license fees:** Property taxes collected in lieu of vehicle license fees.

**Sales and use taxes:** A consumption tax charged at the point of purchase for certain goods and services.

**Investment earnings:** Earnings on County investments.

**Other:** Includes various miscellaneous revenue types that are not reported in aforementioned categories.

### EXPENSES:

**General government:** Services provided by support departments such as the Assessor/Recorder/County Clerk, Auditor & Controller, Treasurer-Tax Collector, County Counsel, Board of Supervisors and the County Technology Office.

**Public protection:** Services provided by departments such as Agriculture Weights and Measures, District Attorney, Department

of Animal Services, Office of Emergency Services, fire protection County Service Areas, Medical Examiner, Probation, and Sheriff.

**Public ways and facilities:** Services provided by departments such as Permanent Road Divisions, Public Works, and the San Diego Lighting Maintenance District.

**Health and sanitation:** Services provided by departments such as ambulance and paramedic County Service Areas, Environmental Health and Quality, Health and Human Services Agency, Inactive Waste Site Management and certain permanent road divisions.

**Public assistance:** Services provided by departments such as Health and Human Services Agency, Housing Authority, Probation and In Home Supportive Services Public Authority.

**Education:** Services provided by departments such as the County Library.

**Recreation and cultural:** Services provided by departments such as park County Service Areas, and Parks and Recreation.

**Interest:** Expenses associated with County debt.

**Airport:** Expenses related to the maintenance, operations and development of County airports. A major objective of the airport program is to develop airport property utilizing federal and State grants in order to enhance the value of public assets, generate new revenues and be a catalyst for aviation and business development.

**Jail Stores Commissary:** Expenses related to the financing of a Sheriff's commissary store allowing persons incarcerated at various County detention facilities to purchase a variety of goods, including food, snacks, stationery, personal care items.

**Sanitation Districts:** Expenses related to the operations of the sanitation districts governed under the Board of Supervisors.

## Where does the money go?

**Public protection 34.9%**  
**Public assistance 29.4%**  
**Health and sanitation 21.5%**  
**General government 7.3%**  
**Public ways and facilities 2.9%**  
**Other 4.0%**  
[Business-type activities 1.0%  
Education 1.0%  
Interest 0.8%  
Recreation and cultural 1.2%]

## Where does the money come from?

**Operating grants and contributions 59.5%**  
**Property taxes 14.9%**  
**Charges for services 11.0%**  
**Property taxes in lieu of vehicle license fees 7.7%**  
**Other 6.9%**  
[Capital grants and contributions 0.6%  
Investment earnings 2.7%  
Transient occupancy tax 0.1%  
Real property transfer tax 0.4%  
Sales and use taxes 0.9%  
Other 2.2%]

## County Pooled Investments

The County investment policies and practices are based on prudent money management principles and state law.

The objectives of the Pooled Investment Policy are:

- ☐ To safeguard the principal of the funds under the County Treasurer's control.
- ☐ To meet the liquidity needs of the participants.
- ☐ To achieve an investment return on the funds under control of the County Treasurer within the parameters of prudent risk management.

Credit ratings are forward-looking opinions about credit risk. This year the County Pool (the "Pool") remained rated AAAf/S1 by Fitch. The 'AAAf' rating indicates the highest level of protection against losses from credit defaults, whereas the 'S1' volatility rating indicates that the Pool possesses low sensitivity to changing market conditions.

The County Pool's Investment Policy and California State Law set minimum credit ratings for each type of investment held by the Pool. The Pool invests in highly rated securities rated at least "A/F1" by Fitch Ratings or another nationally recognized statistical rating organization.

Pooled Investments (In thousands)		
Investment	Fair Value	Fitch Rating
U.S. Federal Agencies	\$ 3,937,797	AAA
U.S. Treasury Notes	1,487,552	AAA
Pass-through Securities	1,044,090	AAA
Supranationals	1,569,671	AAA
Commercial Paper	2,866,439	F-1 to F-1+
Local Agency Investment Fund	2	NR
Local Government Investment Pools	256,271	AAA
Money Market Mutual Funds	386,000	AAA
Municipal Bonds	535,700	AA- to AAA
Negotiable Certificates of Deposit	2,923,467	F-1+
Medium-Term Notes	397,548	AA- to AA
<b>Total investments</b>	<b>\$ 15,404,537</b>	

Note: Data presented in this chart excludes investments with fiscal agents.  
 Source: 2024 ACFR Notes to the Financial Statements Table 7.

The 2024 ACFR is available at:  
[www.sdcounty.ca.gov/auditor/cafr.html](http://www.sdcounty.ca.gov/auditor/cafr.html)



# KEY FINANCIAL DATA

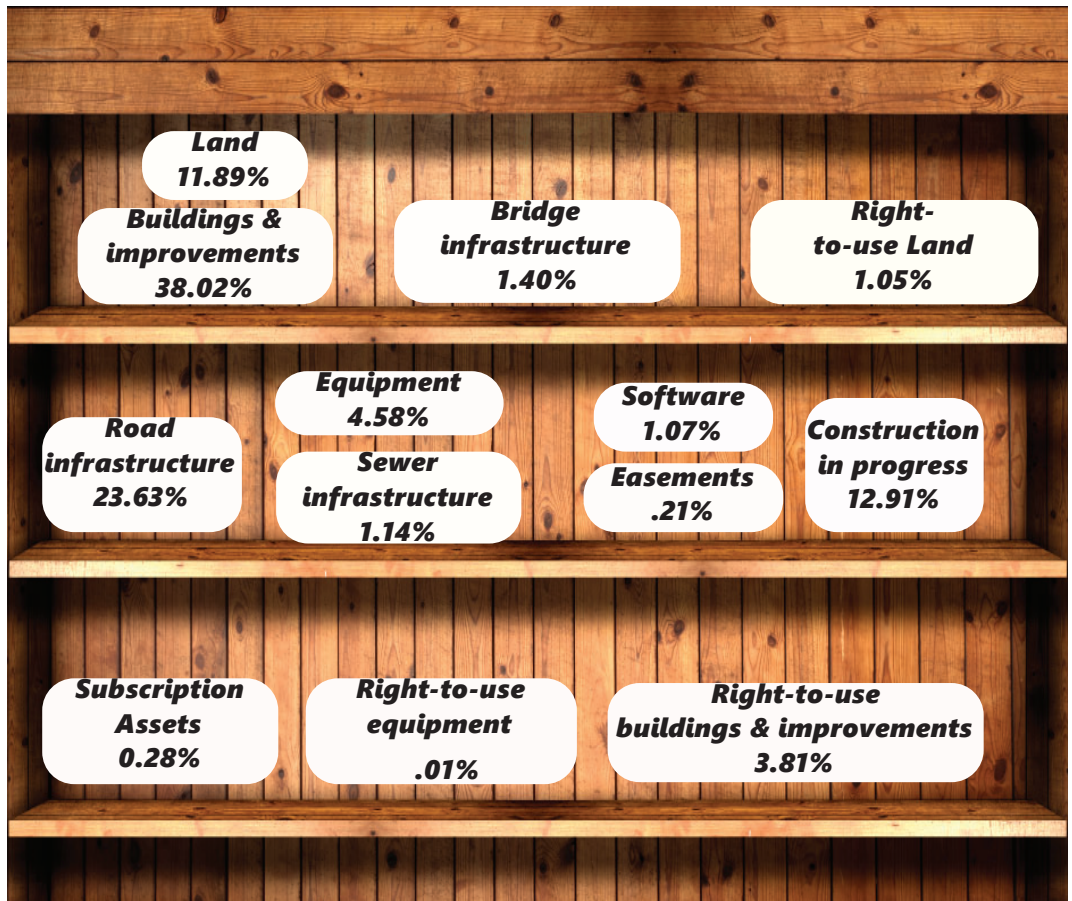


## Capital Assets

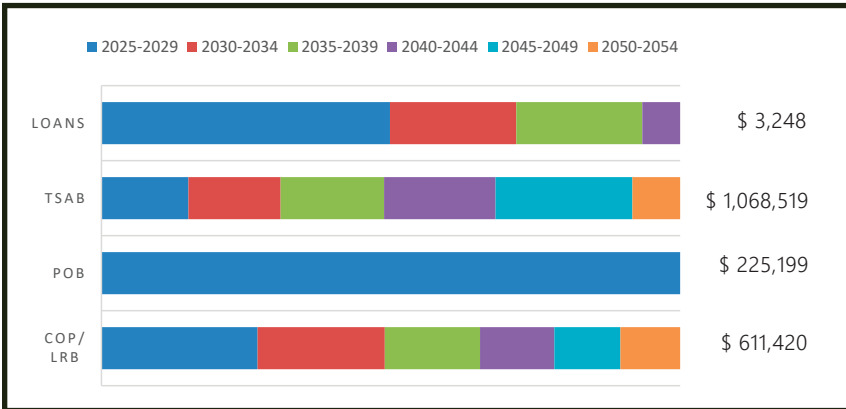
The chart below depicts the outstanding capital assets, net of depreciation/amortization, as of June 30, 2024 for both Business-type and Governmental funds.

At June 30, 2024, the County's capital assets, net of depreciation/amortization totaled \$4.77 billion. Capital assets are used to provide services to county residents. Some of the significant capital asset activity in fiscal year 2024 was as follows:

- \$69.9 million towards acquisition of equipment.
- \$58.4 million towards construction of and improvements of County-maintained roads, bridges, and other road-related infrastructure.
- \$46.1 million towards construction of County Public Health Laboratory.
- \$43.1 million towards major systems renovation of Hall of Justice (HOJ).
- \$41.7 million towards development of various software applications.
- \$21.8 million towards construction of Youth Transition Campus.
- \$21.6 million towards improvement of various capital projects.
- \$16.1 million towards construction of Tri-City Healthcare District Psychiatric Facility.
- \$15.1 million towards renovation of George Bailey Detention Facility (GBDF).
- \$13.5 million towards renovation of County Administration Center (CAC).
- \$8.9 million towards renovation of Sheriff Ridgehaven Headquarters.
- \$7.4 million towards construction of Ramona Intergenerational Community Campus (RICC).



### County Debt Service Requirements to Maturity (In thousands)



Note: This chart includes debt principal, unaccrued appreciation and interest.

County Board of Supervisors Policy Manual, Section B, Policy B-65, "Long-Term Financial Obligation Management Policy" (<https://www.sandiegocounty.gov/cob/policy/>), provides guidance on the County's long-term financial strategy and obligations. Examples of management practices and other information about long-term obligations found in the policy include the following:

The County shall:

- Invest general purpose revenue savings generated by maturing long-term obligations and/or refinancings to accelerate payment of outstanding long-term obligations and/or to avoid the issuance of new long-term obligations by cash financing of capital projects;
- Continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous; and,
- Never use long-term financial obligations to finance current operations or for recurring needs.

### County Principal Debt Outstanding



Note: This chart includes debt principal only

### Long-Term Liabilities

At June 30, 2024 the County's long-term liabilities totaled \$1.883 billion: \$1.025 billion in long-term debt principal of certificates of participation, bonds, and loans; and \$858 million of other long-term liabilities including financed purchases, claims and judgments, compensated absences, landfill postclosure, leases, subscriptions, pollution remediation, and unamortized premiums.

#### Loans

Loans provide funds for the construction of low income housing; for various projects in County facilities to increase energy efficiency; and for the purchase of one acre of property located in the Borrego Springs area to support the County's Regional Communications System (RCS).

#### Certificates of Participation (COP) and Lease Revenue Bonds (LRB)

COP/LRB provide funds for the acquisition and construction of major capital facilities and equipment. The repayment of these COP/LRB is secured by a lease structure where the borrowing entity leases certain properties to another entity, a lessor, which in turn leases the properties back to the borrower. These lessors are the San Diego County Capital Asset Leasing Corporation (SANCAL), and the San Diego Regional Building Authority (SDRBA).

#### Taxable Pension Obligation Bonds (POB)

POBs are issued by the County to reduce its pension unfunded actuarial liability and to achieve interest rate savings by issuing bonds at interest rates which are less than the assumed rate of return earned on proceeds placed in the San Diego County Employees Retirement Association's (SDCERA) pension plan. They are also issued to refund previously issued Pension Obligation debt.

#### Tobacco Settlement Asset-Backed Bonds (TSAB)

TSAB are issued by the Tobacco Securitization Joint Powers Authority of Southern California to securitize future revenue streams available to the County pursuant to various agreements

# KEY FINANCIAL DATA

Credit Ratings			
As of June 30, 2024	Moody's	Standard & Poor's	Fitch
Issuer Rating	Aaa	AAA	AAA
Certificates of Participation San Diego County Capital Asset Leasing Corporation (SANCAL)	Aa1	AA+	AA+
Lease Revenue Refunding Bonds SDRBA (County Operations Center) Series 2016A	Aa1	AA+	AA+
Pension Obligation Bonds	Aaa	AAA	AAA
Tobacco Settlement Asset-Backed Bonds - Series 2006B CAB (First Subordinate)	not rated	CCC-	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2006C CAB (Second Subordinate)	not rated	CCC-	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2006D CAB (Third Subordinate)	not rated	CCC-	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2019A (Class 1) Serial Bonds	not rated	A,A-	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2019A (Class 1) Term Bonds	not rated	BBB+	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2019B-1 (Class 2) Senior CIB	not rated	BBB-	not rated
Tobacco Settlement Asset-Backed Bonds - Series 2019B-2 (Class 2) Senior CAB	not rated	not rated	not rated
San Diego County Redevelopment Agency Bonds	not rated	not rated	not rated

*Source: 2024 ACFR Management's Discussion and Analysis Table 3.*



## Credit Rating Scale

### Moody's



### Standard & Poor's



### Fitch



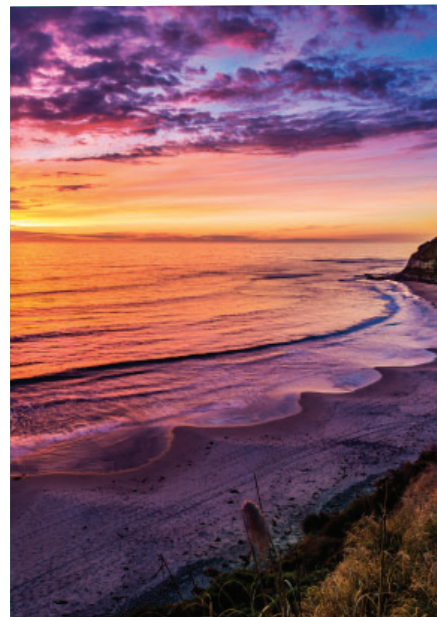
Note: Moody's appends numerical modifiers 1, 2 and 3 to each generic rating classification from Aa to Caa where 1 indicates ranking at the higher end, 2 is mid-range and 3 ranks at the lower end of its category. S&P uses a plus (+) or minus (-) to show relative standing within its major rating categories. Fitch uses a plus (+) or minus (-) for "AA" through "CCC" levels indicating relative differences of probability of default or recovery for issues.

**Sources:**

<https://ratings.moody.com/rating-definitions>

<https://www.spglobal.com/ratings/division-assets/pdfs/guide-to-credit-rating-essentials-digital.pdf>

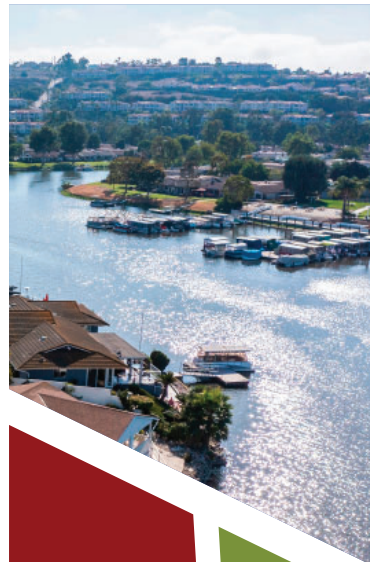
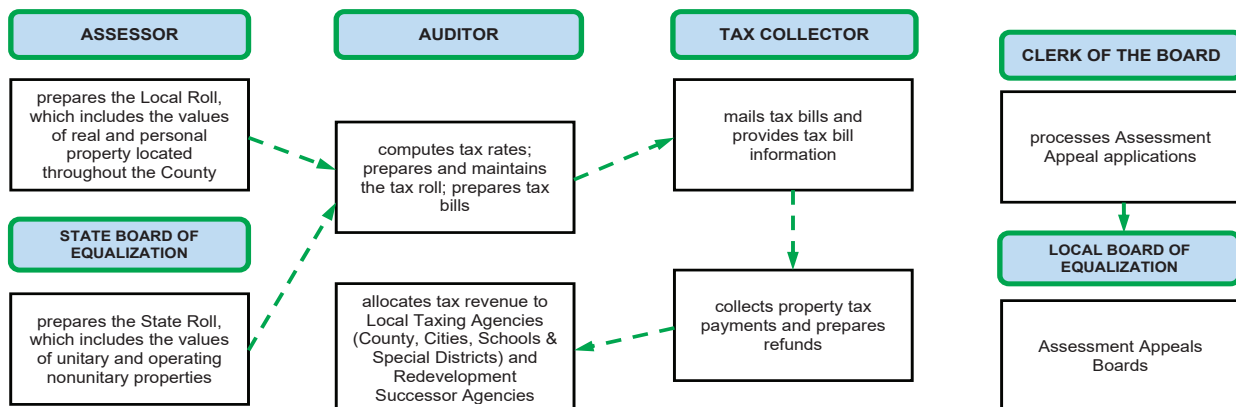
<https://www.fitchratings.com/products/rating-definitions>





## How the Property Tax System Works

Property tax administration is the responsibility of three primary departments of the County of San Diego: (1) The County Assessor is responsible for determining the taxable value of real and personal property and for preparing the annual assessment roll. (2) The County Auditor computes tax rates and applies them to the properties' taxable value to generate the tax roll and tax bills; and is also responsible for allocating and distributing property tax revenues collected to local taxing agencies. (3) The County Tax Collector is responsible for billing and collection activities, including the mailing of tax bills, processing of tax bill payments, and maintenance of taxpayer accounts. Additionally, the Clerk of the Board processes applications for assessment appeal. The local Assessment Appeals Board, appointed by the Board of Supervisors, hears appeals and determines the correct value to be used for the period being appealed.



## Property Tax Collection Allocation

The County collected \$7.10 billion of the 1% property tax (including Unitary tax) as of June 30, 2024. This graphic shows the Fiscal Year 2024 Property Tax Collection Allocation.

- COUNTY GENERAL **13%**
- COUNTY IN LIEU OF VLF (1) **8%**
- COUNTY LIBRARY **1%**
- CITIES **13%**
- CITIES IN LIEU OF VLF (1) **5%**
- SCHOOLS (1)(2) **45%**
- SPECIAL DISTRICTS (3) **3%**
- REDEVELOPMENT SUCCESSOR AGENCIES' RPTTF (4) **12%**

1. Represents the exchange of Property Tax for Cities and County Vehicle License Fee as authorized under Senate Bill 1096, chaptered August 5, 2004.
2. The collection allocated to Educational Revenue Augmentation Fund (ERAF) was used to pay the in lieu of vehicle license fee (VLF) to County and Cities.
3. Includes districts under the Board of Supervisors.
4. The redevelopment agencies were dissolved in Fiscal Year 2011-12 (ABx1 26). Their share of property taxes were deposited to the redevelopment successor agencies' Redevelopment Property Tax Trust Fund (RPTTF) and these funds were allocated to Redevelopment Successor Agencies, County, Schools, Cities, Special Districts and the State Controller offices as provided by Health and Safety Code, Division 24, Part 1.85.

Sources: 2024 ACFR Statistical Table 8; Details of the Property Tax Collection Allocation were provided by the County Auditor and Controller's Property Tax Services Division.



# ACHIEVEMENTS OF NOTE

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## By the Numbers

**Sheriff:** The department's Homeless Assistance Resource Team (HART) continued to enhance connections for at-risk individuals to health and social services workers through homeless outreach to offer wrap-around services. During the fiscal year, HART completed 791 outreach operations, engaged with 4,016 individuals, housed 349 individuals, and completed 203 clean-up operations with county partners.

**Parks and Recreation:** Increased the amount of conserved land, by 833 acres from 57,626 parkland acres owned and effectively managed to 58,459 by the end of the fiscal year.

**Self-Sufficiency Services:** Processed 97% (29,620 of 30,558) of CalWORKs applications timely, within 45 days, to help eligible families become more self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Performance in Fiscal Year 2023-24 exceeded the State requirement of 90%.

**General Services:** Acquired 6 Agricultural Conservation Easements on behalf of Planning and Development Services conserving a total 113.91 acres that could have otherwise been developed and which furthers the County's Climate Action plan goals by reducing Vehicle Miles Traveled (VMT's) and reduces greenhouse gas (GHG).

## Serving the Public

**Office of Emergency Services:** Enhanced community preparedness, particularly to underserved communities, and contributed to an increase in the overall number of SD Emergency mobile application downloads by 38% (220,789 to 305,220), exceeding the goal of 5% due to increased social media messaging and by producing two multi-lingual public outreach campaigns.

**Planning and Development Services:** Facilitated social equity through public engagement in the development of a Socially Equitable Cannabis Program to reduce barriers to opening cannabis businesses, including for individuals impacted by the criminalization of drug use. Ongoing efforts include stakeholder engagement, regulatory ordinance development, and environmental analysis.

**Assessor/Recorder/County Clerk (ARCC):** Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 99.55% (3,186 of 3,202)

**Homeless Solutions and Equitable Communities:** Provided 62,264 residents outreach and education through various community engagement efforts on health and social services focused on creating positive change through equity, health, safety, economic inclusion, and access for all. This exceeds the initial target by 56% (from 40,000 to 62,264).

## Operational Excellence

**Registrar of Voters:** Processed 100% (1,760 of 1,760) Technical Inspector poll worker applications received 29 days before election day in seven days or less to ensure timely poll worker assignments and fully staffed vote centers.

**Housing and Community Development Services:** Maintained 90% (215 of 239) occupancy in units allocated at specific housing developments through the Project Based Voucher (PBV) program. PBVs are a component of the Housing Choice Voucher program, which provides permanent housing in the form of rental assistance to reduce homelessness among extremely low and low-income households.

**Public Works:** Completed four new green infrastructure projects. In the San Diego River Watershed, Mapleview Green Street Project (Lakeside) will incorporate biofiltration, as well as improved sidewalk and bike lane connectivity. The Los Coches Low Flow Diversion to Sanitary Sewer (Lakeside), will provide water quality improvement through the removal of trash and sediment, diversion of an estimated 130 million gallons of low flows to the sanitary sewer, and provide crosswalk improvement to improve mobility. In the Carlsbad Watershed, San Marino Green Street (Lake San Marcos) will incorporate biofiltration basins and trash capture to address nutrients, and trash and sediment from entering Lake San Marcos. In the San Diego Bay Watershed, the Estrella Park Water Quality Project (Spring Valley) was also completed.

**Probation:** Opened a Multisensory De-Escalation room at the Youth Transition Campus to support youth experiencing mental health issues by providing them with a safe environment where they can express themselves, learn to regulate their emotions, improve their reasoning and engage in solution-focused discussions.

*Note: Other Awards and Recognitions are listed in the 2024 ACFR Letter of Transmittal and Adopted Operational Plan Fiscal Years 2024-25 & 2025-26.*



## Things to See & Do...

Spanning more than 50,000 acres of parkland and 158 diverse parks, preserves, trails and historic sites county-wide, there is so much to see and do in San Diego! With its alluring scenery, biologically diverse habitat and mild climate, San Diego is ideal for spending time outdoors. Over 380 Miles of hiking, biking, and equestrian trails await those with an adventurous spirit. Get a workout in, or relax in nature, while taking in the beauty of San Diego County. From backpacking, swimming and kayaking to horseback riding, fishing and disc golf—it's all possible in San Diego County parks. For more information on what to see and do at County Parks, visit: <https://www.sdparks.org/content/sdparks/en/play.html>

### Hike

Hit the trail! Experience San Diego County's miles of hiking trails in the County's parks and open space preserves. Some trails offer simple strolls along placid streams, while others take you over rugged mountains and isolated valleys.

### Bike

Get cranking! Discover San Diego's miles of biking trails in the county's parks and open space preserves. With an average temperature of 71 degrees, the region is one of the best places in the country for people to get around on two wheels.

### Garden

With more biodiversity than any other county in the nation, San Diego's parks and gardens are a great place to experience nature. San Diego's widely varied topography, combined with its proximity to the ocean, create five different habitats including tidal, marsh, desert, mountains, and canyons.

### Exercise

With its beautiful scenery and mild climate, San Diego is ideal for outdoor exercise. With miles of hiking, biking, and equestrian trails, it's easy to fit in a workout while taking in the beauty of San Diego County.

### Splash

Make a splash! San Diego County's Splash Parks and Aquatic Playgrounds provide colorful water features for kids to cool down and make a splash.

### Ride A Horse

Saddle up! Horseback riding in San Diego County is a rewarding outdoor experience. County Parks provides endless outdoor adventure with a wide array of trails, staging areas, and camping.

### Geocache

Geocaching is a treasure hunt that utilizes Global Positioning System (GPS) and the Internet to find caches as a recreational experience. There are three parks in the County system that are open to geocaching.

### Fish & Boat

Eat. Sleep. Boat. A mild climate and steady winds make San Diego the ultimate playground for boating of all kinds.

### Picnic

Life's a picnic! The County of San Diego Parks and Recreation oversees approximately over 58,000 acres of parks, historic sites, and open space preserves. Eighteen of our County Parks have reservable picnic areas for special occasions.

### Skateboard

Get stoked. A popular pastime with youth, it used to be there weren't any public places to practice skateboarding without endangering people or damaging property. That has all changed with boarders tearing it up at two skate parks in San Diego.

## Photo Credits

**Source:** Shutterstock.com **Cover page:** A lone Torrey Pine tree stands a hill in front of the Pacific ocean in La Jolla, California./rpac78; **Page 2:** Hiking trail at Lake Hodges, inviting and lush in springtime, with old oaks and green vegetation./Simone Hogan; view of a lake dam reservoir in la mesa san diego california with wildflowers and mountains/andysartworks; **Page 3:** Japanese Friendship Garden and Museum, Park in San Diego, California./Laras07; **Page 4:** Campo, CA, USA - November 13, 2021: Lake Morena is a pleasant spot to enjoy water sports near San Diego./Daniel Shumny; Tree at Lake Murray with Cowles Mountain in the background at Mission Trails Regional Park in San Diego, California./Sherry V Smith; **Page 5:** Beautiful sunset at the coast, La Jolla, San Diego, California./Boycez; A trail at Anza-Borrego Desert State park, located in eastern San Diego County, and billed as California's largest state park./Sherry V Smith; **Page 6:** Burning Sunset, San Elijo State Beach Encinitas, CA / Marcel Fuentes; Flowers reflect off the water in the Lily Pond at Balboa

Park in San Diego, California./Bill Chizek; **Page 7:** Lake Cuyamaca and Prairie Grassland Scenic Landscape View, Blue Sky. California State Park Sunny Winter Day Hiking Southwest US el Mar, California /Autumn Sky Photography; boys playing with sand on beach, birds flying background on blue sky, dock background on san diego beach, november 2022 san diego./Seyhan Ahen; **Page 8:** Skyline of San Diego in background behind statue of Cabrillo on Point Loma/Steve Heap; **Page 11:** San Diego, CA - Feb 12 2024: San Diego downtown, waterfront, bay, and marina./allnewalbert; **Page 12:** Coronado Bridge as seen from dead man's point San Diego Bay. Blue sky, ocean, and white clouds. Families playing and flying kites on a wonderful day./randy andy; **Page 13:** Downtown San Diego Cityscape Sunset, California USA./Dancestrokes; /Brian Solis; Sunset at San Diego Waterfront Public Park, Marina and the San Diego Skyline. California, United States./f11photo; **Page 14:** San Diego California, La Jolla Cove Sunset, USA/ Dancestrokes; Lighthouse at Mt. Cabrillo National Park

in San Diego, CA/wsgts; **Page 16:** Coronado Beach, San Diego, California, sunrise, sunset, golden hour, beach, coastal, ocean, Pacific Ocean, stunning, picturesque, vibrant, colors, horizon, panoramic, views, coastal beauty, golden/Matthew James Ferguson; Swamis Surf Break, Encinitas California/Marcel Fuentes; **Page 17:** Afternoon view of Lake San Marcos in San Marcos, California, USA/ Matt Gush; **Back Cover:** Male Allen's Hummingbird/ Keneva Photography.



# County of San Diego

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