

County of San Diego

Finance and General Government Group

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Finance and General Government Group Summary & Executive Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

Group Description

The Finance and General Government Group (FGG) provides critical infrastructure, essential support services, and public services that impact all San Diego County communities and residents. These public services include voter registration and elections, passport applications, vital records, marriage licenses, regional economic development coordination, and the dissemination of accurate and timely information about County issues and programs to the public.

FGG is responsible for the financial and operational backbone of the County and provides enterprise human resources services, information technology infrastructure, data analytics and performance management, legal counsel, communications and media relations, legislative program, compliance, facilities and fleet management, major maintenance and capital improvement projects, procurement and contracting, and financial reporting and management. FGG also leads programs that ensure government accountability and transparency, which include the activities of the Office of Ethics and Compliance, Grand Jury, Civil Service Commission, and the Citizens’ Law Enforcement Review Board.

To ensure these critical services are provided, the Finance and General Government Group has 1,989.00 staff years and a budget of \$929.4 million.

Strategic Framework and Alignment

In the County’s Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. Audacious Goals assist departments in aligning with and supporting the County’s Vision and Mission. In addition, department objectives demonstrate how each department contributes to the larger Audacious Goals. For more information, refer to the Strategic Framework and Alignment section.



FGG Departments

- ◆ Assessor/Recorder/County Clerk
- ◆ Treasurer-Tax Collector
- ◆ Chief Administrative Office
- ◆ Auditor and Controller
- ◆ Citizens’ Law Enforcement Review Board
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Communications Office
- ◆ County Technology Office
- ◆ County Counsel
- ◆ General Services
- ◆ Grand Jury
- ◆ Human Resources
- ◆ Purchasing and Contracting
- ◆ Registrar of Voters

Finance and General Government Group Priorities

FGG provides services to internal and external customers based on the following principles that align with the County’s Strategic Initiatives of Equity, Sustainability, Community, Empower, and Justice:

- ◆ Promote a culture of ethical leadership and decision making across the enterprise by enhancing transparency.
- ◆ Align services to available resources to maintain fiscal stability. Provide modern infrastructure and innovative technology to maximize efficient use of resources and ensure superior service delivery to our customers.
- ◆ Provide specialized data and analytic services and integrate evidence-building capabilities to inform policy, budget and operational decisions.

- ◆ Strengthen our community engagement efforts to inspire civic engagement and ensure an inclusive and positive customer experience.
- ◆ Develop, maintain and attract a skilled, adaptable and diverse workforce by implementing inclusive recruitment strategies and providing opportunities for our employees to feel valued, engaged and trusted.
- ◆ Model the use of an equity and belonging lens in the design, decision making, and implementation in all that we do by prioritizing racial justice, health equity, economic opportunity, environmental protection, community centered criminal justice, government transparency, and fundamental changes to County operations.
- ◆ Embed sustainability as part of the County culture and support departments in footprint reduction efforts.
- ◆ Advance regional economic development and inclusive growth by dismantling barriers to opportunities in traditionally underserved communities and underutilized businesses.



Equity

FGG leads the County’s efforts to address structural and systemic racism and eliminate longstanding disparities in our communities through the Office of Equity and Racial Justice (OERJ). In 2023, OERJ launched the pilot Equity Impact Grant program in partnership with The Nonprofit Institute at the University of San Diego to address community feedback about the challenges that small, grassroots, and minority-led organizations face when applying for government contracts and philanthropic funding. This grant program provided 10 qualified San Diego-based social impact organizations with grant funds in Fiscal Year 2023–24 to support community-driven efforts in education civic engagement and movement building, arts and culture, housing, community development and mobility, public safety and restorative justice, health and healing, financial literacy, economic development, food systems, and environmental justice. Another 10 organizations will be added to the pilot program in Fiscal Year 2024–25. In addition to grant funds, the organizations will receive tailored coaching and resources such as workshops on leadership, non-profit governance, and organizational resiliency.

Data shows that a disproportionate number of Black, Indigenous and People of Color (BIPOC) individuals are incarcerated for the criminalization of cannabis across the country and in San Diego county specifically, BIPOC individuals were arrested at higher rates from 2012–2017 for cannabis related incidents. As cannabis is legalized and permitted in San Diego County, the Social Equity Program will help guide the County’s approach to this new market and paradigm shift for how cannabis is perceived and regulated. In support of the program, OERJ commissioned the development of a comprehensive Social Equity Assessment that included several outreach sessions to inform the Social Equity Program. In addition to the State grants awarded in 2023 by the

Governor’s Office of Business and Economic Development, FGG will continue implementation and expand the program in Fiscal Year 2024–25 to help eligible applicants overcome barriers to entering the cannabis industry, including access to capital, navigating complex regulatory requirements, finding appropriate locations for business operations, developing business relationships, and obtaining technical support.

Young boys and men of color face barriers to opportunity at every point in their development, from childhood to adulthood. The Uplift Boys & Men of Color initiative currently in implementation will place OERJ in a centralized role to help connect at-risk youth to wrap around services and trauma support systems, including assistance in accessing healthy food, housing, job training, tutoring, mental health counseling, and related case management. The initiative also envisions a workforce development program focusing on youth and incarcerated young adults and helping them attain education, employment, housing and case management so that they can be successful and contributing members in society, thereby lowering the rate of recidivism.

Equity in Contracting is a collaborative effort between OERJ and the Department of Purchasing and Contracting. A new Equity in Contracting Checklist tool was adopted in August 2023 to provide County staff support in applying an equity lens to procurement and contract design. Training on the use of the Checklist was provided as part of the training curriculum designated for Contracting Officer Representatives (CORs) and to departments upon request.

FGG implemented the Budget Equity Assessment Tool in 2022 to advance equity across the region and enhance the County’s ability to meet the needs of BIPOC, low income, and other communities historically and currently suffering from inequalities and inequities. This year, through efforts led by the Office of Financial Planning and OERJ, the process was realigned based on feedback obtained from County departments via focus groups and listening sessions. The Budget Equity Assessment Tool was improved for use during the Five-Year Financial Forecast process as a tool for long-term financial planning and early development of the next year’s resource requests. The questions in the tool were also revised to be more inclusive of internal support functions that do not have a direct public-facing service or component to broaden the utility and application of the tool in the County’s budget development process. The process will continue to evolve and help guide County departments in critically analyzing the impacts of budgetary decisions and inform future allocations strategies.



Sustainability

Resiliency is a key pillar of the County’s Sustainability strategic initiative. On January 22, 2024, thousands of San Diego households were impacted by a severe atmospheric river that pro-





duced widespread flooding and caused severe damage to homes, businesses, and public infrastructure. More than a thousand families and households were displaced. FGG supported recovery efforts at all levels, including staffing Local Assistance Centers and the Emergency Operations Center, providing cost analysis and financial planning for various County aid and relief proposals, and coordinating County facility damage assessment, debris removal, temporary relocation of personnel and equipment, repairs and restoration, and property insurance claims.

The Zero Carbon Portfolio Plan (ZCPP) sets a lofty goal of a 90% reduction in County building greenhouse gas (GHG) emissions by 2030. It includes six measures covering green energy supply, building electrification, energy efficiency projects, proactive energy management, zero net energy buildings, and renewable energy. FGG invested \$2.5 million into the design phase of the ZCPP in Fiscal Year 2023–24 and will continue financial and operational support for ZCPP’s Year 2 Planning in Fiscal Year 2024–25. In Fiscal Year 2023–24, ongoing sustainability efforts led by the Department of General Services (DGS) resulted in a 1.2% reduction of the County’s total energy consumed, or Energy Use Intensity (EUI).

Combating climate change through innovative and sustainable fleet and facility design is a long standing FGG priority. The County’s Electric Vehicle (EV) Roadmap was adopted in 2019 and included goals to increase EV use and to accelerate installation of charging stations and infrastructure. Since lack of charging infrastructure is a commonly cited barrier to the purchase of EVs, FGG has prioritized increasing the availability of EV charging stations both for County and public use. A total of 311 County chargers are currently active with plans for an additional 287 to be installed by summer 2025. DGS is also well on its way to meeting the County’s target of converting 501 vehicles in the County fleet to EVs by Fiscal Year 2027–28. FGG departments have made great strides in implementing departmental sustainability plans, which include leveraging technology to minimize paper use, reducing vehicle miles traveled through telework and teleconferencing, installing water bottle fill stations to eliminate single use plastics, and providing resources and training to staff on sustainability best practices, including use of composting waste bins and accessing surplus property. Footprint reduction is also a critical component of FGG sustainability plans, with several departments participating in a project to consolidate office space at the County Operations Center (COC). These efforts will make room to accommodate existing public health and human services staff and mitigate the need to construct or lease a new facility, which supports sustainability objectives and is more cost effective to the County. Construction and implementation of the COC Consolidation Project kicked off earlier this year and will continue over the next few years.

Under the County’s Strategic Plan, sustainability encompasses more than just climate change and environmental conservation. Economic sustainability is critical to achieving the County’s long-term goals. FGG is the steward of enterprise financial planning and develops long-term financial forecasting models to inform strategic decision-making and ensure fiscal stability. Behind the scenes, the group is responsible for maintaining six internal service funds ranging from information technology to public liability and is responsible for developing the countywide cost allocation model that distributes eligible administrative expenses to all funds and departments. In Fiscal Year 2024–25, a new Insurance Internal Service Fund will be implemented to increase accountability, transparency and oversight over the County’s risk management and insurance policy portfolio. Robust financial reporting and audit programs ensure accountability, compliance, and integrity in County programs and finances.



Community

FGG led efforts to improve community engagement in the County’s budget process. A Budget Community Engagement Tiger Team was formed to provide feedback on maximizing accessibility and improving how financial content is disseminated to the public for ease of understanding and transparency. This year’s budget community outreach plan includes a new survey with an emphasis on how we communicate about the budget, redesigned community meetings as “Open House” events to allow for more natural and one-on-one discussions, and new pop-up engagements to reach residents at more convenient locations. In addition to the Engage San Diego budget outreach hub and the County’s Open Budget portal, these new activities will help increase awareness, reduce barriers to engagement, and provide greater convenience and efficiency for all interested residents.

Last year, FGG established the new Public Records Act (PRA) Unit under the Clerk of the Board to centrally manage PRA requests, improve access to public information, and leverage additional opportunities, including reduction of redundant requests, reduction of overall staff workload, and using trend analysis to inform future improvements. A new PRA Portal was launched this year that will provide a single website and point of contact for all County PRA requests going forward. Public outreach and training for this new portal are currently underway.

The new vote center model implemented by the Registrar of Voters (ROV) to enhance civic engagement and increase voter access was put to the test this year in San Diego County with both a special election to fill the vacancy of the Fourth District Supervisor and the March 5, 2024 Presidential Primary Election. In the new fiscal year, the ROV will turn its attention to the



November 5, 2024 Presidential General Election while also working to modernize its technology infrastructure by continuing implementation of a new elections management system.

Language services, including translation and interpretation services, continues to be a major focus area. The recently reimagined Board Policy A-139, *Language Access*, outlines the eight threshold languages and American Sign Language to be offered for providing effective communication between the County and its residents who are not proficient in the English language. Closing this gap helps ensure that the limited English-speaking community has the same access to services, programs, and activities offered by the County as all other residents.



FGG is fully committed to building and supporting the County's workforce. In just a few years, the County has grown by over 2,400 employees, which amounts to a 13.6% expansion of our workforce since Fiscal Year 2020–21. The Finance and General Government Group is responsible for the County's recruiting, hiring and onboarding processes to ensure we obtain the best talent to meet the diverse needs and requirements of all departments. FGG also leads the County's initiatives to create a more inclusive and equitable work environment, including for neurodivergent individuals and those with accessibility needs. We've also implemented recruitment strategies to increase engagement with populations facing unique barriers to gainful employment, such as our veterans.

Once a member of the County workforce, FGG ensures that employees are set up for success. Our teams are engaged and valued for the important work that they do. FGG commissioned an independent consultant to conduct the most recent biennial employee engagement survey in 2022. The results showed that over 89% of employees said they had at least one person at work who they could rely on for guidance and support and know what was expected of them on the job. It also showed that there was room for improvement in employee involvement, including feeling safe to challenge the way things are done and that ideas from employees are valued. Each department has reviewed their engagement survey results begun implementation of action plans to make improvements to address feedback specific to their department. At an enterprise level, FGG further supported the County workforce by adding new Office of Ethics and Compliance Investigators and conducting a business process review to help ensure internal personnel issues are resolved in a productive and beneficial manner. In Fiscal Year 2024–25, FGG will also lead negotiations with employee organizations to ensure fair and economically responsible agreements.

FGG is also making substantial investments in the County's tech-

nology infrastructure to ensure our IT can support operations reliably and securely into the future. Planning has begun to migrate the County's enterprise resource planning (ERP) systems to cloud-based solutions that will minimize the need for costly upgrade projects and reduce transition costs to new data centers in the next IT outsourcing agreement. The Integrated Property Tax System (IPTS) project will replace the IT systems that the Treasurer-Tax Collector and Auditor and Controller currently use to collect and distribute property tax revenues. The IPTS will enable these two departments to retire their current systems, thereby reducing operational risks, increasing capabilities, and providing a robust and modern infrastructure to sustain operations for years to come. The IPTS implementation project is expected to complete in 2025. In addition to IPTS, the Assessor/Recorder/ County Clerk will also be working to upgrade their portion of the property tax systems that handle valuation, assessment, and appeals.

The Office of Evaluation, Performance and Analytics (OEPA) provides leadership and coordination over County efforts around evidence-based policymaking, program evaluation, data sharing, collection, and metrics. The strategic framework to increase the use of data to support decision-making includes three core strategies: Developing a structured approach to use data to inform decisions, getting the most value out of data, and increasing the capacity to use data to make decisions. In furtherance of these core strategies, OEPA has begun to build the Enterprise Integrated Data Platform, a state-of-the-art cloud-based system that will connect to and extract data from many of the County's most important data systems. OEPA also developed the County's first Annual Strategic Research Plan, which aligns their research and analytical work to County priorities, and is in the process of creating a program inventory that will result in a comprehensive list of all programs throughout the enterprise and allow a review and analysis of the effectiveness of County programs future.



The County contracts for janitorial, landscaping, and security services for most of its facilities. In recognition of the County's desire to enhance employment protections and ensure high continuity and quality of workers employed by the County's property services contractors, the Board of Supervisors adopted Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Contracts*. FGG departments have substantially implemented the policy's new contracting standards by amending the County's landscaping and security services contracts, and competitive solicitations are underway for janitorial services agreements. FGG also worked quickly to establish the Wage Theft Fund. The Wage Theft Fund protects contracted





workers by implementing a process to file a complaint with the Office of Labor Standards and Enforcement to initiate an investigation, and by making funds available to pay validated claims.

FGG is home of the Citizens’ Law Enforcement Review Board (CLERB), an independent body that is responsible for investigating complaints against San Diego County Sheriff’s deputies and probation officers. The Review Board is supported by a team of County employees, which was expanded in Fiscal Year 2023–24 to increase capacity for conducting investigations thoroughly, impartially and timely.

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- ◆ www.sandiegocounty.gov/fg3

Executive Office Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No changes to staffing.

Expenditures

Net increase of \$1.6 million

- ◆ Salaries & Benefits—increase of \$0.2 million due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$8.9 million primarily for the implementation of the Integrated Property Tax System (IPTS) and security and compliance upgrades for the Enterprise Document Processing Platform (EDPP) and various budget and finance applications.

- ◆ Expenditure Transfer & Reimbursements—net increase of \$7.2 million due to the increase of \$7.7 million for the IPTS implementation project noted above, offset by a decrease of \$0.5 million due to completion of prior year one-time IT projects that do not require additional funding. Since this a transfer of expenditures, it has a net effect of a \$7.2 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Operating Transfers Out—decrease of \$0.3 million associated with a prior year one-time major maintenance facility project for the County Administration Center Waterfront Park that does not require additional funding.

Revenues

Net increase of \$1.6 million

- ◆ Charges For Current Services—increase of \$0.4 million associated with the Cost Allocation Plan for reimbursement of administrative services provided to other County departments.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million for a total budget of \$0.2 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$1.3 million primarily for negotiated labor agreements and IT security and compliance upgrade projects noted above.

Executive Office Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Group Staffing by Department						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Finance & General Government Executive Office		43.00			43.00	43.00
Board of Supervisors		82.00			83.00	83.00
Assessor/Recorder/County Clerk		448.50			448.50	448.50
Treasurer-Tax Collector		124.00			125.00	125.00
Chief Administrative Office		52.00			53.00	53.00
Auditor and Controller		234.50			236.50	236.50
County Communications Office		23.00			23.00	23.00
County Technology Office		17.00			18.00	18.00
Civil Service Commission		3.00			3.00	3.00
Clerk of the Board of Supervisors		30.00			30.00	30.00
County Counsel		185.00			197.00	197.00
General Services		430.00			430.00	430.00
Human Resources		137.00			137.00	137.00
Purchasing and Contracting		77.00			77.00	77.00
Registrar of Voters		75.00			75.00	75.00
Citizens’ Law Enforcement Review Board		10.00			10.00	10.00
Total		1,971.00			1,989.00	1,989.00





Group Expenditures by Department						
	Fiscal Year 2022-23 Actuals	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2023-24 Amended Budget	Fiscal Year 2023-24 Actuals	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Approved Budget
Finance & General Government Executive Office	\$ 36,927,052	\$ 32,577,026	\$ 67,816,801	\$ 45,443,458	\$ 34,217,245	\$ 34,990,588
Board of Supervisors	14,461,269	16,392,037	17,742,049	15,103,921	17,499,288	17,506,955
Assessor/Recorder/County Clerk	72,713,589	89,266,846	97,890,381	76,773,282	86,736,559	82,292,801
Treasurer-Tax Collector	22,925,095	25,299,333	26,263,629	24,036,710	25,834,479	26,596,976
Chief Administrative Office*	7,491,376	10,221,898	17,245,297	12,677,074	9,861,046	10,272,963
Auditor and Controller	38,099,294	42,534,578	50,575,361	42,942,932	45,008,589	46,671,167
County Communications Office	4,017,212	5,671,965	6,414,770	5,349,552	4,793,175	4,427,905
County Technology Office	226,462,797	230,081,627	248,758,803	230,377,391	230,420,898	230,569,686
Civil Service Commission	592,778	636,155	638,813	626,284	679,181	697,035
Clerk of the Board of Supervisors	4,717,190	5,298,477	5,593,315	5,224,876	5,582,936	5,774,681
County Counsel	36,577,222	43,866,844	44,411,971	41,105,173	48,627,799	50,556,440
General Services	252,369,382	289,112,681	420,473,120	286,115,528	317,230,230	316,331,989
Grand Jury	621,161	780,724	781,112	739,138	789,302	789,302
Human Resources	32,559,258	36,576,622	38,576,529	36,848,290	37,079,761	38,200,580
Office of Evaluation, Performance and Analytics*	2,149,411	—	—	—	—	—
Purchasing and Contracting	16,250,371	19,125,584	20,589,740	18,354,631	22,277,392	21,645,990
Registrar of Voters	35,895,012	40,158,441	43,586,868	37,142,241	40,696,569	35,780,055
Citizens' Law Enforcement Review Board	1,648,587	1,976,018	1,984,544	1,722,792	2,021,071	2,086,948
Total	\$ 806,478,057	\$ 889,576,856	\$ 1,109,343,101	\$ 880,583,274	\$ 929,355,520	\$ 925,192,061

*Effective July 1, 2023, the Office of Evaluation, Performance and Analytics moved under the Chief Administrative Office to improve alignment with related County operations.



Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Finance & General Government Executive Office		12.00			13.00	13.00
Office of Financial Planning		14.00			13.00	13.00
Economic Development & Government Affairs		17.00			17.00	17.00
Total		43.00			43.00	43.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Finance & General Government Executive Office	\$ 24,921,426	\$ 23,864,031	\$ 57,776,852	\$ 37,441,545	\$ 25,333,187	\$ 26,106,006
Office of Financial Planning	4,217,561	4,572,713	5,315,562	3,954,609	4,649,508	4,520,508
Economic Development & Government Affairs	7,788,065	4,140,282	4,724,387	4,047,304	4,234,550	4,364,074
Total	\$ 36,927,052	\$ 32,577,026	\$ 67,816,801	\$ 45,443,458	\$ 34,217,245	\$ 34,990,588

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 8,073,251	\$ 9,435,270	\$ 9,429,775	\$ 9,407,475	\$ 9,607,220	\$ 9,938,286
Services & Supplies	38,612,430	23,421,144	60,581,913	37,950,495	32,317,001	25,052,302
Other Charges	3,500,000	—	—	—	—	—
Expenditure Transfer & Reimbursements	(13,258,629)	(529,388)	(3,782,168)	(3,252,780)	(7,706,976)	—
Fund Balance Component Increases	—	—	1,337,282	1,337,282	—	—
Operating Transfers Out	—	250,000	250,000	987	—	—
Total	\$ 36,927,052	\$ 32,577,026	\$ 67,816,801	\$ 45,443,458	\$ 34,217,245	\$ 34,990,588





Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Revenue From Use of Money & Property	\$ 886,944	\$ 650,000	\$ 650,000	\$ 536,007	\$ 650,000	\$ 650,000
Intergovernmental Revenues	4,708,143	201,671	451,671	158,948	201,671	201,671
Charges For Current Services	1,581,915	1,984,342	1,984,342	2,042,769	2,342,927	2,342,927
Miscellaneous Revenues	39,994	80,000	80,000	78,663	80,000	80,000
Fund Balance Component Decreases	153,960	265,257	265,257	265,257	206,307	206,307
Use of Fund Balance	2,500,163	—	34,989,775	12,966,059	—	—
General Purpose Revenue Allocation	27,055,933	29,395,756	29,395,756	29,395,756	30,736,340	31,509,683
Total	\$ 36,927,052	\$ 32,577,026	\$ 67,816,801	\$ 45,443,458	\$ 34,217,245	\$ 34,990,588



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

Chairwoman Nora Vargas proudly represents over 630,000 residents of the diverse and dynamic First Supervisorial District on the San Diego County Board of Supervisors. District 1 spans from the Pacific Ocean on the west, to the Otay and San Miguel mountains in the east, and from historic Barrio Logan in the north to the U.S./Mexico international border on the south.

The First Supervisorial District includes the cities of Chula Vista, Imperial Beach, National City, and a tapestry of communities within the City of San Diego, such as Barrio Logan, Chollas View, East Village, Golden Hill, and more. Additionally, District 1 also includes the unincorporated areas of Bonita, East Otay Mesa, Lincoln Acres, Sunnyside, and Spring Valley/La Presa.

Chairwoman Vargas is a champion for healthier and stronger communities across San Diego County. She is a tireless advocate for equity and inclusion in policies, programs, procurements and projects. Her strategic goal is to create a county that benefits everyone, with a focus on prioritizing families, improving infrastructure, and promoting economic opportunity and prosperity for all, including communities who have been historically disadvantaged. Chairwoman Vargas played a leading role in declaring racism a public health crisis in the County, and has spearheaded numerous initiatives to eliminate barriers and ensure equitable access to resources.

Every day, Chairwoman Vargas advocates for strategic, holistic and innovative approaches to support families, including addressing fundamental needs like food, housing and childcare. Her top priorities include the creation and preservation of affordable housing, combating food insecurity, supporting youth and seniors, and expanding access to quality healthcare. Chairwoman Vargas has also been at the forefront of efforts to address homelessness, advocating for policies that advance housing and services that help individuals and families rebuild and restore their lives. In addition, Chairwoman Vargas has supported expanding mental health, wellness and childcare support



services, including for public safety and probation officials. At the heart of these efforts is Chairwoman Vargas support for public safety and restorative justice.

A supporter of environmental initiatives, Chairwoman Vargas is championing the “Gateway to the Californias,” a strategic vision to remediate, restore and transform the Tijuana River Valley into a verdant and vibrant public space featuring green space, sports fields, spaces for public art, culture, entertainment and community. The “Gateway to the Californias is envisioned as a landmark space that embodies the community, cultures and spirit of San Diego County and the binational region.

In the Fall of 2023, Chairwoman Vargas led the County’s effort to address the humanitarian crisis posed by persons legally seeking asylum. Under her leadership, the County of San Diego allocated \$6 million in American Rescue Plan Act funds to establish temporary transition centers. In addition, Chairwoman Vargas similarly led efforts to allocate \$10 million to help provide temporary shelter and available support services to those devastated by the January 22, 2024 severe storm/atmospheric river.

As the former President of the Southwestern College Governing Board, Chairwoman Vargas promotes literacy, particularly among youth. She is a leading supporter of the Little Free Libraries Initiative. And through her Initiative to Uplift Boys and Men of Color, she works to dismantle the school-to-prison pipeline by implementing strategies that focus on education, equity, trauma support, workforce development, restorative justice.

As the County’s highest-ranking elected official, Chairwoman Vargas plays leadership roles on various boards, including the San Diego Association of Governments (SANDAG) and the San Diego County Air Pollution Control District.

Learn more by visiting www.SupervisorNoraVargas.com.

District 2

Supervisor Joel Anderson is honored to represent the residents of San Diego County's Second Supervisorial District, encompassing the majority of East County and fifteen communities in the City of San Diego. The second largest of the County's five districts, the Second District features approximately 1,500 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. The U.S./ Mexico Border is the southern boundary of the district, stretching to the mountains of the greater Julian area in its northern reaches and extending to the Imperial County line. Home to more than 620,000 residents, including more than 200,000 individuals who live in unincorporated communities, the Second District has forty percent of San Diego's unincorporated area residents – more than any other district. For this reason, many citizens depend on County government for nearly all local public services and have more contact with their County Supervisor than in more urban districts.

Supervisor Anderson is laser-focused on developing solutions to priority issues, including:

- ◆ Bringing Jobs and Economic Prosperity to East County
- ◆ Securing Funding for Public Safety and Fire Prevention
- ◆ Leveraging County Resources to Address Homelessness in East County
- ◆ Implementing Behavioral and Mental Health Strategies
- ◆ Building More and Attainable Housing
- ◆ Being Responsive to Every Resident Who Contacts His Office

He serves the public by promoting transparent County practices and a government that seeks the input of our informed and engaged citizenry. Supervisor Anderson is building on his experience in the State Legislature by continuing to work closely with the elected and civic leaders of the communities in the Second District. This action includes strengthening public safety, improving wildfire prevention, investing in our behavioral health system, and enhancing emergency preparedness and response measures. Supervisor Anderson is helping to deliver important community projects, such as parks, ballfields and recreational opportunities, community centers and libraries, and road and infrastructure improvements to enhance the quality of life for his constituents in a fiscally responsible manner.

The Second District includes the unincorporated communities of 4S Ranch, Alpine, Barrett, Blossom Valley, Bostonia, Boulevard, Campo, Crest, Cuyamaca, Dehesa, Del Dios, Descanso, Dulzura, Eucalyptus Hills, Fernbrook, Flinn Springs, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Johnstown, Julian, Lake Hodges, Lake Morena, Lakeside, Morena Village, Mount Laguna, Pine Hills, Pine Valley, Potrero, Ramona, San Diego Country Estates, San Pasqual, Santa Fe Valley, Tecate, Tierra del Sol, Winter Gardens and Wynola, as well as the Tribal Governments of Barona, Campo, Capitan Grande, Ewiiapaayp, Inaja/Cosmit,

Jamul, La Posta, Manzanita, Sycuan and Viejas. The Second District also includes the cities of El Cajon, Poway and Santee and the City of San Diego communities of Allied Gardens, Carmel Mountain Ranch, Del Cerro, Grantville, Kearny Mesa, MCAS Miramar, Miramar Ranch, Rancho Bernardo, Sabre Springs, San Carlos, San Pasqual Valley, Scripps Ranch, Serra Mesa, Stonebridge and Tierrasanta.

Learn more by visiting www.SupervisorJoelAnderson.com.

District 3

Supervisor Terra Lawson-Remer is Vice Chair of the County Board of Supervisors. She proudly represents San Diego County's Third District, which spans from Carlsbad to Coronado. The district consists of an economically, ethnically, and generationally diverse group of nearly 700,000 residents.

District 3 includes six incorporated cities, including 13 distinct neighborhoods within the City of San Diego, along with unincorporated areas. The southwest boundary includes bustling San Diego landmarks in Coronado and Little Italy. Along the western edge, 38 of San Diego County's 45 beautiful beaches and coastal landscapes are located in District 3 communities such as Carlsbad, Encinitas, Solana Beach, Del Mar, La Jolla, Pacific Beach, Mission Beach, Ocean Beach, and Point Loma. The inland parts of the district feature mountains, hillsides, canyons, and open spaces in communities such as Rancho Santa Fe, Sorrento Valley, Carmel Valley, University City, Pacific Highlands, Torrey Highlands, Elfin Forest, Harmony Grove, University City, Mira Mesa, and Rancho Peñasquitos.

San Diego's beautiful coastlines are part of what makes this district such a special place. Keeping our beaches clean starts with keeping pollution out of the water. Since 2021, Supervisor Lawson-Remer's first year in office, \$200 million has been invested in stormwater infrastructure improvements and nearly 19,000 beach water samples have been tested for ocean pollution. She also advocated for the State and Federal government to increase funding to support and resolve the Tijuana Sewage Emergency Environmental Crisis.

As a parent, Supervisor Lawson-Remer is focused on protecting our children and communities from gun violence by getting dangerous, illegal guns off the streets. Since 2021, 200 ghost gun cases involving murder, attempted murder and assault have been prosecuted, and three times more ghost guns were taken off the streets than the three years prior. She's also passed several measures to make unprecedented investments in firefighting equipment for land and air.

Helping the homeless has been one of Supervisor Lawson-Remer's top priorities for District 3. Three years ago, the County had no shelter beds or safe parking areas it was supporting for those experiencing homelessness and the County now has about 900. With the passage of the Senior Shallow Rent Subsidy Pro-

gram she championed, nearly 400 seniors at risk of becoming homeless remain in homes. The demand for this program was very high, the County is working to grow it and has partnered with MIT to measure its effectiveness.

Delivering support for working families has also been a focus of the District 3 Supervisor. She worked to establish the Office of Labor Standards and Enforcement to provide worker protections, uphold regulations and laws to protect against wage theft, and ensure workers are empowered with the County's Workforce Justice Fund when worker wages are unfairly withheld. Supervisor Lawson-Remer was also instrumental in passing a Contracting Standards Policy to hold County contractors accountable.

Mental health services and addiction treatment lacked sufficient investment for decades. Since 2021, County has increased the number of full-time County Behavioral Health employees by 77 percent and activated 37 Mobile Crisis Response Teams that address urgent behavioral health cases in the community. This means more of our neighbors in District 3 and countywide are getting the treatment they need by calling our new hotline at 9-8-8. Plus, Supervisor Lawson-Remer and her colleagues secured \$100 million in opioid manufacturer lawsuit settlement money to fight the fentanyl and opioid crises.

Even though great progress has been made, there is still a long way to go, and by continuing to work together Supervisor Lawson-Remer believes we will make San Diego a more just, equitable, sustainable and livable community for everyone.

Learn more by visiting www.SupervisorTerraLawsonRemer.com.

District 4

Supervisor Monica Montgomery Steppe proudly represents the Fourth District, a diverse community which includes the Unincorporated Communities of Spring Valley, Casa de Oro, Mt. Helix, Rancho San Diego, the City of Lemon Grove, the City of La Mesa and the City of San Diego areas of Clairemont Mesa, Hillcrest, Balboa Park, North Park, Bankers Hill, Old Town, Mission Hills, University Heights, Oak Park, Ridgeview/Webster, Broadway Heights, Valencia Park, Emerald Hills, Encanto, O'Farrell, Bay Terraces, Paradise Hills, Skyline, Jamacha Lomita, Lincoln Park, Chollas View, Kearny Mesa, Linda Vista, Mission Valley, Birdland, City Heights, Normal Heights, Rolando Park, Rolando Village, Redwood Village, Kensington-Talmadge and College Area.

Supervisor Montgomery Steppe continues to advocate for People-centered priorities and has followed goal-based Pillars of Governance, which include:

- Reimagining public safety by building out the public safety ecosystem, which includes providing additional resources and investment in youth, environment, and families to empower communities. Supervisor Monica Montgomery

Steppe is also committed to providing community-based alternatives to law enforcement practices to sustain a better and safer community for all.

- Promoting Safe and Healthy Communities by strengthening public health and creating sustainable, equitable communities. Supervisor Montgomery Steppe is committed to investing in infrastructure that improves air quality, parks, green spaces, and resources that enhance quality of life.
- Implementing strategies that diversify and create Economic Opportunities for All. Supervisor Montgomery Steppe continues to prioritize the creation of economic pathways by supporting quality employment opportunities and investment in local businesses.
- Investing in Housing and Homelessness by creating opportunities for BIPOC first-time homebuyers and increasing affordable housing. Supervisor Montgomery Steppe also prioritizes expanding resources for our unhoused community, including the supply of shelters and wraparound services like case management, job training, and mental health and substance use treatment.

Supervisor Monica Montgomery Steppe's approach to governance is consistent, steadfast, and courageous in confronting and addressing the needs of historically underserved communities. Supervisor Montgomery Steppe will continue to advocate for transparency and accountability in Government as she represents the people of San Diego County. She envisions greater regional collaboration with unincorporated communities, incorporated cities, and the County and is dedicated to using her City Council experience to integrate quality County public services.

Learn more by visiting www.SupervisorMonicaMontgomerySteppe.com.

District 5

Supervisor Jim Desmond proudly represents the Fifth District, an expansive region that encompasses the captivating northernmost area of San Diego County, known as North County. Spanning nearly 2,100 square miles, the largest of the five, this district is a diverse tapestry, stretching from the enchanting wave-swept shores of the Oceanside coast to the awe-inspiring pine-topped hills of the Palomar Mountain Range and extending beyond to the expansive Anza-Borrego Desert.

Within this vast expanse, the Fifth District is blessed with an array of natural wonders, thriving industries, educational institutions, resorts, golf courses, fine dining establishments, and agricultural landscapes. Supervisor Desmond and his dedicated team take great pride in serving the approximately 630,000 residents who proudly call the Fifth District their home.

Agriculture is a cornerstone industry in the Fifth District, with rolling hills adorned by groves of avocado and citrus trees alongside fields of strawberries and tomatoes. Springtime brings forth

the vibrant wildflowers of the Anza-Borrego Desert, creating a picturesque landscape. Beyond agriculture, the district is a hub for thriving industries, including biotechnology, innovation, tourism, and specialized manufacturing, offering thousands of workers high-paying jobs and cutting-edge opportunities.

Supervisor Desmond prioritizes public safety, focusing on law enforcement, fire protection, and emergency services. His commitment extends to addressing infrastructure needs, particularly emphasizing the alleviation of road congestion and the enhancement of freeway connectivity for the well-being of North County residents. Tackling homelessness, providing effective behavioral health services, supporting veterans and their families, enhancing the San Luis Rey River corridor, and maintaining robust fiscal management are critical pillars of his agenda, ensuring a high quality of life for all Fifth District residents.

Drawing from his experience as a United States Navy veteran, Supervisor Desmond recognizes the significance of supporting the over one million county residents who are active-duty military veterans and their families. Collaborating closely with County departments and community partners, he endeavors to strengthen the support network, fostering a healthier and more robust economy for all.

As one of two supervisorial districts predominantly comprising unincorporated communities, the Fifth District includes approximately 230,000 residents in these areas.

Supervisor Desmond is passionate about extending County public services to address local issues and meet the diverse needs of all residents. As a Board member for L.A.F.C.O. (Local Agency For-

mation Commission) and S.O.N.G.S. (San Onofre Nuclear Generating Station), he remains deeply invested in shaping the future of the Fifth District and the broader San Diego region.

Encompassing the cities of Escondido, Oceanside, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton, the Fifth District also embraces a plethora of unincorporated communities, including Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, 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, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, and Warner Springs. The district is also home to several Indian Reservations, including La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel, and San Pasqual, as well as vast areas of National Forest, State Park lands, and the San Onofre Nuclear Generating Station that fall within district boundaries.

To delve deeper into Supervisor Jim Desmond's initiatives and contributions, visit www.SupervisorJimDesmond.com.

Related Links

For additional information about the Board of Supervisors, refer to the website at:

- ◆ www.sandiegocounty.gov/general/bos.html

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Board of Supervisors District 1		16.00			16.00	16.00
Board of Supervisors District 2		16.00			16.00	16.00
Board of Supervisors District 3		16.00			16.00	16.00
Board of Supervisors District 4		16.00			16.00	16.00
Board of Supervisors District 5		16.00			16.00	16.00
Board of Supervisors General Offices		2.00			3.00	3.00
Total		82.00			83.00	83.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Board of Supervisors District 1	\$ 2,684,582	\$ 3,155,000	\$ 3,262,443	\$ 2,881,407	\$ 3,375,850	\$ 3,375,850
Board of Supervisors District 2	3,138,009	3,155,000	3,439,406	3,303,754	3,375,850	3,375,850
Board of Supervisors District 3	2,726,944	3,155,000	3,654,709	3,413,676	3,375,850	3,375,850
Board of Supervisors District 4	2,668,279	3,155,000	3,357,561	1,940,694	3,375,850	3,375,850
Board of Supervisors District 5	2,728,935	3,155,000	3,407,915	2,999,010	3,375,850	3,375,850
Board of Supervisors General Offices	514,521	617,037	620,015	565,380	620,038	627,705
Total	\$ 14,461,269	\$ 16,392,037	\$ 17,742,049	\$ 15,103,921	\$ 17,499,288	\$ 17,506,955

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 12,328,721	\$ 14,341,197	\$ 14,329,994	\$ 12,689,481	\$ 15,259,799	\$ 15,684,186
Services & Supplies	2,132,548	2,050,840	3,408,694	2,411,080	2,239,489	1,822,769
Other Charges	—	—	3,361	3,361	—	—
Total	\$ 14,461,269	\$ 16,392,037	\$ 17,742,049	\$ 15,103,921	\$ 17,499,288	\$ 17,506,955

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 30,803	\$ —	\$ —
Fund Balance Component Decreases	290,264	393,644	393,644	393,644	287,680	287,680
Use of Fund Balance	(376,127)	—	1,350,012	(1,318,918)	—	—
General Purpose Revenue Allocation	14,547,132	15,998,393	15,998,393	15,998,393	17,211,608	17,219,275
Total	\$ 14,461,269	\$ 16,392,037	\$ 17,742,049	\$ 15,103,921	\$ 17,499,288	\$ 17,506,955



Assessor/Recorder/County Clerk

Mission Statement

We put people first with great customer service for the citizens, property owners, and businesses in San Diego County in the real estate recordation, vital records, marriage services, document preservation, and real & business valuations space. The office is the primary advocate and processing entity for tax savings for property owners.

Assessor/Recorder/County Clerk (ARCC) is an inclusive team of knowledgeable partners, skilled professionals, and trusted experts that serve our community, our customers, and our coworkers with collaboration, grace, innovation, and operational excellence.

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify, establish values, and apply exemptions (tax savings) for all vacant land, improved real estate, business property and certain manufactured homes, boats, and aircraft. In addition, the Assessor maintains records and data on all taxable properties within the boundaries of the County of San Diego, including ownership, address information, and parcel maps of all real property.

The Recorder is responsible for maintaining and making accessible a wide range of important public records. As mandated by the California Government Code, the Recorder examines, records, indexes, and archives records submitted for recordation or filing, including deeds, mortgages, and liens. This ensures the integrity and accuracy of these records, which are essential for individuals and organizations to establish ownership and legal rights to property. Additionally, the Recorder is responsible for making these records available to the public and providing certified copies of birth, death, and public marriage certificates, which are important personal documents that individuals may need for legal and administrative purposes.

The County Clerk oversees the issuance and registration of fictitious business names, essential for businesses using a name distinct from the owner's legal name. Moreover, the County Clerk is responsible for issuance of both public and confidential marriage licenses, as well as conducting civil marriage ceremonies—significant milestones in couples' lives. Additionally, the County Clerk files and publicizes California Environmental Quality Act (CEQA) notices for inspection regarding projects that may have an



impact on the environment. Furthermore, the County Clerk handles the filing and registration of Notary Public Oaths of Office and Professional Registrations.

Overall, ARCC plays a crucial role in maintaining important records and helping citizens navigate many legal and life-changing processes.

To ensure these critical services are provided, ARCC has 448.50 staff years and a budget of \$86.7 million.

2023–24 Accomplishments



Equity

- Economic Opportunity: Dismantle barriers to expand opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Established community educational partners and community advisors for traditionally underrepresented populations that transact business with the ARCC.
 - Partnered with San Diego County Human Resources to conduct department job fairs to promote student worker program, and to help underserved communities find job opportunities within the department by developing a Neurodivergent Workforce Development Plan.
 - Participated in Jay's Program, an internship opportunity designed to host, train, and support neurodivergent individuals to improve their job skills and increase opportunities for future employment.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Partnered with National Association of Real Estate Brokers (NAREB) and the Veterans of Foreign Wars on property tax savings programs for disabled veterans.

- Partnered with Young Black and N’ Business on explaining the Fictitious Business Name process.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - A system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs was not completed in Fiscal Year 2023–24 due to reorganization of priorities and will continue into Fiscal Year 2024–25.
 - Providing educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County was not completed in Fiscal Year 2023–24. The effort will continue into Fiscal Year 2024–25 due to the creation of the Office of Sustainability and Environmental Justice (OSEJ), who is leading the creation of an enterprisewide LMS Sustainability 101 Course, which will provide the educational opportunities for employees.
 - Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement by providing community events information and through two virtual trainings hosted by OSEJ on ‘Blue Bin Recycling’ and ‘Organics & Food Scraps Recycling.’
 - Initiated the incorporation of information on sustainability policies, plans, and practices into the department’s new employee orientation for all employees working in the facility.
 - Enhanced sustainability through interdisciplinary collaboration and teamwork through ongoing collaboration was not completed in Fiscal Year 2023–24 due to reorganization of priorities and will continue into Fiscal Year 2024–25.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Implemented a comprehensive sustainability and resiliency program, focusing on a successful generator load test and planned disaster recovery drill at the East County Office and Archives. This program aims to ensure seamless business operation using backup power systems and business processes during critical periods; ultimately fortifying our department and enhancing our ability to recover against unforeseen disruptions.
 - Partnered with National Black Contractors to promote innovative enhanced sustainability practices with San Diego based minority businesses.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 99.5% (3,186 of 3,202).
 - Participated in three community home ownership shows to bring services to the community.
 - Partnered with the San Diego Oasis to provide education seminars for the community on property tax savings.
 - Partnered with the City of San Diego Council on a home ownership education and fair.
 - Partnered with the Asian Business Association of San Diego and University of California San Diego (UCSD) Health to celebrate the rich Asian heritage and culture by issuing a commemorative red birth certificate envelope.
 - Partnered with Governor’s Office and California Office of Small Business Advocate for a San Diego County small business leadership training.
 - Created ARCC’s Black History Month honoree program to recognize individuals that have shown leadership in the community.
 - Collaborated on an educational campaign with Yes in God’s Backyard (YIGBY) that led to the first affordable housing development on church property.
 - Partnered with the People’s Association of Justice Advocates to support San Diego homeowners and residents affected by the 2024 winter storms.
 - In a collaborative partnership with San Diego County programs, established Homeless Court Providers that offered resources and relief to those experiencing homelessness. These pop-up resource fairs rotate monthly and take place at various locations throughout the county. A wide range of resources are provided, including substance-use rehab programs, Child Support Services, birth certificates from the County Recorder/Clerk, Department of Motor Vehicles (DMV) services, the Department of Homeless Solutions and Equitable Communities’ Live Well benefits bus, the League of Women Voters, and much more.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Actively engaged in and contributed to local resource centers focused on aiding the community after flooding during winter storms. By providing access to information and free services available, we aim to build a more resilient community in the face of extensive recovery efforts.





- Increased Owner Alert subscription to 46,161, which is a free real estate fraud notice service. Owner Alert sends an immediate notification to subscribed property owners anytime a document is recorded with ARCC transferring title to owner's property.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Increased community partnerships with qualified institutions, such as schools, nonprofits, museums, and religious organizations for property tax exemptions through additional outreach and education of the community.
 - Increased the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption to more than 17,500 resulting in a total annual savings exceeding \$28.0 million in property taxes, making San Diego the #1 County Assessor's Office in the State of California.
 - Provided second Saturday service at the San Marcos Office to increase services available outside normal business hours to obtain marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies in the branch offices of the department.
- Communications: Create proactive communication that is accessible and transparent.
 - Enhanced communication accessibility and transparency by streamlining the Recorder/County Clerk automated phone menu system. By reducing the average navigation time to under one minute and incorporating language accessibility features we improved overall customer satisfaction scores related to phone interactions, promoting a proactive and user-friendly communication experience.
 - Implemented a program to offer marriage translation services program to ensure that interpreter services are readily available for residents with limited English proficiency. By supporting interpretation of marriage license services for residents, we facilitate their access to marriage license services and thereby foster inclusivity and community engagement.
 - Implemented the Navigating Loss program focused on supporting constituents who have experienced a death. Developed and launched a guidance program that directs bereaved persons to appropriate resources, fostering a more empathetic and responsive environment for everyone.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Ensured 100% (143 of 143) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules, and regulations.
 - Examined and processed 96.9% (246,355 of 254,151) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - Completed Assessor Continuity of Operations plan to ensure our ability to respond to the communities in the region and maintain leadership in the event of an emergency.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Information provided in the 2023 ARCC employee engagement survey was used to improve engagement in the department and to foster an empowered workforce.
 - Finalized the department's New Employee Recognition Program in support of employee retention and the successful adoption and integration of the department's mission.
 - Held the department's first All-Team Event in support of employees' continued educational opportunities, leadership development, professional growth, and enhanced customer service training.
 - Incorporated more employees in Statewide and national professional development conferences and training programs.
 - Launched direct employee communications by providing weekly updates to all employees from the Executive Office and reinstated Recorder/County Clerk's Morale and Motivation Employee Newsletter.
 - Executed a project management training program to ensure that our project managers undergo specialized training, equipping them with the fundamental project management skills needed to succeed.
 - Partnered with the Sheriff's Office to equip staff with skills and understanding of the County's Blue Envelope Program to be able to provide better customer service and communication to customers with autism.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Processed 98.8% (8,571 or 8,677) of all claims for property tax exemptions for reassessment exclusions within 90 days of application receipt.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



Empower

- 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).
- Completed 100% (16,785 of 16,785) of the microfilm polysulfide treatment services project for the Recorder/County Clerk microfilm rolls (1990–2009) of Official Records.

2024–26 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expand opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Continue to develop community educational partners and community advisors for traditionally underrepresented populations that transact business with the ARCC.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Establish a system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs.
 - Provide educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County mission.
 - Continue to enhance sustainability through interdisciplinary collaboration and teamwork through ongoing collaboration meetings.
 - Adopt a departmentwide or facility specific zero waste goal by setting targets for reduction, reuse, recycling, composting, and more. Develop a plan and timeline to meet targets within the zero waste goal.
 - Integrate sustainable practices into internal policies and procedures, business processes, and manuals.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 95%.
 - Utilize modern technology to create high quality digital images of maps, ensuring improved accessibility for individuals to meet their informational requirements.

- Establish a Hospital Association Outreach program to deliver essential services aimed at improving the well-being of our customers facing critical situations or nearing end of life, ensuring measurable enhancements in their quality of life and overall satisfaction.
- Arrange and describe the historic records with permanent retention at the County Archives to facilitate discovery, access and use by the public.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Increase community partnerships with qualified institutions, such as schools, nonprofits, museums, and religious organizations for property tax exemptions through additional outreach and education of the community.
 - Increase the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans’ Exemption to 17,500 resulting in a total annual savings exceeding \$27.0 million in property taxes.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Examine and process 96% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - Complete the Assessor Continuity of Operations processes for the Assessor Division to expand on crisis management plan and encompass Disaster Recovery initiatives to ensure our ability to respond to the communities in the region in the event of an emergency.
 - Invest in our leadership team by creating supervisory trainings to help enhance their skills in workforce management.
 - Enhance customer service by offering a single-visit comprehensive service option for individuals seeking a marriage license and certificate, facilitating a streamlined process that benefits our constituents and supports their applications for necessary benefits and resources.
 - Enhance workforce capabilities and operational efficiency by implementing a comprehensive program that offers ongoing professional training opportunities for leadership and management personnel.
 - Provide training to frontline staff on assessment procedures and processes to enhance their knowledge and to ensure excellent customer service at our public counters.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.



- Process 90% of Homeowner and Parent/Child claims for property tax exemption or reassessment exclusions within 90 days of application receipt.
- Evaluate the workforce and identify individuals with bilingual capabilities. Establish a plan of action to maximize our internal language resources to improve and provide great customer service.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Eliminate paper maps from all Assessor mapping processes and replace with all digital-format Geographic Information System (GIS) maps by connecting to Assessor Computer Assisted Mass Appraisal (CAMA) systems to provide

appraisal and other staff pertinent parcel information in a geographic format, to combine data, analytics, and map visualization.

- Implement automation in providing a better phone customer service that will enable 80% of auditors available to answer real-time phone calls and respond to customer inquiries.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

◆ www.sdarcc.gov



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Satisfactory customer service rating ¹	99%	95%	99.5%	95%	95%
	Qualified disabled veterans and their surviving spouses for the Disabled Veterans’ Exemption ²	N/A	15,500	17,500	17,500	18,000
	Mandated assessments completed by close of annual tax roll ³	100% of 165,902	N/A	N/A	N/A	N/A
	Appraiser/audit staff current on all required training ⁴	100% of 144	100%	100% of 143	N/A	N/A
	Examine and process all documents submitted for eRecording within three hours of receipt ⁵	99.7% of 273,599	96%	96.9% of 254,151	96%	96%
	Processed 90% of all claims for property tax exemptions for reassessment exclusions within 90 days of application receipt. ⁶	N/A	90%	98.8% of 8,677	90%	90%

Table Notes

- ¹ 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.
- ² The number of disabled veterans and their surviving spouses that qualified for the Disabled Veterans’ Exemption resulting in property tax savings.
- ³ 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. Effective July 1, 2023, this was no longer measured due to the goal being met or exceeded for several years.
- ⁴ Measures the number of appraiser/audit staff current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. Effective July 1, 2024, this will no longer be measured due to the goal being met or exceeded for several years.
- ⁵ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling, and financing of property.
- ⁶ Measures the timely processing of claims for property tax exemptions or reassessment exclusions.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No changes in staffing.

Expenditures

Net decrease of \$2.5 million

- ◆ Salaries & Benefits—decrease of \$0.4 million is primarily due to negative salary adjustments to reflect normal staff turnover, offset by increases associated with negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$4.4 million is primarily due to reduced initial software and contract costs related to the migration to cloud of the Integrated Recorder and Vital Records System, and completion of the space study in San Marcos Office.
- ◆ Capital Assets and Equipment—increase of \$2.3 million for the purchase of a fire suppression system for the East County Archives and Vitals Mobile vehicle for the Recorder.

Revenues

Net decrease of \$2.5 million

- ◆ Charges for Current Services—net decrease of \$3.3 million
 - ◆ Decrease of \$3.3 million in Recording and Filing Document fees due to fewer recording and filing documents resulting from the increased interest rates in the real estate market.

- ◆ Decrease of \$1.3 million in the Micrographics Fee and Social Security Truncation trust funds due to reduced initial software and contract costs related to the migration to cloud of the Integrated Recorder and Vital Records System, and completion of the space study in San Marcos Office.
- ◆ Decrease of \$0.4 million in Recording Fees due to reduced number of vital records provided to customers.
- ◆ Increase of \$1.4 million in the Certified Copy Vital Certificates and Recording Fee Modernization trust funds for the procurement of a fire suppression system for the East County Archives and Vital Mobile vehicle for the Recorder.
- ◆ Increase of \$0.2 million in AB 2890 supplemental property tax revenue to align with anticipated supplemental assessment revenues.
- ◆ Increase of \$0.1 million in Notary Public Fees for administration of the program.
- ◆ Fund Balance Component Decreases—decrease of \$0.4 million for a total budget of \$1.3 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$1.2 million is primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes other than projected completion of various projects supported with one-time funds.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Property Valuation ID		280.75			279.75	279.75
Recorder/County Clerk		135.75			133.75	133.75
Management Support		32.00			35.00	35.00
Total		448.50			448.50	448.50

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Property Valuation ID	\$ 44,667,429	\$ 47,972,698	\$ 57,894,830	\$ 52,042,927	\$ 48,111,176	\$ 48,907,963
Recorder/County Clerk	20,015,964	31,853,011	27,786,864	18,633,264	29,111,952	23,636,944
Management Support	8,030,197	9,441,137	12,208,687	6,097,091	9,513,431	9,747,894
Total	\$ 72,713,589	\$ 89,266,846	\$ 97,890,381	\$ 76,773,282	\$ 86,736,559	\$ 82,292,801

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 56,583,020	\$ 63,281,444	\$ 63,543,794	\$ 58,477,295	\$ 62,892,878	\$ 65,617,816
Services & Supplies	15,847,662	25,985,402	34,346,587	18,295,987	21,593,681	16,674,985
Capital Assets Equipment	282,907	—	—	—	2,250,000	—
Total	\$ 72,713,589	\$ 89,266,846	\$ 97,890,381	\$ 76,773,282	\$ 86,736,559	\$ 82,292,801

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Licenses Permits & Franchises	\$ 1,483,472	\$ 2,576,228	\$ 2,576,228	\$ 2,381,448	\$ 2,576,228	\$ 2,576,228
Intergovernmental Revenues	—	—	—	673,072	—	—
Charges For Current Services	40,966,303	53,092,447	54,845,682	42,663,847	49,791,188	43,280,021
Miscellaneous Revenues	468	—	—	275	—	—
Other Financing Sources	5	—	—	—	—	—
Fund Balance Component Decreases	1,524,090	1,711,400	1,711,400	1,711,400	1,315,213	1,315,213
Use of Fund Balance	(16,406)	—	6,870,300	(2,543,531)	—	—
General Purpose Revenue Allocation	28,755,657	31,886,771	31,886,771	31,886,771	33,053,930	35,121,339
Total	\$ 72,713,589	\$ 89,266,846	\$ 97,890,381	\$ 76,773,282	\$ 86,736,559	\$ 82,292,801



Treasurer-Tax Collector

Mission Statement

To provide the residents, agencies, and employees of San Diego County with excellent financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by state law and the County Charter. These duties include banking, investment, disbursement, and accountability for up to \$17.4 billion in public funds invested in the County investment pool; the billing and collection of \$8.7 billion in secured and over \$300 million in unsecured property taxes for all local governments. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only ex-officio seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 125.00 staff years and a budget of \$25.8 million.

2023–24 Accomplishments

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Safeguarded the investment of public funds for over 200 public agencies and the County, and efficiently manage the provisions of banking services for local schools and County departments. Provide accurate record-keeping of funds on deposit and facilitated daily reconciliation of funds.
 - Continued to provide regular learning opportunities that address government finance issues by facilitating symposiums for local agencies, including the Summer 2023 Educational Symposium, the Fall 2023 Educational Symposium, and the Summer 2024 Educational Symposium. The San Diego Treasurer-Tax Collector (SDTTC) also hosted the 2024 California Association of Treasurer-Tax Collectors Annual Area V Meeting on March 22, 2024. This meeting brought together the Southern California Area V Region Treasurer-Tax Collectors, and/or their office representatives, for a day of learning and information sharing.



- Continued to provide tax payment options free of charge and online, making it easier for everyone to pay, regardless of location, transportation, or physical constraints.
- Continued to recruit and hire through the SDTTC's Student Worker Program. The program provides opportunities for full time college students interested in finance, business administration or public administration to gain experience working in a government office environment.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continued to fund the delivery of public services throughout the San Diego County region, invested public monies held in the Treasury and maximized interest earnings in collaboration with the objectives of safety and liquidity.
 - Achieved a collection rate of 98.9% for secured taxes and 94.7% for unsecured taxes.
- Climate: Actively combat climate change through innovative or proven policies, waste reduction and other energy reducing measures.
 - Short-term: Continued to support teleworking and footprint reduction opportunities to increase productivity, reduce Vehicle Miles Traveled (VMT) for employees and community members, reduce energy use, and decrease office space.
 - Short-term: Continued to communicate and educate staff on SDTTC sustainability goals.
 - Mid-term: Reduced paper use by continuing to implement the following actions:
 - ◆ Increasing e-billing and e-check payments.
 - ◆ Encouraging digital transactions and digital signatures.
 - ◆ Offering and conducting virtual transactions.
 - ◆ Utilizing shared printers.
 - ◆ Adhering to electronic file document management best practices.

- ◆ Limiting paper use when updating policies.
- ◆ Disseminating fliers, financial reports, and brochures via social media and sdttc.com website.
- ◆ Reducing daily paper reports from the mainframe system when IPTS is implemented. Converting paper files to electronic files, including digital signatures.
- Long-term: Continued zero-waste efforts via the following actions:
 - ◆ Continued to meet targets for reduction, reuse, recycling, composting and more, including:
 - ◆ Keeping bottle and can recycling receptacles in break rooms.
 - ◆ Continued to service food composting receptacles in break rooms.
 - ◆ Developed a plan and timeline to meet targets within the zero-waste goal.



Community

- Strengthen our customer service culture to ensure a positive customer service experience.
 - Achieved a customer satisfaction rating of 4.8 on a 5.0 scale, based on customer satisfaction survey results.
 - Continued to monitor all social media platforms for constituent comments and achieve our goal of responding to comments the same day.
 - Continued to engage with professional peers via civic engagements, community events, and symposiums. Provided and monitored attendee satisfaction surveys, with the goal of continually improving services to public employees.



Empower

- Workforce: Continue to invest and support our workforce and operations by providing support services and excellent customer service to ensure operations continue to run at the highest level.
 - Continued to seek the next generation of talent by recruiting and hiring through the SDTTC’s Student Worker Program.
 - Broadened the Countywide base of employees who are planning for financial security during retirement.
 - Met the daily liquidity needs of Investment Pool participants, ensuring payroll and other operational and capital needs are covered.
 - The Treasurer-Tax Collector's office used to offer in-house cash handling trainings to employees. The trainings will be discontinued in Fiscal Year 2024–25, as cash handling trainings are now conducted via a third-party.

- Achieved enrollment in the Deferred Compensation 457 Plan of 47.3% of eligible County employees through June 30, 2024. In the last six months more than 500 regular employees have been added to payroll Counts. New employees enroll in the 401(a) plan at rate of two to one compared to the 457 plan. Combined 457 and 401(a) plan enrollment is around 71%.
 - ◆ Achieved an average participant contribution in the Deferred Compensation 457 Plan above \$240 per pay period by June 30, 2024.
 - ◆ Educated employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums during the fiscal year.
 - ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees, and collaborated with the employee representative groups, to develop action plans that further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintained program and fiscal integrity through reports, disclosures, and audits.
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continued the development of the Integrated Property Tax System (IPTS), aimed at improving property assessment, tax collection and apportionment activities in the County.

2024–26 Objectives



Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Safeguard the investment of public funds for over 200 public agencies and the County and efficiently manage the provisions of banking services for local schools and County departments. Provide accurate record-keeping of funds on deposit and facilitated daily reconciliation of funds.
 - Provide learning opportunities that address government finance issues by facilitating symposiums for local agencies, including the Summer 2024 Educational Symposium, the Fall 2024 Educational Symposium, and the Spring, Summer, and Fall Symposiums of 2025–26.





- Continue to provide tax payment options free of charge and online, making it easier for everyone to pay, regardless of location, transportation, or physical constraints.
- Continue to recruit and hire through the SDTTC’s Student Worker Program. The program provides opportunities for full time college students interested in finance, business administration or public administration to gain experience working in a government office environment.



Sustainability

- Economy: Continue to align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Fund the delivery of public services throughout the San Diego County region, invest public monies held in the Treasury and maximize interest earnings in collaboration with the objectives of safety and liquidity.
 - Achieve a collection rate of 99% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County’s taxpayers.
- Climate: Fight climate change through innovative or proven policies, waste reduction and other energy reducing measures.
 - Short-term: Support teleworking and footprint reduction opportunities to increase productivity, reduce Vehicle Miles Traveled (VMT) for employees and community members, reduce energy use, and decrease office space.
 - Short-term: Continue to communicate and educate staff on SDTTC sustainability goals.
 - Mid-term: Reduce paper use by continuing to implement the following actions:
 - ◆ Increase e-billing and e-check payments.
 - ◆ Encourage digital transactions and digital signatures.
 - ◆ Offer and conduct virtual transactions.
 - ◆ Utilize shared printers.
 - ◆ Adhere to electronic file document management best practices.
 - ◆ Limit paper use when updating policies.
 - ◆ Disseminate fliers, financial reports, and brochures via social media and sdttc.com website.
 - ◆ Reduce daily paper reports from the mainframe system when IPTS is implemented. Convert paper files to electronic files, including digital signatures.
 - Long-term: Continue zero-waste efforts via the following actions:
 - ◆ Continue to meet targets for reduction, reuse, recycling, composting and more, including:
 - ◆ Keeping bottle and can recycling receptacles in break rooms.

- ◆ Continuing to service food composting receptacles in break rooms.
- ◆ Adhering to, and updating as necessary, the plan and timeline to meet targets within the zero-waste goal.



Community

- Strengthen our customer service culture to ensure a positive customer service experience.
 - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on customer satisfaction survey results.
 - Continue to monitor all social media platforms for user comments and respond in timely manner (same-day response time goal).
 - Continue to engage with professional peers via civic engagements, community events, and symposiums. Provide and monitor attendee satisfaction surveys, with the goal of continually improving services to public employees.



Empower

- Workforce: Continue to invest and support our workforce and operations by providing support services and excellent customer service to ensure operations continue to run at the highest level.
 - Seek next generation of talent by recruiting and hiring through SDTTC’s Student Worker Program.
 - Broaden Countywide base of employees who are planning for financial security during retirement.
 - Meet the daily liquidity needs of Investment Pool participants, ensuring payroll and other operational and capital needs are covered.
 - Continue to work towards goal of achieving enrollment in the Deferred Compensation 457 Plan of 51.5% of eligible County employees through June 30, 2025, and maintaining rate of 51.5% through June 30, 2026.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$195 per pay period by June 30, 2025, and maintaining the participant contribution at \$195 through June 30, 2026.
 - ◆ 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, 2026.
 - Strive for organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee

engagement survey, continue to work with employees, and collaborate with the employee representative groups, to develop action plans that further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continue the development of IPTS, aimed at improving property assessment, tax collection and apportionment activities in the County.

Related Links

For more information about the Treasurer-Tax Collector, refer to the website and social media accounts at:

- ◆ www.sdttc.com
- ◆ [linkedin@sd_tax](https://www.linkedin.com/company/sd_tax)
- ◆ [instagram@sdttc](https://www.instagram.com/sdttc)
- ◆ [facebook@sdttc](https://www.facebook.com/sdttc)




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Secured Taxes Collected (% of total) ¹	98.9% of \$8.1 billion	99.0%	98.9% of \$8.7 billion	99.0%	99.0%
	Unsecured Taxes Collected (% of total) ¹	94.2% of \$315.8 million	97.0%	94.7% of \$323.8 million	97.0%	97.0%
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ²	4.7	4.7	4.8	4.7	4.7
	The Investment Pool met the liquidity needs of participants (Y/N) ³	YES	YES	YES	YES	YES
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	49.0% of 1,100	51.5%	47.3%	51.5%	51.5%
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$227	\$195	\$240	\$195	\$195
	Number of newly trained Cash Handlers for the County and other government entities ⁵	40	140	0	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.
- ² The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- ³ The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- ⁴ The 457(b) IRS contribution limit increased by 2% from 2023 to 2024, and 10% from 2022 to 2023, whereas the limit increased by only 5% in 2022 from 2021, and 0% in 2021 from 2020. Increased base pay and equity pay increases in 2022 were not known at the time contribution projections were estimated and have since increased total employee compensation.
- ⁵ This measure will be discontinued in Fiscal Year 2024–25. The Treasurer-Tax Collector no longer provides in-house cash handling trainings. The Treasurer-Tax Collector used to host at least one Cash Handler training class per year. The goal of 140 trained was not met due to decline in interest as more entities conduct internal training per their set procedures or pursue other online training opportunities that have been available.



Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

Increase of 1.00 staff year in Treasury to support Investment Pool activities.

Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to negotiated labor agreements and the addition of 1.00 staff year as noted above, partially offset by salary adjustments to reflect normal staff turnover.

Revenues

Net increase of \$0.5 million

- ◆ Charges for Current Services—net decrease of \$0.05 million primarily due to decreases of \$1.0 million in Banking Services Pooled Money and \$0.2 million in Collection Fees Administra-

tive Cost to align with actual program administration costs. This is offset by increases of \$0.8 million in AB 2890 supplemental property tax, \$0.25 million in Property Tax System Administration Fee revenue, and \$0.1 million in tax collection fees.

- ◆ Miscellaneous Revenues—increase of \$0.1 million to continue administration of the deferred compensation plan.
- ◆ Fund Balance Component Decreases—decrease of \$0.05 million due to reduction of one-time labor payments.
- ◆ General Purpose Revenue—increase of \$0.5 million for the negotiated labor agreements mentioned above.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Treasury		20.00			21.00	21.00
Deferred Compensation		5.00			4.00	4.00
Tax Collection		83.00			84.00	84.00
Administration - Treasurer / Tax Collector		16.00			16.00	16.00
Total		124.00			125.00	125.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Treasury	\$ 5,489,534	\$ 6,160,403	\$ 6,353,724	\$ 4,959,010	\$ 6,101,289	\$ 6,268,249
Deferred Compensation	658,751	948,208	949,615	710,591	805,744	843,233
Tax Collection	12,630,803	13,987,841	15,158,586	13,788,232	14,553,814	15,006,125
Administration - Treasurer / Tax Collector	4,146,007	4,202,881	3,801,704	4,578,878	4,373,632	4,479,369
Total	\$ 22,925,095	\$ 25,299,333	\$ 26,263,629	\$ 24,036,710	\$ 25,834,479	\$ 26,596,976

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 15,422,737	\$ 17,156,909	\$ 16,828,775	\$ 16,632,424	\$ 17,678,264	\$ 18,535,605
Services & Supplies	7,567,187	8,142,424	9,846,727	7,758,841	8,156,215	8,061,371
Other Charges	—	—	5,000	4,391	—	—
Expenditure Transfer & Reimbursements	(64,828)	—	(416,873)	(358,945)	—	—
Total	\$ 22,925,095	\$ 25,299,333	\$ 26,263,629	\$ 24,036,710	\$ 25,834,479	\$ 26,596,976





Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Fines, Forfeitures & Penalties	\$ 690,520	\$ 644,150	\$ 644,150	\$ 707,271	\$ 644,150	\$ 694,150
Intergovernmental Revenues	—	—	—	128,111	—	—
Charges For Current Services	15,939,637	15,326,886	15,458,414	16,188,285	15,275,976	15,482,128
Miscellaneous Revenues	583,933	510,000	510,000	645,998	610,000	625,000
Fund Balance Component Decreases	441,145	447,075	447,075	447,075	392,282	392,282
Use of Fund Balance	(2,645,828)	—	832,768	(2,451,252)	—	—
General Purpose Revenue Allocation	7,915,689	8,371,222	8,371,222	8,371,222	8,912,071	9,403,416
Total	\$ 22,925,095	\$ 25,299,333	\$ 26,263,629	\$ 24,036,710	\$ 25,834,479	\$ 26,596,976



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 nonpartisan and responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County’s overall mission, goals and objectives with integrity through the County’s four business groups—Public Safety, Health and Human Services, Land Use and Environment, and Finance and General Government.

The Chief Administrative Office is comprised of five units: the CAO Executive Office, the Office of Equity and Racial Justice (OERJ), and the Office of Ethics, Compliance and Labor Standards consisting of the Office of Ethics & Compliance (OEC) and the Office of Labor Standards and Enforcement (OLSE). Effective July 1, 2023, the Office of Evaluation, Performance and Analytics (OEPA) moved under the CAO to improve alignment with related County operations.

To ensure these critical services are provided, the Chief Administrative Office has 53.00 staff years and a budget of \$9.9 million.

2023–24 Accomplishments



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
 - Began the first cycle of the Equity Impact Grant Program by completing 8 community outreach sessions across San Diego County, receiving, and reviewing 325 applications and awarding the first 10 community-based organizations whose work best align with the purpose and priorities of the program. Awarded organizations began tailored coaching such as workshops on leadership, nonprofit governance, and organizational resiliency.



- Continued to lead the implementation of equity resources and tools regarding contracting, budget planning, and capital project planning process (Capital Improvement Needs Assessment (CINA)), to align County services and programs to serving and expanding opportunities in traditionally underserved communities of color and low income.
- Planned to use a Life Course Framework to begin an analysis to identify gaps and systemic barriers that boys and men of color face from infancy through adulthood. Due to a lengthy procurement process, this initiative will not begin until Fiscal Year 2024–25. The analysis will provide a set of recommendations to uplift boys and men of color in San Diego County.
- Completed and launched the County's Equity Indicators Report, which provides a baseline understanding of where inequitable outcomes exist in San Diego County across ten themes and thirty-four indicators. This report will help drive the strategies and interventions to address these disparities in quality of life and improve outcomes for all.
- Provided dedicated labor standards advice line services for businesses and workers who need assistance with understanding labor rights and obligations.
- Implemented a Workplace Justice Fund that will help workers within underserved communities recover wages owed from employers.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Reported annually on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies. This includes developing our latest Good Faith Restaurants Owners Program, which works with restaurants that currently have

wage theft judgments issued against their business to help them come into compliance with these judgments and educate them on labor standards compliance.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Adopted a departmentwide zero waste goal by setting targets for reduction, reuse, recycling, composting, and more. Developed a plan and timeline to meet targets within the zero-waste goal.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region.
 - Implemented programs to encourage compliance by businesses with outstanding judgments for owed workers' wages.
 - Developed a wage theft ordinance to recover owed workers' wages.

 **Community**

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Continued partnership with the City of San Diego in engaging community organizations and leaders through the Partner and Strategy Circle sessions.
- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Coordinated the County's Human Relations Commission (HRC) to promote positive human relations throughout the County. The HRC held four regular meetings, one special meeting and seven subcommittee meetings. The bylaws were amended in this fiscal year with the goal to provide additional training, a supplemental application process and affirmation document for commissioners.
 - OERJ began partnership with Office of Sustainability and Environmental Justice (OESJ) to support Countywide efforts led by County Tribal Liaison to develop strong working relationships with Indigenous people in support of their interests and cultural values.
 - Received feedback from the Residential Leadership Academy members on the County's Open Data Portal to ensure the open data portal is accessible as part of the Board directed initiative to strengthen communities of color by expanding data access.
 - Developed a community-based education and outreach program on current initiatives, labor rights of workers, and labor law obligations of employers.

- Continued collaborative meetings leading the Fair Workplace Collaborative, consisting of community-based organizations working with the OLSE to provide input in the development of OLSE's programs and identify community needs.
- Communications: Create proactive communication that is accessible and transparent.
 - Developed easy-to-access information on labor standard requirements adopted by the County.
 - Developed a multi-lingual outreach and education program that will provide educational materials in diverse languages to reach impacted communities in San Diego County.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Continued collaboration and dialogue with key internal stakeholders such as County Language Services Manager, Community Engagement Group, and the Translation, Linguistic and Cultural (TLC) Connections team to discuss best practices for equitable engagement.

 **Empower**

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - The Justice, Equity, Diversity, and Inclusion (JEDI) program was successfully relaunched with an enterprisewide kickoff meeting in August 2023. JEDIs are engaged in continuous learning opportunities through monthly Office Hour sessions hosted by the Office of Equity and Racial Justice. A total of nine Office Hour sessions were hosted in Fiscal Year 2023–24 since the relaunch of the JEDI program.
 - Chief Administrative Officer Policy 10-17, *Equity and Racial Justice Administrative Policy* establishes Countywide procedures for advancing equity and racial justice through visualizing, normalizing, organizing, and operationalizing these concepts in departments' everyday work. It was put into effect in October 2023 with several of its key components at various stages of implementation in Fiscal Year 2023–24.
 - Began Intersectional Baseline Gender Equity Analysis to assess gender inequities in policies and procedures on a countywide level. The analysis will be used to inform department gender equity action plans and the development of a countywide five year gender equity action plan.
 - Led Countywide Gender Identity and Expression Team to develop and recommend strategies, policies, and procedures to address the workplace needs of transgender, non-binary, and gender diverse employees.
 - An Equity in Contracting Checklist tool was adopted in August 2023 to provide County contracting staff support in applying an equity lens to procurements and contracting design. Training on the use of the Checklist is provided as





- part of the training curriculum designated for Contracting Officer Representative (COR) IIs. A total of six trainings were conducted for COR IIs in Fiscal Year 2023–24. Trainings have also been provided to departments upon request.
- Developed strategies to achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
 - Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - The Office of Equity and Racial Justice successfully implemented an Organizational Equity Assessment survey to evaluate departmental performance with respect to integrating and advancing equity within internal and external operations. The baseline established by the assessment will allow departments to identify and analyze current gaps and then design and implement effective measures to promote equitable practices.
 - The Office of Equity and Racial Justice led the development of an annual Equity Action Plan process and the co-creation of the Equity Action Plan template in partnership with all designated County JEDIs. Equity Action Plans completed by each department will serve to report and monitor progress toward operationalizing equity within the department and through programs and services. The inaugural process began implementation in Fiscal Year 2023–24, with the completion of the first set of Equity Action Plans scheduled for December 2024.
 - Prepared annual reports of OEC complaints for management groups.
 - OEPA developed an Annual Strategic Research Plan which include relevant policy questions and key services areas and/or program models to focus program evaluation efforts.
 - OEPA conducted an assessment of the County’s capacity to implement program evaluation.
 - OEPA developed and is currently implementing a training curriculum to increase the County’s capacity to conduct and use program evaluation.
 - Conduct Business Process Re-engineering (BPR) for OEC areas of responsibilities, staffing, and processes to improve operational and program efficiencies and effectiveness in response to internal and external customer requirements.
 - Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Developed an antiracism strategy framework to advance racial equity in San Diego County. The framework consists of three parts: Learning, Healing, and Repairing.
 - Promoted a culture of ethical leadership and decision making across the enterprise by embedding micro-learnings into ethics and compliance program; conducted at least 25 trainings, presentations and workshops on ethics and compliance; and analyzed complaint history data to inform focus areas for training.
 - Realigned OEC’s oversight and coordination of ethics and compliance complaints by increasing its investigative capacity.
 - Onboarded and trained additional staff to support the increase in investigations and support to internal and external stakeholders.
 - Implemented a Privacy Incident Response Procedure to ensure department employees understand the requirements and responsibilities needed to report, assess, investigate, remediate, make notifications (where applicable), and resolve potential and confirmed disclosures of personal information.
 - Increased visibility of the Office of Ethics and Compliance through community and employee outreach and engagement.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Continued to lead the development and implementation of the County’s Social Equity Program for Commercial Cannabis. Launched the Social Equity Entrepreneurs Program in Spring 2024. The program provides verified applicants with various benefits including expungement services, grant program, business and technical assistance, one-on-one mentoring, and legal assistance.
 - The Office of Equity and Racial Justice partnered with the Office of the Public Defender to implement a client advocate program to support youth in exiting the criminal legal system. The program is inclusive of capacity building for public defenders and provides holistic services to the youth receiving public defense. The program began operating July 1, 2023 and has served a total of 180 clients through June 30, 2024.
 - Continued working with the County of San Diego Leon L. Williams Human Relations Commission Public Safety Subcommittee. The subcommittee decided not to hold a town hall on jail deaths, but focus on San Diego’s fentanyl crisis. In July 2023, they met with the San Diego Sheriff to discuss the Impact of Fentanyl in San Diego County and Public Safety Response.

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well as provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Worked with County partners to research avenues for alternatives to incarceration, exploring employment education and outreach to include a website detailing the Fair Chance Act and information relating to San Diego County.

2024–26 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
- Complete the second cycle of the Equity Impact Grant Program. Upon completion of the two-year program, a total of \$2.0 million and capacity-building coaching will be provided to 20 community-based organizations working in the social and racial justice fields to build power and advance life outcomes among Black, Indigenous and People of Color (BIPOC) communities in the San Diego region while addressing root causes of inequality based on systemic marginalization.
- Complete Life Course Map Analysis of boys and men of color in San Diego County and use findings to inform the development of an initiative to uplift boys and men of color, the purpose of which is to allow the County of San Diego to have a more centralized role in connecting historically underserved youth to existing services. These services include wrap-around services and trauma support systems and workforce development opportunities.
- Continue to update the County's Equity Indicators Report on an annual basis and begin the implementation of strategies and interventions to address disparities highlighted in the report.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - The Office of Equity and Racial Justice and Office of Economic Development and Government Affairs will partner to develop a plan to support small businesses in an inclusive manner. The plan will prioritize economic equity and aim to ensure that small businesses are effectively involved and benefiting from the County's procurement process and provided resources to grow and thrive.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

- Report annually on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies. This includes developing our latest Good Faith Restaurants Owners Program, which works with restaurants that currently have wage theft judgments issued against their business to help them come into compliance with these judgments and educate them on labor standards compliance.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue to implement sustainability strategies leading to the successful achievement of department zero-waste energy goals.



Community

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Continue to partner with the City of San Diego in engaging community organizations and leaders through Partner and Strategy Circle sessions, to build trust and lift community voices.
- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Continue to lead the coordination of County of San Diego Leon L. Williams Human Relations Commission in implementing its strategic plan, including deeper engagement with the community via community meetings, town halls and workshops, along with implementing additional workshops and trainings for Commissioners on anti-bias and conflict resolution.
 - Continue to support Countywide efforts led by County Tribal Liaison to develop strong working relationships with Indigenous people in support of their interests and cultural values.
 - Continue the assessment of the County's Open Data Portal's level of accessibility by requesting feedback from community members to uphold the County's commitment of strengthening communities of color by expanding data access.



Empower

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



- Implement a training program for the County's JEDI Teams to support the successful operationalization of equity within and through County departments.
- Continue the local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Ordinance; Complete Intersectional Baseline Gender Equity Analysis and assist departments to use findings to develop gender equity action plans and develop a countywide five year gender equity action plan.
- Continue to lead Countywide Gender Identity and Expression Team to support implementation of strategies, policies and procedures to address the workplace needs of transgender, non-binary, and gender diverse employees.
- Design and implement a process and training for integrating the Equity in Contracting Checklist tool into the County's procurement process to ensure the operationalization of equity within and through County procurements.
- Complete the implementation of an annual Equity Action Plan process by which to report and monitor departmental progress toward operationalizing equity within the department and through programs and services. Develop and implement a process for publicizing the Equity Action Plans to support transparency and accountability.
- Innovation: Foster new ideas and implementation of proven best practices to achieve organizational excellence.
 - Implement anti-racism strategy to inform and further County's equity and racial justice work.

 Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well as provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Continue to lead the implementation of the County's Social Equity Program for Commercial Cannabis, including additional community engagement, content creation, and leveraging and coordinating available grant opportunities to maximize resources available. This also includes completing the implementation of the Social Equity Entrepreneurs Program.

Related Links

For additional information about the Chief Administrative Office, refer to the website at:

- ◆ www.sandiegocounty.gov/cao

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

Net increase of 1.00 staff year

- ◆ Increase of 1.00 staff year in the Chief Administrative Office for the new Chief Binational Officer role to support binational affairs.
- ◆ Additionally, staff were transferred among units to manage operational needs.

Expenditures

Net decrease of \$0.4 million

- ◆ Salaries & Benefits—net increase of \$1.3 million primarily due to negotiated labor agreements and the addition of 1.00 staff year, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$1.1 million primarily due to costs associated with the Uplift Boys and Men of Color, Workplace Justice Fund, and cannabis social equity programs.
- ◆ Expenditure Transfer & Reimbursements—increase of \$2.8 million primarily associated with the prior transfer of the Office of Evaluation, Performance and Analytics into the Chief Administrative Office and the transition of \$2.0 million from the American Rescue Plan Act (ARPA) revenue to central one-time funding, \$0.5 million for the Uplift Boys and Men of Color program, and \$0.3 million for the Workplace Justice Fund. Since this is a transfer of expenditures, it has a net effect of \$2.8 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$0.4 million

- ◆ Intergovernmental Revenues—net decrease of \$2.0 million in American Rescue Plan Act (ARPA) funds as noted above.
- ◆ General Purpose Revenue—net increase of \$1.6 million primarily due to negotiated labor agreements, staffing changes noted above, and the cannabis social equity program.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Executive Office		7.00			8.00	8.00
Office of Ethics & Compliance		11.00			12.00	12.00
Office of Equity and Racial Justice		8.00			8.00	8.00
Office of Evaluation, Performance and Analytics		20.00			20.00	20.00
Office of Labor Standards and Enforcement		6.00			5.00	5.00
Total		52.00			53.00	53.00

Budget by Program							
	Fiscal Year 2022–23 Actuals*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget	
Executive Office	\$ 2,772,483	\$ 2,272,349	\$ 3,246,835	\$ 3,622,060	\$ 2,759,821	\$ 2,834,106	
Office of Intergovernmental Affairs	6,051	—	—	98	—	—	
County Memberships and Audit	745,048	764,144	788,162	789,529	764,144	764,144	
Internal Affairs	43	—	—	—	—	—	
Office of Ethics & Compliance	751,975	1,617,492	1,617,806	1,495,997	2,146,571	2,226,961	
Office of Equity and Racial Justice	2,147,646	2,052,001	5,664,150	3,324,943	2,572,932	2,631,071	
Office of Evaluation, Performance and Analytics	2,149,411	2,017,009	4,329,975	2,583,522	360,000	524,192	
Office of Labor Standards and Enforcement	1,068,130	1,498,903	1,598,370	860,925	1,257,578	1,292,489	
Total	\$ 9,640,787	\$ 10,221,898	\$ 17,245,297	\$ 12,677,074	\$ 9,861,046	\$ 10,272,963	





Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 6,830,491	\$ 9,908,748	\$ 9,449,190	\$ 9,347,633	\$ 11,226,573	\$ 11,638,490
Services & Supplies	2,810,296	2,813,150	10,296,107	5,829,441	3,884,473	3,134,473
Expenditure Transfer & Reimbursements	—	(2,500,000)	(2,500,000)	(2,500,000)	(5,250,000)	(4,500,000)
Total	\$ 9,640,787	\$ 10,221,898	\$ 17,245,297	\$ 12,677,074	\$ 9,861,046	\$ 10,272,963

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ 75,000	\$ 2,050,000	\$ 400,000	\$ 62,781	\$ 50,000	\$ 50,000
Charges For Current Services	127,916	288,146	288,146	288,147	312,318	312,318
Fund Balance Component Decreases	108,884	195,526	195,526	195,526	221,694	221,694
Use of Fund Balance	2,043,078	—	8,673,399	4,442,394	—	—
General Purpose Revenue Allocation	7,285,909	7,688,226	7,688,226	7,688,226	9,277,034	9,688,951
Total	\$ 9,640,787	\$ 10,221,898	\$ 17,245,297	\$ 12,677,074	\$ 9,861,046	\$ 10,272,963

*Due to the realignment of the Office of Evaluation, Performance and Analytics under the Chief Administrative Office, the budget data for the Chief Administrative Office for Fiscal Year 2022–23 has been restated to include the Office of Evaluation, Performance and Analytics.



Auditor and Controller

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

Department Description

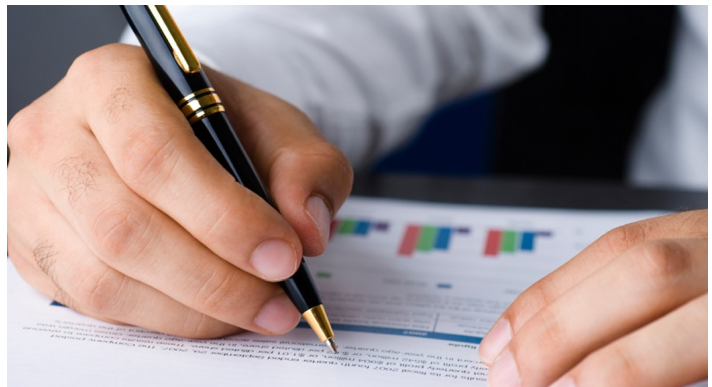
Governed by the overriding principles of fiscal integrity, customer satisfaction, continuous improvement and innovation, the Auditor and Controller (A&C) has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides the reports necessary to manage County operations. The department furnishes customer-focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer and advances the goals and visions of the Board using the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost-effective audit services. Finally, the department provides cost-effective and efficient professional collections and accounts receivable management services to maximize the recovery of monies due to the County and to victims of crime. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.

To ensure these critical services are provided, the A&C has 236.50 staff years and a budget of \$45.0 million.

2023–24 Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Implemented a transportation program to help shift employee travel modes, including teleworking as an option to reduce commuting, remote locations to reduce travel as much as is reasonable, support carpooling, use of mass transit, ridesharing, walking, biking, and alternate methods of transportation.



- Short-term: Determined that some of the functions in the Administrative Services Division were opportunities for increased paperless operation. The increased use of electronic submissions for invoices and other claims has resulted in reduced paper usage.
- Short-term: Provided quarterly trainings to employees about sustainability topics.
- Mid-term: Implemented procedures to replace items with durable/reusable items based on the tracking of supply purchases.
- Long-term: The Central Payroll Division continues to review and convert eligible payroll forms to an electronic format. This year, the conversion of the W-2 form delivery process was completed and employees were offered the option of having their W-2 delivered electronically instead of via the mail. As of June 30, 2024, there are 6,568 active employees who have consented to paperless delivery of their W-2 form.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Earned the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2022, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report (ACFR) for the Fiscal Year ending June 30, 2023, and anticipate earning the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the PAFR for the Fiscal Year ending June 30, 2023; however, the PAFR application is currently under review by the GFOA. We anticipate receiving the results in September 2024. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.



- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Submitted 100% (of 1,439) 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.
 - Achieved an Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) of 6.38%, which was above the goal of 6.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR provides cost effective and efficient accounts receivable management services and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid.
 - Completed the discovery phase of the ORR’s collection management system, Revenue Plus Collector System (RPCS), which is nearing the end of vendor support. The discovery phase has resulted in identifying system requirements, finalizing a Statement of Work, and setting milestones and timelines for the conversion to the new replacement system, RevQ. RPCS is used by ORR to establish and manage accounts, collect and post payments, and generate collection reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency.
 - Validated 100% (of 45) audit recommendations reported as implemented within 10 business days. The Office of Audit and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
 - Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (of 10) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
 - Processed 95% (268,966 of 283,122) of County invoices within five business days after receipt from departments. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.

- Developed and implemented policies, procedures, and processes for the new subscription-based information technology agreements accounting and reporting as required by GASB Statement 96.
- Submitted timely the County's Cost Allocation Plan to California State Controller's Office (SCO) and Single Audit Report to Federal Audit Clearinghouse and SCO.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provided five customer service trainings to all A&C staff to enhance customer service skills and techniques.
 - Continued to support financial literacy in the County by developing A&C curriculum and conducting 22 trainings that focus on core competencies of employees in accounting functions.
 - Successfully upgraded the County's Oracle Financials Application, including decommissioning of old servers and completion of project closure activities. The upgraded application went live in November 2023 with minimal service disruption.
 - Migrated from the current DocuSign Signature Application (DSA) to the DocuSign Online Cloud Service. This upgrade provided the County with new features on how to use eSignature and DocuSign templates. A formal transfer of knowledge was provided for the County departments to set up their remaining forms as needed.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, we worked with employees by conducting focus groups and collaborated with the County's employee engagement consultant to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

2024–26 Objectives



- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Provide opportunities for county teleworking employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at their own homes.
 - Short-term: Identify additional office functions which may have opportunities for paperless operation (e.g. billing, scheduling, payroll, etc.).





- Short-term: Complete annual waste audit by on-site personnel or third party. Collect data to look for opportunities to increase diversion, prevent or reduce waste.
- Mid-term: Implement procedures to replace items that were tracked with durable/reusable items by tracking supply purchases.
- Long-term: Convert eligible Payroll forms to an electronic format.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Earn the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2023, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Fiscal Year ending June 30, 2024. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.
 - The Office of Revenue and Recovery will conduct quarterly outreach efforts directed at County departments to assist in the management and collection of accounts receivable, enhancing fiscal stability, and recovery of outstanding departmental costs and fees.
 - Perform application security upgrades of the County of San Diego's Annual Comprehensive Financial Reports, Counties Financial Transaction Report (CFTR) and Local Fiscal Government Affairs (LGFA) to continue operating, meeting the current configurations and the County security standards.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Process 100% of County invoices within five business days after receipt from departments. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
 - 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.
 - Develop and implement policies, procedures, and processes for the new compensated absences accounting and reporting as required by GASB Statement 101.
 - Upgrade the A&C's ORR collection management system, Revenue Plus Collector System (RPCS), which is nearing the end of vendor support to the new replacement system, RevQ. The aim of converting to a new case management system is to enhance efficiency, streamline processes, and elevate overall performance in the collection operation. The current system does not fully align with evolving industry regulations and lacks enhanced features needed to ensure compliance to industry standards and increased efficiency. Implementing to an upgraded case management system will provide a robust platform essential to ensure accurate account balances, improved customer service, improved performance, and operational and fiscal transparency.
- Meet or exceed an Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) of 6.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery. ORR provides cost effective and efficient accounts receivable management services and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, complete the development, testing and implementation of the Integrated Property Tax System (IPTS) and decommission the Mainframe.
 - Validate 100% of audit recommendations reported as implemented within 10 business days. OAS issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
 - Administer the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor and/or investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
 - Provide customer service trainings to all A&C staff to enhance customer service skills and techniques.
 - Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.
 - Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans

that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

- Continue development and implementation of a departmentwide succession planning initiative.
- Complete a business process re-engineering effort over the County’s travel planning and payment processes to increase timely processing and improve user experience.

Related Links

For additional information about the Auditor and Controller, refer to the website at:

◆ <https://www.sandiegocounty.gov/auditor/>


Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	County invoices processed within five days of receipt from departments	95% of 277,452	100%	95% of 283,122	100%	100%
	Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,431	100%	100% of 1,439	100%	100%
	Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days ¹	100% of 50	100%	100% of 45	100% of 50	100%
	Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ²	7.50%	6.25%	6.38%	6.25%	6.25%
	Trainings conducted that focus on core competencies for employees in accounting functions ³	N/A	20	22	20	20

Table Notes

- ¹ This measure reflects that audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.
- ² This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.
- ³ Based on a 2022 survey of County staff, the department determined that trainings needed to be expanded and enhanced. This measure was added in Fiscal Year 2023–24 to gauge the results of implementation.





Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years in Central Payroll to support Countywide payroll activities.
- ◆ Additionally, staff were transferred among programs to manage operational needs.

Expenditures

Net increase of \$2.5 million

- ◆ Salaries & Benefits—increase of \$1.6 million primarily due to negotiated labor agreements and the addition of 2.00 staff years, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$0.9 million primarily due to increased Public Liability Internal Service Fund costs.

Revenues

Net increase of \$2.5 million

- ◆ Intergovernmental Revenues—decrease of \$0.2 million primarily due to a reduction of costs associated with the administration and monitoring of American Rescue Plan Act (ARPA) of 2021 funds.
- ◆ Charges for Current Services—increase of \$0.5 million primarily due to changes in the cost allocation plan revenues.
- ◆ Fund Balance Component Decreases—decrease of \$0.2 million for a total budget of \$0.7 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$2.4 million primarily due to negotiated labor agreements, staffing changes and Public Liability Internal Service Fund costs noted above.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Audits		22.00			23.00	23.00
Controller Division		101.50			103.50	103.50
Revenue and Recovery		80.00			82.00	82.00
Administration		20.00			17.00	17.00
Information Technology Mgmt Services		11.00			11.00	11.00
Total		234.50			236.50	236.50

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Audits	\$ 3,775,409	\$ 4,271,259	\$ 4,281,736	\$ 4,439,230	\$ 4,693,494	\$ 4,889,983
Controller Division	14,710,342	16,139,629	17,083,886	16,255,201	16,715,333	17,507,250
Revenue and Recovery	9,472,263	10,613,120	10,969,675	9,932,193	11,304,089	11,784,233
Administration	3,645,527	3,655,346	3,886,685	4,384,508	4,345,491	4,456,564
Information Technology Mgmt Services	6,495,754	7,855,224	14,353,380	7,931,800	7,950,182	8,033,137
Total	\$ 38,099,294	\$ 42,534,578	\$ 50,575,361	\$ 42,942,932	\$ 45,008,589	\$ 46,671,167

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 28,518,349	\$ 31,335,812	\$ 31,789,887	\$ 31,756,603	\$ 32,969,376	\$ 34,650,788
Services & Supplies	9,750,564	11,363,524	18,936,002	11,356,619	12,203,971	12,185,137
Other Charges	45,137	50,000	53,868	44,467	50,000	50,000
Expenditure Transfer & Reimbursements	(214,757)	(214,758)	(214,758)	(214,757)	(214,758)	(214,758)
Operating Transfers Out	—	—	10,362	—	—	—
Total	\$ 38,099,294	\$ 42,534,578	\$ 50,575,361	\$ 42,942,932	\$ 45,008,589	\$ 46,671,167





Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ 1,242,176	\$ 1,302,101	\$ 1,302,101	\$ 1,470,645	\$ 1,050,000	\$ 1,050,000
Charges For Current Services	7,002,376	6,435,132	6,696,215	6,857,288	6,963,429	6,950,129
Miscellaneous Revenues	320,933	195,000	195,000	319,811	195,000	195,000
Fund Balance Component Decreases	821,830	937,364	937,364	937,364	729,838	729,838
Use of Fund Balance	(3,583,409)	—	7,779,700	(307,158)	—	—
General Purpose Revenue Allocation	32,295,387	33,664,981	33,664,981	33,664,981	36,070,322	37,746,200
Total	\$ 38,099,294	\$ 42,534,578	\$ 50,575,361	\$ 42,942,932	\$ 45,008,589	\$ 46,671,167



Citizens' Law Enforcement Review Board

Mission Statement

To increase public confidence in and accountability of peace officers employed by the Sheriff's Office or the Probation Department by conducting independent, thorough, timely, and impartial reviews of complaints of misconduct and deaths and other specified incidents arising out of or in connection with actions of peace officers.



Department Description

The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers. CLERB also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers, the discharge of firearms by these sworn officers, the use of force resulting in great bodily injury by these sworn officers, and the use of force at protests or First Amendment protected events by these sworn officers. In addition, CLERB has the authority to conduct annual inspections of County adult detention facilities. CLERB issues an annual report, monthly workload reports and summaries of decisions on completed investigations.

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 10.00 staff years and a budget of \$2.0 million.

2023–24 Accomplishments



Equity

- Health: Reduced disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Analyzed overall trends related to deaths in custody, to determine whether trends suggest disparate and disproportionate treatment, as they pertain to demographics.
 - Analyzed overall trends pertaining to discrimination allegations.
 - Analyzed overall trends pertaining to the treatment of transgender persons in the custody of the Sheriff's Office and Probation Department to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.

- Health: Focused on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Analyzed overall trends related to deaths in custody, to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.
 - Analyzed overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reviewed staff telework schedules and determined a footprint reduction plan for CLERB.
 - Short-term: Provided semi-annual trainings to CLERB employees about sustainability topics, including recycling and power usage.
 - Mid-term: Assessed department purchasing trends and identified areas to improve selections for greater sustainability.
 - Long-term: Continued hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Conducted or attended 13 community outreach activities to increase awareness of CLERB.
 - Provided information in the County's threshold languages.

- Communicated and established CLERB’s social media presence on Facebook and Twitter.
- Utilized County’s Engagement Center and Engage San Diego County platforms.
- Participated in County community engagement events.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintained a transparent and independent citizen complaint process, to the extent allowed by law, which provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
 - Provided redacted case synopses that included relevant information for the public, while respecting peace officer confidentiality rights.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they delivered the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Completed 100% (80) of complaint investigations within one year of receipt of filed complaint, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Completed 100% (6) of death investigations within one year of receiving all investigatory materials, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Completed 100% (23 total, including 20 investigations of use of force resulting in great bodily injury and three discharges of firearms) of investigations into other specified incidents within one year of notification of the incident, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).

- Processed 100% (133) of new complaints in a timely manner; maintained a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.
- Presented nine policy and procedure recommendations to the Sheriff’s Office and/or Probation Department. This is less than the adopted target of 18 recommendations due to a request by the Sheriff’s Office to reduce the number of new policy recommendations to allow time to address recommendations from prior years.
- Provided 12 monthly “early warning” reports to the Sheriff’s Office and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

2024–26 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Analyze overall trends related to deaths in custody, to determine whether trends suggest disparate and disproportionate treatment, as they pertain to demographics.
 - Analyze overall trends pertaining to discrimination allegations.
 - Analyze overall trends pertaining to the treatment of transgender persons in the custody of the Sheriff’s Office and Probation Department to determine whether trends suggest deficiencies in Sheriff’s Office and Probation Department policies and procedures.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Analyze overall trends related to deaths in custody, to determine whether trends suggest deficiencies in Sheriff’s Office and Probation Department policies and procedures.
 - Analyze overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff’s Office and Probation Department policies and procedures.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Provide quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.





- Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
- Long-term: Continue hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Conduct or attend 12 community outreach activities to increase awareness of CLERB.
 - Provide information in the County's threshold languages.
 - Communicate CLERB's social media presence on Facebook and Twitter.
 - Utilize County's Engagement Center and Engage San Diego County platforms.



Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
 - Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they delivered the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups to develop action

plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Complete 100% of complaint investigations within one year of receipt of filed complaint, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Complete 100% of death investigations within one year of receiving all investigatory materials, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Complete 100% of investigations into other specified incidents within one year of notification of the incident, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Process 100% of new complaints in a timely manner; maintain a complaint turnaround time of two working days or less, measured from when the complaint is received to when case documents are completed and returned to the complainant for signature.
 - Present 18 policy and procedure recommendations to the Sheriff's Office and/or Probation Department.
 - Provide 12 monthly "early warning" reports to the Sheriff's Office and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

Related Links

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

- www.sandiegocounty.gov/clerb



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Conduct or attend community outreach activities	21	12	13	12	12
	Mail complaint documents for complainant signature within two working days of initial contact	100% of 115	100%	100% of 133	100%	100%
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions	100% of 60	100%	100% of 80	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	100% of 24	100%	100% of 6	100%	100%
	Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions	100% of 21	100%	100% of 23	100%	100%
	Present policy and procedure recommendations to the Sheriff's Office and/or Probation Department ¹	45	18	9	18	18
	Provide monthly early warning reports to the Sheriff's Office and Probation Department	12	12	12	12	12

Table Notes

¹ Actuals for Fiscal Year 2023–24 are less than the adopted target due to a request by the Sheriff's Office to reduce the number of new policy recommendations to allow time to address recommendations from prior years.

**Budget Changes and Operational Impact:
2023–24 to 2024–25**

Staffing

- ◆ No change in staffing.

Expenditures

No significant change overall.

- Salaries & Benefits—increase of \$0.1 million primarily due to negotiated labor agreements.

- Services & Supplies—decrease of \$0.1 million primarily due to the removal of lease costs associated with a prior facility.

Revenues

No significant changes.

**Budget Changes and Operational Impact:
2024–25 to 2025–26**

No significant changes.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Law Enforcement Review Board		10.00			10.00	10.00
Total		10.00			10.00	10.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Law Enforcement Review Board	\$ 1,648,587	\$ 1,976,018	\$ 1,984,544	\$ 1,722,792	\$ 2,021,071	\$ 2,086,948
Total	\$ 1,648,587	\$ 1,976,018	\$ 1,984,544	\$ 1,722,792	\$ 2,021,071	\$ 2,086,948

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 1,434,221	\$ 1,701,031	\$ 1,707,797	\$ 1,517,021	\$ 1,811,956	\$ 1,880,578
Services & Supplies	214,366	274,987	276,747	205,770	209,115	206,370
Total	\$ 1,648,587	\$ 1,976,018	\$ 1,984,544	\$ 1,722,792	\$ 2,021,071	\$ 2,086,948

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 14,589	\$ —	\$ —
Fund Balance Component Decreases	24,804	45,173	45,173	45,173	34,488	34,488
Use of Fund Balance	(126,611)	—	8,526	(267,816)	—	—
General Purpose Revenue Allocation	1,750,394	1,930,845	1,930,845	1,930,845	1,986,583	2,052,460
Total	\$ 1,648,587	\$ 1,976,018	\$ 1,984,544	\$ 1,722,792	\$ 2,021,071	\$ 2,086,948



Civil Service Commission

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission’s Charter-mandated appellate and investigative authority

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors.

To ensure these critical services are provided, the Civil Service Commission has 3.00 staff years and a budget of \$0.7 million.

2023–24 Accomplishments

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Resolved 82% (14 of 17) 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.
 - 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a month.
 - Short-term: Reduced use of paper by relying on electronic (PDF) documents and double-sided printing.
 - ◆ Reduced paper usage by approximately 50%.
 - Mid-term: Continued to assess department purchasing trends and identify areas to improve selections for greater sustainability.
 - ◆ Purchased 100% recyclable paper products when available.



- Long-term: Continued looking for ways to expand opportunities to deliver virtual customer service to reduce vehicle miles traveled by employees, customers, and the public.
 - ◆ Approximately 95% of public meeting attendees were virtual, thereby reducing miles traveled.

Community

- Communications: Create proactive communication that is accessible and transparent.
 - Distributed 100% (5) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Provided staff (1 of 3 – 33%) who can assume response and recovery roles during a disaster such as a wildfire (Local Assistance Centers, 211 operators).

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Participated in ongoing training in areas of sustainability, human resources, technology, workplace safety, finance, and pertinent legal updates to increase staff’s knowledge in order to provide superior customer service.
 - Achieved a positive customer satisfaction rating of 96%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.

- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as we deliver services to our customers.
 - ◆ Reviewed countywide results of 2022 Employee Engagement Survey then worked with employees to improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Expanded availability of prior year public meeting agendas and minutes to provide greater transparency and public access.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Provided customers with hearings that are fair, impartial, and efficient in order to achieve legally sound decisions.
 - Provided a safe, neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.
 - Ensured all decisions made by the Commission will take into consideration fairness, due process, and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff, and counsel.
 - Upgraded software for recording public meetings and hearings used by our department. This upgrade also benefited several other county departments that use this software.

- Short-term: Reduce use of paper by relying on electronic (PDF) documents and double-sided printing.
- Mid-term: Continue assessing department purchasing trends and identify areas to improve selections for greater sustainability.
- Long-term: Continue looking for ways to expand opportunities to deliver virtual customer service to reduce vehicle miles traveled by employees, customers, and the public.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Provide staff (1 of 3 – 33%) who will assume response and recovery roles during a disaster such as a wildfire (Local Assistance Centers, 211 operators).



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Participate in ongoing training in areas of sustainability, human resources, technology, workplace safety, finance, and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
 - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
 - Achieve organizational excellence by continuing to ensure we have a workplace of belonging and inclusion for all County employees as we deliver services to our customers. Continue working with employees to improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Provide customers with hearings that are fair, impartial, and efficient in order to achieve legally sound decisions.

2024–26 Objectives



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
 - Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a month.



- Provide a safe, neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.
- Ensure all decisions made by the Commission will take into consideration fairness, due process, and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff, and counsel.

Related Links

For additional information about the Civil Service Commission, refer to the website at:

- www.sandiegocounty.gov/civilservice




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Personnel disputes resolved without need of an evidentiary hearing ¹	61% of 18	55%	82% of 17	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 7	95%	100% of 5	95%	95%
	Positive customer satisfaction rating ²	99%	95%	96%	95%	95%

Table Notes

¹ Full evidentiary hearings can result in extensive staff time and legal and administrative costs.

² Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated labor agreements.

Revenues

Net increase of \$0.1 million

- ◆ General Purpose Revenue—increase of \$0.1 million for the negotiated labor agreements noted above.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Civil Service Commission		3.00			3.00	3.00
Total		3.00			3.00	3.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Civil Service Commission	\$ 592,778	\$ 636,155	\$ 638,813	\$ 626,284	\$ 679,181	\$ 697,035
Total	\$ 592,778	\$ 636,155	\$ 638,813	\$ 626,284	\$ 679,181	\$ 697,035

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 507,134	\$ 549,879	\$ 551,644	\$ 544,815	\$ 574,465	\$ 592,319
Services & Supplies	85,644	86,276	87,169	81,469	104,716	104,716
Total	\$ 592,778	\$ 636,155	\$ 638,813	\$ 626,284	\$ 679,181	\$ 697,035

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 1,064	\$ —	\$ —
Charges For Current Services	44,591	45,030	45,030	45,028	49,793	49,793
Fund Balance Component Decreases	14,256	15,413	15,413	15,413	12,280	12,280
Use of Fund Balance	(18,031)	—	2,658	(10,934)	—	—
General Purpose Revenue Allocation	551,961	575,712	575,712	575,712	617,108	634,962
Total	\$ 592,778	\$ 636,155	\$ 638,813	\$ 626,284	\$ 679,181	\$ 697,035

Clerk of the Board of Supervisors

Mission Statement

To promote integrity in government administration through transparency, equitable access, and exceptional customer service.

Department Description

As the official repository of the Board of Supervisors' records, the Clerk of the Board of Supervisors is committed to transparency in government and providing public access to documents through the online posting of Board of Supervisors agendas, Statements of Proceedings and Minute Orders dating back to the late 1800s. The Clerk of the Board of Supervisors also supports the Assessment Appeals Boards, County Hearing Officers, Special Districts and the City Selection Committee, in addition to administration of the Labor Relations Ordinance. The majority of the department's functions are defined and mandated by various California statutes, Revenue and Taxation codes, County ordinances, Board resolutions, the Board's Rules of Procedures and Board of Supervisors' policies. Additionally, the department provides a high volume of public-facing services, such as passport application acceptance services, passport photo services and notary public services. The Public Records Act unit, introduced in Fiscal Year 2022–23, has implemented the County's first web-based Public Records Request Center that provides a centralized system to coordinate, monitor, and respond to all County public records requests.

The department is comprised of operational units within three major budget divisions: Executive Office, Legislative Services and Public Services. Additionally, the department administers the Board of Supervisors' General Office and manages the Board of Supervisors' office budgets.

The Clerk of the Board of Supervisors serves as the Executive Officer of the Board General Office and as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements (Form 700s), Deputy Secretary of the County Housing Authority and clerk of various other special districts and committees, including the County of San Diego Independent Redistricting Commission.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 30.00 staff years and a budget of \$5.6 million.



2023–24 Accomplishments



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Identified opportunities to transition paper forms or documents to electronic formats that allow online submission and retention of electronic records, including piloting online speaker slips and customer survey cards, and after implementing mandated electronic filing in January 2023, received over 99.5% (4,462 of 4,486) of Form 700s electronically.
 - Implemented a Departmental Sustainable Purchasing Policy, identified sustainable alternatives to frequently purchased supplies, provided training to staff on preferred supplies that are recyclable or made from recycled materials, and established data tracking to audit purchases to ensure compliance.
 - Expanded opportunities for the delivery of virtual services to reduce vehicle miles traveled by clients/customers through developing online training for Form 700 filing officials, offering online orientation sessions for new members of boards, commissions, and committees in-lieu of in-person training, mandating online filing for Statements of Economic Interests (Form 700s), and identifying a solution to provide online speaker slips for Board of Supervisors meetings that can be submitted in advance of the meeting.
 - Coordinated training for department staff about recycling guidelines and best practices.
 - Provided biannual training sessions to new Board of Supervisors staff that includes utilizing electronic resources to access Board of Supervisors agenda materials.



Community

- Create proactive communication that is accessible and transparent.
 - Promoted the County's new online Public Records Request Center through community engagement and established baseline metrics to measure the impact of the centralized Public Records Act Unit as the main point of contact for the public to request records and coordinate with departments on providing timely responses to requests.
 - Updated the department's web pages with a focus on ensuring accessibility and identified new opportunities to communicate information about programs to residents, such as through visuals, short videos, and using accessible language.
 - Promoted public engagement through the new Boards, Commissions, and Committee Portal and provided a central resource repository to departments to help facilitate best practices for public meetings.



Empower

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Received customer survey cards from 68% (6,134 of 9,011) of the customers served in Fiscal Year 2023–24, exceeding the benchmark of 40%, with an average rating of 4.95 out of 5.0 in all six categories. The department identified new ways to recognize and motivate staff to seek customer feedback which resulted in an increase in customer survey cards received.
 - Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 99% (5,402 of 5,469) of Appeal Applications within seven days of receipt, exceeding the benchmark of 98%.
 - Surpassed the department's benchmark of an average of 10 minutes per passport application by undergoing intensive process reengineering resulting in serving customers at a rapid speed of 8.5 minutes per passport application.
 - Implemented an employee development and coaching series by providing quarterly training sessions and offering opportunities for monthly one-on-one coaching sessions to provide additional career support and learning opportunities for staff.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, the department developed a departmental employee engagement plan and implementation

schedule in collaboration with staff that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.



Justice

- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Provided access to Board of Supervisors' actions by making 100% (80 of 80 regular and special district meetings) of the draft Statements of Proceedings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
 - Partnered with other County departments to collect and provide data on County boards, commission and committee members to support the County's outreach and engagement efforts.

2024–26 Objectives



Equity

- Advance opportunities for economic growth and development to all individuals and the community.
 - In collaboration with the Assessor/Recorder/County Clerk, identify a technology solution for the management of Property Tax Assessment Appeals Applications that offers transparency and enhanced access to the appeals process for applicants.
 - Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by entering 98% of Appeal Applications within seven days of receipt.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Proactively monitor use of paper forms and documents to identify opportunities to transition to electronic formats that allow online submission and retention, including piloting online speaker slips for Assessment Appeals Board Hearings.
 - Continue implementation of the Departmental Sustainable Purchasing Policy monitoring plan, identify preferred sustainable options for frequently ordered items and develop a Sustainable Purchasing Reference Guide to easily identify preferred products offered by County vendors.
 - Facilitate opportunities for employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at their own homes.





- Establish an employee team to review internal policies and procedures, business processes, and manuals for opportunities to integrate sustainable practices and design tracking mechanisms.



Community

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Implement a technology solution that allows the Clerk of the Board of Supervisors to manage the high volume of public speakers, both in-person and by phone, at Board of Supervisors meetings. The system will allow the public to request to speak by agenda item in advance of the meeting, log the requests to speak by speaker type (in-person or by phone) and agenda item, provide on-demand reports of the number of speakers, and provide an automated tool to identify the speakers by phone and in-person.
- Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Exceed the department's benchmark of an average of 10 minutes per passport application.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Collaborate with the County Technology Office to provide training and resources for staff supporting the County's boards, commissions, and committees to enhance access to meeting content and improve experiences for public meetings.
 - Continue to promote and measure the impact of implementing the County's online Public Records Request Center that is managed by the Department's Public Records Act Unit as the main point of contact for the public to request records and coordinate with departments on providing timely responses to requests.



Empower

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

- Receive customer survey cards from 50% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
- Provide opportunities for staff to learn about career opportunities throughout the County and boost cross-training opportunities within the department.
- Establish an internal onboarding program for new front-line supervisors that is focused on equipping newly promoted staff with practical tools and resources to increase confidence as they transition into their new roles.
- Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Partner with the Office of Evaluation, Performance and Analytics to improve the collection and analysis of performance data to better evaluate the department's programs and best practices.
 - Ensure that over 90% of Statements of Economic Interest (Form 700) are filed electronically, thereby reducing filing errors.



Justice

- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Provide access to Board of Supervisors' actions by making 100% of the draft Statements of Proceedings of all Board of Supervisors meetings available online within three days of the related meeting.
 - Conduct a Program Evaluation of the department's policies and procedures to manage lobbyist registrations, identifying and piloting potential enhancements to improve and streamline the process and enhance the accessibility of lobbyist information to the public.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ www.sandiegocounty.gov/cob
- ◆ www.sandiegocob.com
- ◆ www.sdpassports.com





Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	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 ¹	100% of 4,399	98%	99% of 5,469	98%	98%
	Average transaction time for processing passport applications ²	9.5 minutes	10 minutes	8.5 minutes	10 minutes	10 minutes
	Statements of Economic Interests (Form 700s) filed electronically ³	93% of 4,162	85%	99.5% of 4,486	90%	90%
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories ⁴	4.96	4.90	4.95	4.90	4.90
	Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 85 meetings	100%	100% of 80 meetings	100%	100%

Table Notes

- ¹ During Fiscal Year 2023–24, total applications received were 5,469. Target varies with volume: 1-5,000 received = 98%, 5,001-10,000 received = 95%, 10,001 or more received = 85%. Additionally, this metric was moved to the Equity Strategic Initiative as it advances opportunities for economic growth.
- ² This metric was moved to the Community Strategic Initiative as the program enhances the community through increasing the well-being of residents and our environments by allowing residents to apply for passports for travel.
- ³ Percentage of 2024 Annual Form 700 Filings that were filed electronically. The department mandated electronic filing which resulted in a significant increase of filings submitted electronically. Additionally, this measure was moved to from Sustainability to Empower. Previously, the goal was to reduce paper usage by mandating electronic filing. The goal is now more appropriate under Empower as Form 700s help to maintain fiscal integrity.
- ⁴ Scale of 1-5, with 5 being “excellent”.

**Budget Changes and Operational Impact:
2023–24 to 2024–25**

Staffing

No change in staffing.

Expenditures

Net increase of \$0.3 million

- ◆ Services & Supplies—increase of \$0.3 million for online Public Records Request Center, Property Tax Appeals System, and information technology projects.

Revenues

Net increase of \$0.3 million

- ◆ General Purpose Revenue—increase of \$0.3 million for online Public Records Request Center, Property Tax Appeals System, and information technology projects noted above.

**Budget Changes and Operational Impact:
2024–25 to 2025–26**

No significant changes.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Legislative Services		8.00			8.00	8.00
Public Services		18.00			18.00	18.00
Executive Office		4.00			4.00	4.00
Total		30.00			30.00	30.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Legislative Services	\$ 1,392,995	\$ 1,723,396	\$ 1,886,760	\$ 1,690,476	\$ 1,795,847	\$ 1,881,325
Assessment Appeals	—	—	—	—	85,000	85,000
Public Services	2,338,652	2,556,040	2,687,514	2,481,767	2,652,815	2,727,273
Executive Office	985,544	1,019,041	1,019,041	1,052,633	1,049,274	1,081,083
Total	\$ 4,717,190	\$ 5,298,477	\$ 5,593,315	\$ 5,224,876	\$ 5,582,936	\$ 5,774,681

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 3,890,874	\$ 4,344,002	\$ 4,324,487	\$ 4,243,153	\$ 4,306,940	\$ 4,503,990
Services & Supplies	826,316	954,475	1,268,828	981,723	1,275,996	1,270,691
Total	\$ 4,717,190	\$ 5,298,477	\$ 5,593,315	\$ 5,224,876	\$ 5,582,936	\$ 5,774,681

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 46,182	\$ —	\$ —
Charges For Current Services	763,325	640,000	640,000	756,343	643,007	643,007
Miscellaneous Revenues	21,129	11,500	11,500	11,551	12,050	12,050
Fund Balance Component Decreases	101,498	114,349	114,349	114,349	97,463	97,463
Use of Fund Balance	(233,921)	—	294,838	(236,177)	—	—
General Purpose Revenue Allocation	4,065,159	4,532,628	4,532,628	4,532,628	4,830,416	5,022,161
Total	\$ 4,717,190	\$ 5,298,477	\$ 5,593,315	\$ 5,224,876	\$ 5,582,936	\$ 5,774,681



County Communications Office

Mission Statement

To serve as a valued resource to all County departments and community members by creating innovative, transparent and trusted communications and meaningful engagement opportunities in service to the public good.

Department Description

The County Communications Office was established by the Board of Supervisors in 1997 to provide transparent, timely and accurate information to the public, news organizations and employees about County issues, programs, services and resources. The department leads communications, community engagement and language services on behalf of the organization. Responsibilities include media relations, County News Center website, social media, internal communications, external and internal websites, marketing, outreach, engagement, translation/interpretation. The Communications Office also oversees emergency communications, providing critical updates and notifications to keep the public safe and healthy during disasters. In addition, the department is responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV), which broadcasts Board of Supervisors meetings and monitors the State franchise agreements with video providers operating within unincorporated areas of the county.

To ensure these services are provided, the County Communications Office has 23.00 staff years and a budget of \$4.8 million.

2023–24 Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
- Expanded multilingual access to provide accurate and timely emergency and recovery information to the public and media by gathering community input, particularly from underrepresented communities, to improve current tools, such as the County’s emergency website and app, social media, news releases, news conferences and video, and identify new tools.
- Increased number of translations and interpretations by 10% (200 over 2,000 base).
- Developed a more robust data tracking tool to collect translation and interpretation data by group, department and office.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
- Short-term: Shared clear and accessible information about County and community sustainability efforts to encourage active involvement in efforts to combat climate change and protect and enjoy the natural environment.
- Short-term: Extended department hybrid teleworking schedule through Fiscal Year 2023–24 to reduce vehicle miles traveled.
- Short-term: Provided training to ensure IT management policies (how to set computers and printers to turn off/sleep, print double sided, etc.) are implemented by all staff to reduce energy use and waste.
- Mid-term: Provided department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
- Long-term: Continued to evaluate feasibility of purchasing an EV production vehicle to contribute to the reduction of greenhouse gases.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
- Developed and facilitated a community engagement assessment guided by the framework established by the International Association for Public Participation (IAP2) to assess process design and implementation across the organization with considerations for equity, diversity, and accessibility. The assessment will identify evaluation criteria to measure both the outputs and outcomes of the County’s community engagement efforts including performance indicators.

- Used the assessment to create a community engagement strategy to establish guidelines for a comprehensive and consistent approach to community engagement across the enterprise. The plan included input from partners and the public, particularly underrepresented communities, to play meaningful roles in discussions and decision-making, building trust and serving as a catalyst for meaningful change.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
- Organized two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
- Provided timely and relevant information to the public about County and community programs and services 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 365 items.
- Provided County and partner information as well as opportunities for engagement through social media. Increased number of followers on Facebook, Instagram and Twitter by 4% (11,187 over 296,901 base).
- Conducted annual review and update of the equitable and inclusive language plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Invested in our workforce and operations by providing resources and information on the County’s intranet site, posting 200 content items, such as articles, videos and trainings.

- Developed an enterprisewide training for employees informed by best practices staff input to raise awareness about language access efforts and resources so that departments can provide consistent translation and interpretation services consistent across the organization.
- Participated in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.

 Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
- Shared clear and accessible information about regional efforts to reduce disparities and disproportionality across the justice system as well as promote opportunities for restorative and environmental justice to build trust and promote transparency.

2024–26 Objectives

 Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
- Expand multilingual access to provide accurate and timely emergency and recovery information to the public and media by gathering community input, particularly from underrepresented communities, to improve current tools, such as the County’s emergency website and app, social media, news releases, news conferences and video, and identify new tools.
- Increase number of translations and interpretations by 10%.
- Develop a more robust data tracking tool to collect translation and interpretation data by group, department and office.

 Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
- Short-term: Share clear and accessible information about County and community sustainability efforts to encourage active involvement in efforts to combat climate change and protect and enjoy the natural environment.
- Short-term: Extend department hybrid teleworking schedule through Fiscal Year 2024–25 to reduce vehicle miles traveled.
- Short-term: Provide training to ensure IT management policies (how to set computers and printers to turn off/sleep, print double sided, etc.) are implemented by all staff to reduce energy use and waste.





- Mid-term: Provide department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
- Long-term: Purchase EV production vehicle to contribute to the reduction of greenhouse gases.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
- Continue efforts to use the community engagement assessment findings to create a community engagement strategy to establish guidelines for a comprehensive and consistent approach to community engagement across the enterprise. The Plan will include the necessary elements to grow a culture of community engagement through a comprehensive and consistent approach.
- Expand resources to support staff efforts to gather input from partners and the public, particularly underrepresented communities, to play meaningful roles in discussions and decision-making, building trust and catalyzing meaningful change.
- Elevate the profile of the County's digital engagement platform, "Engage San Diego County", to facilitate multi-pronged engagement programs, increase access to engagement opportunities, and expand opportunities for residents to engage with projects that mean most to them.
- Solidify the County's engagement information hub, "Engagement Center", as the one central location where residents can find all County engagement opportunities.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
- Organize two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
- Provide timely and relevant information to the public about County and community programs and services through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items.

- Provide County and partner information as well as opportunities for engagement through social media. Increase number of followers on Facebook, Instagram and Twitter by 10%.
- Conduct annual review and update of the equitable and inclusive language plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
- Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Invest in our workforce and operations by providing resources and information on the County's intranet site, posting 200 content items, such as articles, videos and trainings.
- Launch newly developed enterprisewide training for employees informed by best practices staff input to raise awareness about language access efforts and resources so that departments can provide consistent translation and interpretation services consistent across the organization.
- Participate in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.



Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
- Share clear and accessible information about regional efforts to reduce disparities and disproportionality across the justice system as well as promote opportunities for restorative and environmental justice to build trust and promote transparency.

Related Links

For additional information about the County Communications Office, please visit:

- ◆ www.countynewscenter.com




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Increase number of translations and interpretations by 10% ¹	N/A	10%	10% (200 over 2,000 base)	10%	10%
	Coordinate two regional Public Information Officers meetings per fiscal year	2	2	2	2	2
	News items (article or video) posted on County News Center	353	365	365	365	365
	Increase in followers of County social media sites ²	2% (6,708 over 290,193 base)	10%	4% (11,187 over 296,901 base)	10%	10%
	Articles, videos and information posted on department’s intranet site ³	390	200	200	200	200
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2

Table Notes

- ¹ New performance measure added for Fiscal Year 2023–24 based on Fiscal Year 2022–23 baseline of 1,200 translations.
- ² While social media followers continue to increase across platforms, a double digit increase may be a challenging target given the large number of followers that already exist. Extenuating circumstances, such as a local emergency, and other variables can also have an impact on follower growth.
- ³ 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.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.9 million

- ◆ Services & Supplies—net decrease of \$0.8 million primarily due to removal of prior year one-time expenditures for CNC TV studio.
- ◆ Capital Assets Equipment—increase of \$0.2 million due to new one-time capital expenditures for CNC TV studio.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.3 million for community programs to strengthen language access in the region. Since this is a transfer of expenditures, it

has a net effect of \$0.3 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$0.9 million

- ◆ Licenses, Permits & Franchises—decrease of \$1.0 million in Public Educational Government (PEG) Access Fee revenue, due to removal of one-time expenditures for CNC TV studio noted above.
- ◆ General Purpose Revenue—net increase of \$0.1 million primarily due to negotiated labor agreements and increase in various operational services and supplies.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
County Communications Office		23.00			23.00	23.00
Total		23.00			23.00	23.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
County Communications Office	\$ 4,017,212	\$ 5,671,965	\$ 6,414,770	\$ 5,349,552	\$ 4,793,175	\$ 4,427,905
Total	\$ 4,017,212	\$ 5,671,965	\$ 6,414,770	\$ 5,349,552	\$ 4,793,175	\$ 4,427,905

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 3,567,203	\$ 3,965,899	\$ 4,183,566	\$ 4,141,092	\$ 3,997,019	\$ 4,172,424
Services & Supplies	843,881	1,731,466	2,248,288	1,371,604	926,156	605,481
Capital Assets Equipment	38,970	324,600	356,291	83,454	520,000	—
Expenditure Transfer & Reimbursements	(432,842)	(350,000)	(373,375)	(246,598)	(650,000)	(350,000)
Total	\$ 4,017,212	\$ 5,671,965	\$ 6,414,770	\$ 5,349,552	\$ 4,793,175	\$ 4,427,905

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Licenses Permits & Franchises	\$ 374,697	\$ 1,546,100	\$ 2,178,896	\$ 766,899	\$ 571,000	\$ 46,500
Intergovernmental Revenues	—	—	—	5,128	—	—
Fund Balance Component Decreases	95,996	116,415	116,415	116,415	92,268	92,268
Use of Fund Balance	(170,065)	—	110,009	451,660	—	—
General Purpose Revenue Allocation	3,716,585	4,009,450	4,009,450	4,009,450	4,129,907	4,289,137
Total	\$ 4,017,212	\$ 5,671,965	\$ 6,414,770	\$ 5,349,552	\$ 4,793,175	\$ 4,427,905



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 197.00 staff years and a budget of \$48.6 million.

2023–24 Accomplishments



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Strengthened the local behavioral health continuum of care and support creation of an integrated system of behavioral health hubs (integrated care environments), networks (a broad array of outpatient services and housing opportunities) and bridge planning strategies (services to ensure individuals are placed in the most appropriate levels of care during and after a psychiatric crisis) by providing timely advice on implementation, program design and regulatory compliance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.



- Supported implementation of the County's behavioral health continuum of care by providing direct advice on licensing and other legal issues, negotiating and drafting the leases and agreements necessary to establish the hubs and network facilities, and providing legal support to the bridge planning strategies.
- Completed 100% (2) of all draft Environmental Impact Report reviews in 40 days or less.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Conducted 55 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews. This performance measure was exceeded due to pending litigation that had the potential to impact land use development coming to resolution, and the appointment of a Fifth Board member, land use development saw an uptick in planning and strategy to move projects forward necessitating more internal coordination.
- Completed 100% (53) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 100% (2,205) of all advisory assignments for County departments by the agreed upon due dates.
- Prevailed in 99% (622 of 626) of Juvenile Dependency petitions contested in Superior Court.
- Prevailed in 98% (245 of 251) of Juvenile Dependency appeals and writs filed.
- Prevailed in 98% (128 of 130) of court decisions in all resolved lawsuits filed against the County.

- Achieved 100% (4) success rate in resolved lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
- Handled 100% (130) of the defense of all resolved lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduced County Counsel’s copier and printer use by changing the default settings to double-side printing and encouraging printing only when needed, thereby reducing paper and toner use, and reducing materials waste.
 - Short-term: Provided email communication to department staff about the County’s Reutilization site and its efforts towards composting to promote a culture of reusing and repurposing items, and provided a Sustainability presentation to all staff to promote the County’s sustainability goals.
 - Short-term: Identified opportunities and participated in carbon footprint reduction activities such as holding virtual meetings and implementing hybrid in-office/teleworking schedules.
 - Mid-term: Initiated planning to reduce paper use within at least one department division by establishing a system of scanning its active case files. Department will continue working with vendor to solidify an efficient approach to this project, including scanning closed workers' compensation files first.
 - Mid-term: Assisted departments in finding legal solutions which allow greater economic and/or energy savings.
 - Long-term: Gathered department’s business requirements to identify one or more robust electronic document management systems to implement as long-term business resources. Department working group met weekly with Peraton to identify and develop business requirements to be used towards this project. Those requirements are now being reviewed by the department’s technology team for completeness.
 - Long-term: Gathered department’s business requirements to identify an electronic discovery system for the litigation services area. As business requirements are developed for the electronic document management system, we will be able to develop electronic discovery system requirements. This system will follow the document management system.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Evaluated public-facing Claims webpage for opportunities to increase ease of access and understandability by public. Government Claim Forms were translated into the eight threshold languages to increase access and understandability by the public.



Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conducted 36 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
 - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
 - Provided 69 specialized risk mitigation sessions, such as client trainings, risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Continued to develop and implement a five year succession plan to train and prepare future Office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology.
 - Developed cross-functional team relations and leverage strengths to promote operational continuity through ongoing organizational restructuring.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.



- Established 29 in-house trainings for new and current employees.

 Justice

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Conducted 11 meetings between County Counsel’s Office and the Sheriff’s Office and visited 2 Sheriff’s Office facilities to improve communication to provide greater efficiency during the litigation discovery process. Performance measure was exceeded due to several new attorneys joining the Sheriff Department as legal advisors and several new litigators joining County Counsel. The new personnel benefited from additional communications between the two offices.
 - Assisted departments in creating policies that improve environmental and community support factors that comply with applicable laws.

2024–26 Objectives

 Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Strengthen the local behavioral health continuum of care and support creation of an integrated system of behavioral health hubs (integrated care environments), networks (a broad array of outpatient services and housing opportunities) and bridge planning strategies (services to ensure individuals are placed in the most appropriate levels of care during and after a psychiatric crisis) by providing timely advice on implementation, program design and regulatory compliance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Support implementation of the County’s behavioral health continuum of care by providing direct advice on licensing and other legal issues, negotiating and drafting the leases and agreements necessary to establish the hubs and network facilities, and providing legal support to the bridge planning strategies.
 - Advise on the implementation of Senate Bill 43 continuum of care reform workgroup for roll out on January 1, 2025.

 Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Conduct at least 24 meetings with LUEG departments to understand legal needs and services and conduct at least 4 meetings within County Counsel for LUEG advisory and litigation attorneys to evaluate projects and help County decisions survive potential challenge.
 - Complete 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - Complete 100% of all advisory assignments for County departments by the agreed upon due dates.
 - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
 - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
 - Prevail in 96% of Juvenile Dependency appeals and writs filed.
 - Prevail in 90% of court decisions in all lawsuits filed against the County.
 - Achieve 95% success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
 - Handle 95% of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
 - Long-term: Gather department’s business requirements to identify one or more robust electronic document management systems to implement as long-term business resources.
 - Long-term: Gather department’s business requirements to identify an electronic discovery system for the litigation services area.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduce County Counsel’s copier and printer use by changing the default settings to double-side printing and encouraging printing only when needed, thereby reducing paper and toner use, and reducing materials waste.
 - Short-term: Provide communication to department staff about the new GovDeals website and its efforts towards promoting a culture of reusing and repurposing items.
 - Short-term: Issue a quarterly email to department staff highlighting sustainability achievements.

- Mid-term: Reduce paper use within the Worker's Compensation division by launching a system of scanning first its closed files and then its active files.
- Mid-term: Implement office sharing program balancing remote work and operational need for in-person activities using a hoteling application to identify flexible, usable workspace for staff to promote and implement maximum staff efficiency while minimizing carbon footprint.
- Long-term: Promote and educate staff on energy efficiency office practices such as working with lower or no lights, continue promotion of recycling and green-cycling efforts, use of energy efficient appliances and personal devices, and reduced energy consumption.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Evaluate Civil Grand Jury inquiries regarding County matters of civil concern.
 - Provide ongoing legal advice and guidance to the multi-disciplinary group implementing storm recovery measures related to the January 2024 floods to address long-term community needs for storm recovery.



Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conduct at least 40 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
 - Develop an electronic work request system for advisory assignments and ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
 - Provide at least 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

- Continue to develop and implement a five year succession plan to train and prepare future Office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology.
- Develop cross-functional team relations and leverage strengths to promote operational continuity through ongoing organizational restructuring.
- Increase use of Microsoft Teams Channels and Groups to allow for better communication and workflow by teams, including Executive Management, General Litigation, LCM System, Claims, COOP, and County Supervisors (Levine Act).
- Periodically review realignment of litigation practice groups to provide consistent litigation management and trial practice more efficiently.
- Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Establish at least five in-house trainings for new and current employees.
- Establish an internal County Counsel wellness program for all staff.



Justice

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Conduct at least three meetings between County Counsel's Office and the Sheriff's Office and visit at least two Sheriff's Office facilities to improve communication to provide greater efficiency during the litigation discovery process.
 - Assist departments in creating policies that improve environmental and community support factors that comply with applicable laws.

Related Links

For additional information about County Counsel, refer to the website at:

- ◆ www.sandiegocounty.gov/CountyCounsel






Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Draft Environmental Impact Report reviews completed in 40 days or less	0	100%	100% (2 of 2)	100%	100%
	Success rate in Juvenile Dependency petitions contested in Superior Court	98% (627 of 637)	98%	99% (622 of 626)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	95% (235 of 248)	96%	98% (245 of 251)	96%	96%
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (35 of 35)	100%	100% (53 of 53)	100%	100%
	Advisory assignments for all County departments completed by the due date	100% (1,587 of 1,587)	100%	100% (2,205 of 2,205)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	98% (85 of 87)	90%	98% (128 of 130)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (144 of 144)	95%	100% (130 of 130)	95%	95%
	Success rate in County cases against other parties	100% (11 of 11)	95%	100% (4 of 4)	95%	95%
	Number of internal meetings to evaluate new and ongoing land use projects ¹	35	30	55	N/A	N/A
	Number of meetings with LUEG departments and internal meetings to evaluate new and ongoing LUEG projects ²	N/A	N/A	N/A	28	28
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services ³	30	30	36	40	40
	Number of risk mitigation education sessions provided by County Counsel ⁴	63	40	69	40	40
	Number of in-house trainings for new and current employees ⁵	19	5	29	5	5
	Number of designated staff to complete Financial Literacy online LMS training ⁶	1	N/A	N/A	N/A	N/A
	Number of meetings with the Sheriff's Office, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process ⁷	5	5	13	5	5

Table Notes

- ¹ This performance measure goal was exceeded due to pending litigation that had the potential to impact land use development coming to resolution, and the appointment of a Fifth Board member, land use development saw an uptick in planning and strategy to move projects forward necessitating more internal coordination. This performance measure is being discontinued effective Fiscal Year 2024–25 as it was revised to include meetings with LUEG departments.
- ² This is a performance measure added in Fiscal Year 2024–25 to revise the discontinued measure above to include meetings with LUEG departments.
- ³ This performance measure was exceeded due to a higher number of projects and contracts directed by the Board of Supervisors as well as a few unexpected contract disputes that necessitated additional coordination with DPC and DGS.

- ⁴ This performance measure was exceeded. County Counsel provided a higher number of risk mitigation trainings and sessions due to the complexity of new and existing cases.
- ⁵ This performance measure was exceeded. County Counsel provided more in-house trainings due to several new litigators joining the office, and County Counsel’s renewed emphasis on improving all litigators’ trial skills and experience.
- ⁶ This performance measure was discontinued effective Fiscal Year 2023–24 as staff have completed this training.
- ⁷ This performance measure was exceeded due to several new attorneys joining the Sheriff’s Office as legal advisors and several new litigators joining County Counsel. These new personnel benefited from additional communications between the two offices to provide greater efficiency during the litigation discovery process and enhance better litigation outcomes.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

Increase of 12.00 staff years.

- ◆ Increase of 10.00 staff years to provide coordinated program services to support increased workload related to legislative changes.
- ◆ Increase of 2.00 staff years to provide program services to the Office of Labor Standards and Enforcement including wage theft enforcement program, tied to the District Attorney’s Worker’s Rights Enforcement Grant Program and the Workplace Justice Fund.

Expenditures

Net increase of \$4.8 million

- ◆ Salaries & Benefits—increase of \$1.3 million primarily due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover, and an increase of \$2.2 million to support staffing changes noted above for increased workload related to legislative changes.
- ◆ Services & Supplies—increase of \$1.5 million primarily due to increases in various operational services and supplies, including improvements to technology services and systems.

- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million primarily due to an increase in anticipated costs for program services provided on health and human services areas and to support staffing changes noted above for the wage theft enforcement program. Since this is a transfer of expenditures, it has the effect of a \$0.2 million decrease in expenditures. The funding is supported by resources in HHS and the District Attorney.

Revenues

Net increase of \$4.8 million

- ◆ Charges for Current Services—increase of \$4.0 million primarily due to an anticipated increase in reimbursable staff costs to support the coordinated program services noted above.
- ◆ General Purpose Revenue—net increase of \$0.8 million primarily for negotiated labor agreements noted above.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
County Council		185.00			197.00	197.00
Total		185.00			197.00	197.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
County Council	\$ 36,577,222	\$ 43,866,844	\$ 44,411,971	\$ 41,105,173	\$ 48,627,799	\$ 50,556,440
Total	\$ 36,577,222	\$ 43,866,844	\$ 44,411,971	\$ 41,105,173	\$ 48,627,799	\$ 50,556,440

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 36,492,129	\$ 44,956,087	\$ 45,071,659	\$ 42,612,773	\$ 48,489,727	\$ 50,718,376
Services & Supplies	2,312,300	3,640,733	4,065,206	2,413,714	5,130,581	4,830,573
Other Charges	—	—	5,082	5,081	—	—
Expenditure Transfer & Reimbursements	(2,227,206)	(4,729,976)	(4,729,976)	(3,926,395)	(4,992,509)	(4,992,509)
Total	\$ 36,577,222	\$ 43,866,844	\$ 44,411,971	\$ 41,105,173	\$ 48,627,799	\$ 50,556,440

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ 9,882	\$ —	\$ —	\$ 119,767	\$ —	\$ —
Charges For Current Services	16,687,760	20,069,000	20,069,000	20,422,343	24,104,713	24,875,472
Miscellaneous Revenues	162	1,000	1,000	43	1,000	1,000
Fund Balance Component Decreases	798,793	1,051,857	1,051,857	1,051,857	994,235	994,235
Use of Fund Balance	(1,237,033)	—	545,127	(3,233,823)	—	—
General Purpose Revenue Allocation	20,317,658	22,744,987	22,744,987	22,744,987	23,527,851	24,685,733
Total	\$ 36,577,222	\$ 43,866,844	\$ 44,411,971	\$ 41,105,173	\$ 48,627,799	\$ 50,556,440





County Technology Office

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

Department Description

The County Technology Office (CTO) ensures that the departments within the enterprise have the required information technology (IT) infrastructure, tools, and resources to meet their respective missions. The CTO provides leadership and guidance for the optimal management of IT.

To ensure these critical services are provided, the CTO has 18.00 staff years, an operating budget of \$10.6 million and an IT internal service fund of \$219.8 million.



2023–24 Accomplishments



Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
 - Provided a 6-month part-time internship through the Jay’s Program. Jay’s Program is a paid internship program that exists to help those with intellectual and developmental disabilities improve their job skills and increase opportunities for future employment.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Replaced core components (Documentum, CARA) that make up the County’s Enterprise Document Processing Platform (EDPP). This effort ensures that County remains on supported platforms and reduces County’s footprint in the IT Outsourcer’s physical data center, which eliminates costs associated with hardware refresh and any potential transition costs. Effort is in progress to replace CARA “viewer” applications and CARA interfaces and adapters with Amazon Web Services and OutSystems solutions in Summer 2024 and December 2024, respectively.
 - Began migration of EDPP to the cloud. This is a multi-year effort that will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate

costs associated with hardware refresh and any potential transition costs. Effort is in progress and is on schedule to be completed by December 2024.

- Provided support to County departments to remain on current versions of Microsoft Windows OS, including testing of enterprise applications and platforms. Upgraded all County ITO managed devices to Windows 11 OS. These efforts will ensure enterprisewide desktop and laptop devices are on the current version of Windows OS.
- Upgraded/re-hosted the County’s public facing website platform to maximize accessibility to the public and remain on a vendor supported solution. Effort is in progress and is on schedule to be completed by Summer 2024.
- Upgraded Justice Electronic Library System (JELS) to SharePoint SE in anticipation that support for current platform version, SharePoint 2013, was to be discontinued in 2023. Upgrading to SharePoint SE will eliminate the need for any future whole system upgrades, which is a cost savings to the County. Extended support for SharePoint 2013 ended April 2023. Project was completed in December 2023.
- Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieved 99% overall performance rating for Service Levels by the Outsourcing Provider. This is based on the average rating across all Service Levels throughout the year.
 - ◆ Achieved 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider. This is based on the average rating across the IT project performance Service Levels throughout the year.
- Continued to patch Identity Access Management (IDAM) platform to remain on supported technology and meet requirement for IDAM upgrade. IDAM manages authentication for external partners, Enterprise Resource Planning, and other systems. It is a mission critical system to support

the businesses access to certain applications. Effort is in progress with the patch update and migration to the cloud on schedule to be completed by June 2024 and December 2024 respectively.

- Continued to strengthen the security posture of the County as follows:
 - ◆ Implemented remaining phases of secure network access project to improve security for County business applications and improve overall security posture of the County. Effort is in progress and anticipated to be completed by Summer 2024.
 - ◆ Implemented new threat intelligence and malware and content filtering service as part of County's security roadmap initiative to improve County's security posture. Project completed in January 2024.
 - ◆ Continued to implement backup protection solution for cloud infrastructure to ensure restoration can be performed in the case of malware/ransomware type of event. The requirements and project planning phase for this effort is in progress with implementation targeted to be completed by end of Fiscal Year 2024–25.
- Continued to provide technical coordination and oversight for the upgrade Oracle E-Business Suite. Upgrade completed in November 2023.
- Ensured continuity of IT services by migrating the Point of Presence (POP) without impacting systems that support operations. The POP is essential to providing an operating IT environment as it provides the foundational network infrastructure, third party network interfaces, multiple infrastructures services, and a local applications data center. Project completed in October 2023.
- Continued to deploy a data-driven, sustainable process with supporting systems and resources to help County users with application investments and decision-making, including consolidation decisions for applications which provide the same or similar business capabilities. This process will decrease technical obsolescence, create operational efficiencies for applications users providing business services and increase technical subject matter expertise and supportability. Phases two-four of this effort consolidate multiple systems of record (AppsManager and ServiceNow) containing information about business applications including numerous data elements such as active directory groups, service accounts, document links, desktop apps and reports associated with each business application into a single system of record (ServiceNow). Effort to consolidate multiple systems of record is anticipated to be completed Summer 2024. The next phase of this effort, deployment of Applications Rationalization, is in the requirements gathering stage and on schedule to be implemented by end of Fiscal Year 2025–26.

- Completed nine IT initiatives, and exceeded the goal of five, intended to enhance technology and plan for future technology needs:
 - ◆ Upgraded all County ITO managed devices to Windows 11 OS with final conversion of one-off devices, disabled assets, and kiosk devices that are still on Windows 10 OS anticipated by Fall 2024.
 - ◆ Upgraded/re-hosted the County's public facing website platform.
 - ◆ Upgraded JELS to SharePoint SE.
 - ◆ Completed secure network access project and implemented new threat intelligence and malware and content filtering service.
 - ◆ Migrated the POP.
 - ◆ Developed a Digital Experience Platform to support the County public-facing website redesign.
 - ◆ Implemented enhancements Access Requests and IMARs in IT Service Request platform and extended the search of IT knowledgebase in IT Service Request Platform to enterprise SharePoint Online intranet platform.
 - ◆ Deployed an agile development process to shorten the systems development life cycle.
 - ◆ Implemented an electronic Document Exchange between JELS and County School Districts.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Long-term: Began development of a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper forms to electronic forms. Effort is in progress and on schedule to be completed by June 2025.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Developed a standard display for our external and internal sites in coordination with the County Communications Office and Community Engagement Workgroup based on stakeholder feedback on public-facing beta site and intranet redesign. Effort is in progress and is on schedule to be completed by Summer 2024.
 - Enhanced the County's engagement information hub in coordination with the County Communications Office and Community Engagement Workgroup. Effort is in progress and is on schedule to be completed by Summer 2024.
 - Developed a Digital Experience Platform to support the County public-facing website redesign. This new platform is built from the ground up based on our customer's and organization's needs in accordance with our standards sup-



porting accessibility, enhancing usability as well as search, and improving our multilingual capabilities. Effort is in progress and anticipated to be completed by Spring 2024.

- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Implemented a multilingual strategy and solution to streamline the authoring of web content and attachments in County’s threshold languages as well as a consistent presentation of multilingual material. Effort is in progress and is on schedule to be completed by Summer 2024.
 - Implemented an omnichannel communications platform to provide residents with a seamless and unified brand experience for the County regardless of the channel (i.e., text, social media) they use. Effort was modified to develop content guides to support existing tools in the enterprise and is anticipated to be completed by Summer 2024.

 **Empower**

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Effectively managed the performance of the County’s IT Outsourcing Provider to ensure end user satisfaction.
 - ◆ Achieved 93% overall rating from Service Desk users for delivery of IT services based on the average customer satisfaction rating for the period. This is less than the goal of 98%, however, the 93% overall rating is above 90% which is considered excellent in a controlled environment such as the County’s where the customer base is defined and there are higher than average transactional interaction levels.
 - ◆ Achieved a Best-in-Class rating using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner’s IT Customer Satisfaction survey.
 - Improved the usability of IT Service Request platform as follows:
 - ◆ Implemented enhancements to streamline the process for requesting IT services (i.e., Access Requests, Install/Move/Add/Remove). Effort is in progress and is on schedule to be completed by Summer 2024.
 - ◆ Extended the search of IT knowledgebase in IT Service Request Platform to enterprise SharePoint Online intranet platform. Effort is in progress and is anticipated to be completed by Summer 2024.

- Continued to provide onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center. Provided over 1,700 end user interactions through Fiscal Year 2023–24.
- Developed and deployed an agile development process to shorten the systems development life cycle and provide continuous delivery with high software quality. Agile methodology, KANBAN, was used for two projects in Fiscal Year 2023–24 with both projects realizing a shortened timeline to implement their solutions.
- Continued to deliver IT Project Management Mentor program to increase County departments’ ability to achieve IT project goals and outcomes by delivering projects on schedule and within budget.
- Continued to deliver IT Academy program to increase County departments’ ability to achieve their business goals by level setting the knowledge base for staff working with IT Outsourcing Provider. 50 employees are anticipated to complete the IT Academy in Fiscal Year 2023–24.
- Leveraged artificial intelligence to quickly draft plain language content and search-engine friendly metadata for the top 200 public-facing service pages. Effort is in progress and is on schedule to complete by Fall 2024.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Supported Emergency Operations Center and Local Access Center with technology and leadership for coordination, setup, and daily activities for the following: Hurricane Hilary (August 2023), Potrero (Coyote) Fire (August 2023) and Winter Storm (January – February 2024).
- Supported the Migrant Center effort with technology and leadership for coordination, setup, and daily activities.
- Placed 3rd in the nation and 2nd in California for our population group for the Center for Digital Government’s Digital Counties Survey.
- Established a Digital Experience Champions program to help build, grow, and sustain departments digital transformation efforts by evangelizing and helping their peers adopt new technologies and skills, as well as gaining access to digital experts.
- Enabled Single Sign-On for website accessibility and traffic analytics systems that have streamlined access requests, approvals and provisioning through the County’s user IT Service Portal, and allowed insight for website traffic, accessibility, readability, and quality assurance metrics to a larger County audience.

- Worked with and supported departments to bring 67 out of our top 200 pages, which make up 70% of our main website traffic, to meet our Digital Experience Standards including accessibility, readability, Search Engine Optimization, and usability.
- Facilitated 11 web content trainings and 5 plain language trainings to enable web content authors and administrators to improve the customer experience of their websites.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Hosted Innovation Day 2023, which highlighted emerging technologies in artificial intelligence, cybersecurity, automation, and sustainability. The event had over 170 attendees and included vendor demos and presentations.
 - Completed 6 proof-of-concept projects related to Artificial Intelligence Services Content Generation, Name Pronunciation Tool, Print Management, Robotic Process Automation, Indoor Mapping for County Facilities, ServiceNow Virtual Agent, and Peraton Threatboard.
 - Hosted the County’s first Idea-thon which brought forth 28 ideas/use cases garnered from all four County business groups. Identified common interests across the organization ranging from robotic process automation and intelligent document processing, secure bi-directional interagency public communication for document sharing, predictive modeling, geospatial artificial intelligence and pattern recognition, and online assistants.

 Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
 - Continued effort to establish an interface between JELS and the new Court Odyssey system. This will automate Court Minute Order receipt by the County, including the Sheriff’s Office, resulting in faster release of individuals held in the County jail system. Effort is in progress and will complete after Odyssey system is implemented. The Court anticipates implementation will occur in early Fall 2024.
 - Continued to expand JELS Minute Order Project to North County and Central Courts. This will eliminate paper document deliveries to District Attorney (DA), Probation, Public Defender (PD), and the Office of Revenue and Recovery in North County and Central Courts. Effort is in progress and anticipated to be complete in Winter 2024.
 - Continued effort to establish automatic interface between JELS and the Child Welfare Services (CWS) Electronic Records Management System (ERMS). This will eliminate scanning of historical CWS documents into ERMS. Effort is pending the re-platform of CWS ERMS and is anticipated to be completed in Winter 2024.

- Developed and implemented an electronic Document Exchange between JELS and County School Districts. This will eliminate the exchange of paper documents between schools and DA, CWS, Probation and PD on Juvenile Delinquency and Dependency cases. Effort is in progress and is on schedule to be completed by Summer 2024.
- Effort to establish an Electronic Media Center for Juvenile Delinquency justice partners is on hold pending outcome of similar effort with District Attorney.

2024–26 Objectives

 Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
 - Provide a 6-month part-time internship through the Jay’s Program. Jay’s Program is a paid internship program that exists to help those with intellectual and developmental disabilities improve their job skills and increase opportunities for future employment.

 Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continue to replace core components (Documentum, CARA) that make up the County’s Enterprise Document Processing Platform (EDPP).
 - Continue to migrate EDPP to the cloud. This is a multi-year effort that will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate costs associated with hardware refresh and any potential transition costs.
 - Re-platform the County’s public facing website to remain on a highly available and vendor supported solution and work with departments on migrating their content that complies with our Digital Experience Standards including accessibility, readability, and multilingual access.
 - Migrate Justice Electronic Library System (JELS) to the cloud. This effort will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate costs associated with hardware refresh and any potential transition costs.
 - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
 - ◆ Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.





- Continue to patch the Identity Access Management (IDAM) platform to remain on supported technology and meet requirement for IDAM upgrade. IDAM manages authentication for external partners, ERPs, and other systems. It is a mission critical system to support the businesses access to certain applications.
- Continue to strengthen the security posture of the County as follows:
 - ◆ Pilot the ServiceNow Security Operations module to prove that security incidents and vulnerabilities lifecycle can be consolidated into one system. This will facilitate real-time visibility and prioritization-based value and exploitation status, which will result in more efficient and effective responses to security incidents and vulnerabilities.
 - ◆ Pilot the ServiceNow Integrated Risk Management module to prove that a real-time view of compliance and risk across the enterprise is feasible. This will facilitate management of the lifecycle for risks assessments, due diligence, and risk response with business partners and vendors.
 - ◆ Implement a centralized solution to manage and audit privileged access to protect County against cyberthreats by monitoring, detecting, and preventing unauthorized privileged access to critical resources.
 - ◆ Continue to implement backup protection solution for cloud infrastructure to ensure restoration can be performed in the case of malware/ransomware type of event.
- Provide technical coordination and oversight for the Enterprise Resource Planning (ERP) re-platform assessment efforts.
- Continue to deploy a data-driven, sustainable process with supporting systems and resources to help County users with application investments and decision-making, including consolidation decisions for applications which provide the same or similar business capabilities. This process will decrease technical obsolescence, create operational efficiencies for applications users providing business services and increase technical subject matter expertise and supportability. This phase of the effort aims to achieve the following objectives: eliminate risk by creating plans to address end-of-life applications, lower IT operating costs by getting rid of redundant and obsolete applications, align business applications to business capabilities, and create roadmaps to anticipate and support future business strategies.
- Complete five IT initiatives intended to enhance technology and plan for future technology needs.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construc-

tion or maintenance and hazard mitigation.

- Long-term: Continue effort to develop and publish a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper forms to electronic forms.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Assist departments with migration of their services to the redesigned Digital Experience Platform with accessibility and search discovery at its core.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Collaborate with Clerk of the Board to enhance meeting content experience with County boards, commissions and committees including multilingual display.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Effectively manage the performance of the County's IT Outsourcing Provider to ensure end user satisfaction.
 - ◆ Achieve 98% overall rating from Service Desk users for delivery of IT services.
 - ◆ Achieve a Best-in-Class rating using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner's IT Customer Satisfaction survey.
 - Provide onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center.
 - Continue to deliver IT Academy program to increase County departments' ability to achieve their business goals by level setting the knowledge base for staff working with IT Outsourcing Provider.
 - Continue supporting a Digital Experience Champions program to help build, grow, and sustain the County's digital transformation efforts.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Host Innovation Day to highlight emerging technologies that can be leveraged by departments.

 Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
 - Establish an interface between JELS and the new Court Odyssey system. This will automate Court Minute Order receipt by the County, including the Sheriff’s Office, resulting in faster release of individuals held in the County jail system.
 - Continue to expand JELS Minute Order Project to North County and Central Courts. This will eliminate paper document deliveries to District Attorney (DA), Probation, Public Defender (PD), and the Office of Revenue and Recovery in North County and Central Courts.

- Continue to establish automatic interface between JELS and the Child Welfare Services (CWS) Electronic Records Management System (ERMS). This will eliminate scanning of historical CWS documents into ERMS.
- Continue to establish an Electronic Media Center for Juvenile Delinquency justice partners.
- Establish an External Portal so that County contractors participating in Juvenile Delinquency and Dependency cases can provide documents electronically and securely. This will allow County and Court staff quick and complete access to those reports/documents critical to the management of Juveniles in our court and dependency systems.

Related Links

For additional information about the CTO, refer to the website at:

◆ www.sandiegocounty.gov/cto



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	IT initiatives resulting from CTO-driven advanced planning ¹	5	5	9	5	5
	Outsourcing Provider IT Service Levels performance ²	99%	99%	99%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule ³	100%	100%	100%	100%	100%
	County’s IT Customer Satisfaction score is in the Gartner’s “Best in Class” category ⁴	100%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results ⁵	93%	98%	93%	98%	98%

Table Notes

- ¹ Every year, the CTO intends on completing IT initiatives intended to enhance technology and plan for future technology needs. In Fiscal Year 2023–24, completed 9 initiatives, exceeding the goal of 5.
- ² The percentage reported reflects the average rating across all Service Levels (formerly “Minimum Acceptable Service Levels (MASLs)”) achieved by the Outsourcing Provider in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- ³ The percentage reported reflects the average rating across all Service Levels for IT project performance for budget and schedule achieved by the Outsourcing Provider in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- ⁴ The percentage reported reflects the County’s achievement of a “Best in Class” score for the annual IT customer satisfaction survey. The “Best in Class” score is a Gartner benchmark and defined as the top ten percent (10%) of scores obtained from organizations (219) that participated in Gartner’s IT Customer Satisfaction survey.
- ⁵ The percentage reported is based on the average customer satisfaction rating from Service Desk users for delivery of IT services.



Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

Increase of 1.00 staff year to support enterprise IT operations.

Expenditures

Net decrease of \$0.1 million in the County Technology Office

- ◆ Salaries & Benefits—net increase of \$0.2 million primarily due to negotiated labor agreements and 1.00 staff year as noted above.
- ◆ Services & Supplies—net decrease of \$0.7 million primarily associated with the transfer of Open Data Portal contract administration to the Office of Evaluation and Performance Analytics under the Chief Administrative Office.
- ◆ Expenditure Transfer & Reimbursement—net decrease of \$0.4 million due to a \$2.9 million decrease associated with one-time costs for IT projects funded in the prior year, offset by a \$2.5 million increase for the ERP Cloud Migration Project requirements development. Since this is a transfer of expenditures, it has a net effect of \$0.4 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$0.1 million in the County Technology Office

- ◆ General Purpose Revenue—net decrease of \$0.1 million primarily due to a \$0.3 million decrease associated with the transfer of Open Data Portal contract administration to Office of Evaluation and Performance Analytics as noted above. This is offset by a \$0.2 million increase for negotiated labor agreements as noted above.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant change.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2023–24 to 2024–25

Expenditures

Net increase of \$0.5 million

- ◆ Services & Supplies—increase of \$0.5 million in the Information Technology Internal Service Fund is based on one-time and ongoing IT expenditures projected by departments using the IT Outsourcing contract.

Revenues

Net increase of \$0.5 million

- ◆ Charges For Current Services—net decrease of \$0.8 million primarily due to decrease in departmental operation, maintenance and one-time costs.
- ◆ Other Financing Sources—net increase of \$1.3 million primarily due to increases in enterprisewide license costs.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant change.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
CTO Office		17.00			18.00	18.00
Total		17.00			18.00	18.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
CTO Office	\$ 11,944,901	\$ 10,712,561	\$ 13,335,571	\$ 10,804,651	\$ 10,576,486	\$ 10,725,274
Information Technology Internal Service Fund	214,517,895	219,369,066	235,423,232	219,572,740	219,844,412	219,844,412
Total	\$ 226,462,797	\$ 230,081,627	\$ 248,758,803	\$ 230,377,391	\$ 230,420,898	\$ 230,569,686

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 4,071,103	\$ 4,736,879	\$ 4,753,561	\$ 4,652,167	\$ 4,963,498	\$ 5,118,485
Services & Supplies	219,778,016	228,194,748	246,810,618	224,798,904	227,957,400	225,451,201
Other Charges	3,342,417	—	3,208,484	3,177,180	—	—
Capital Assets/Land Acquisition	(438,328)	—	—	32,198	—	—
Expenditure Transfer & Reimbursements	(290,412)	(2,850,000)	(6,013,860)	(2,283,059)	(2,500,000)	—
Total	\$ 226,462,797	\$ 230,081,627	\$ 248,758,803	\$ 230,377,391	\$ 230,420,898	\$ 230,569,686



Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 10,229	\$ —	\$ —
Charges For Current Services	205,626,600	210,936,027	221,840,939	207,312,738	210,181,208	210,181,208
Miscellaneous Revenues	—	100,000	100,000	—	100,000	100,000
Other Financing Sources	6,603,498	9,221,791	9,316,879	7,158,734	10,500,000	10,500,000
Fund Balance Component Decreases	98,524	120,317	120,317	120,317	101,800	101,800
Use of Fund Balance	4,440,618	—	7,677,176	6,071,880	—	—
General Purpose Revenue Allocation	9,693,556	9,703,492	9,703,492	9,703,492	9,537,890	9,686,678
Total	\$ 226,462,797	\$ 230,081,627	\$ 248,758,803	\$ 230,377,391	\$ 230,420,898	\$ 230,569,686



General Services

Mission Statement

Semper Salus: Always Safe. Delivering our best, so you can deliver your best.

Department Description

The Department of General Services (DGS) is an internal service department within the County of San Diego. DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.

To ensure these critical services are provided, DGS has 430.00 staff years and a budget of \$317.2 million.

2023–24 Accomplishments



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Assisted Behavioral Health Services with the establishment of regionally distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.
 - Completed construction of the Southeastern Live Well Center in fall 2023.
 - Continued construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) with completion estimated in summer 2024.
 - Began construction of the Public Health Lab and continued construction of the Ramona Family Resource Live Well Center with completion estimated in Fiscal Year 2024–25.
 - Construction of the East County Crisis Stabilization Unit and Sobering Center will begin in Fiscal Year 2024–25 with completion estimated in Fiscal Year 2025–26 and continued construction design of the Edgemoor Psychiatric Unit with construction completion estimated in Fiscal Year 2026–27.
 - Expanded the Free4ME program by installing more than 1,000 tampon and menstrual pad dispensers in over 300



- County-owned and leased facilities. The Free4ME program is complete with a total of 1,083 dispensers installed in 345 county buildings.
 - Established a cross-departmental working group to define, research best practices and identify pilot projects for Universal Restrooms at County facilities.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Facilitated the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSA).
 - Supported HHSA in the establishment of solutions for persons experiencing homelessness, including conducting due diligence on six emergency shelter sites and construction completion of the Bancroft safe parking facility in the Spring Valley Community Plan Area and the Magnolia safe parking facility in the Lakeside Community Plan Area estimated completion in winter 2024.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Continued to enhance Strategic Facilities Planning Framework to assess and evaluate equitable service distribution across the region.
 - Facilitated department evaluation of metrics for existing facility conditions and program requirements.
 - Managed gap analysis and recommendations in location, equity, and condition.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Completed capital projects with less than 5% construction budget growth.

- Completed 98% (49 of 50 projects) of Major Maintenance Implementation Plan and capital projects within estimated budget.
- Completed design and began construction of the County Operations Center consolidation project to reduce enterprise space requirements for the Government Without Walls/Footprint Reduction Initiative.
- Successfully lobbied and provided technical expertise for the approval of Senate Bill 706 to support Progressive Design Build (PDB) projects. PDB is a qualifications-based best value selection process, followed by a process whereby the owner then progresses towards a design and contract price with the design-build team.
- Saved \$8 million in reduced electricity and natural gas costs last year with direct access program.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Continued to coordinate with the Department of Purchasing and Contracting to enter into negotiations with existing janitorial, landscaping, and security contractors to amend their contract(s) to incorporate the new terms under Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*, and if negotiations are unsuccessful, to issue competitive solicitations that will incorporate the contracting standards.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduced annual building Energy Use Intensity by 1.2%, comparing calendar year 2023 to calendar year 2022. This goal will be discontinued in Fiscal Year 2024–25 and replaced in a future year with a measure to reduce annual natural gas use by completing electrification projects in existing buildings.
 - Short-term: Continued to expand electric vehicle (EV) infrastructure and electrify the fleet. A total of 311 County chargers are active with plans for an additional 287 estimated to be installed by June 2025.
 - Long-term: Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2023. Achieved a 2.1% reduction in total greenhouse gas emissions compared to calendar year 2022.
 - The goal to reduce the number of light-duty vehicles by 1% was not met. No underutilized (UU) vehicles were turned in by client departments and this segment of the fleet experienced a 5.7% increase due to new vehicle orders. This goal will be amended in Fiscal Year 2024–25 to focus on UU vehicles used less than 3,000 miles annually.
 - Converted 14% of replacement eligible light-duty vehicles to zero emission vehicles (ZEV). The goal was not met due to market availability impacting vehicle orders.

- Delivered 66 battery electric vehicles (BEV)/Plug-in Hybrid EV (PHEV) to client departments. Partnered with 12 departments to purchase 102 BEV/PHEV for delivery in Fiscal Year 2024–25.
- Converted all electricity accounts (665) in local Community Choice Aggregations (CCAs) to 100% renewable sourced electricity.
- Acquired 6 Agricultural Conservation Easements on behalf of Planning & Development Services conserving a total of 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 GHG.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Completed construction of the East Otay Mesa Fire Station in fall 2023.
 - Provided migrant crisis support at the Iris and Oceanside Transit Centers, as well as collaborated with South Bay Community Services to activate the Polk Center.
 - Assisted County and CAL FIRE teams in the pivotal transition from the Unified Service Area to the new County Fire Ground Ambulance Service Area with the procurement, inspection, and maintenance of over 28 ambulances.
 - Participated in the January 22, 2024 Severe Storm response and recovery efforts led by the Emergency Operations Center with flood mitigation efforts at County facilities, sand-bag distribution to fire stations, setting up the Spring Valley Library Local Assistance Center/Day of Service event and negotiating a lease for a nonprofit volunteer group to distribute critical supplies.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Supported the Department of Parks and Recreation’s effort to acquire 10 properties for over 1,700 acres of active and passive parks and open space.
 - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
 - Completed construction of the Rancho San Diego Library Expansion and Julian Library Community Room.
 - Completed procurement and began design of the Casa de Oro Library with completion estimated in 2026.
 - Construction of the San Diego County Animal Shelter in Santee will begin in Fiscal Year 2024–25 with completion estimated in 2025.






Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Continued design, relocation, and construction for the County Administration Center (CAC) Renovations.
 - Coordinated with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
 - ◆ Successfully moved three departments as part of the County Operations Center Consolidation effort.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Processed standard vehicle orders on an average of one week.
 - Delivered a fleet dashboard for client departments to view live data on vehicle orders.
 - On track to implement vehicle telematics to inform maintenance, vehicle acquisition, and EV transition phases in Fiscal Year 2024–25.
 - Continued to conduct research to begin development of a smartphone application for fleet services.
 - Ensured efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center. Metrics for total submitted tasks, completed tasks, and task resolutions/resources are tracked regularly and presented monthly at managers meetings.
 - Continued to partner with departments and develop opportunities for community engagement in the capital project planning process in alignment with Board Policy G-16, *Capital Facilities Planning*.



Justice


- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Substantially completed construction of the Youth Transition Campus (Phase II).
 - Continued construction at the Hall of Justice and George Bailey Detention Facility.

2024–26 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Assist Behavioral Health Services with the establishment of regionally distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.
 - Complete construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) in Summer 2024.
 - Complete construction of the Public Health Lab and Ramona Family Resource Live Well Center.
 - Continue construction of the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2025–26 and the Edgemoor Psychiatric Unit with completion estimated in Fiscal Year 2026–27.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Support the implementation of the County Housing Blueprint and facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSa).
 - Support HHSa in the establishment of solutions for persons experiencing homelessness, including conducting due diligence on six emergency shelter sites and completion of construction at the Magnolia safe parking facility in the Lakeside Community Plan Area.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Continue to enhance Strategic Facilities Planning Framework to assess and evaluate equitable service distribution across the region.
 - Facilitate department evaluation of metrics for existing facility conditions and program requirements.
 - Manage gap analysis and recommendations in location, equity, and condition.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Complete capital projects with less than 5% construction budget growth.
 - Complete 97% of Major Maintenance Implementation Plan and capital projects within estimated budget.

GENERAL SERVICES

- Continue construction of the County Operations Center consolidation project to reduce enterprise space requirements for the Government Without Walls/Footprint Reduction Initiative with completion estimated in Fiscal Year 2024–25.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Continue to coordinate with the Department of Purchasing and Contracting to issue competitive solicitations for janitorial services to incorporate the new terms under Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduce natural gas use by completing electrification projects in existing buildings.
 - Short-term: Continue to expand EV infrastructure and electrify the fleet.
 - Long-term: Prepare GHG inventories of County operations for calendar years 2024 and 2025. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - Reduce UU vehicles used less than 3,000 miles annually by 10%.
 - Convert 20% of replacement eligible light-duty vehicles to zero emission vehicles (ZEV).



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Begin design of the Jacumba Fire Station in Fiscal Year 2024–25.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Support the Department of Parks and Recreation’s effort to acquire property for active and passive park development.
 - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.

- Complete design and begin construction of the Casa de Oro Library with completion estimated in 2026.
- Continue construction of the San Diego County Animal Shelter in Santee with completion estimated in 2025.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Continue design, relocation, and construction for the County Administration Center (CAC) Renovations with completion estimated in 2025.
 - Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Implement vehicle telematics to inform maintenance, vehicle acquisition, and EV transition phases.
 - Continue to conduct research to begin development of a smartphone application for fleet services.
 - Ensure efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center.
 - Continue to partner with departments and develop opportunities for community engagement in the capital project planning process in alignment with Board Policy G-16, *Capital Facilities Planning*.



Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Continue construction at the Hall of Justice with completion estimated in 2026 and George Bailey Detention Facility with completion estimated in 2025.

Related Links

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

- ◆ www.sandiegocounty.gov/general_services






Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Major Maintenance Implementation Plan and capital projects completed within estimated budget	100% of 62	97% of 50	98% of 50	97% of 50	97% of 50
	Energy Use Intensity (EUI) decrease ¹	3.5%	1.5%	1.2%	N/A	N/A
	County operations greenhouse gas (GHG) emissions reduction ²	-1%	1%	2.1%	1%	1%
	Light-duty vehicle reduction ³	N/A	1%	-5.7%	N/A	N/A
	Underutilized vehicles used under 3,000 miles annually reduction ⁴	N/A	N/A	N/A	10%	10%
	Conversion to zero-emission light-duty vehicles ⁵	N/A	20%	14%	20%	20%

Table Notes

¹ EUI is calculated by taking the total energy consumed (natural gas and electricity) in one calendar year (measured in kBtu) and dividing it by total gross square feet of all County properties with energy accounts. This measure will be discontinued in Fiscal Year 2024–25 as it is not tied to a future goal or objective. This measure will be replaced in a future year with a measure to reduce annual natural gas use by completing electrification projects in existing buildings.

² Data on GHG emissions is tracked annually by calendar year and verified by a third party every three years. The goal to achieve a 1% reduction was not met in calendar year 2022, reported under Fiscal Year 2022–23, due to the discontinuation of the San Diego Gas & Electric EcoChoice Program which provided 100% renewable power to all non-direct access County facility accounts, and due to the malfunction of emissions controls at the Bonsall landfill for several months.

³ This measure will be discontinued in Fiscal Year 2024–25 and replaced with a new measure to focus on underutilized vehicles used less than 3,000 miles annually. The goal was not met in Fiscal Year 2023–24 due to this segment of the fleet experiencing a 5.7% increase due to new vehicle orders required by County departments. Additionally, no underutilized vehicles were turned in by County departments.

⁴ This is a new measure for Fiscal Year 2024–25. It is tied to the Sustainability goal related to combating climate change. This measure will report the reduction of underutilized vehicles used less than 3,000 miles annually.

⁵ This measure is tied to the Sustainability goal related to combating climate change and will report the percentage of replacement eligible light-duty vehicles converted to zero emission vehicles (ZEV). The overall plan spans five years with an anticipated 100% conversion of light-duty vehicles by 2028 barring any manufacturing, procurement, or other contractual delay. The goal was not met in Fiscal Year 2023–24 due to market availability impacting vehicle orders.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$28.1 million

- ◆ Salaries & Benefits—increase of \$4.5 million primarily due to negotiated labor agreements and salary adjustments to fund dual filled positions, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$17.3 million
 - ◆ Increase of \$26.9 million to align with projected spending for contracted services and maintenance at County facilities.
 - ◆ Increase of \$6.3 million to align with projected spending for utilities.
 - ◆ Increase of \$2.9 million to align with projects spending for fuel, parts, and commercial repair costs.
 - ◆ Increase of \$0.5 million for increased costs associated with the Insurance Internal Service Fund and IT costs.
 - ◆ Decrease of \$19.3 million due to a decrease in one-time expenditures for projects categorized as non-capital major maintenance.
- ◆ Other Charges—increase of \$0.1 million to align with projected depreciation charges.
- ◆ Capital Assets Equipment—increase of \$5.2 million to align with projected spending for the replacement of vehicles and equipment.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.5 million associated with the General Fund support for the Zero Carbon Portfolio Plan. Since this is a transfer of expenditures,

it has the net effect of \$1.5 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

- ◆ Operating Transfers Out—net decrease of \$0.5 million
 - ◆ Decrease of \$1.5 million due to one-time expenditures in Fiscal Year 2023–24 for the Zero Carbon Portfolio Plan.
 - ◆ Increase of \$1.0 million in transfers to the Fleet Management and Major Maintenance Internal Service Funds.

Revenues

Net increase of \$28.1 million

- ◆ Intergovernmental Revenues—increase of \$0.1 million due to payments related to facilities occupied by State courts.
- ◆ Charges for Current Services—increase of \$23.6 million associated with the cost of services provided to client departments.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million to align with projected revenue for third-party recoveries related to accident repairs.
- ◆ Other Financing Sources—net decrease of \$0.8 million
 - ◆ Decrease of \$1.5 million due to the completion of one-time projects associated with the Zero Carbon Portfolio Plan.
 - ◆ Increase of \$0.7 million associated with the transfer from the Major Maintenance Internal Service Fund and acquisition of new vehicles.
- ◆ Use of Fund Balance—increase of \$5.3 million for a total budget of \$18.5 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Facilities Management Internal Service Fund		362.00			363.00	363.00
Fleet Management Internal Service Fund		68.00			67.00	67.00
Total		430.00			430.00	430.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Facilities Management Internal Service Fund	\$ 197,041,106	\$ 217,178,046	\$ 318,741,041	\$ 229,265,361	\$ 236,685,738	\$ 236,421,217
Fleet Management Internal Service Fund	49,729,425	69,384,635	95,187,646	53,017,341	77,994,492	77,360,772
General Fund Contribution to GS ISF's	5,598,852	2,550,000	6,544,433	3,832,825	2,550,000	2,550,000
Total	\$ 252,369,382	\$ 289,112,681	\$ 420,473,120	\$ 286,115,528	\$ 317,230,230	\$ 316,331,989

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 57,600,871	\$ 65,147,307	\$ 65,779,224	\$ 64,949,819	\$ 69,662,282	\$ 72,507,324
Services & Supplies	173,140,081	186,279,452	283,949,058	200,957,329	203,527,831	201,068,268
Other Charges	13,220,392	15,418,334	15,418,436	13,189,740	15,506,334	15,506,334
Capital Assets Equipment	1	15,404,181	39,072,400	—	20,634,630	20,000,000
Expenditure Transfer & Reimbursements	—	(2,500,000)	(2,500,000)	(226,454)	(1,000,000)	—
Operating Transfers Out	8,408,038	9,363,407	18,754,002	7,245,093	8,899,153	7,250,063
Total	\$ 252,369,382	\$ 289,112,681	\$ 420,473,120	\$ 286,115,528	\$ 317,230,230	\$ 316,331,989



Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Revenue From Use of Money & Property	\$ 2,625,938	\$ 1,277,262	\$ 1,277,262	\$ 3,168,700	\$ 1,277,262	\$ 1,277,262
Intergovernmental Revenues	4,873,195	4,301,728	4,701,728	6,057,959	4,401,728	4,401,728
Charges For Current Services	233,694,244	255,680,679	354,591,461	268,967,192	279,307,457	280,042,936
Miscellaneous Revenues	2,215,561	935,424	935,424	3,038,013	835,000	835,000
Other Financing Sources	10,129,055	10,692,588	10,787,588	8,491,267	9,883,783	8,250,063
Residual Equity Transfers In	166,832	500,000	500,000	1,466,793	500,000	500,000
Use of Fund Balance	(4,779,341)	13,175,000	45,129,656	(7,624,396)	18,475,000	18,475,000
General Purpose Revenue Allocation	3,443,898	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Total	\$ 252,369,382	\$ 289,112,681	\$ 420,473,120	\$ 286,115,528	\$ 317,230,230	\$ 316,331,989



Grand Jury

Mission Statement

Represent the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems used by government to determine whether they can be made more efficient and effective. It may examine any aspect of county and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney.

To ensure these critical services are provided, the Grand Jury has a budget of \$0.8 million.

2023–24 Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: The Grand Jury conducted 12.5% of Grand Jury interviews via teleconference. This was short of the 75% target due to staffing changes and information technology issues that are being resolved.
 - Mid-term: The Grand Jury has modified processes to make requests submissions electronic versus paper, unless the individual specifically requests the item be provided via hardcopy.
 - Long-term: The Grand Jury continued to work towards the goal of being a zero waste department by Fiscal Year 2025–



26 by reducing use of paper hardcopies and continuing to encourage recycling and composting when possible.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Reviewed and investigated 100% (of 32) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Returned 11 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2024–26 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Conduct at least 75% of Grand Jury interviews via teleconference.
 - Mid-term: Add electronic video capabilities to reduce paper handouts.

- Long-term: By Fiscal Year 2025–26, the Grand Jury aims to be a zero-waste department. This will be done through resource reduction, reuse, recycling, composting and other activities.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Review and investigate 100% of citizens’ complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Related Links

For additional information about the Grand Jury, refer to the website at:

◆ www.sandiegocounty.gov/grandjury

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.



Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Grand Jury		—			—	—
Total		—			—	—

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Grand Jury	\$ 621,161	\$ 780,724	\$ 781,112	\$ 739,138	\$ 789,302	\$ 789,302
Total	\$ 621,161	\$ 780,724	\$ 781,112	\$ 739,138	\$ 789,302	\$ 789,302

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Services & Supplies	\$ 618,374	\$ 780,724	\$ 778,912	\$ 737,377	\$ 789,302	\$ 789,302
Other Charges	2,787	—	2,200	1,761	—	—
Total	\$ 621,161	\$ 780,724	\$ 781,112	\$ 739,138	\$ 789,302	\$ 789,302

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Use of Fund Balance	\$ (151,140)	\$ —	\$ 388	\$ (41,586)	\$ —	\$ —
General Purpose Revenue Allocation	772,301	780,724	780,724	780,724	789,302	789,302
Total	\$ 621,161	\$ 780,724	\$ 781,112	\$ 739,138	\$ 789,302	\$ 789,302



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. Responsibilities include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits, training programs, and equity, diversity, and inclusion lead for County employees.

To ensure these critical services are provided, the Department of Human Resources has 137.00 staff years and a budget of \$37.1 million.



2023–24 Accomplishments



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Collaborated with internal and external partners to expand neurodiversity and veteran hiring through educational opportunities and developing and implementing departmental work plans, resulting in an increase of 4.0% of veterans applying for County positions and an increase in veterans employed in the County from 5.8% to 6.5%.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continued to expand opportunities for the delivery of virtual customer services, such as job application assistance, to reduce vehicle miles traveled by clients/customers.
 - Continued to conduct virtual interviews and meetings to reduce greenhouse gas and approximately 685,000 vehicle miles traveled.

- Developed hybrid training models for at least four high-demand live learning opportunities (Key Elements to Getting the Job, Emotional Intelligence, Presentation Skills, and Breaking Free from Burnout) to allow employees to attend and learn in a dynamic virtual and in-person forum.
- Continued to identify vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
- Continued to implement an electronic filing system for programs and work products where feasible to reduce paper and waste in accordance with County’s retention policies.
- Continued collaboration for footprint reduction to ensure long-term sustainability of County facilities.
- Resiliency: Ensure capability to respond and recover to immediate needs for individuals, families, and the region.
 - Revised department’s Continuity of Operations Plan to ensure all scenarios and modules will provide timely and effective responses to immediate needs of citizens.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Attended 53 outreach events to promote County job opportunities and recruit and attract a diverse workforce, including veterans and individuals who identify as neurodivergent, exceeding the goal of 25 due to increase in job fairs, hiring halls, and same-day hiring events.
- Communications: Create proactive communication that is accessible and transparent.
 - Advertised 100% (of 450) of executive and external recruitments in diverse publications, social medial platforms, and employee resource groups in an effort to reach all communities to enhance and attract a diverse workforce and candidate pool.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Developed content and coordinated the Dynamic Management Seminars training program for 35 future County leaders to provide an increased awareness of the GMS disciplines, County framework, and services by County experts.
 - Implemented new functionality in PeopleSoft, the County’s human resources information system, to allow employees to designate non-binary as an additional gender choice.
 - Attained a 98% (48 of 49) satisfaction rate on recruitment surveys to improve services and provide the best customer service to departments.
 - Partnered with County Counsel on investigations training for the County human resources community to support 107 human resources professionals in achieving organizational excellence.
 - Facilitated meaningful conversations, shared programming, and other opportunities maximizing resources and staff development through internal community partnerships.
 - ◆ Collaborated with Employee Resources Groups (ERGs) to facilitate fireside chats, shared programming, and community partnerships that empower our workforces and benefit the region.
 - Empowered diversity, equity, and inclusion initiatives through ongoing collaboration, education, and support of D&I Champions through quarterly D&I Digests, Showcases, and Lunch and Learn sessions.
 - Procured and successfully implemented health savings accounts and employee discount contracts for the 2024 benefits plan year.
 - Partnered with 29 vendors to host lunch and learn sessions to ensure employees have opportunity to learn about benefits programs and make informed choices during benefits open enrollment period, exceeding the goal of two vendors.
 - Provided four benefits administration roundtable presentations to human resources departmental staff to ensure support and resources are available to staff.
 - Offered four Mental Wellbeing Roundtable forums and four Resiliency Reboot programs to support employees’ mental wellbeing.
 - Reduced number of days to hire employees by 50% in all County departments by coordinating 20 same day hiring events by June 30, 2025 (10 events per fiscal year).
 - Achieved a 97% (603 of 622) overall satisfaction rating on in-person and webinar training provided by Talent Development.
- Consulted, collaborated, and assisted with 26 departmental training requests to strengthen Talent Development’s consultant role with County departments.
- Developed and administered an ongoing survey to engage and solicit learning opportunities from employees and utilize survey results to offer additional monthly trainings, redesign curriculum, and develop new training curriculum.
- Enhanced marketing and development of classes, academies, and eLearnings in an effort to accommodate additional offerings and meet training demands.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
 - ◆ DHR created an Employee Engagement Survey Hub in SharePoint as a resource for departments to access survey results and submit departmental action plans.
- Reduced countywide vacancy rate to 7%.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Completed the go-live and project closure of PeopleSoft upgrade, the enterprise human resources system.
 - Expanded workforce analytics dashboards to allow departments to track budget impacts of vacancies, retirement trends, workers’ compensation trends, and other real time reports.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Continued preparing County’s human resources information system to transition to cloud-based infrastructure.
 - Streamlined human resources information system’s functionality by creating SMART HR forms and templates to decrease time spent on entries, while improving overall accuracy of entries and transactions.
 - Led efforts to prepare and obtain Cost Commission approval of new insurance internal service fund, which is a proven best practice for organizational excellence.
 - Conducted six interactive roundtable meetings with County human resources staff to expand departmental knowledge in all Human Resources processes, procedures, initiatives, and new innovations.
 - Created and launched eLearning versions of Performance Appraisals for Supervisors and Workers’ Compensation for Supervisors courses to ensure employees may access and use as just-in-time resources.





2024–26 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Enhance neurodivergent excellence in our workforce by leveraging educational opportunities through strategic departmental plans, DHR Community Connections, and County career events.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue collaboration for footprint reduction to ensure long-term sustainability of County facilities.
 - Continue identifying vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
 - Continue to explore the feasibility of implementing electronic filing system for programs and work products to reduce paper and waste in accordance with County's retention policy.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Attend 25 outreach events each fiscal year to promote County job opportunities and recruit and attract a diverse workforce, including veterans and individuals who identify as neurodivergent.
- Communications: Create proactive communication that is accessible and transparent.
 - Advertise 100% of executive and external recruitments in diverse publications, social media platforms, and employee resource groups in an effort to reach all communities to enhance and attract a diverse workforce and candidate pool.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Reduce number of days to hire employees in all County departments by coordinating at least 10 same day hiring events per year.
 - Streamline and modernize position management and classification activity processes by June 30, 2025.
 - Negotiate fair and economically responsible successor Memoranda of Agreement (MOA) with Service Employees International Union (SEIU), Teamsters, and Deputy District Attorney Association, Public Defender Association, and County Counsels Association by June 30, 2025.
 - Reduce vacancy rate to 4% by June 30, 2025.
 - Successfully procure and implement Life and Dental Insurance contracts for the 2025 Benefits Plan Year.
 - Partner with at least ten vendors to host lunch and learn sessions to ensure employees have opportunity to learn about benefits programs and make informed choices during benefits open enrollment period.
 - Offer four Mental Wellbeing Roundtable forums and four Resiliency Reboot programs to support employees' mental wellbeing.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conduct six interactive roundtable meetings with County human resources staff to expand departmental knowledge in all Human Resources processes, procedures, initiatives, benefits, and new innovations by June 30, 2025.

Related Links

For additional information about the Department of Human Resources, refer to the website at:

- ◆ www.sandiegocounty.gov/hr

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Outreach events to promote County job opportunities and recruit a diverse workforce ¹	N/A	25	53	25	25
	Advertise for executive and external recruitments ²	100% of 686	100%	100% of 450	100%	100%
	Recruitment plan/service agreements/timelines met ³	99% of 954	N/A	N/A	N/A	N/A
	Increase in the number of professional development training opportunities available in LMS ⁴	30	N/A	N/A	N/A	N/A
	Classification Activity Requests completed within prescribed timeframe ⁵	100% of 367	N/A	N/A	N/A	N/A
	Overall customer satisfaction rate for recruitment surveys ⁶	98% of 49	98%	98% of 49	N/A	N/A
	Same Day Hiring events	N/A	10	10	10	10
	Conduct DHR Demystified Trainings ⁷	6	N/A	N/A	N/A	N/A
	Reduce vacancy rate to target rate	N/A	7%	7%	4%	4%
	Trainings to departmental human resources staff to teach and expand knowledge in HR Services procedures	N/A	6	6	6	6

Table Notes

- ¹ Goal was exceeded due to increase in job fairs, hiring halls, and same-day hiring events.
- ² Executive and external recruitments were published in diverse publications, social medial platforms, and employee resources groups in an effort to reach all communities.
- ³ This performance measure was removed beginning Fiscal Year 2023–24 and will be replaced by outreach efforts and collaborations with County departments for recruitment.
- ⁴ This performance measure was removed beginning Fiscal Year 2023–24, due to efforts to enhance trainings and develop hybrid learning opportunities.
- ⁵ This performance measure was removed beginning Fiscal Year 2023–24 and will be replaced by outreach efforts and collaborations with County departments for recruitment.
- ⁶ This performance measure will be removed beginning Fiscal Year 2024–25, due to low rate of response.
- ⁷ This performance measure was removed beginning Fiscal Year 2023–24 and will be replaced by generalized human resources trainings.





Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$0.6 million due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$1.6 million
 - ◆ Increase of \$1.9 million due to one-time PeopleSoft Update Manager project.
 - ◆ Increase of \$0.8 million due to costs for workers' compensation services.
 - ◆ Decrease of \$0.8 million due to transfer of insurance premium costs to the newly established Insurance Internal Service Fund.
 - ◆ Decrease of \$0.3 million due to reductions in various services and supplies.
- ◆ Expenditure Transfer & Reimbursements—net increase of \$1.7 million primarily due to the one-time PeopleSoft Update Manager project. Since this is a transfer of expenditures, it has the effect of \$1.7 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$0.5 million

- ◆ Charges for Current Services—decrease of \$0.8 million in Cost Allocation Plan amounts for reimbursement of insurance premium costs that were transferred to the newly established Insurance Internal Service Fund.
- ◆ Miscellaneous Revenues—increase of \$0.5 million due to reimbursement from the Employee Benefits Internal Services Fund for its portions of the Employee Benefits and Workers' Compensation divisions.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million due to one-time costs to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of \$0.6 million is budgeted. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$0.9 million primarily for negotiated labor agreements.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Department of Human Resources		137.00			137.00	137.00
Total		137.00			137.00	137.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Department of Human Resources	\$ 32,559,258	\$ 36,576,622	\$ 38,576,529	\$ 36,848,290	\$ 37,079,761	\$ 38,200,580
Total	\$ 32,559,258	\$ 36,576,622	\$ 38,576,529	\$ 36,848,290	\$ 37,079,761	\$ 38,200,580

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 21,574,912	\$ 23,262,036	\$ 23,852,695	\$ 23,818,689	\$ 23,867,295	\$ 24,995,661
Services & Supplies	11,496,819	13,752,552	15,308,800	13,463,244	15,398,684	13,491,137
Capital Assets Equipment	55,860	—	—	—	—	—
Expenditure Transfer & Reimbursements	(568,334)	(437,966)	(584,966)	(433,642)	(2,186,218)	(286,218)
Total	\$ 32,559,258	\$ 36,576,622	\$ 38,576,529	\$ 36,848,290	\$ 37,079,761	\$ 38,200,580





Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ 24,715	\$ —	\$ —	\$ 162,866	\$ —	\$ —
Charges For Current Services	1,394,247	2,932,151	2,932,151	3,115,734	2,089,581	2,093,241
Miscellaneous Revenues	10,304,996	12,916,457	14,185,009	10,929,772	13,445,546	13,769,129
Fund Balance Component Decreases	552,031	618,739	618,739	618,739	554,080	554,080
Use of Fund Balance	145,215	—	731,355	1,911,904	—	—
General Purpose Revenue Allocation	20,138,054	20,109,275	20,109,275	20,109,275	20,990,554	21,784,130
Total	\$ 32,559,258	\$ 36,576,622	\$ 38,576,529	\$ 36,848,290	\$ 37,079,761	\$ 38,200,580



Purchasing and Contracting

Mission Statement

To provide efficient and effective mission-focused contracting services implementing competitive, inclusive, and transparent procurement practices.

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter, Code of Administrative Ordinances, and Board of Supervisor Policies; conducting procurement and support services with the highest standards of ethics, integrity, and compliance with applicable laws and regulations. DPC implements best-practice procurement processes to provide outstanding department customer service, while engaging with the community and suppliers to maintain a competitive business environment and deliver best-value goods and services. The County of San Diego has a portfolio of over 3,000 contracts valued at over \$15.0 billion, with an annual procurement spend of \$2.0 billion. The Department is also responsible for the reuse and disposal of surplus property and the administration of the countywide records management program.

DPC operates as an internal service fund (ISF) by directly billing customer departments at established rates for the cost of procurement services. The department allocates the records management program's operational cost to user departments.

To ensure these critical services are provided, DPC has 77.00 staff years and a budget of \$22.3 million.

2023–24 Accomplishments



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Participated in or hosted 10 community engagement activities that focus on minority and small businesses. Continue collaboration with local business associations, community organizations and public agencies.
 - Continued to advance opportunities for economic growth and development to all businesses within the community to offer goods and services that the county needs, by partnering with the San Diego Economic Development Corpo-



- ration (EDC), Small Business Development Center (SBDC) and the San Diego, Orange, Imperial APEX Accelerator (formerly PTAC).
- Increased accessibility to procurement and contracting opportunities by participating in or hosting 31 supplier outreach events both in-person and virtually; and provided information to assist businesses engage in the County contracting process.
- Achieved 9% (118 of 1,309) of new contract awards to Small Business enterprises, below the goal of 20%. Among the challenges to meeting this goal is that 14% of contract awards were to self-identified small businesses that are not certified and 15% of the total awarded contracts were to nonprofits and government entities that are not eligible for the Small Business certification. To improve upon this measure, the Department will continue efforts to expand the County's community engagement, encouraging small business participation and promoting small business certification.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continued assessment of countywide agreements and engagement with vendors to identify opportunities to increase sustainability. Solicited and awarded a contract that provides mulch products that comply with State of California SB1383 Compost/Mulch requirements. Solicited and awarded a new contract with a new provider for property reutilization, with maximum diversion from landfills by accomplishing Repositioning within the County; Reuse by county programs; Repurposing through an advanced recycling program.

- Engaged with Departments to include sustainability requirements into their future solicitations and contracts, consistent with the County’s sustainability goals and framework.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Collaborated with departments across the County enterprise to ensure community service providers and organizations have access to procurement information and contracting opportunities.
 - ◆ Hosted “Doing Business with the County” webinars with the Office of Labor Standards and Enforcement to provide an overview of Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Guard Services Contracts*.
 - ◆ In collaboration with the Health and Human Services Agency, the Office of Equity and Racial Justice, the Office of Labor Standards and Enforcement and the Office of Economic Development and Government Affairs, hosted the first ever “Connecting with the County” event on October 2, 2023 where businesses were able to network with other suppliers and organizations from across the region, learned about County departments and how to do business with the County. The event drew an attendance of over 100 people in-person and virtually combined.
 - Completed negotiations with existing landscaping, and security contractors by September 2023 to amend their contract(s) to incorporate the new terms under Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*. Competitive solicitations to incorporate the new contracting standards are underway for janitorial services agreements. DPC continues to work collaboratively across the County enterprise, educating County departments about Board Policy B-74 requirements and sharing resources to administratively manage these contracts to ensure compliance with this policy.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provided procurement and contracting knowledge by offering 19 Contracting Officer Representatives (COR) training sessions, 36 other procurement and contracting classes, 24 sessions for P-Card, and three travel trainings co-hosted with the Auditor and Controller.

- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
 - ◆ Provided opportunities for staff to attend professional workshop sessions in public works and conferences offered by the California Association of Public Procurement Officials (CAPPO) and the National Procurement Institute (NPI), to learn of current industry practices and resources.
 - ◆ Held session on February 14, 2024 to gather input from team leads on internal procurement processes and onboarding of newly hired staff. Created an On-Boarding manual for all new procurement staff.
 - ◆ Offered onboarding trainings for new staff providing opportunity to learn and get integrated to the department culture and peers.
 - ◆ The Department’s employee engagement group has held quarterly appreciation events and activities to promote staff morale.
 - ◆ The Department provides regular procurement specific topic trainings, including bi-monthly system and user trainings.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Rolled out successfully the new electronic supplier registration BuyNet (Powered by iValue).
 - Maintained percentages of competitively awarded contracts and depth of response to solicitations.
 - ◆ Achieved 88% competitively awarded contracts (measured as the percentage of the value of contracts eligible for competition that are competitively procured), below the goal of 90%; representing \$2.3 billion of \$2.6 billion) awarded competitively.
 - ◆ Achieved 42% (227 of 546) of solicitations receiving at least three vendor responses. Lower than anticipated percentage is the result of suppliers being very selective on which business opportunities to pursue due to their limited capacity after the pandemic.
 - Achieved Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for at least 90% of RFPs with 98% (108 of 110) completed within 180 days.





2024–26 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Participate in or host at least 20 community engagement activities that focus on minority and small businesses. Continue collaboration with local business associations, community organizations and public agencies.
 - Provide quarterly procurement technical assistance workshops for small, minority, community-based, and other organizations, and conduct outreach to promote awareness of workshops.
 - Continue to advance opportunities for economic growth and development to all businesses within the community to offer goods and services that the county needs.
 - Achieve 20% of new contract awards to Small Business enterprises, reflecting the County's community engagement commitment and encouraging small business participation in providing goods and services.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue assessment of countywide agreements and engagement with vendors to identify opportunities to increase sustainability.
 - Engage with County departments to include sustainability requirements into their future solicitations and contracts, consistent with the County's sustainability goals and framework.



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Collaborate with departments across the County enterprise to ensure community service providers and organizations have access to procurement information and contracting opportunities.

- Develop a community engagement model with a small business liaison to improve outreach to small and minority-owned businesses and community-based organizations.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provide procurement and contracting knowledge by offering at least quarterly Contracting Officer Representatives (COR) trainings and other procurement and contracting classes.
 - Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Maintain percentages of competitively awarded contracts and depth of response to solicitations.
 - ◆ Competitively award 90% of contracts (measured as the percentage of the value of contracts eligible for competition that are competitively procured).
 - ◆ Achieve 60% of solicitations receiving at least three vendor responses.
 - Achieved Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for at least 90% of RFPs.
 - Complete a business process re-engineering effort over the County's travel planning and payment processes to increase timely processing and improve user experience.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

- ◆ www.sandiegocounty.gov/purchasing

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Participate/host vendor outreach events ¹	41	24	31	N/A	N/A
	Provide quarterly procurement technical assistance workshops for small, minority, community-based, and other organizations, and conduct outreach to promote awareness of workshops. ¹	N/A	N/A	N/A	4	4
	Participate/host community engagement activities ¹	N/A	10	10	20	20
	Percent of new contract awards to Small Business enterprises ²	N/A	20%	9% of 1,309	20%	20%
	Percentage of total contract value competitively awarded (for those eligible) ³	94% of \$3.1 billion	90%	88% of \$2.6 billion	90%	90%
	Percentage of competitive solicitations receiving at least 3 vendor responses ⁴	48% of 523	60%	42% of 546	60%	60%
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁵	80% of 178	90%	98% of 110	90%	90%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁵	93% of 1,328	N/A	N/A	N/A	N/A

Table Notes

- ¹ These equity measures reflect the County’s strategic efforts to inform and educate local businesses in areas where concentrated minority groups or people of color live or operate their businesses. These outreach events and educational workshops have the intent to minimize gaps caused by economical or racial inequalities, providing local businesses opportunity to respond with proposals for goods and services to the County of San Diego. In Fiscal Year 2023–24, outreach activities were broken into two categories, vendor outreach events and community engagement activities. These categories differentiate in that vendor outreach events include in-person events where DPC attends and has direct interaction with the community and virtual educational webinars for the community; versus broad community engagement activities, including participation on regional outreach advisory committees where DPC engages with local community organizations such as the Small Business Development Center and the APEX Accelerator. In Fiscal Year 2024–25, these performance measures have been realigned to reflect the scope of our outreach activities and the department is adding the quarterly procurement technical assistance workshops as a separate measure.
- ² Among the challenges to meeting this goal is that 14% of contract awards were to self-identified small businesses that are not certified and 15% of the total awarded contracts were to nonprofits and government entities that are not eligible for the Small Business certification.
- ³ This measure reflects the percentage of the value of contracts competitively awarded. As a benchmark, the last reported federal governmentwide competition rate was 64.4% for the federal year of 2015 as reported in the Contracting Data Analysis by the U.S. Government Accountability Office.
- ⁴ This measure demonstrates the efficiency of the solicitation process. Lower than anticipated percentages are the result of suppliers being very selective on which business opportunities to pursue due to their limited capacity after the pandemic.
- ⁵ These measures are based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. They are intended to measure the time required for DPC to award a contract or purchase order, and time to process an amendment after receiving a complete package from a client department. The metric for changes in contract amendments is being retired as it has been consistently achieved over multiple years.





Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$3.2 million

- ◆ Salaries & Benefits—increase of \$0.3 million due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$2.6 million.
 - ◆ Increase of \$1.5 million for a one-time project to implement a new Records Management system able to centrally manage inventory of official records from various IT systems, security classification, and records retention.
 - ◆ Increase of \$0.5 million for increase in internal legal services.
 - ◆ Increase of \$0.3 million for County overhead costs.
 - ◆ Increase of \$0.3 million for additional funding of staffing with the Department of Human Resources, Risk Management Unit for advisory services to contracts.

- ◆ Other Charges—increase of \$0.3 million due to increase in software depreciation expense.

Revenues

Net increase of \$3.2 million

- ◆ Revenue From Use of Money & Property—increase of \$0.1 million associated with higher bank interest rates.
- ◆ Charges for Current Services—decrease of \$1.1 million of internal service fund revenue due to increase of the Use of Fund Balance to stabilize internal service fund procurement rates.
- ◆ Miscellaneous Revenues—decrease of \$0.2 million from usage rebates.
- ◆ Use of Fund Balance—increase of \$4.4 million.
 - ◆ Increase of \$1.5 million for one-time project for a new Records Management system
 - ◆ Increase of \$2.9 million to stabilize internal service fund procurement rates.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes.

Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Content/Records Services		2.00			2.00	2.00
Purchasing ISF		75.00			75.00	75.00
Total		77.00			77.00	77.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Content/Records Services	\$ 989,517	\$ 1,192,801	\$ 1,516,246	\$ 1,144,459	\$ 2,852,597	\$ 1,641,114
Purchasing ISF	15,260,855	17,932,783	19,073,494	17,210,173	19,424,795	20,004,876
Total	\$ 16,250,371	\$ 19,125,584	\$ 20,589,740	\$ 18,354,631	\$ 22,277,392	\$ 21,645,990

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 11,135,982	\$ 13,030,059	\$ 12,330,059	\$ 12,317,889	\$ 13,293,529	\$ 13,885,469
Services & Supplies	4,358,986	5,190,174	7,354,330	5,281,393	7,781,640	6,558,298
Other Charges	755,404	905,351	905,351	755,350	1,202,223	1,202,223
Total	\$ 16,250,371	\$ 19,125,584	\$ 20,589,740	\$ 18,354,631	\$ 22,277,392	\$ 21,645,990

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Revenue From Use of Money & Property	\$ 171,506	\$ 60,000	\$ 60,000	\$ 266,273	\$ 180,000	\$ 180,000
Intergovernmental Revenues	—	—	—	33,402	—	—
Charges For Current Services	12,612,044	16,097,234	16,097,234	19,046,470	14,965,169	19,057,212
Miscellaneous Revenues	960,826	900,000	900,000	994,346	730,000	730,000
Other Financing Sources	(53)	—	—	—	—	—
Use of Fund Balance	2,506,048	2,068,350	3,532,506	(1,985,859)	6,402,223	1,678,778
Total	\$ 16,250,371	\$ 19,125,584	\$ 20,589,740	\$ 18,354,631	\$ 22,277,392	\$ 21,645,990



Registrar of Voters

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. With a current registered voter population over 1.9 million, the department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The ROV is also responsible for providing access to the information needed for citizens to engage in the initiative, referendum and recall petition processes.

To ensure these critical services are provided, the ROV has 75.00 staff years and a budget of \$40.7 million.



2023–24 Accomplishments



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continued to evaluate the fiscal impact and feasibility of leasing electric trucks and vehicles for the delivery of election materials and supplies.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Offered virtual meetings for outreach and community events to reduce carbon footprint.
 - Provided staff with the opportunity to telecommute, when feasible, to reduce vehicle miles traveled.



Community

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

- Ensured that 100% (of 6,280) of the valid voter registrations received by the close of registration (15 days prior to the March 5, 2024 Presidential Primary Election) were processed by the seventh day before Election Day to facilitate seamless access to the democratic process.
- Provided continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the March 5, 2024 Presidential Primary Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.
- Processed 100% (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.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Partnered with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the March 5, 2024 Presidential Primary Election. Recruited 35 local hospitals to participate in this program through partnerships and innovation.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Managed all updates for the March 5, 2024 Presidential Primary Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar’s websites, and election information mailers were completed to facilitate civic engagement through increased access for communities to use their voice, their vote, and their experience to impact change.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Reported 99% (of 430,000) of eligible mail ballots (those received by the Registrar’s office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the March 5, 2024 Presidential Primary Election.
 - Reported 99% (of 625,000) of mail ballots received through Election Night were tallied by the Monday after Election Day to ensure timely processing, and updated results reporting are available to the public for the March 5, 2024 Presidential Primary Election.

2024–26 Objectives

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continue to evaluate the fiscal impact and feasibility of leasing electric trucks and vehicles for the delivery of election materials and supplies.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Encourage registered voters to sign-up to receive their voter information pamphlet electronically.
 - Offer virtual meetings for outreach and community events to reduce carbon footprint.
 - Provide staff with the opportunity to telecommute, when feasible, to reduce vehicle miles traveled.

Community

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

- Ensure that 100% of the valid voter registrations received by the close of registration (15 days prior to the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election) are processed by the seventh day before Election Day to facilitate seamless access to the democratic process.
- Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.
- Process 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.
- Collaborate with the San Diego County Sheriff's Department to provide voting opportunities to justice-involved individuals that are detained during the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Partner with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election. The goal is to recruit a minimum of 35 local hospitals to participate in this program through partnerships and innovation.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Manage all updates for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar’s websites, and election information mailers are completed to facilitate civic engagement through increased access for communities to use their voice, their vote, and their experience to impact change.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Report 95% of eligible mail ballots (those received by the Registrar’s office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election.



- Report 80% of mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting are available to the public for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election.

Related Links

For additional information about the Registrar of Voters, refer to the website at:

◆ www.sdvote.com



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Actuals	2024–25 Adopted	2025–26 Approved
	Valid voter registrations received at close of registration (15 days prior to Election Day) will be processed by the 7th day before Election Day to facilitate seamless access to the democratic process ¹	100% of 3,273	100% of 15,000	100% of 6,280	100% of 15,000	100% of 15,000
	Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers ²	96% of 217 sites	100% of 217 sites	100% of 218 sites	100% of 230 sites	100% of 217 sites
	Technical Inspectors poll worker applications received 29 days before election day will be processed in 7 days or less to ensure timely poll worker assignments and fully staffed vote centers ³	N/A	100% of 2,500 applications	100% of 1,760 applications	100% of 2,500 applications	100% of 2,500 applications
	Partner with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the election	37 of 37 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities
	Report 90% of eligible mail ballots received by the Registrar’s office by the Sunday before Election Day in the first Election Night Results Bulletin released after 8:00 pm ⁴	99.9% of 522,424	90% of 550,000	99% of 430,000	95% of 550,000	95% of 550,000
	Mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting available to the public ⁵	100% of 869,321	80% of 950,000	99% of 625,000	80% of 950,000	80% of 950,000

Table Notes

- ¹ This measure tracks the number of valid registrations that are received on or before the 15-day close of registration that are processed by the seventh day before Election Day to ensure eligible registrants are printed in the official roster of voters.
- ² These measures track the timely recruitment of poll workers prior to statewide elections, including Precinct Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that poll workers are recruited, the improved likelihood of sufficient staffing at Vote Centers on Election Day.
The goal of assigning bilingual poll workers was not met. There were not enough in-person bilingual poll workers available to meet the allocations for every Vote Center; however, the United Language Group call center capability was implemented instead, and any bilingual needs were supplemented through the use of this vendor.
- ³ This measure reports the percent of Technical Inspector poll worker applications received 29 days before election day that will be processed in 7 days or less, before Poll Worker training starts to ensure timely poll worker assignments and fully staffed vote centers. Recruitment is expected to receive applications, source them to the proper regions/recruiters, make initial contact, call the applicant to determine eligibility to serve, and discuss preferred placement location.
- ⁴ This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and eligible ballots (those that are not challenged) counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of eligible vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.
- ⁵ This measure focuses on the number of eligible (those that are not challenged) vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day. Processing both vote-by-mail

ballots simultaneously with provisional ballots is a labor intensive process that requires additional review and verification. The ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night. In Fiscal Year 2022–23, this performance measure exceeded the goal since it was an election with a one-card ballot election, while the goal was based on two-card ballots.

Budget Changes and Operational Impact: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—net decrease of \$5.8 million is primarily due to the transition to pay volunteer poll workers and other election support volunteers a stipend and other expense allowances instead of an hourly rate, and salary adjustments to reflect normal staff turnover, partially offset by negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$3.4 million is primarily due to the transition to pay volunteer poll workers and other election support volunteers a stipend and other expense allowances.
- ◆ Expenditure Transfer & Reimbursement—net decrease of \$3.7 million is due to a decrease of \$5.2 million for the special election to fill the vacancy of the Fourth District Supervisor, offset by a \$1.5 million increase for the procurement of a new election management system. Since this is a transfer of expenditures, it has a net effect of a \$3.7 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

- ◆ Operating Transfer Out—decrease of \$0.8 million is associated with prior year major maintenance projects in the Registrar of Voters building.

Revenues

Net increase of \$0.5 million

- ◆ Intergovernmental Revenues—net decrease of \$1.7 million is primarily due to a reduction in State and federal Help America Vote Act (HAVA) funding due to the full payment of the voting system in the prior fiscal year.
- ◆ Charges For Current Services—net increase of \$2.1 million is primarily due to the number of billable jurisdictions that will participate in the November 2024 Presidential General Election.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million for a total budget of \$0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$0.2 million for negotiated labor agreements.

Budget Changes and Operational Impact: 2024–25 to 2025–26

No significant changes other than projected completion of various projects supported with one-time funds.





Staffing by Program						
		Fiscal Year 2023–24 Adopted Budget			Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Registrar of Voters		75.00			75.00	75.00
Total		75.00			75.00	75.00

Budget by Program						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Registrar of Voters	\$ 35,895,012	\$ 40,158,441	\$ 43,586,868	\$ 37,142,241	\$ 40,696,569	\$ 35,780,055
Total	\$ 35,895,012	\$ 40,158,441	\$ 43,586,868	\$ 37,142,241	\$ 40,696,569	\$ 35,780,055

Budget by Categories of Expenditures						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Salaries & Benefits	\$ 19,403,772	\$ 23,044,480	\$ 21,697,847	\$ 17,239,819	\$ 17,273,245	\$ 17,237,073
Services & Supplies	16,531,024	21,513,961	26,044,021	24,159,864	24,923,324	18,542,982
Other Charges	—	—	50,000	44,354	—	—
Capital Assets Equipment	—	—	345,000	175,010	—	—
Expenditure Transfer & Reimbursements	(39,783)	(5,200,000)	(5,350,000)	(4,903,801)	(1,500,000)	—
Operating Transfers Out	—	800,000	800,000	426,996	—	—
Total	\$ 35,895,012	\$ 40,158,441	\$ 43,586,868	\$ 37,142,241	\$ 40,696,569	\$ 35,780,055

Budget by Categories of Revenues						
	Fiscal Year 2022–23 Actuals	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2023–24 Amended Budget	Fiscal Year 2023–24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Approved Budget
Intergovernmental Revenues	\$ 717,845	\$ 7,909,785	\$ 10,859,745	\$ 4,838,566	\$ 6,163,883	\$ 2,909,785
Charges For Current Services	5,247,911	4,531,993	4,531,993	6,318,449	6,625,000	4,531,993
Miscellaneous Revenues	18,555	45,000	45,000	20,995 Adopted Operational Plan Fiscal Years 2024– 25 and 2025– 26 Adopted Operational Plan Fiscal Years 2024– 25 and 2025–26	40,000	40,000
Fund Balance Component Decreases	239,217	284,637	284,637	284,637	225,664	225,664
Use of Fund Balance	2,677,994	—	478,467	(1,707,432)	—	—
General Purpose Revenue Allocation	26,993,490	27,387,026	27,387,026	27,387,026	27,642,022	28,072,613
Total	\$ 35,895,012	\$ 40,158,441	\$ 43,586,868	\$ 37,142,241	\$ 40,696,569	\$ 35,780,055

