GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

San Diego County
California

For the Fiscal Year Beginning

July 01, 2022

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 2022**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Published May 2023
Office of Financial Planning
Damien Quinn, Director

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Board of Supervisors

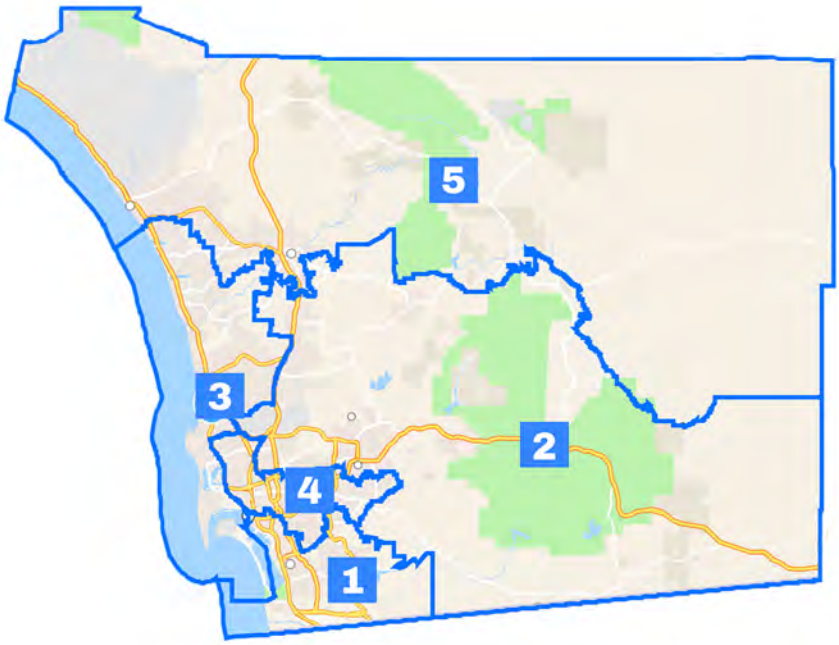
Nora Vargas
Supervisor
District One

Joel Anderson
Supervisor
District Two

Terra Lawson-Remer
Supervisor
District Three

Nathan Fletcher
Supervisor
District Four

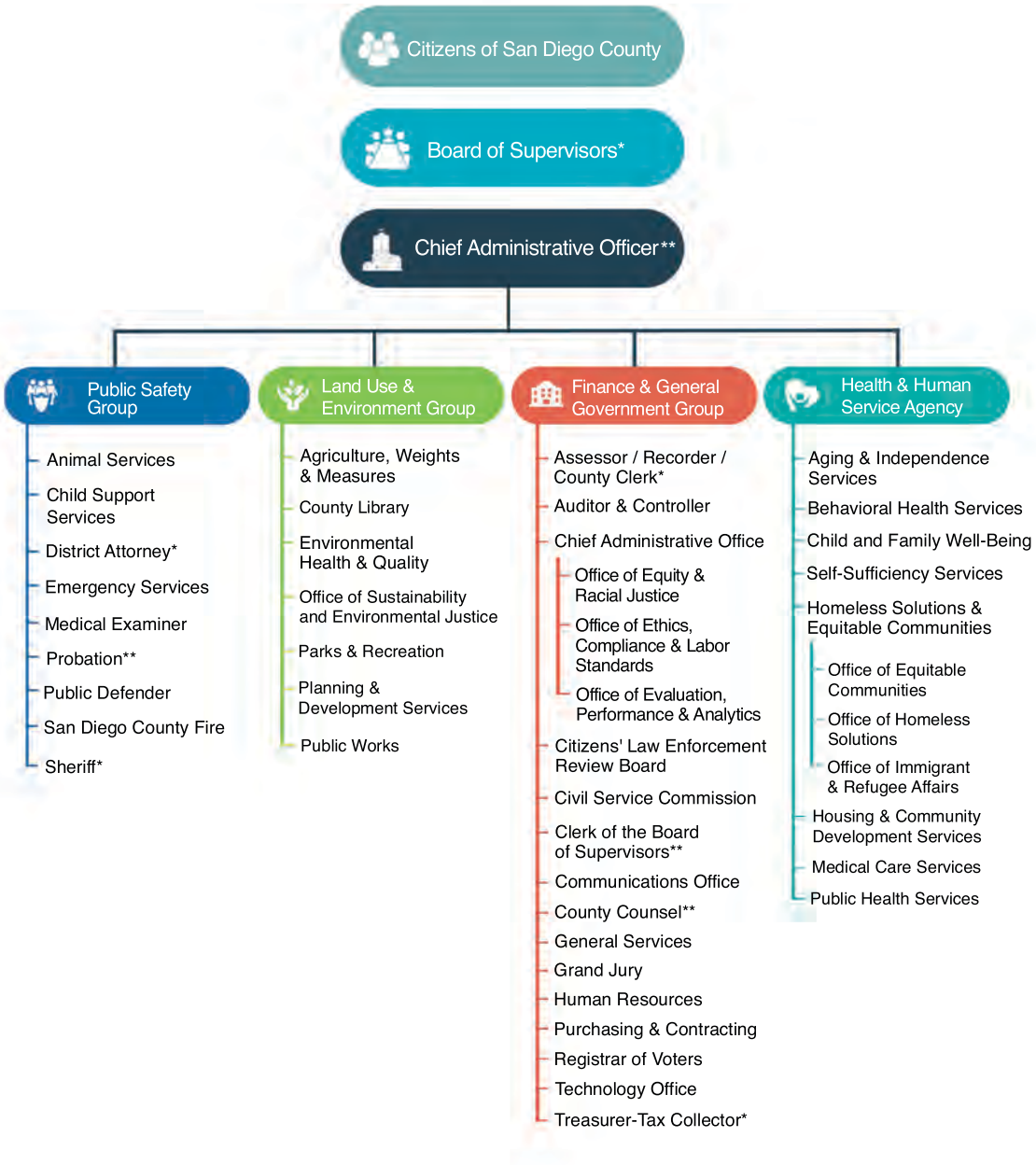
Jim Desmond
Supervisor
District Five



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

Organizational Chart

County of San Diego
Organizational Chart



*Elected Officials

**Reports to the Board of Supervisors

Rev. 04/04

Message from the Chief Administrative Officer

The County of San Diego is Invested in Community

Our new budget, the services we provide, and our work are all built on community input—your input. From community meetings to surveys, to interacting online, we value and use your help to shape the services that all San Diegans rely upon.

The budget is built on the values written in our County Strategic Plan—integrity, equity, excellence, access, sustainability and community engagement.

And it addresses issues that are important to us all. Homelessness, building healthy and safe communities, investing in working families, mental health and substance use disorders, sustainability and justice reform.

In sum, it continues to build a just, sustainable and resilient future for all San Diegans.

This recommended budget has money to help build affordable housing. And it will increase services and housing to help people, including families, seniors, veterans and the LGBTQIA+ community, who are experiencing homelessness.

It increases money and staffing for safety net programs including CalWorks, Calfresh and MediCal. It has increased funding to help people with behavioral health issues, to expand public health and help seniors, children and families. It includes money to increase treatment for mental health and substance use disorders, to address climate change, take environmental action and help foster children.

It continues to invest in an equitable justice system. It dedicates money and staffing to help keep young people out of the criminal justice system through alternatives to incarceration like job training, mental health and substance use treatment, and permanent housing. It has money for drug courts, homeless courts, reentry courts and veteran courts.

The budget also continues to build to improve our communities. It will build a new South County "One Safe Place" family justice center to match the one opened last year in North County. It will build a new Jacumba Fire Station. And a new 52,000 square-foot, state-of-the-art Public Health Laboratory.

As I retire this year after 25 years of serving the County of San Diego, this is the last recommended budget that I have the honor to submit. It is one that I am proud to bring to you and our Board of Supervisors. I am confident that this budget and our new generation of County leaders will continue to build a better San Diego. A County and a future that is Invested in Community.

Helen N. Robbins-Meyer
Interim Chief Administrative Officer

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
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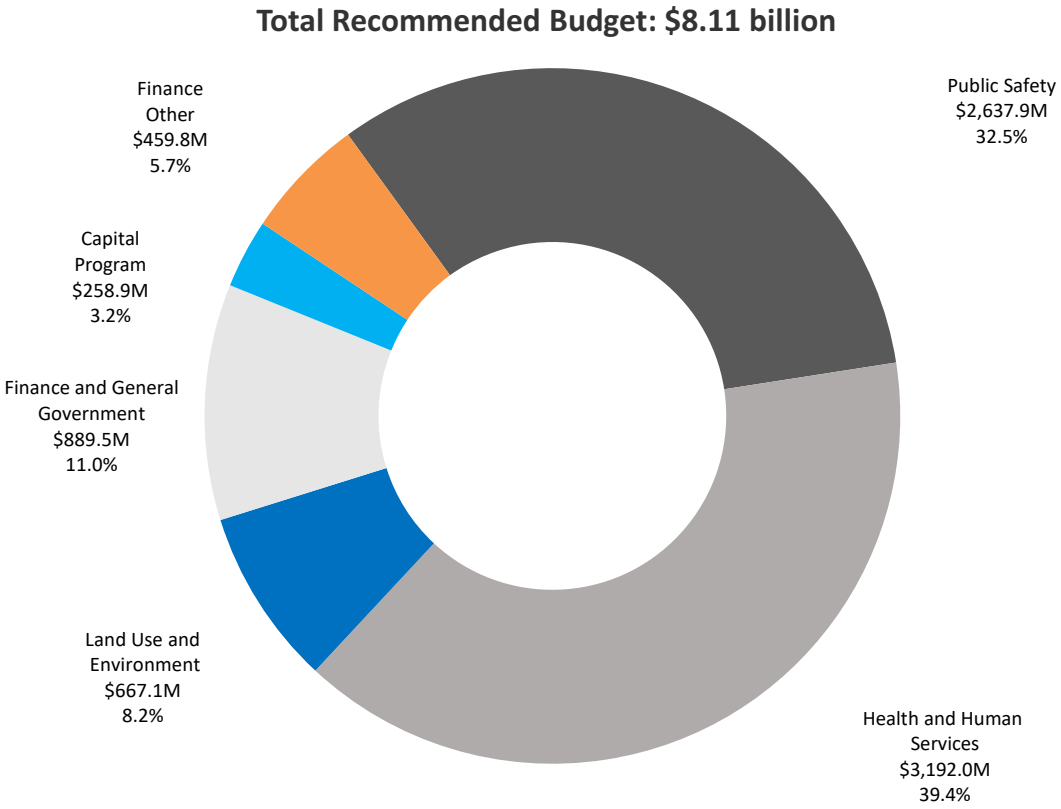
Budget at a Glance

Recommended Budget by Group/Agency: All Funds



Recommended Budget by Group/Agency: All Funds

	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change
Public Safety	$ 2,500.9	$ 2,637.9	$ 137.0	5.5
Health and Human Services	2,815.1	3,192.0	376.9	13.4
Land Use and Environment	629.9	667.1	37.2	5.9
Finance and General Government	815.6	889.5	73.9	9.1
Capital Program	171.8	258.9	87.1	50.7
Finance Other	426.1	459.8	33.6	7.9
Total	**$ 7,359.5**	**$ 8,105.3**	**$ 745.8**	**10.1**

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

Appropriations total $8.11 billion in the CAO Recommended Budget for Fiscal Year 2023–24. This is an increase of $745.8 million or 10.1% for Fiscal Year 2023–24 from the Fiscal Year 2022–23 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in the Public Safety Group, Health and Human Services Agency, Land Use and Environment Group, Finance and General Government Group, Capital Program and Finance Other.

The Public Safety Group's overall increase of $137.0 million is primarily due to increases in Salaries & Benefits for required retirement contributions, negotiated labor agreements, and the addition of staff to support initiatives. Key investments made this year are primarily in the implementation of SB 1338, *Community Assistance, Recovery and Empowerment* (CARE) Act activities and the California Advancing and innovating Medical-Cal (CalAIM) Providing Access and Transforming Health (PATH). Additional investments are included for new programs supporting the community such as South County Family Justice Center, the Homeless Enhanced Legal Program (HELP), to implement the Base Station Hospital System, for Local Emergency Medical Services Information System (LEMSIS) data analysis, Opioid Overdose Mapping and Application Program, expansion of the Alternatives to Incarceration, Transitional Age Youth diversion services, the formation of Staff Wellness Unit and Americans with Disabilities Act (ADA) Coordination Unit and to align staffing with caseload and programmatic changes. The budget also includes activities and one-time expenses supported by minimal growth increase in revenues from sales tax and balances from the fund in sales tax-based revenues, including Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993* and 2011 Public Safety Realignment.

The overall increase of $376.9 million in the Health and Human Services Agency is due to increases across several service delivery areas, including investments in workforce to address continued growth in safety net caseloads and to implement new mandated programs. In addition to staffing, there are a variety of significant increases to services promoting priority areas and to meet increased need for essential services. Some of the key investments made this year are in the Behavioral Health Continuum of Care to increase treatment capacity and expand access, and to launch the *Community Assistance, Recovery and Empowerment (CARE)* Act, support the adopted Opioid Settlement Framework, continue initiatives to expand affordable housing and homelessness interventions, align employment supports for CalWORKs and CalFresh recipients, provide increased wages for IHSS caregivers as part of the negotiated Memorandum of Understanding, and increase assistance payments to support State mandated grant increases and growth in safety net programs.

Land Use and Environment Group is increasing overall by $37.2 million due to increases in Salaries & Benefits tied to the addition of staff years across all LUEG departments and negotiated labor agreements. Additional increases include road maintenance and resurfacing projects, traffic signal improvements, Watershed Protection Program funding to comply with Total Maximum Daily Load (TMDL) requirement, implementation of the Regional Decarbonization Framework, major maintenance projects for Closed Landfills, at Parks and at Library facilities. These increases are offset by decreases related to completion of various one-time projects.

The overall increase of $73.9 million in Finance and General Government Group is primarily due to increases in Salaries & Benefits tied to the addition of staff years across multiple departments, negotiated labor agreements, and one-time major maintenance projects including an office space consolidation project at the County Operations Center. Other increases relate to the replacement of the Integrated Recorder and Vital Records System, digitization and indexing of historical records, property services and insurance at the County Administration Center, vehicle replacement and fuel, higher cost of operating internal service funds (ISFs), and various information technology projects.

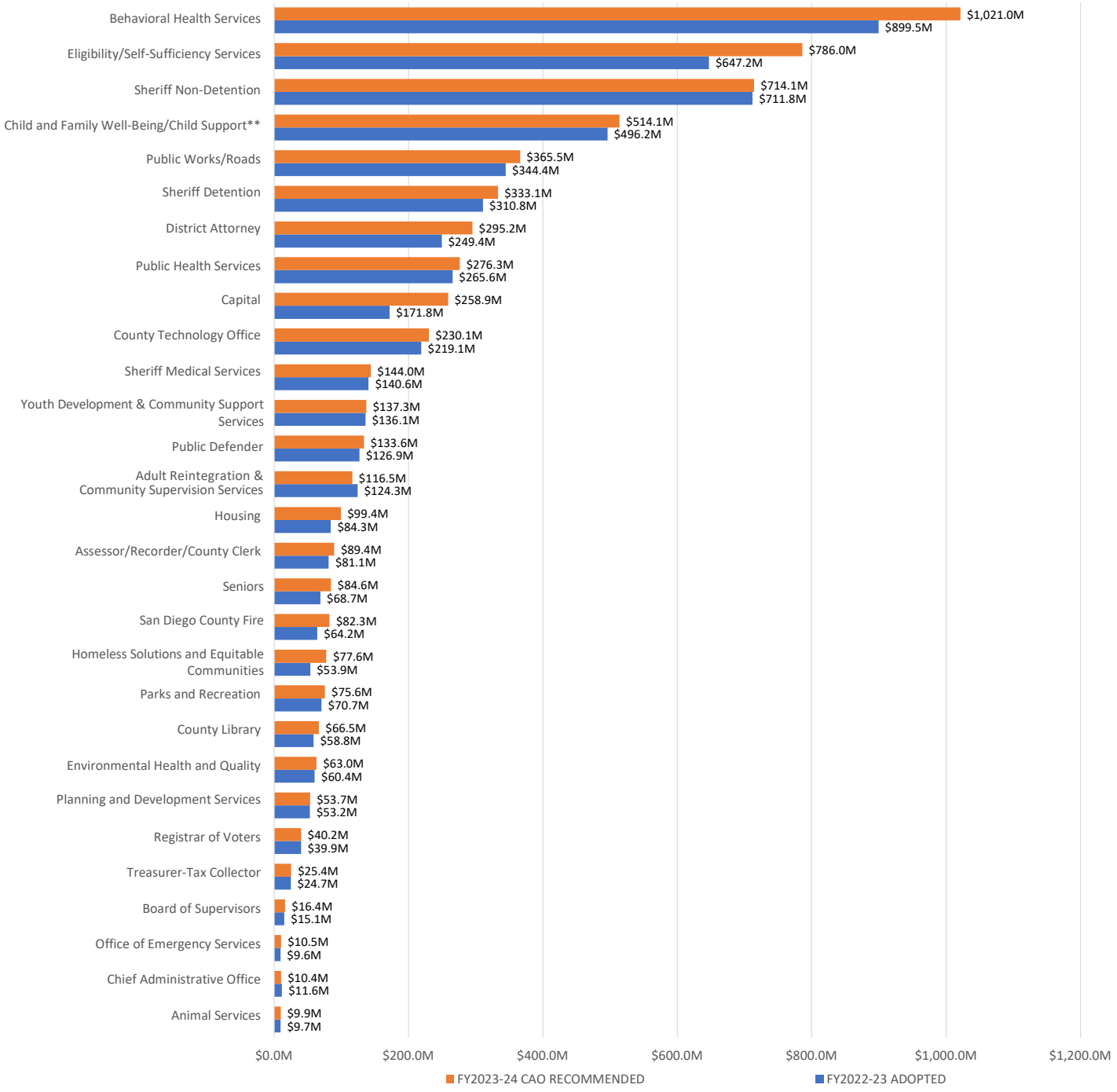
The Capital Program increase of $87.1 million is primarily due to increases in funding for capital projects such as the San Diego County Public Health Lab, Jacumba Fire Station #43, East County Crisis Stabilization Unit with Recovery Bridge Center, and the Otay Valley Regional Park.

The Finance Other increase of $33.6 million is primarily due to anticipated increase in settlements relating to liability payments in the Public Liability Internal Service Fund, support one-time department operational requirements funded with General Purpose Revenue, funding for stormwater infrastructure projects, and for the County Operations Center Consolidation project.

For an interactive view of the County's budgeted appropriations and additional information, please see the San Diego County Open Budget portal at www.sandiegocounty.gov/budget.

Recommended Budget by Select Program

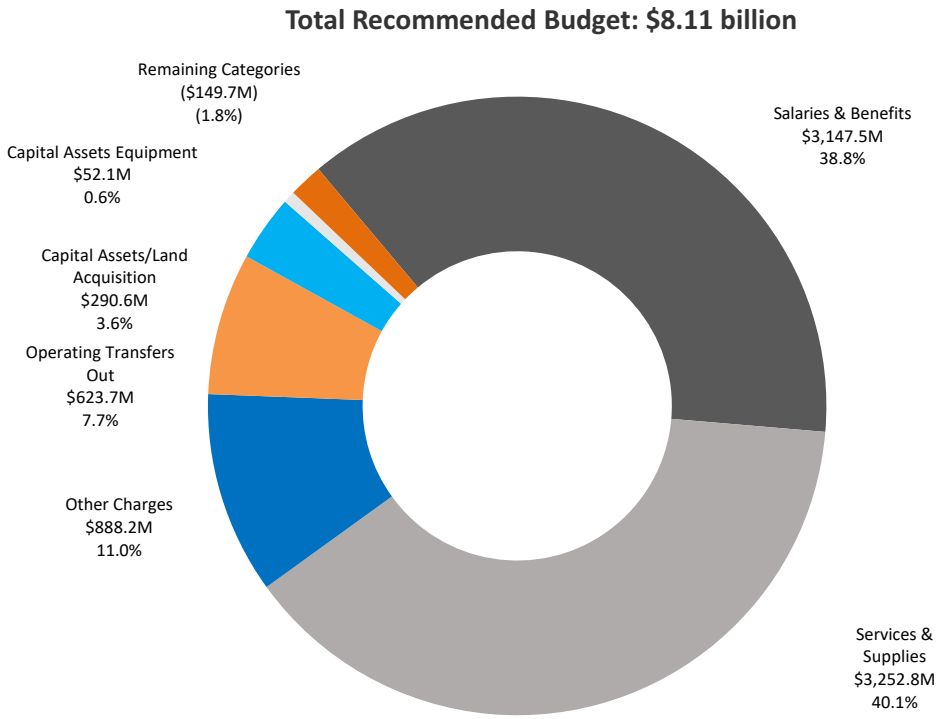
Fiscal Year 2023-24*



*See CAO Recommended Budget All Funds: Total Appropriations by Categories of Expenditures section for high level explanation of budgetary changes and one-time reductions year-over-year.

**On February 28, 2023 (21), the County of San Diego Board of Supervisors approved a reimagined Child and Family Well-Being (CFWB) department that will integrate multiple child and family serving systems, including First 5 San Diego, Child Welfare Services, and other Health and Human Services Agency departments.

Recommended Budget by Categories of Expenditures: All Funds



Recommended Budget by Categories of Expenditures: All Funds

	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change
Salaries & Benefits	$ 2,953.4	$ 3,147.5	$ 194.1	6.6
Services & Supplies	2,873.0	3,252.8	379.8	13.2
Other Charges	750.1	888.2	138.1	18.4
Operating Transfers Out	680.4	623.7	(56.7)	(8.3)
Capital Assets/Land Acquisition	186.9	290.6	103.7	55.5
Capital Assets Equipment	58.8	52.1	(6.7)	(11.4)
Remaining Categories*	(143.2)	(149.7)	(6.5)	4.6
Total	**$ 7,359.5**	**$ 8,105.3**	**$ 745.8**	**10.1**

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

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

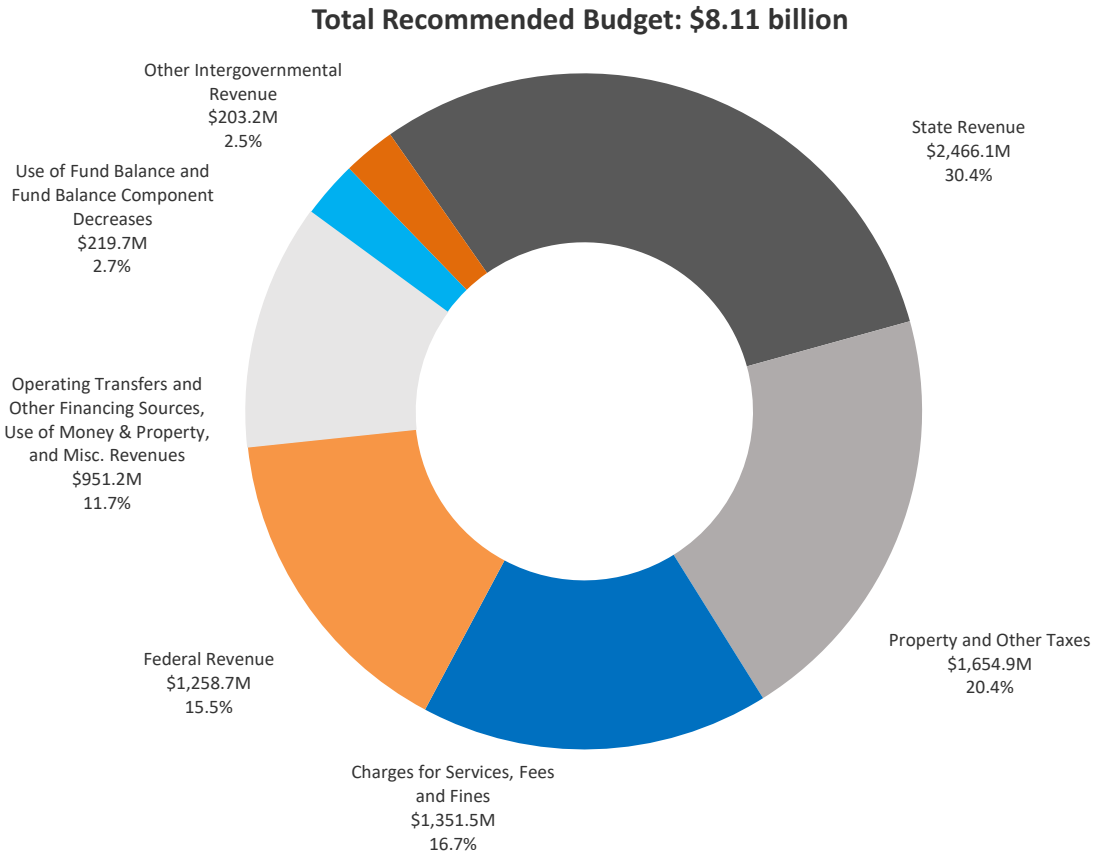
The CAO Recommended Budget overall increase is primarily due to increases in Services & Supplies of $379.8 million for mental health programs and client services, affordable housing, major maintenance projects, contracted services in the Road Program and Watershed Protection Program and capital projects; Salaries & Benefits of $194.1 million tied to increased staffing levels across the organization, required retirement contributions and negotiated labor cost increases; Other Charges of $138.1 million primarily due to alignment of CalWORKs benefit payments with State mandated grant increases, anticipated increases in caseload trends and settlement relating to liability payments; Capital Assets/Land Acquisition of $103.7 million for various projects such as construction of the Public Health Lab; and Capital Assets Software of $1.2 million for Electronic Health Record system and expandable data management system.

These increases are offset by decreases in Operating Transfers Out of $56.7 million from reduction of the use of one-time General Fund funding to support capital projects and facility improvements and decrease in Capital Assets Equipment of $6.7 million due to completion of prior year one-time purchase.

There is also an increase of $7.7 million in Expenditure Transfer & Reimbursements due to changes in one-time spending levels. Since this is a transfer of expenditure, it has a net effect of a decrease to appropriations.

For an interactive view of the County's budgeted expenditures and additional information, please see the San Diego County Open Budget portal at www.sandiegocounty.gov/budget.

Recommended Budget by Categories of Revenues: All Funds



Recommended Budget by Categories of Revenues: All Funds				
	Fiscal Year 2022–23 Adopted Budget	**Fiscal Year 2023–24 Recommended Budget**	**Change**	**% Change**
State Revenue	$ 2,161.1	$ 2,466.1	$ 305.0	14.1
Property and Other Taxes	1,545.6	1,654.9	109.2	7.1
Charges for Services, Fees and Fines	1,246.3	1,351.5	105.2	8.4
Federal Revenue	1,161.7	1,258.7	96.9	8.3
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	764.2	951.2	187.0	24.5
Use of Fund Balance/Fund Balance Component Decrease	288.7	219.7	(69.0)	(23.9)
Other Intergovernmental Revenue	191.8	203.2	11.4	5.9
Total	**$ 7,359.5**	**$ 8,105.3**	**$ 745.8**	**10.1**

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

For Fiscal Year 2023–24, the combination of intergovernmental revenues such as, State Revenue ($2.5 billion), Federal Revenue ($1.3 billion) and Other Intergovernmental Revenue ($203.2 million) supplies 48.5% of the funding sources for the County's budget.

These Intergovernmental Revenues represent the most significant changes. Together, they increased by $413.3 million. State revenues increased overall by $305.0 million primarily in the Health and Human Services Agency (HHSA) CALWorks benefits, social services, mental health services and increase in use of Realignment revenues. Federal revenues increased by $96.9 million primarily in HHSA Short Doyle Medical and CALWorks revenues. Other Intergovernmental revenues increased by $11.4 million in Finance Other due to continuing growth in pass-through distributions and recognition of higher residual revenue from the distribution of former redevelopment funds.

Property and Other Taxes increased by $109.2 million primarily due to the anticipated 5.0% Assessed Value (AV) growth in Fiscal Year 2023–24.

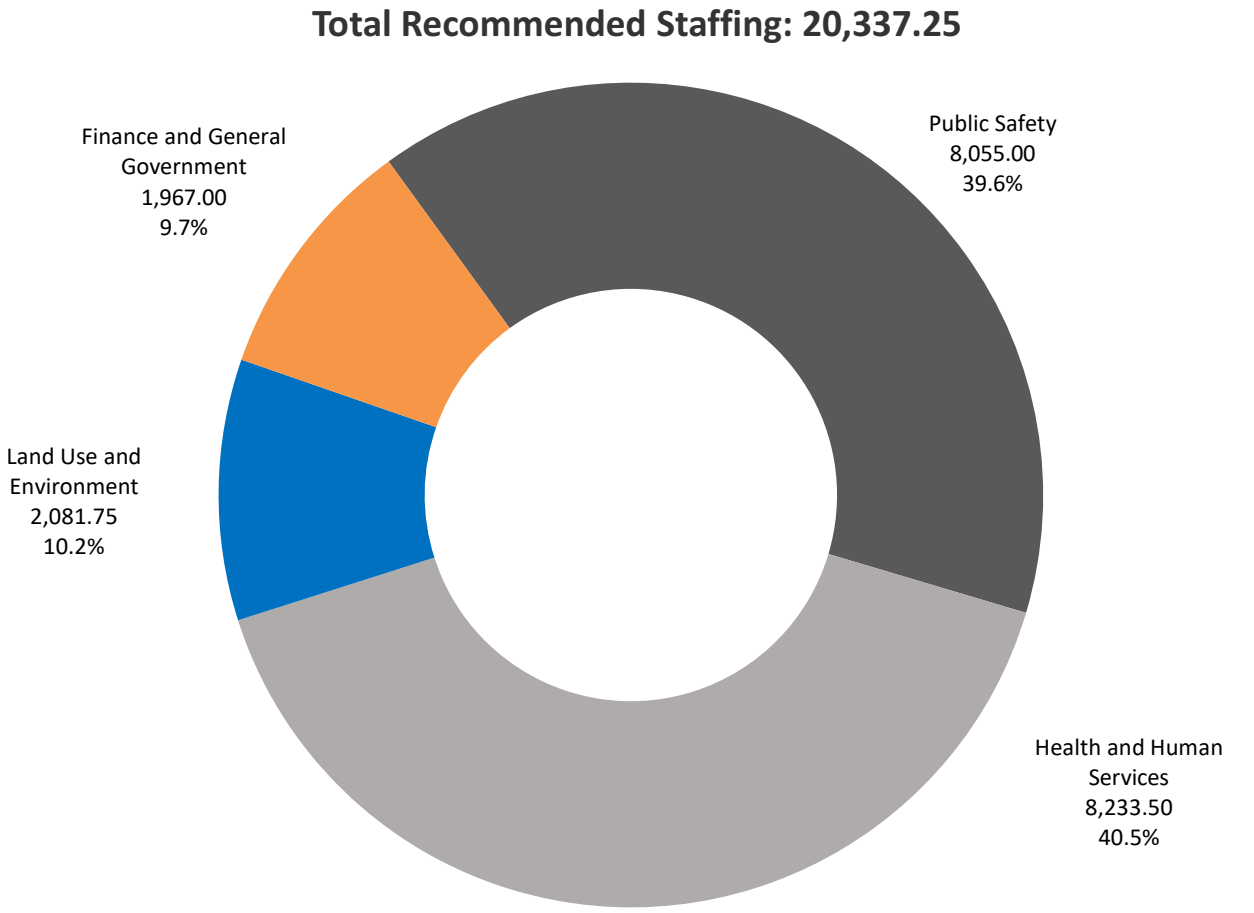
Another 8.4% or $1.4 billion of the County budget comes from Charges for Current Services and Fees and Fines. Charges for current services are increasing by $105.2 million primarily in Finance and General Government Group associated with cost of services provided to client departments and in Finance Other due to increases in Worker's Compensation Employee Benefit ISF, Unemployment Insurance Employee Benefit ISF and Public Liability ISF.

Operating Transfers and Other Financing Sources, Use of Money & Property, and Miscellaneous Revenues are increasing by $187.0 million overall primarily due to increase in funding for one-time capital projects, primarily supported by bond proceeds ($163.1 million) and increase in interest amounts supporting operational needs.

Use of Fund Balance and Fund Balance Component Decreases decreased overall by $69.0 million, for planned use of $219.7 million on a one-time basis. The majority of Use of Fund Balance is utilizing funding sources outside of the General Fund. Most significant uses are for regional law enforcement and public safety services, fleet replacement acquisition, public works improvement projects, various parks expansion and facilities management, fire and emergency medical services, environmental health, pension stabilization and negotiated labor agreements.

For an interactive view of the County's budgeted revenues and additional information, please see the San Diego County Open Budget portal at www.sandiegocounty.gov/budget.

Recommended Staffing by Group/Agency: All Funds



Recommended Staffing by Group/Agency: All Funds (Staff Years[1])

	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change
Public Safety	8,015.00	8,055.00	40.00	0.5
Health and Human Services	7,879.50	8,233.50	354.00	4.5
Land Use and Environment	2,026.50	2,081.75	55.25	2.7
Finance and General Government	1,926.50	1,967.00	40.50	2.1
Total	**19,847.50**	**20,337.25**	**489.75**	**2.5**

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

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

Total staff years for Fiscal Year 2023–24 increased by 489.75 from the Adopted Budget for Fiscal Year 2022–23, an increase of 2.5% to a total of 20,337.25 staff years. This net increase is attributable to increased staffing in all Groups.

Public Safety Group's staffing increase of 40.00 is predominantly to address key initiatives and operational requirements, support the new South County Family Justice Center, SB 483 *Sentencing: resentencing to remove sentencing enhancement*, Homeless Enhanced Legal Program (HELP), Gun Violence Prevention and Anti-Human Trafficking, support Proposition 47 Cohort III Grant Program, implement the department's Wellness Unit, support expansion of services for Alternatives to Incarceration programs, establish an Americans with Disabilities Act (ADA) Coordination Unit, implement California Advancing and Innovating Medi-Cal (CalAIM), Providing Access and Transforming Health (PATH), SB 1338 Community Assistance, Recovery and Empowerment (CARE) Act, coordinate the intake to placement program, address continued increase in accidental overdose deaths and general caseload, implement Base Station Hospital System, Local Emergency Medical Services Information System (LEMSIS) data analysis, and Opioid Overdose Mapping and Application Program.

Health and Human Services Agency staffing increase of 354.00 is primarily to address increasing caseloads and bolster several County priority areas including but not limited to Self Sufficiency Services (SSS), Aging & Independence Services (AIS), Behavioral Health Services (BHS), Child and Family Well-Being (CFWB), Public Health Services (PHS), Homeless Solutions and Equitable Communities (HSEC), and implementation of the *Community Assistance, Recovery and Empowerment* (CARE) Act.

Land Use and Environment Group staffing increase of 55.25 is primarily to support operations, new and expanded park facilities, capital projects, increased conservation, preservation and monitoring activities, support of various programs such as the Hazard Materials program, Beach and Bay program, Capital Improvement Program, Flood Control, Closed Landfill and to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements.

Finance and General Government Group staffing increase of 40.50 is primarily to improve delivery of services and support enterprisewide growth in departments and offices. Increases are to support technology projects and re-engineering processes, implementation of the new cannabis tax and Social Equity Program, investigations of complaints, increase in investigations workload, technical and investigative support, enterprisewide growth in program services, enterprisewide janitorial, landscaping and security services contracts and to support sustainability and climate change activities in the Land Use and Environment Group.

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

For an interactive view of the County's budgeted staffing and additional information, please see the San Diego County Open Budget portal at www.sandiegocounty.gov/budget.

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

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

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety	**7,834.00**	**8,015.00**	**8,055.00**	**40.00**	**0.5**	**8,055.00**
Public Safety Executive Office	14.00	15.00	17.00	2.00	13.3	17.00
District Attorney	1,006.00	1,026.00	1,050.00	24.00	2.3	1,050.00
Sheriff	4,695.00	4,727.00	4,742.00	15.00	0.3	4,742.00
Child Support Services	461.00	461.00	424.00	(37.00)	(8.0)	424.00
Office of Emergency Services	21.00	33.00	36.00	3.00	9.1	36.00
Animal Services	61.00	62.00	63.00	1.00	1.6	63.00
Medical Examiner	60.00	66.00	77.00	11.00	16.7	77.00
Probation	1,009.00	1,034.00	1,039.00	5.00	0.5	1,039.00
Public Defender	442.00	532.00	547.00	15.00	2.8	547.00
San Diego County Fire	65.00	59.00	60.00	1.00	1.7	60.00
Health and Human Services	**7,284.50**	**7,879.50**	**8,233.50**	**354.00**	**4.5**	**8,233.50**
Self Sufficiency Services	2,613.00	2,732.00	2,845.00	113.00	4.1	2,845.00
Aging & Independence Services	492.00	613.00	651.00	38.00	6.2	651.00
Behavioral Health Services	1,113.50	1,207.50	1,332.50	125.00	10.4	1,332.50
Child and Family Well-Being	1,531.00	1,630.00	1,670.00	40.00	2.5	1,670.00
Public Health Services	837.00	730.00	764.00	34.00	4.7	764.00
Administrative Support	383.00	433.00	438.00	5.00	1.2	438.00
Housing & Community Development Services	130.00	156.00	156.00	—	0.0	156.00
Medical Care Services	—	222.00	215.00	(7.00)	(3.2)	215.00
Homeless Solutions and Equitable Communities	185.00	156.00	162.00	6.00	3.8	162.00
Land Use and Environment	**1,855.50**	**2,026.50**	**2,081.75**	**55.25**	**2.7**	**2,081.75**
Land Use and Environment Executive Office	21.00	33.00	33.00	—	0.0	33.00
Agriculture, Weights and Measures	179.00	199.00	199.00	—	0.0	199.00
County Library	286.50	294.50	300.75	6.25	2.1	300.75
Environmental Health and Quality	313.00	333.00	341.00	8.00	2.4	341.00
Parks and Recreation	249.00	285.00	299.00	14.00	4.9	299.00
Planning & Development Services	237.00	272.00	285.00	13.00	4.8	285.00

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2021–22 Adopted Budget	**Fiscal Year 2022–23 Adopted Budget**	**Fiscal Year 2023–24 Recommended Budget**	**Change**	**% Change**	**Fiscal Year 2024–25 Recommended Budget**
Public Works	570.00	610.00	624.00	14.00	2.3	624.00
Finance and General Government	**1,808.50**	**1,926.50**	**1,967.00**	**40.50**	**2.1**	**1,967.00**
Finance and General Government Group Executive Office	32.00	42.50	42.00	(0.50)	(1.2)	42.00
Board of Supervisors	72.00	82.00	82.00	—	0.0	82.00
Assessor/Recorder/County Clerk	419.50	446.50	448.50	2.00	0.4	448.50
Treasurer-Tax Collector	123.00	123.00	124.00	1.00	0.8	124.00
Chief Administrative Office	26.50	25.00	52.00	27.00	108.0	52.00
Executive Office	*7.00*	*7.00*	*7.00*	—	0.0	*7.00*
Office of Intergovernmental Affairs	*4.50*	—	—	—	0.0	—
Office of Ethics & Compliance	*5.00*	*6.00*	*11.00*	*5.00*	83.3	*11.00*
Office of Equity and Racial Justice	*5.00*	*7.00*	*8.00*	*1.00*	14.3	*8.00*
Office of Evaluation, Performance and Analytics	—	—	*20.00*	20.0	—	*20.00*
Office of Labor Standards and Enforcement	*5.00*	*5.00*	*6.00*	*1.00*	20.0	*6.00*
Auditor and Controller	235.50	233.50	234.50	1.00	0.4	234.50
County Technology Office	14.00	17.00	17.00	—	0.0	17.00
Citizens' Law Enforcement Review Board	8.00	9.00	10.00	1.00	11.1	10.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	30.00	30.00	—	0.0	30.00
County Counsel	150.00	165.00	184.00	19.00	11.5	184.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	124.00	131.00	137.00	6.00	4.6	137.00
County Communications Office	21.00	23.00	23.00	—	0.0	23.00
General Services	395.00	427.00	430.00	3.00	0.7	430.00
Purchasing and Contracting	68.00	74.00	75.00	1.00	1.4	75.00
Registrar of Voters	69.00	75.00	75.00	—	0.0	75.00
Office of Evaluation, Performance and Analytics	20.00	20.00	—	(20.00)	(100.0)	—
Total	**18,782.50**	**19,847.50**	**20,337.25**	**489.75**	**2.5**	**20,337.25**

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

Investing in Equity, Diversity and Inclusion

Creating an Equitable County Government through Targeted Universalism Principles and Belonging

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

D&I Executive Council

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

D&I Employee Training

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

D&I Champions

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

Employee Resource Groups

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

Office of Ethics & Compliance

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

Human Resources Equity, Diversity & Inclusion Unit

The Department of Human Resources further extended the diversity and inclusion strategy by creating the Equity, Diversity and Inclusion division. The division focuses on identifying a framework to assess policies, procedures, and practices in support of integrating equity, identifying and undoing systemic racism, promoting equitable opportunities for career advancement, recruiting diverse leadership and monitoring progress. In partnership with the D&I Executive Council, leadership and employee resources were created to enhance skills and knowledge to provide a culturally competent foundation for addressing and responding to bias.

San Diego County Leon Williams Human Relations Commission

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

Office of Equity & Racial Justice

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

Equity in Contracting

Procurement is engaged in every aspect of the County's General Management System to ensure impartial, transparent procurements and the delivery of high-quality goods and services under County contracts. The Department of Purchasing and Contracting (DPC) is committed to increasing the inclusion and participation of community providers through outreach, knowledge, and access to opportunities, and to awarding contracts based upon full and open competition. DPC will continue to advance equity in service delivery through community-focused requirements that incorporate lived experiences, community engagement, and subcontracting opportunities as part of program requirements and solicitation evaluation criteria.

Current and ongoing equity in contracting initiatives include:

- Providing no-cost training and support through the local Small Business Development Center and APEX Accelerator

- Promoting policies that support supplier diversity
- Collecting business demographic and non-profit data to support visibility and reporting
- Encouraging regional community subcontracting on larger programs

Office of Equitable Communities

The Department of Homeless Solutions and Equitable Communities, Office of Equitable Communities (HSEC-OEqC) mission focuses on collaborating with each community to create positive change to strengthen equity, health, safety, economic inclusion, and access for all. Through a regional approach, HSEC-OEqC engages with each community to identify needs and opportunities and inform services while collaboratively creating culturally responsive, relevant, and impactful solutions. HSEC-OEqC aims to expand access and make connections to internal and external support systems to meet the needs of under-resourced communities throughout the County, particularly for BIPOC and low-income populations.

Other County Programs

The County offers a number of programs that work to address long-standing inequities, disparities, and disproportionality in our communities, some examples of these programs include: the Child and Family Well-Being department established within HHSA to strengthen families through the earliest intervention services to enhance child well-being, prevent child abuse and neglect and ensure an equitable approach to reducing child maltreatment; the Safe Destination Nights program which is a collaboration between various County departments to provide evening activities for teens in areas with a history of higher rates of youth crime and gang involvement; and, Achievement Centers that provide an opportunity for justice-involved youth who present non-criminal at-risk behavior to receive services that help maintain important family and community relationships.

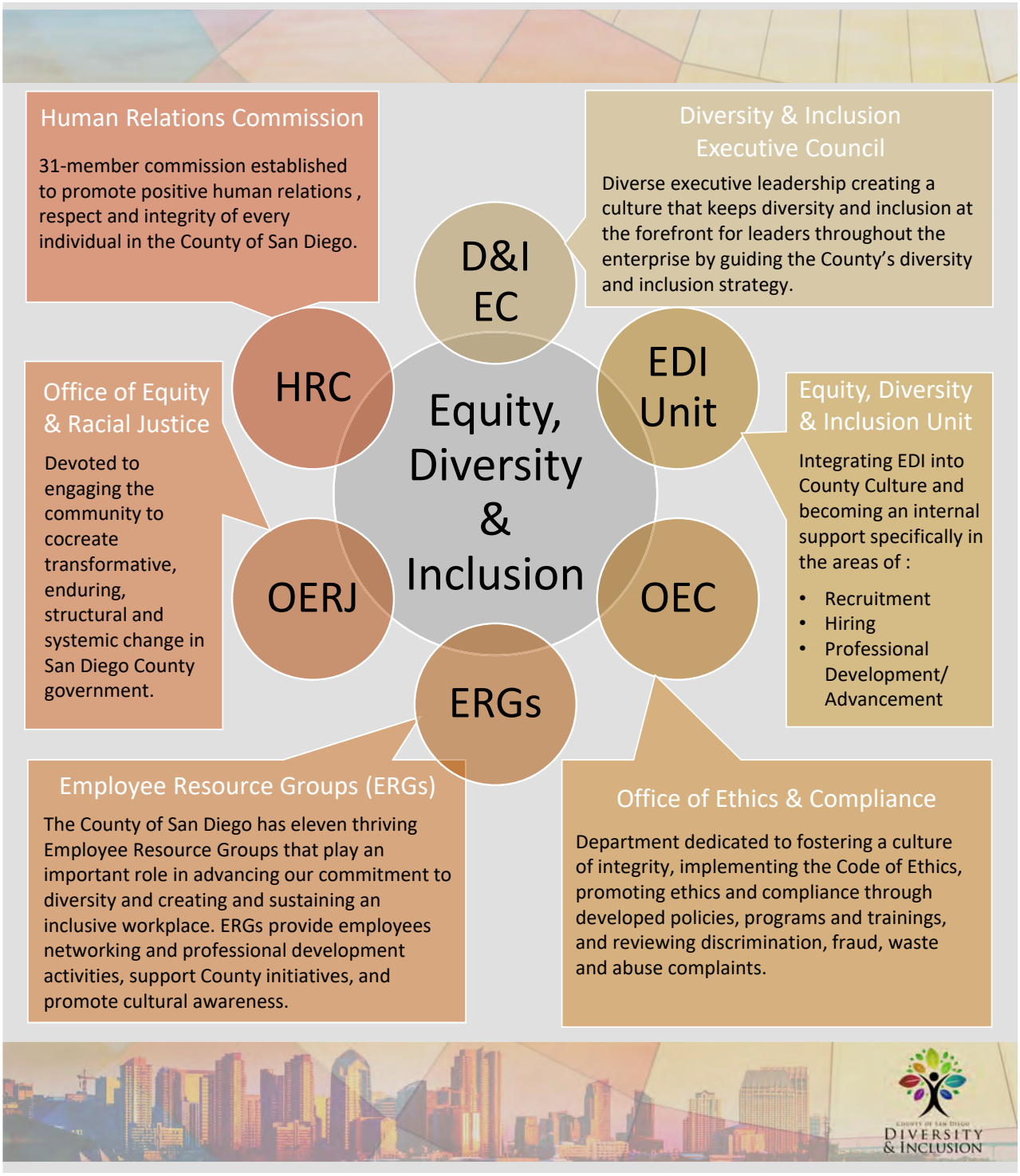
Recognizing racism underpins health inequities throughout the region and has a substantial correlation to poor outcomes in many facets of life, the Board of Supervisors declared racism a public health crisis on January 12, 2021 (8). With this declaration, the Board directed several changes to County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

Some of these changes include adding Equity and Belonging into the County's mission, vision, values and strategic plan. Creating a process to solicit community input to identify County policies and practices that lead to or perpetuate racial or ethnic disparity. This will be a part of the annual strategic plan for the Office of Equity and Racial Justice (OERJ). Staff from the OERJ will facilitate a series of Leon Williams Human Relations Commission (HRC) subcommittee meetings annually to gather input on County policies and practices.

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

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

COUNTY of SAN DIEGO
D&I PARTNERSHIP MODEL



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San Diego County Facts and Figures

POPULATION[1]:

Year:	2020	2021	2022
Total:	3,331,279	3,315,404	3,287,306

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

Source: California Department of Finance.

INCORPORATED CITIES: 18

CIVILIAN LABOR FORCE:

Year:	2021	2022
Total:	1,543,700	1,589,600

Source: California Employment Development Department.

UNEMPLOYMENT RATE:

Year:	2021	2022
Percentage:	6.5%	3.4%

Source: California Employment Development Department.

EMPLOYMENT MIX: (Industry)[1]

	2021 Employees	2022 Employees
Professional and Business Services	279,000	291,700
Government[2]	244,600	249,500
Trade, Transportation and Utilities	227,300	228,700
Educational and Health Services	217,200	235,000
Leisure and Hospitality	182,600	200,900
Manufacturing	115,100	118,500
Construction	83,300	88,200
Financial Activities	74,500	76,000
Other Services	51,300	56,600
Information Technology	22,500	22,200
Farming	8,000	8,800
Mining and Logging	300	400
Total	**1,505,700**	**1,576,500**

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

TOP EMPLOYERS:

	2022 Employees
County of San Diego	>10,000
University of California	>10,000
32nd St Naval Station	>10,000
MCCS MCRD	>10,000
Kaiser Permanente	>10,000
UC San Diego Health	5,000-9,999
San Diego Community College	5,000-9,999
Merchants Building Maintenance	1,000-4,999
Page One Seo	1,000-4,999
Scripps Research Institute	1,000-4,999
Sharp Grossmont Rehab Center	1,000-4,999
Sharp Mary Birch Hospital	1,000-4,999
Sharp Memorial Hospital	1,000-4,999
Sony Electronics	1,000-4,999
US Navy Med Ctr-Orthopedics	1,000-4,999
Scripps Mercy Hospital	1,000-4,999
Palomar Pomerado Health Rehab	1,000-4,999
Sea World San Diego	1,000-4,999
Employee's Association of SDG&E	1,000-4,999

Source: Moody's Analytics February 2023 and County of San Diego, Office of Financial Planning

CONSUMER PRICE INDEX:

Year:	2020	2021	2022
Amount:	303.93 (1.5% increase)	319.76 (5.2% increase)	344.42 (7.7% increase)

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

MEDIAN HOUSEHOLD INCOME[1]:

Year:	2019[1]	2020[1]	2021[1]
Amount:	$ 78,980	$ 82,426	$ 88,240

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

MEDIAN HOME PRICE[1]:

Year:	January 2021	January 2022	January 2023
Single Family Homes	$ 744,000	$ 882,500	$ 849,000
Attached Homes	$ 485,000	$ 587,500	$ 590,000

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

TOP TEN PROPERTY TAXPAYERS:

	2022
San Diego Gas & Electric Company	$ 190,995,608
Qualcomm Inc.	$ 29,519,643
Kilroy Realty, LP	$ 15,148,060
Irvine Co.	$ 14,519,840
UTC Venture, LLC	$ 10,788,435
Host Hotels and Resorts, LP	$ 10,192,560
Pacific Bell Telephone Co.	$ 8,606,479
BSK Del Partners, LLC	$ 7,713,266
Sorrento West Properties Inc	$ 7,295,797
Fashion Valley Mall LLC	$ 6,991,808

Source: County of San Diego, Auditor and Controller, Property Tax Services Division as of June 30, 2022.

FISCAL YEAR 2022–23 ASSESSED VALUATION:	$635.9 billion

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

ESTIMATED TOTAL HOUSING UNITS:	1,237,638

Source: U.S. Census Bureau, San Diego County Housing Units, July 1, 2021, (V2021).

LAND USE:
(in descending order)[1]

	2022 Acres
Parkland	1,414,058
Vacant or Undeveloped Land	557,726
Residential	384,416
Public/Government	119,654
Agriculture	110,443
Other Transportation	109,597
Commercial/Industrial	34,269
Total	**2,730,163**

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

AGRICULTURAL PRODUCTION:

	2021 Value	2021 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$ 1,312,707,724	11,429
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$ 236,848,841	26,014
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$ 120,881,147	3,342
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$ 55,365,396	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	$ 18,331,510	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	$ 4,257,868	179,088
Apiary (e.g., honey, pollination, bees & queens, etc.)	$ 3,741,323	N/A
Timber Products (e.g., firewood and timber)	$ 865,277	N/A
Grand Totals	**$ 1,752,999,086**	**219,873**

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

MAJOR MILITARY BASES AND INSTALLATIONS:

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

Source: U.S. Department of Defense.

TOURIST ATTRACTIONS:

Anza-Borrego Desert State Park[1], Borrego Springs	Mount Soledad Veterans Memorial, La Jolla
Balboa Park and Museums, San Diego	Old Town San Diego State Historic Park, San Diego
Birch Aquarium at Scripps, La Jolla	Palomar Observatory, Palomar Mountain
Coronado Island and the Hotel Del Coronado, Coronado	Point Loma and Cabrillo National Monument, San Diego
Del Mar Racetrack, Del Mar	San Diego Zoo Safari Park, Escondido
Gaslamp Quarter National Historic District, San Diego	San Diego Zoo, San Diego
La Jolla Cove and Children's Pool Beach, La Jolla	Seaport Village, San Diego
Legoland California, Carlsbad	SeaWorld San Diego, San Diego
Maritime Museum, San Diego	Sesame Place, Chula Vista
Mission Bay, San Diego	Torrey Pines State Beach & Reserve, San Diego
Mission Beach and Belmont Park, San Diego	USS Midway Museum, San Diego

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

TOTAL VISITORS 2022: 28,804,247

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2022).

San Diego County Profile and Economic Indicators

History & Geography

San Diego County became one of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. The County functions under a Charter adopted in 1933, including subsequent amendments. At the time of its creation, San Diego County comprised much of the southern section of California. The original boundaries included all of modern San Diego County, along with portions of what are now Imperial, Riverside, San Bernardino and Inyo counties.

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,207 square miles, approximately the size of the State of Connecticut, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border. It is the most southwestern county in the contiguous 48 States.

For thousands of years, Native Americans have lived in this region. The four tribal groupings that make up the indigenous American Indians of San Diego County are the Kumeyaay (also referred to as Diegueño or Mission Indians), the Luiseño, the Cupeño and the Cahuilla. San Diego County has the largest number of Indian reservations (18) of any county in the United States. The reservations are small, with total land holdings of an estimated 193 square miles.

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

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert. The Cleveland National Forest occupies much of the interior portion of the County. The climate is mild in the coastal and valley regions, where most resources and population are located. The average annual rainfall totals roughly 10 inches on the coast and more than 33 inches in the inland mountains.

County Population

San Diego County is the southernmost major metropolitan area in the State. According to the State of California Department of Finance as of May 2022, the County's population estimate for January 1, 2022 was 3.29 million, which declined 0.85 percent or roughly 28,000 from the January 1, 2021 estimate as of May 2021. San Diego County is the second largest county by population in California and the fifth largest county by population in the nation, as measured by the U.S. Census Bureau based on the 2021 population estimate. Population estimates from the San Diego Association of Governments (SANDAG) for the year 2035 indicate that the San Diego regional population will grow to approximately 3.62 million, a 28.7 percent increase from calendar year 2000 and an increase of 10.1 percent compared to 2022.

SAN DIEGO COUNTY POPULATION:

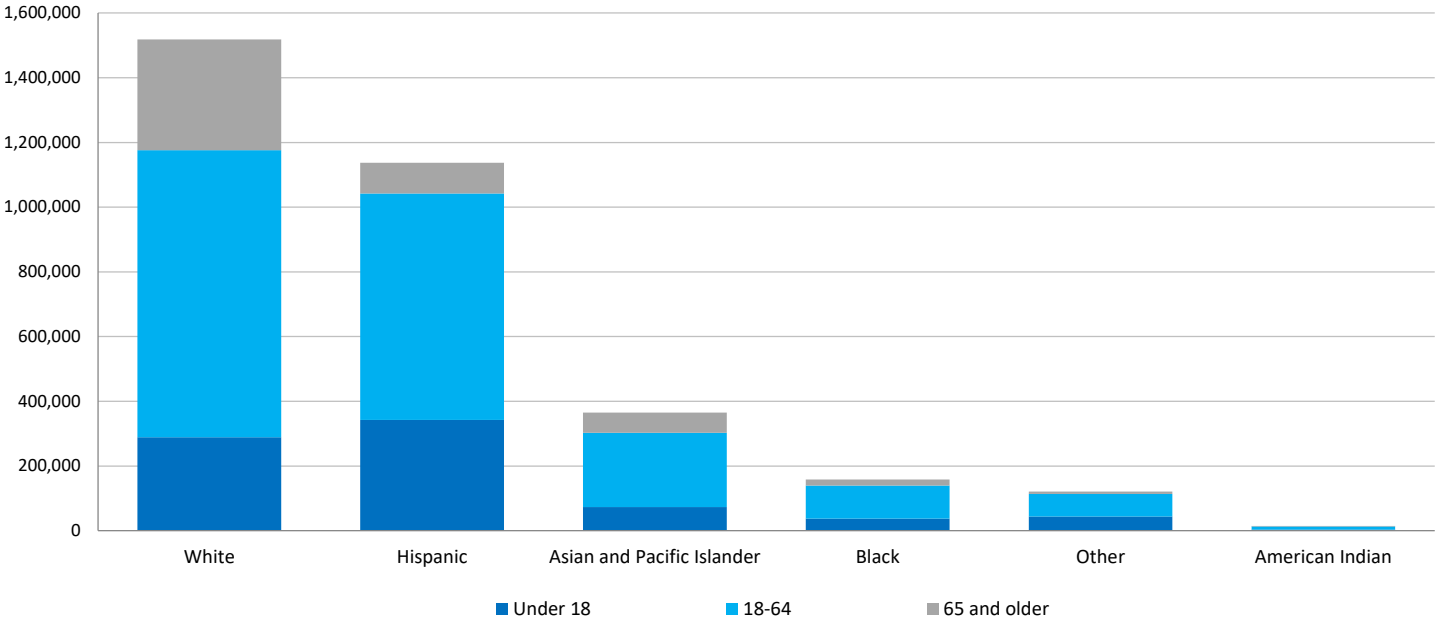
	2000	2021	2022	Year Incorporated
Carlsbad	78,247	115,501	115,585	1952
Chula Vista	173,556	274,449	276,785	1911
Coronado	24,100	22,357	22,277	1890
Del Mar	4,389	4,258	3,929	1959
El Cajon	94,869	103,243	105,638	1912
Encinitas	58,014	62,289	61,515	1986
Escondido	133,559	151,688	150,679	1888
Imperial Beach	26,992	27,774	26,243	1956
La Mesa	54,749	59,578	60,472	1912
Lemon Grove	24,918	26,345	27,242	1977
National City	54,260	62,749	61,471	1887
Oceanside	161,029	176,754	173,048	1888
Poway	48,044	48,936	48,759	1980
San Diego	1,223,400	1,411,034	1,374,790	1850
San Marcos	54,977	96,302	93,585	1963
Santee	52,975	56,800	59,015	1980
Solana Beach	12,979	13,827	12,812	1986
Vista	89,857	103,268	100,291	1963
Unincorporated	442,919	498,252	513,170	1850
Total	**2,813,833**	**3,315,404**	**3,287,306**	

Source: U.S. Census - 2010 data, California Department of Finance 2021 estimate as of May 2, 2021 and California Department of Finance 2022 estimate as of May 2, 2022 estimate

The accompanying charts show the most recent race, ethnicity and age composition for the regional population as well as the change in the region's historical racial and ethnic composition projected to 2035. SANDAG projects that in 2035, San Diego's population will continue to grow in its diversity with: 37.9 percent White; 36.0 percent Hispanic; 16.5 percent Asian and Pacific Islander; 4.7 percent African American; and 4.9 percent all other groups including American Indian. A significant growth in the region's Asian and Pacific Islander population and a decline in the region's White population is seen in this projection.

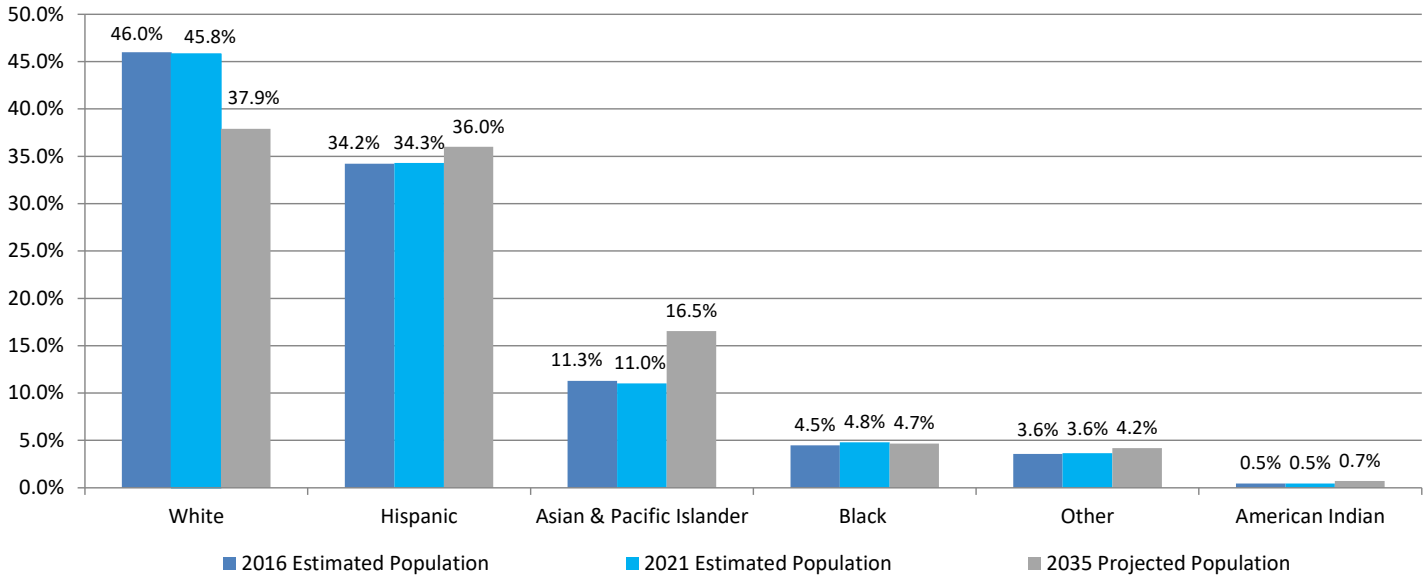
San Diego County Population Distribution by Race, Ethnicity and Age

2021 Total Population: 3,315,404



Source: San Diego Association of Governments 2021 Demographic & Socio Economic Estimates, as of April 2023 reflects latest data available

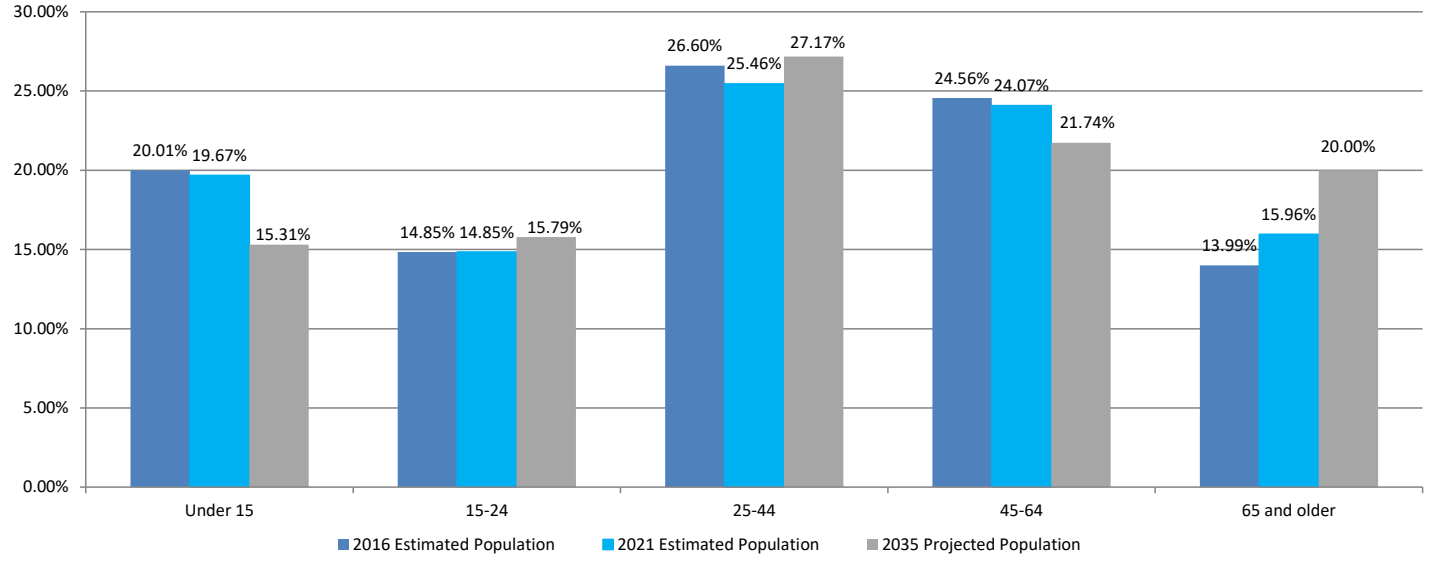
San Diego County Population Distribution by Race and Ethnicity
2012, 2021 and 2035 Projection
Percentage of Total Population



Note: Percentages represent the share of each group compared to the total population and the sum of individual percentages may not total 100% due to rounding.
Source: San Diego Association of Governments 2021 Demographic & Socio Economic Estimates and Series 14 Regional Growth Forecast, as of April 2023 reflects latest data available

The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 15 years of age and aged 45 to 64 to decline from the 2021 estimates, and the number of individuals aged 15 to 44 and 65 and older estimated to increase by 2035.

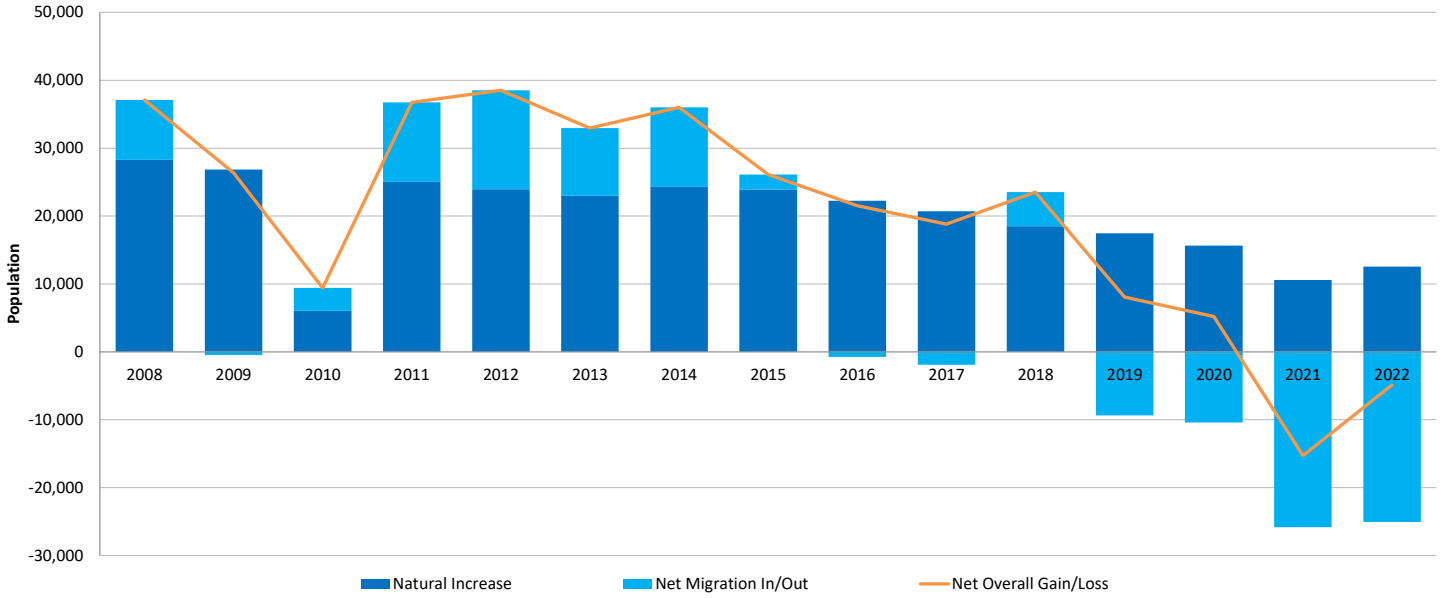
San Diego County Population Distribution by Age
2016, 2021 and 2035 Projection



Note: Percentages represent the share of each group compared to the total population and the sum of individual percentages may not total 100% due to rounding.
Source: San Diego Association of Governments 2021 Demographic & Socio Economic Estimates and Series 14 Regional Growth Forecast, as of April 2023 reflects latest data available

San Diego County's population has grown approximately 0.6 percent annually on average since 2008 and has been on a slight decline since 2021, as presented in the accompanying chart. Net domestic migration is the primary source of the decrease in population change, offset by natural increase (local births minus deaths).

San Diego County Population Change: 2008 through 2022



Note: Natural Increase consists of Births minus Deaths. Net Migration is a measure of people moving into and away from San Diego County, both foreign and domestic. San Diego County Population Change data is on a fiscal year basis beginning July 1st.
Source: California Department of Finance E-6 Report: Population Estimates and Components of Change by County - July 1, 2010-2022.

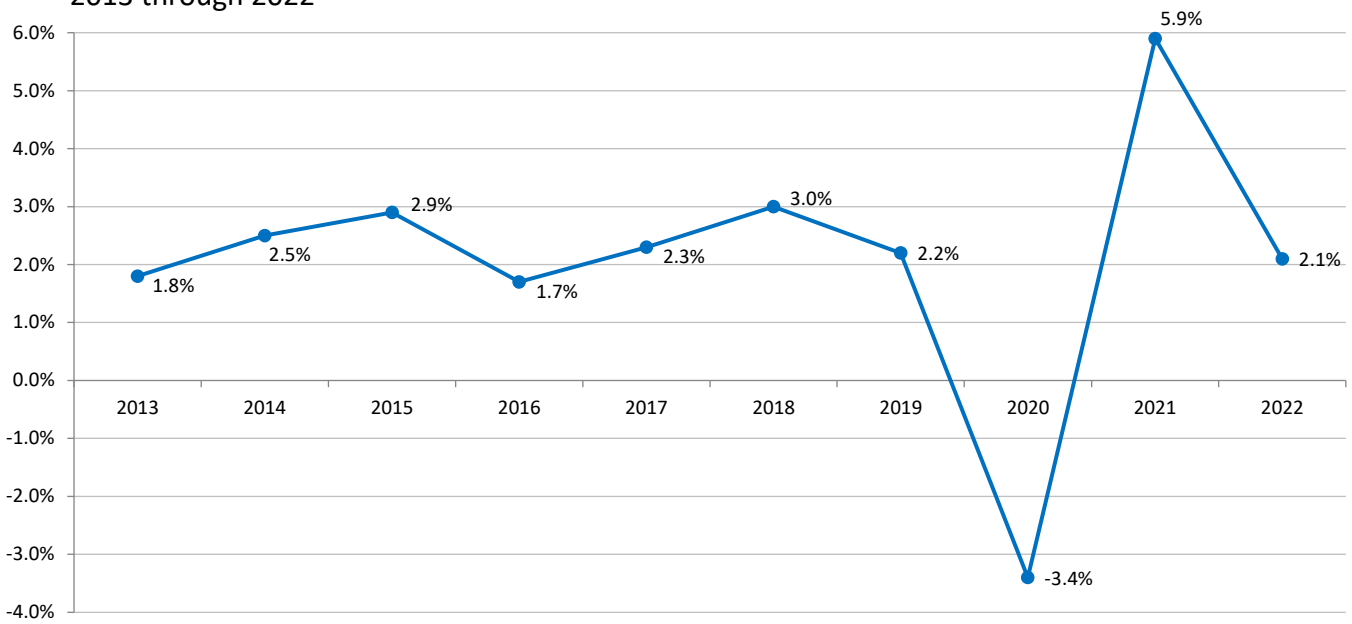
Economic Indicators

U.S. Economy

Gross domestic product (GDP) is one of the main indicators of the health of the nation's economy, representing the net total dollar value of all goods and services produced in the U.S. over a given time period. See the accompanying chart for a historical comparison of GDP over the past ten years. GDP growth is driven by a variety of economic factors, including personal consumption expenditures, gross private domestic investment, net exports of goods and services and government consumption expenditures and gross investment.

According to the U.S. Department of Commerce Bureau of Economic Analysis (BEA), real GDP increased 2.1 percent in 2022, compared with an increase of 5.9 percent in 2021. The increase in real GDP in 2022 primarily reflected increases in consumer spending, exports, inventory investment that were partly offset by a decrease in housing investment. (Bureau of Economic Analysis [BEA]. Gross Domestic Product, Fourth Quarter and Year 2022 [Second Estimate]. February 2023). Quarter over quarter, the percent change in GDP was negative during the first and second quarters of 2022; some economic commentators argued the U.S. was in a recession, however it never materialized. That said, the Federal Reserve is aggressively taking actions to slow the U.S. economy in order to tame inflation and, "if the Fed continues to raise rates until something snaps in the lending markets, it could cause a recession. If they moderate, then the economy will likely ride out the bumps being caused by inflation and asset price declines and achieve a 'soft landing'" (The Beacon Outlook, United States Winter 2023).

U.S. Gross Domestic Product Annual Percent Change
2013 through 2022



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

Given the uncertainty on how much further the Federal Reserve will need to raise the rates to control inflation and the length of time it will be necessary to hold policy at a restrictive level, the UCLA Anderson Forecast presented two scenarios based on different probabilities. The first scenario is the no recession scenario where the Federal Reserve pauses the rate increase at a terminal rate between 4.25 to 4.5 percent. This is assuming that the inflation supply constraints are going to ease, a modest increase of unemployment just above the natural rate of 4 percent enough to ease pressure on inflation but not enough to force a decline in consumer spending, businesses continue investing since consumers continue to spend, and there are no further declines in home construction. The second scenario is a relatively mild and short lived recession where the Federal Reserve has to keep increasing rates up to 5.5 to 5.7 percent and reaches this rate in mid-2023, then pauses as the economy is in a recession, and starts cutting the rates in 2024. The inflation eases naturally since tighter monetary policy forces higher unemployment and lower consumer spending and consumers cut back on spending as businesses decrease investments in capital (UCLA

Anderson Forecast. December 2022 Economic Outlook). If the country does not go into a recession in 2023, GDP is forecasted to grow at 1.4 percent in 2023 and at 2.2 percent in 2024. The economy is expected to slow in the first quarter of 2023 and is essentially zero in the second quarter. From there, the economy is expected to pick up again in the last six months of 2023. If there is a recession, GDP will contract in the second and third quarters of 2023 with no growth in the remaining three months of the year; overall annual growth for 2023 is expected to be 0.2 percent. By 2024, the economy will rebound somewhat to a meager 1.4 percent annual growth (UCLA Newsroom, UCLA Anderson Forecast says resilient U.S. economy is approaching crossroads, December 7, 2022).

According to the Federal Open Market Committee (FOMC), recent indicators point to modest growth in spending and production. Job gains have been robust in recent months, and the unemployment rate has remained low. Inflation has eased somewhat but remains elevated. However, the current geopolitical conflict is causing tremendous human and economic hardship and is contributing to global uncertainty (Federal Reserve System FOMC Press Conference, February 1, 2023). In addition, it remains to be seen how the regional banking issues and vulnerabilities will influence ongoing market volatility and Federal Reserve actions. The Federal Reserve has hiked the Federal Funds rate since April of 2022 and the Committee seeks to achieve maximum employment and inflation at the rate of 2 percent over the longer run. In support of these goals, the Committee decided to raise the target range for the federal funds rate to 4-1/2 to 4-3/4 percent. The Committee anticipates that ongoing increases in the target range will be appropriate in order to attain a stance of monetary policy that is sufficiently restrictive to return inflation to 2 percent over time (Federal Reserve System FOMC Press Conference, February 1, 2023). The Federal Reserve Board has projected the Federal funds rate to increase to 5.1 percent in 2023, 4.1 percent in 2024 and 3.1 percent in 2025 (Federal Reserve System. Summary of Economic Projections, December 14, 2022).

The Federal Government produces two major inflation measures for consumption goods and services, the Consumer Price Index (CPI) and the Personal Consumption of Expenditures (PCE). Positive changes in these indexes are recorded as inflation. The Consumer Price Index (CPI), produced by the Bureau of Labor Statistics (BLS), is the most widely used aggregate price index, as well as the major source of information. According to the BLS, the Consumer Price Index for All Urban Consumers (CPI-U) increased 6.4 percent for the 12 months ending January before seasonal adjustment, which is slightly lower than December at 6.5 percent (Bureau of Labor Statistics, CPI for All Urban Consumers Series ID CUUR0000SA0, accessed on March 2, 2023). The major drivers of measured inflation are transportation services, autos, shelter, energy, and food. Of these, autos and food are clearly related to supply constraints. Transportation services reflects robust consumer spending on flights, and shelter and energy are not very responsive to interest rate changes (UCLA Anderson Forecast. December 2022 Economic Outlook). UCLA Anderson forecast a CPI of 4.1 in 2023 and 2.0 in 2024 in their no recession scenario, and 4.4 in 2023 and 2.5 in 2024 in their recession scenario (ibid). The second major measurement of inflation, the Personal Consumption Expenditures index, is produced by the Bureau of Economic Analysis. According to the BEA, PCE price index for January increased 5.4 percent from one year ago, reflecting increases in both goods and services (Bureau of Economic Analysis [BEA]. Personal Income and Outlays. January 2023). The Federal Reserve forecast PCE at 3.1 percent in 2023, 2.5 percent in 2024, and 2.1 percent in 2025 (Federal Reserve System. Summary of Economic Projections, December 14, 2022).

With high gas prices seen throughout the country in 2022, the U.S Energy Information Administration (EIA) projects that gas prices will decline in the following years. Retail gasoline price is forecasted to decline nearly 60 cents to $3.39 in 2023 and will further decline to $3.10 in 2024 (U.S. Energy Information Administration, Short-Term Energy Outlook, February 2023). On a yearly basis, it is projected that nearly $471 billion will be spent on gasoline in the United States in 2023, down over $55 billion from the $526.2 billion spent in 2022. The drop comes as global oil production continues to recover from COVID lows, and fears of oil being cut off from the market. In addition, GasBuddy expects refining capacity improvements to lead to more supply, also keeping prices lower than in 2022. The forecast also assumes that a severe recession is unlikely, but some level of economic reset will limit oil demand, leading fuel prices to a gentler year ahead. If governments act too aggressively, there could be a major impact on fuel prices. A more severe economic slowdown could lead to lower fuel prices, while additional economic growth could lead to more consumption and could provide a strong upside to the forecast (GasBuddy. Fuel Price Outlook 2023).

In the Housing Market, the U.S. Department of Housing and Urban development (HUD) stated that the activity in housing was mixed overall. From a year over year basis, price appreciation continued to decelerate in December. The Federal Housing Finance Agency (FHFA) seasonally adjusted purchase-only house price index for December estimated that home values were down 0.1 percent month-over-month and rose 6.6 percent year-over-year, down from an annual gain of 8.3 percent in November (U.S. Department of Housing and Urban Development. Housing Market Indicators Monthly Update. February 2023). Purchases of single-family homes rose 7.2 percent in January for the second consecutive month but were 19.4 percent lower year-over-year. Existing home sales declined 37 percent year-over-year in January and fell for the twelfth consecutive month to their slowest pace since October 2010. Inventories of existing homes are still lean, constraining sales. Construction of single-family homes decreased 27.3 percent and multifamily housing declined at 8.4

percent year-over-year, adding to the longstanding inventory problem (ibid). If a recession were to occur, UCLA forecasts that housing construction will continue to fall through the third quarter of 2023 and accelerate sharply as the Federal Reserve begins cutting interest rates, and home prices will decline 6.3 percent. In the no recession scenario, housing construction will remain flat through the second quarter of 2023 and will pick up thereafter with home prices declining by 4.6 percent (UCLA Anderson Forecast. December 2022 Economic Outlook). Even with home prices starting to decline, mortgage financing has become more expensive.

The 30-year fixed rate mortgage reached an average weekly high in February of 6.50 percent for the week ending February 23, 2023, up from the average weekly high in January of 6.48 percent and the highest average weekly rate since last November (U.S. Department of Housing and Urban Development. Housing Market Indicators Monthly Update. February 2023). According to Joel Kan, Mortgage Bankers Association's (MBA) Vice President and Deputy Chief Economist, "After a brief revival in application activity in January when mortgage rates dropped to 6.2 percent, there has now been three straight weeks of declines in applications as mortgage rates have jumped 50 basis points over the past month. Data on inflation, employment, and economic activity have signaled that inflation may not be cooling as quickly as anticipated, which continues to put upward pressure on rates" (Mortgage Applications Decrease in Latest MBA Weekly Survey, March 23, 2023). MBA predicts a 30-year fixed rate mortgage interest rate of 6.4 percent in the first quarter of 2023 and will start declining to 6.1 percent in the second quarter, 5.7 percent in third quarter, and 5.3 percent in the fourth quarter of 2023 (MBA Mortgage Finance Forecast, February 21, 2023). While the economy has so far remained resilient to higher interest rates outside of some moderate softening in construction, that resiliency is what might lead to the recession scenario path.

As for unemployment, the national rate in 2022 dropped to 3.6 percent, similar to the rates prior to the pandemic. This also reflects a decrease of 4.5 percent from the high unemployment in 2020 due to the pandemic and a decrease of 1.7 percent from 2021. According to the Bureau of Labor Statistics, both the unemployment rate, at 3.4 percent, and the number of unemployed persons, at 5.7 million, changed little in January 2023. The unemployment rate has also shown little net movement since early 2022 (Bureau of Labor Statistics, U.S. Department of Labor, The Employment Situation - January 2023). The Federal Reserve Board has projected unemployment rate to increase to 4.6 percent in 2023 and 2024 and 4.5 percent in 2025 (Federal Reserve System, Summary of Economic Projections, December 14, 2022).

Whether or not the U.S. economy experiences a recession in 2023 depends on inflation and the reaction of Federal Reserve policy through increases to the benchmark Federal Funds rate (UCLA Anderson Forecast. December 2022 Economic Outlook).

California Economy

California's economy is large and diverse, with global leadership in innovation-based industries including information technology, aerospace, entertainment and biosciences. A global destination for millions of visitors, California supports a robust tourism industry, and its farmers and ranchers provide for the world. California accounts for more than 14 percent of the nation's GDP which is, by far, the largest of any State according to the BEA (Gross Domestic Product by State, 3rd Quarter 2022, December 23, 2022, accessed on March 4, 2023). As with the nation, California is moving into a new economic paradigm: state policymakers are shifting their focus from overcoming the pandemic's economic impacts to addressing the effects of national monetary policy and global supply chain instability on the State. The aggressive tightening of monetary policy at the national level has stoked fears that continued action by the Federal Reserve in early 2023 might lead to a shallow recession for the nation, which would affect California's economic condition (Los Angeles Economic Development Corporation. LAEDC 2023 Economic Forecast. February 2023).

As California recovered from the pandemic induced shutdowns, the state's GDP grew by 7.8 percent in 2021 over the prior year. In 2022, The State's yearly GDP growth and personal income growth moderated compared to 2021, when most of the economic recovery occurred, and all stimulus payments ended. Economic growth is projected to continue through 2024, albeit at much lower rates, as the economy cools in response to the Federal Reserve's tightening monetary policy to fight inflation. California's real GDP in 2022 and 2023 is forecasted at 0.5 percent or less, followed by 1.5 percent growth in 2024 (ibid). According to UCLA, the Federal Reserve will reach that fork in the road between continued aggressive tightening and moderation, and it must decide which path to take. If the Federal Reserve raises the federal funds rate in moderation, California will grow, and in fact will continue to grow faster than the US. If the Federal Reserve takes the continued aggressive tightening of monetary policy, the California economy will decline, but by less than the U.S. (UCLA Anderson Forecast. December 2022 Economic Outlook)

In the job market, California's economy reached a milestone, having finally recovered all of the jobs that were lost during the outset of the COVID-19 pandemic. While the State reached this milestone more slowly than the national economy, and indeed more slowly than many other states, the primary reason is that California's labor market has been in the midst of a pronounced labor shortage. Employers in the State have struggled to hire workers and fill positions (Beacon Economics. The Beacon Outlook California. Winter 2023). Typically, there are more unemployed workers in the State than there are job openings, but since the outbreak of the pandemic, this status quo has been

turned on its head. Since October 2021, there have been more job openings in California than there are workers to fill these positions, meaning that worker availability has been the primary constraint on job growth in the State (ibid). The household survey reports that the number of people employed in October 2022 was just 1.2 percent below the number in February 2020. The difference is in large part due to the 1.3 percent drop in the labor force from retirements, migration out-of-state, and individuals choosing to spend their time in non-market activities such as child raising (UCLA Anderson Forecast. December 2022 Economic Outlook). Also, many of the non-farm new jobs are in sectors different from those where job loss was the most acute. About 170,000 payroll jobs in the leisure and hospitality, and other services sectors have not returned. In the logistics, technology (professional, technical, and scientific services and information) and health care sectors, rapid job creation has numerically made up for more than the aforementioned sectoral job loss. This, in part, explains why California's GDP growth has been faster than the U.S. tech and logistics, more rapidly growing sectors are on average high-income sectors while the slow-growth sectors are on average low-income sectors (ibid). The Leisure and Hospitality industry experienced the greatest job loss between 2019 and 2020. This industry continues to be negatively impacted by low levels of international tourism, continued use of virtual platforms instead of in-person events, and the adoption of long-term fully remote and hybrid work schedules, jeopardizing a return to the industrial employment level seen pre-pandemic (Los Angeles Economic Development Corporation. LAEDC 2023 Economic Forecast. February 2023). In 2023, job growth is expected to slow, with a forecasted nonfarm job growth rate declining to 0.8 percent. Construction, Natural Resources and Mining, Manufacturing, Trade, Transportation, and Utilities, and Financial Activities sectors are all expected to see a contraction in the workforce in 2023, with most of those followed by further contractions in 2024. The sector where the most job growth is expected in the coming years is Educational and Health Services, forecasted to grow by 3.0 percent and 1.9 percent in 2023 and 2024, respectively (ibid).

As for unemployment, California's unemployment rate finally returned to pre-pandemic levels. Similar to the national experience, it took roughly 24 months for the State's unemployment rate to reach pre-pandemic levels. The State's unemployment rate dipped below its pre-pandemic level for the first time in the latter half of 2022, from July to December 2022, at or below 4.1 percent (ibid). In February 2023, the preliminary unemployment rate in California rose to 4.8 percent, higher than the national rate of 3.3 percent (California Employment Department. California Industry Employment & Labor Force, not seasonally adjusted. March 24, 2023). The Los Angeles Economic Development (LAED) forecast that the State's unemployment rate is expected to rise slightly as the economy begins to cool, reaching 4.9 percent in 2023 and 5.5 percent in 2024 (Los Angeles Economic Development Corporation. LAEDC 2023 Economic Forecast. February 2023).

Today, the challenges facing California's economy are very much the same as they were prior to the pandemic. Since the Great Recession, the California housing market has deviated from the general trend of affordability observed for the nation at-large. Though California and the United States were similarly unaffordable ahead of the 2008 Global Financial Crisis, the nation is now far more affordable than the State, with more than twice the percentage of households able to purchase a single-family home. The pandemic has seen median home prices skyrocket and when the housing market was at its peak, prices were 25 percent higher than pre-pandemic levels in California. However, after increasing for the first six months of 2022, the housing market has begun cooling as interest rates rise and households have less cash. There is an element of seasonality, as home prices tend to fall in the latter half of the year; however, macroeconomic effects and a shifting economy give hope to a steady decline in median home prices to increase affordability in the California housing market (ibid). The combination of high home prices and borrowing costs due to higher mortgage rates drives up the monthly mortgage cost of owning a median priced home in California, which has nearly doubled since August 2020 (Beacon Economics. The Beacon Outlook California. Winter 2023). Over the past five years, the only time when home sales were lower than they are today was during the depths of the pandemic, when the state's economy was effectively shut down. Currently, the number of homes sold in the state is at around half the level it was in 2021 and is approximately one-third lower than during the years immediately prior to the pandemic. To meaningfully lower the costs of home ownership in California, the supply of housing must increase, particularly in the state's largest metropolitan areas (ibid). In the first nine months of 2022, home construction volumes deteriorated. In the last three months the deterioration continued to gain momentum. California and Texas in particular made attempts to combat housing supply shortages by increasing supply. In California, the increase was in part due to the lagged effect of an easier building approval process for duplexes and ADUs. Even if a recession were to occur, UCLA expects for a milder hit to the 2023 residential construction in the State than in the U.S. (UCLA Anderson Forecast. December 2022 Economic Outlook).

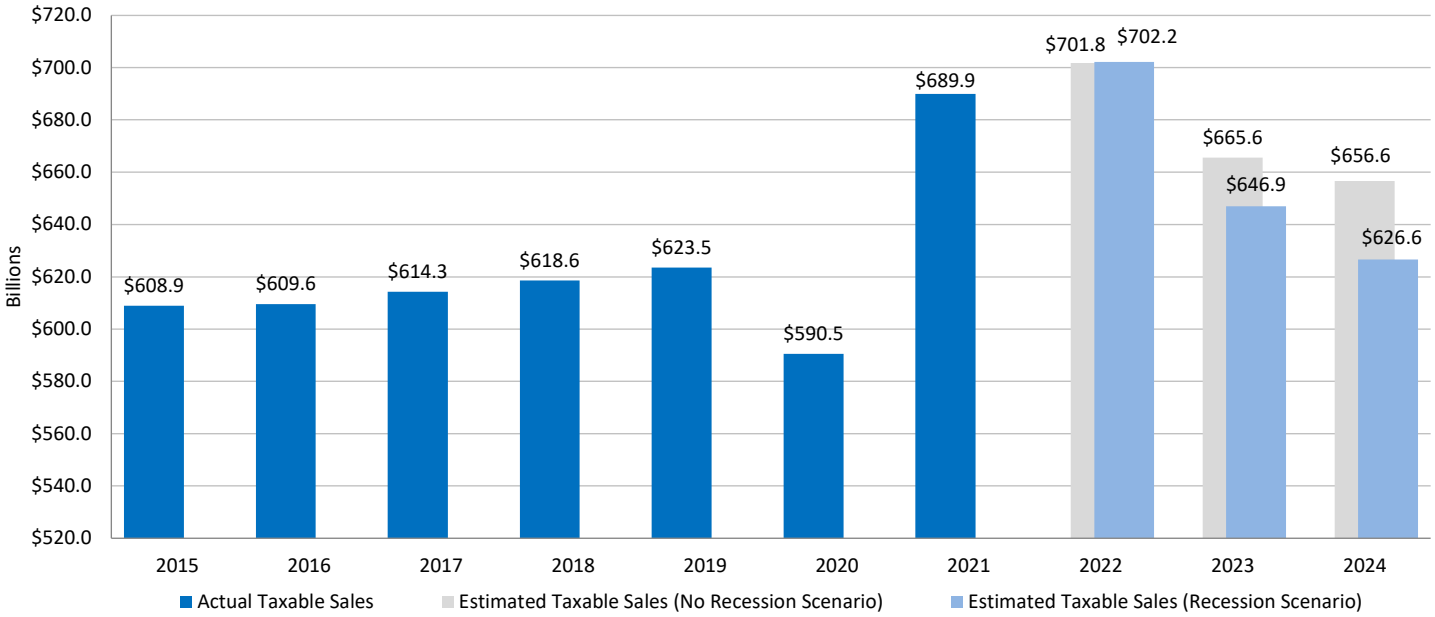
California's average median home price for detached homes in 2021 grew drastically at 20 percent over the year. In 2022, the median home price grew another 4.7 percent from $786,275 in 2021 to $823,591 in 2022, hitting an all-time high of $900,170 in May before falling to $774,580 in December 2022. (San Diego Regional Chamber of Commerce. February 2022). To begin the year of 2023, January shows a median home price for existing detached homes of $751,330, a year-over-year increase of 7.3

percent. However, this also reflects a decline of 16.5 percent from the peak in May 2022 and a decline of 3.0 percent from December 2022 (ibid).

The affordability of rental units is also an important issue when it comes to housing, as 44.1 percent of occupied housing units in California are renter-occupied. The data show that renters are spending an overly large portion of their incomes on housing as 54.8 percent of units in California are considered cost burdened, defined as paying 30 percent or more of a household's income on rent by the Department of Housing and Urban Development (Los Angeles Economic Development Corporation. LAEDC 2023 Economic Forecast. February 2023).

The dual dynamic of limited housing supply, and consequently, relatively high prices are having increasingly worrisome consequences. People who have moved to California versus how many people have moved out by different levels of income and educational attainment. Since 2012, far more lower-income workers have left the State than have moved in. At the same time, workers with lower levels of educational attainment have been leaving California at a faster rate than they have been moving to the state. In short, California, given its high housing prices, is a net exporter of workers with lower levels of earnings and formal education, and a net importer of workers with higher levels of formal education. This represents a key policy challenge for the State as the economy produces (and needs) jobs that pay a range of wages (Beacon Economics. The Beacon Outlook California. Winter 2023).

California Annual Taxable Sales Trend
2015 through 2024



Note: Taxable sales are stated in calendar year 2012 dollars.
Source: UCLA Anderson Forecast, December 2022

Over the last few months of 2022, slight inflation improvements materialized in various industries, however real change has yet to take hold. Households remain nervous about the economy sliding into a recession. Nevertheless, consumer spending remained strong through the holiday season (HDL Companies California Forecast Sales Tax Trends & Economic Drivers, 3rd Quarter of 2022 Data, January 2023). In Fiscal Year 2023–24, the forecast reflects a slowdown in taxable merchandise spending to about 0.4% as the higher cost of utilities, food, and other necessities limit dollars available for discretionary and non-essential items. Year over year, the forecast shows a decrease of 0.3 percent in the third quarter of 2023 and then starts to pick up with an increase of 0.1 percent in the fourth quarter of 2023. It continues to increase at 1.1 percent in the first quarter of 2024 and 1.0 percent in the second quarter of 2024 (ibid). These projections are included as a part of the County's financial forecast and budget process and could present fiscal challenges during this two-year plan. The accompanying chart presents the historical and estimated trend in taxable sales in California.

Overall, the California economy is moving beyond the pandemic related recovery, but uncertainty abounds about the effect of the tightening of monetary policy at a national level and as to whether this might lead to a shallow recession in 2023 (Los Angeles Economic Development Corporation. LAEDC 2023 Economic Forecast. February 2023).

San Diego Economy

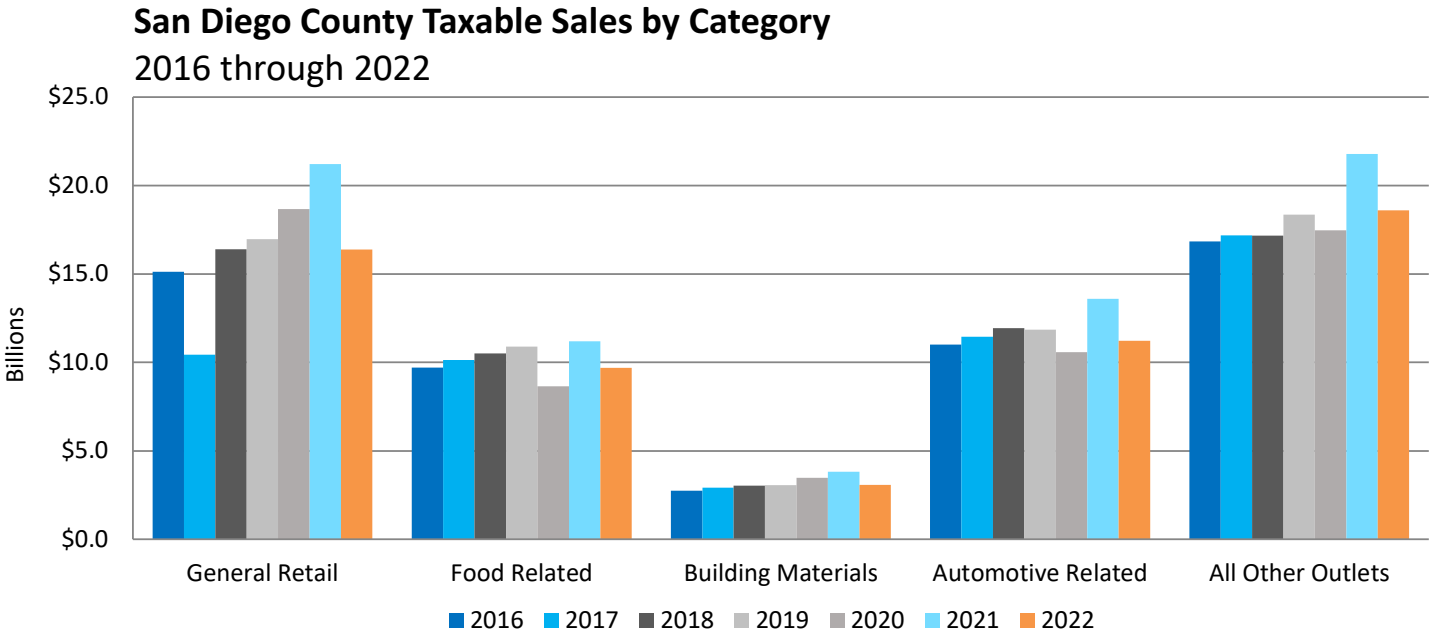
As of 2022, the San Diego region is home to 3.3 million residents, the second largest county in California and fifth largest in the nation in terms of population according to the U.S. Census Bureau (U.S. Census Bureau. County Population Totals: 2020–2021, accessed on March 20, 2022). In 2021, San Diego County accounted for more than $224.9 billion, or 7.8 percent of California's GDP, based on data from the BEA (Bureau of Economic Analysis. Real Gross Domestic Product by County, accessed on February 28, 2023) and 8.4 percent of the State's population, based on U.S. Census Bureau data (ibid).

The San Diego region includes the largest concentration of U.S. military in the world, making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the life sciences/biomedical and technology-oriented industries, and San Diego is a popular travel destination. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which have contributed to local consumer spending.

In January 2023, the San Diego Business Journal brought together a panel of experts who summed up what they saw in San Diego's economy and gave opinions on where it is headed next. Each panelist offered a view through a different lens, said event moderator Mark Cafferty of the San Diego Regional Economic Development Corporation. Taken as a whole, the opinions of the Economic Trends panelists were remarkably positive (San Diego Business Journal Economic Trends 2023. January 2023). There are several key industry dynamics driving growth in San Diego. First, San Diego is not overly reliant on tourism-related industries, which are a drag on employment growth in places like Los Angeles. Second, San Diego is not overly reliant on technology jobs, which are increasingly remote and contributing to worker shortages in tech hubs such as San Francisco (Beacon Economics Regional Outlook San Diego, Winter 2023). In the San Diego Business Journal Outlook, Miguel Motta, San Diego head of Biocom, and Juli Moran, San Diego office managing partner at Deloitte, both spoke of strong federal funding as well as a robust talent pipeline in the life sciences industry in San Diego. Panelist Miguel Motta sees a continuous positive trend in life sciences from job creation, investment in the region, and number of patents created. San Diego has an amazing ecosystem, comparable to any in the world, that is comprised of academic institutions, research organizations, entrepreneurs, talent, and investment coming into the region. In terms of talent, Panelist Juli Moran said that the region graduates over 7,000 Science, Technology, Engineering and Math (STEM) professionals a year from all the universities and research institutes in San Diego (ibid). In tourism, according to the San Diego Tourism Authority (SDTA), San Diego is expected to close 2022 with 28.5 million visitors, about 81 percent of the pre-pandemic visitors in 2019. In 2023, total visitation to San Diego is expected to reach 91 percent of 2019 visitation with 31.8 million visitors. Some believe San Diego's travel sector has shown and will continue to show resilience in the face of a potential recession (San Diego Tourism Authority, Tourism Economics San Diego Travel Forecast, January 2023), however as noted below by Ray Major, Tourism along with Retail will likely be the sectors hit the hardest if the region does experience a recession.

The COVID-19 pandemic led to changes in consumer behavior. Tracking the consumer activity, Google Mobility, a source of aggregated, anonymous big data that analyzes the movement of a community based on map location, shows retail & recreation, grocery & pharmacy, parks, transit stations and workplaces visits in San Diego still below the baseline, while residential location continues to be above the baseline (Google COVID-19 Mobility Report. California Mobility Data. March 3, 2022). Even with the pandemic restrictions lifted, mobility data across San Diego shows people still spending more time at home (ibid). As of the third quarter of 2022, HDL reports an increase in the San Diego sales tax collection of 8.6 percent over the comparable time period (HDL Companies. San Diego County Sales Tax Update 3Q 2022. January 2023). The business and industry group continue to show excellent growth and as people slowly return back to their workplace and travel, services stations continue to see positive returns with gas prices remaining moderately high. Used car dealers also saw strong gains as consumers continue to purchase vehicles. Furthermore, interest in eating out has led to solid fast casual and quick-service restaurant results. However, the general consumer goods sales softened as customer felt the pinch from higher food and fuel prices. With the sustained price increases and interest rate hikes, this certainly have consumers contemplating where to spend their dollars. But with historically low statewide unemployment rates and the recovery of the national stock markets from declines earlier in 2022, HDL anticipates a modest optimism heading into 2023 (ibid).

When there is an increase in consumer purchases, more sales tax is collected by the County of San Diego. As of the Second Quarter Economic Update to the Board of Supervisors in mid-March, the County was projected to anticipate additional Sales & Use Tax revenue of $5.1 million in Fiscal Year 2022–23. Since the Great Recession, the County's reliance on sales tax revenue has increased. Due to changes in funding and service delivery models by the State, sales tax revenue has become critical to supporting essential program areas in Public Safety and Health and Human Services through dedicated revenue sources including Proposition 172 and Health and Public Safety Realignment. As of the Second Quarter, the County Proposition 172, Health and Public Safety Realignment, and Sales & Use Taxes revenues are expected to be higher than the Fiscal Year 2022–23 budgeted levels by $23.9 million. Consumer activity also supports the County's program revenue for Behavioral Health through the Mental Health Services Act and road repair activities through the State Gas Tax.



Source: California Department of Tax and Fee Administration.

As of the Second Quarter, the County Mental Health Services Act and State Gas Tax program revenues are expected to be higher than the Fiscal Year 2022–23 budgeted levels by $4.8 million.

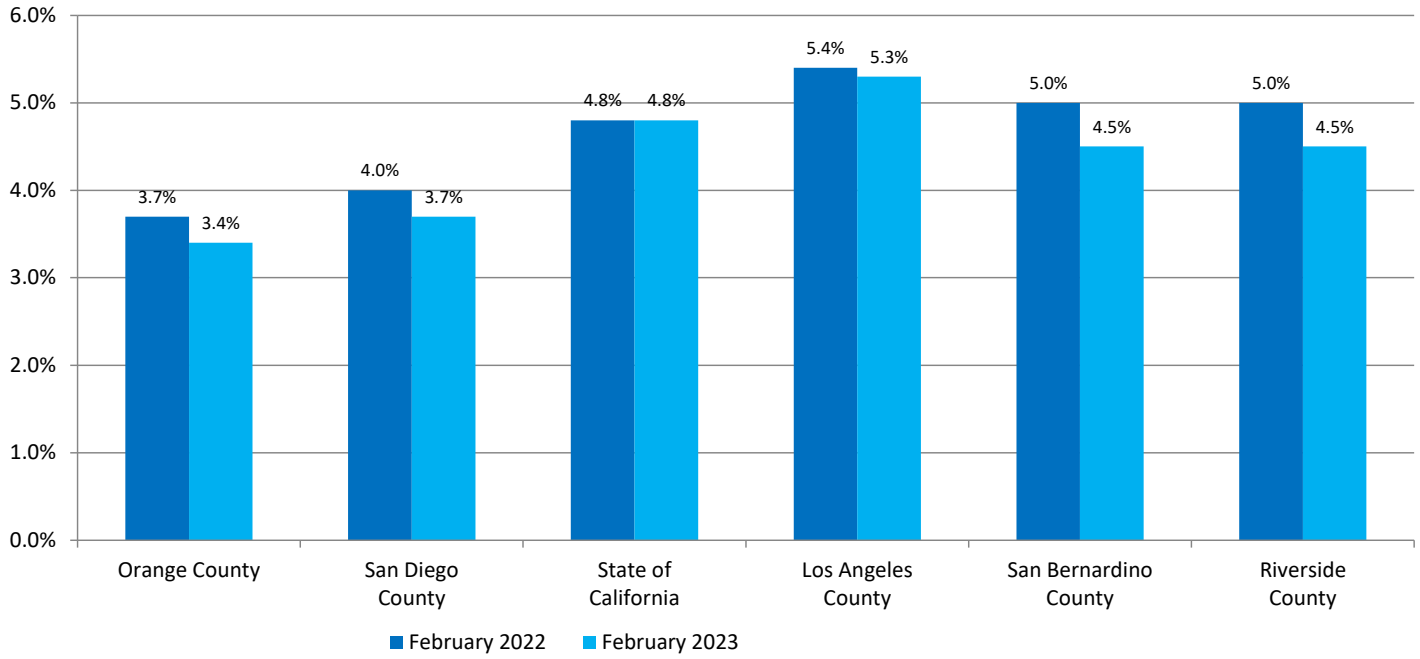
The San Diego County Taxable Sales by Category chart nearby records annual, actual data and does not reflect the discussion above; it shows decreasing trends in all categories for 2022 and amounts closely similar to pre-pandemic levels.

According to SDTA, hotel room demand in San Diego recovered to 94.0 percent of its 2019 level. The return of hotel room demand had a positive effect on hotel occupancy which increased more than 10 percent from the prior year and averaged 72.6 percent in 2022 (San Diego Tourism Authority, Tourism Economics San Diego Travel Forecast, January 2023). As hotel demand recovers from the effects of the pandemic, so does the County's Transient Occupancy Tax (TOT), the County's hotel room tax collected in the unincorporated area. In Fiscal Year 2021–22, TOT revenue was budgeted at a lower amount assuming a decrease in air travel and overall tourism to the region. However, actual TOT revenue came in at 50.9 percent more than was budgeted due to recovery from the effects of the pandemic. In Fiscal Year 2022–23, the TOT revenue was budgeted at an increase of 12.2 percent and as of Second Quarter of Fiscal Year 2022–23, TOT revenue was expected to be $1.8 million higher than the budget based on prior year receipts and continued growth in the hotel industry and tourism as a whole.

Although San Diego tourism is showing significant recovery from its trough during the COVID-19 pandemic, it is not overly reliant on tourism-related industries which are a drag on employment growth in other places like Los Angeles. Beacon Economics expects total non-farm employment in San Diego to somewhat plateau during the next year. Additionally, the unemployment rate is expected to increase slightly due to a greater number of residents joining the labor market. In fact, recent labor market gains portend this trend. In November, San Diego's labor force grew by 3,600 (0.2 percent) according to San Diego Workforce Partnership (Beacon Economics Regional Outlook San Diego, Winter 2023). According to the U.S. Bureau of Labor Statistics, San Diego's preliminary employment is at about 1.54 million jobs in December 2022, showing an increase of jobs compared to even before the pandemic (U.S. Bureau of Labor Statistics Local Area Unemployment Statistics, accessed on March 5, 2023).

Unemployment rose sharply during the start of the pandemic from 3.2 percent in February 2020 to 16.1 percent in April 2020, and significantly declined to 3.0 percent in December 2022 (California Employment Development Department. San Diego-Carlsbad MSA Labor Force Data, March 2023). By February 2023, the local San Diego preliminary unemployment rate rose to 3.7 percent, slightly lower than the U.S. average of 3.9 percent and lower than the State's rate of 4.8 percent (ibid). On an annual basis, San Diego continues to show recovery from the pandemic).

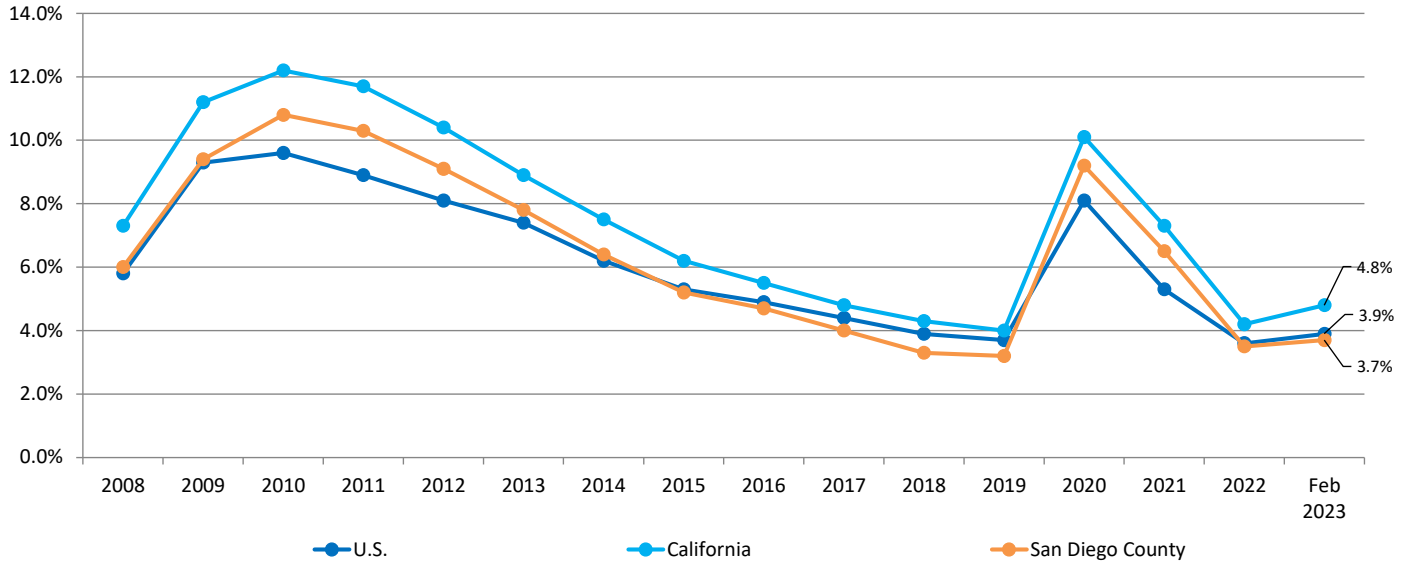
Unemployment Rate Comparison by Select California Regions
February 2022 and February 2023



Source: California Employment Development Department
Note: Data not seasonally adjusted and February 2023 are preliminary numbers

Ray Major, Chief Economist of the San Diego Association of Governments (SANDAG), stated that about 74 percent of jobs in San Diego are in recession-resistant sectors such as the military, government, and innovation. The other 26 percent are in those sectors that are most likely to be impacted by a recession such as tourism and retail & wholesale sectors where most discretionary income are spent. Ray Major predicts that unemployment rate in San Diego will increase to the 4 percent to 4.5 percent range in the next year and a half (County of San Diego Board of Supervisors Meeting, Second Quarter Economic Update, March 14, 2023). Increase in unemployment constraints consumer spending and associated County revenues, while inversely increasing the County's costs due to demand for the County's essential safety net services that residents rely upon in times of uncertainty and need.

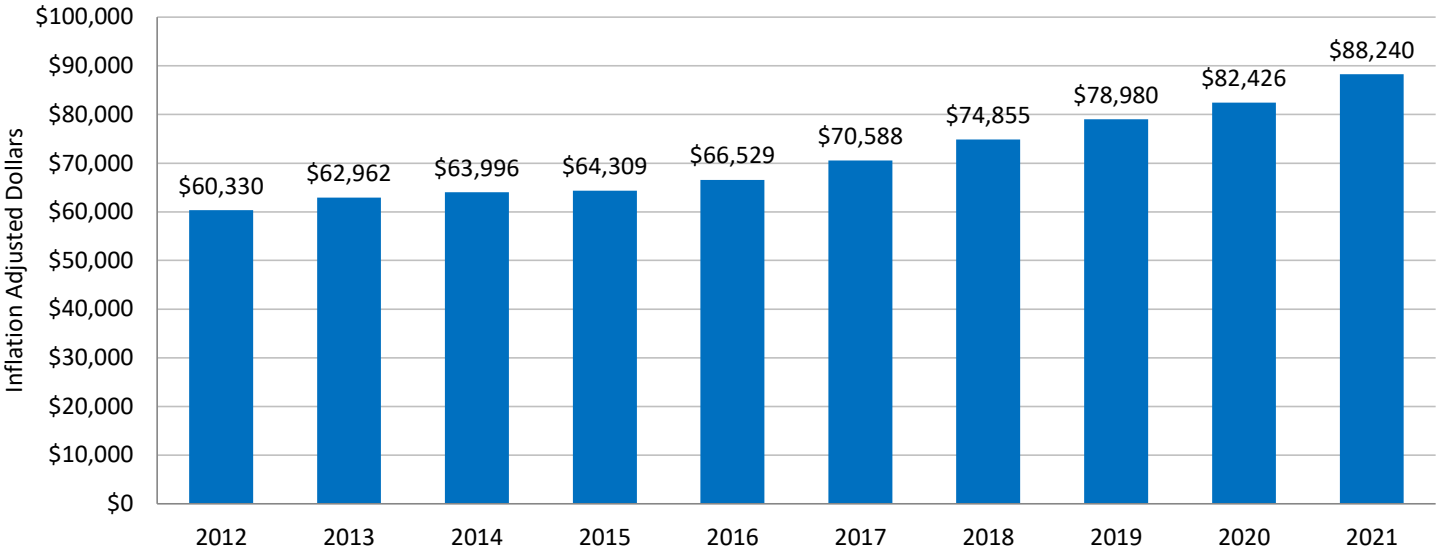
Annual Average Unemployment Rate Comparison
U.S., California and San Diego County
2008 through February 2023



Notes: Unemployment rates are measured by calendar year; for 2023, February 2023 monthly data is shown and is preliminary. Data not seasonally adjusted.
Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor.

When it came to wages, middle wage San Diego County workers made more than the State average, however low wage on average and high earners made less than the State average in 2021 (California Employment Development Department. Occupational Employment Statistics. accessed March 5, 2023). The chart shows the median household income for San Diego County in 2021 was $88,240 but diminishing factors including inflation and the real estate market can reduce that overall buying power.

San Diego County Median Household Income
2012 through 2021

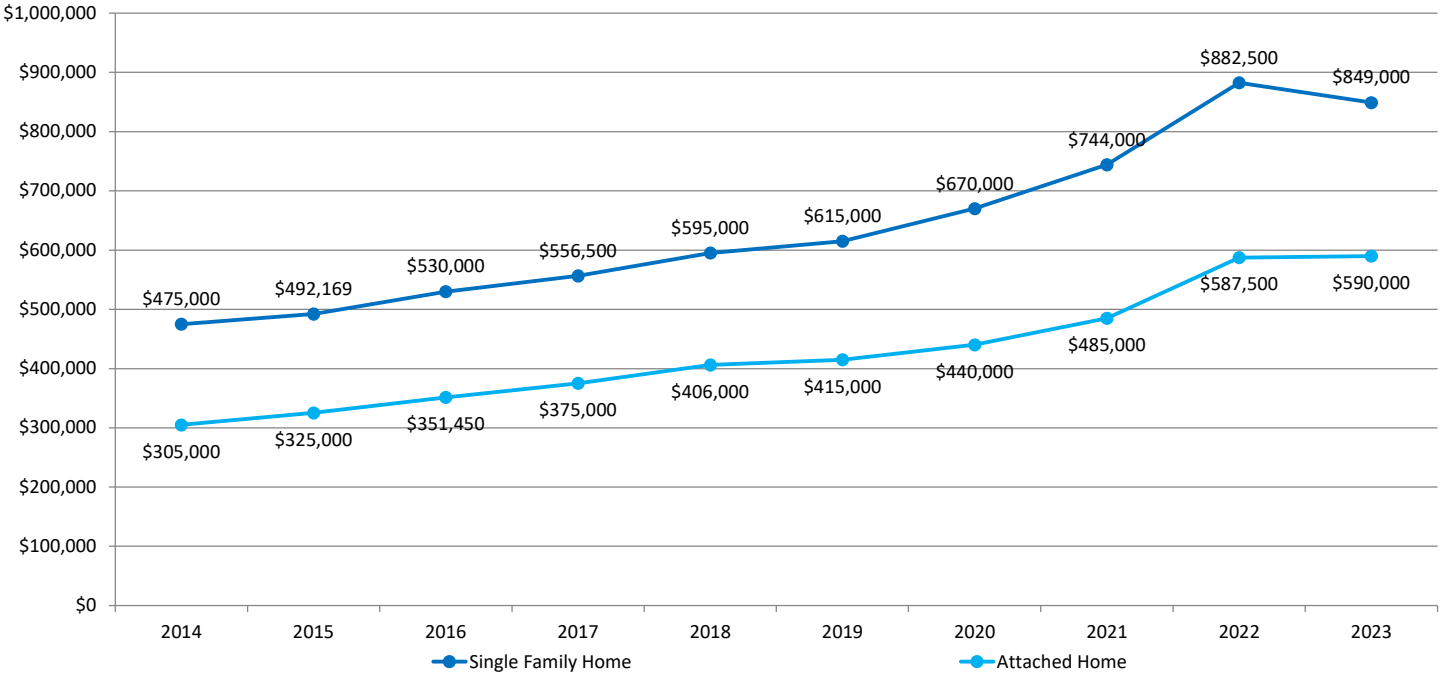


Note: Median Household Income is measured by calendar year and is presented in inflation adjusted dollars.
Source: U.S. Census Bureau

Since the re-opening of the economy in 2021, the supply chain disruption and greater consumer demand for goods has caused higher inflation throughout the nation. In response to this, the Federal Reserve has and may continue to hike the federal fund rate to bring back inflation to the 2 percent trend. Prices in the San Diego area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), advanced 1.8 percent for the two months ending in January 2023 (Bureau of Labor Statistics. Consumer Price Index, San Diego Area. January 2022). Over the last 12 months, CPI-U rose 6.4 percent. Food prices rose 3.6 percent. Energy prices increased 12.6 largely due to the higher prices for natural gas service. The index for all items less food and energy rose 6.5 and components contributing to the increase included shelter, recreation, and medical care (ibid).

San Diego is one of the least affordable areas in the country with median home prices reaching around $1.0 million in spring of last year. According to the San Diego Regional EDC, the median home price in San Diego continued to drop in the fourth quarter of 2022, reaching a median price of $850,000 (San Diego Regional EDC. Economic Snapshot Q4 2022, accessed on March 31, 2022). The chart illustrates median home price changes over time.

San Diego County Median Price of Homes Sold
2014 through 2023



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

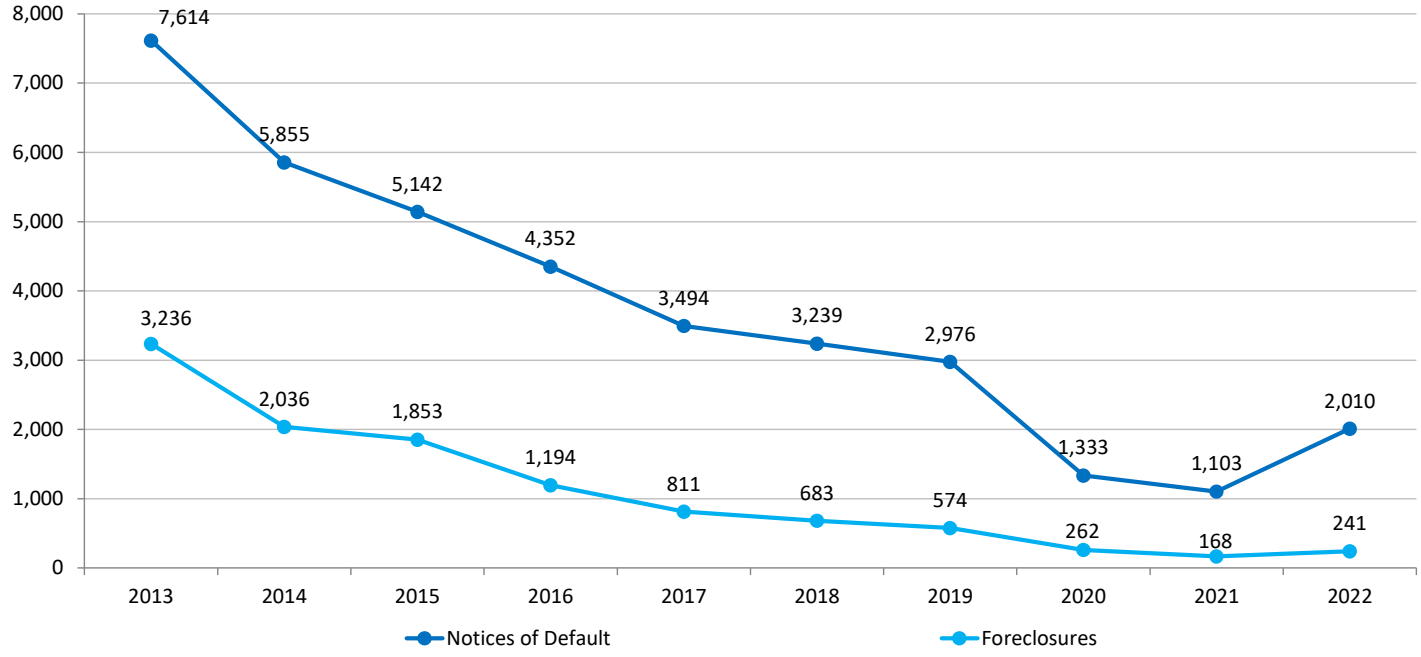
The housing market is showing signs of weakness, driven by a slowdown in sales activity, which in turn is being led by higher long-term mortgage rates and rapidly rising short-term interest rates (Beacon Economics Regional Outlook San Diego, Winter 2023). According to the Greater San Diego Association of Realtors, home sales in 2022 are down 17.8 percent compared to 2021 (Greater San Diego Association of Realtors. Monthly Indicators. January 2023). And as sales slow, time on market increases, with the average home spending 26 days on market as of the last measure, according to the National Association of Realtors. Seller concessions have made a comeback, giving buyers more time, and negotiating power when shopping for a home (ibid). Inventories of homes on the market have increased relative to last year but remain low from a historical standpoint, which has kept housing prices afloat. (Beacon Economics Regional Outlook San Diego, Winter 2023). Beacon Economics' current forecast calls for the local median home price to scale back to about $792,000 by the third quarter of 2023, which is around the same price level as the second quarter of 2021. Nonetheless, given San Diego's limited housing supply and still-strong demand to live in the area, this correction represents a blip on the otherwise long-term upward trend in San Diego home prices. (ibid).

San Diego was on track to build more housing than it did last year, but housing analysts are skeptical the trend will continue. There were 8,053 homes constructed in San Diego County through the first nine months of 2022, said data from the Construction Industry Research Board, exceeding 7,646 at the same time in 2021. Normally, that would be good news for housing advocates, but experts are warning things have slowed considerably during the last few months of 2022 (The San Diego Union-

Tribune. San Diego on track to build more housing than past year, Can it last- November 11, 2022). In the first nine months, the majority of housing built — 5,143 units — has been in multifamily, mainly apartments but also some townhouses and condos. San Diego County has built more multifamily than single-family homes every year since 2011 and many of the biggest apartment projects are still in the process of construction. Nathan Moeder, principal with real estate analysts London Moeder Advisors, said that there was a major drop in residential building interest from August to September as borrowing rates rose and investor enthusiasm waned. Moeder further added that over the next 18 to 24 months, residential permits will be much lower (ibid). A regional housing study projected San Diego will need more than 13,500 new housing units every year to meet the demand of all income levels by the end of the decade. (Times of San Diego. San Diego Hires 2 Private Companies to Help Process Backlog of Building Permits. February 11, 2023).

In terms of rental homes, half of San Diego's housing supply are rental units and less than 1 percent are vacant, and according to a study from the Southern California Rental Housing Association, the lack of availability has driven up rents by 15 percent (ibid). According to the market rental rate data from Zillow, the average rent in San Diego is at $2,966 as of January 2023, higher by 50.6 percent compared to the national average (Zillow Research. Zillow Observed Rent Index, accessed on March 5, 2023). In January 2023, the San Diego rental rate went up 8.3 percent on a year-over-year basis, however, rental rates are showing a slow decline since October of 2022 (ibid). In San Diego, rent increases that take into effect August 1, 2022 through July 31, 2023 will be limited to no more 10.0 percent based on the state Assembly Bill (AB 1482) signed into Law in January 2020, although there are limited exemptions to the law including single-family homes and condominiums.

San Diego County Total Notices of Default and Foreclosures
2013 through 2022



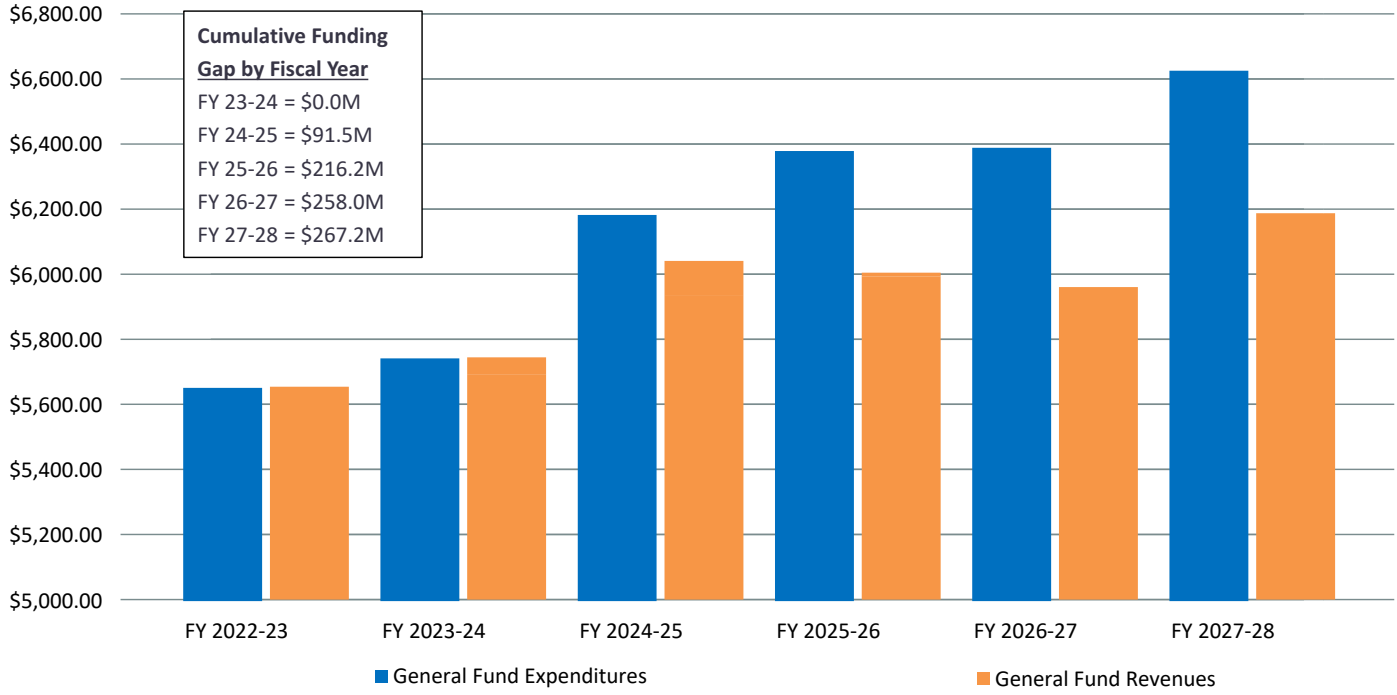
Notes: A Notice of Default is an official notice of payment delinquency to a borrower with property as security under a mortgage or deed of trust; it prescribes the terms that must be met in order to prevent foreclosure proceedings. Foreclosures are measured by the number of Trustee's Deeds (Foreclosures) recorded.
Source: San Diego County Assessor/Recorder/County Clerk

According to the Assessor/Recorder/County Clerk, foreclosures compared to total deeds recorded averaged 0.3 percent over the three-year period of 2003 through 2005, then rose significantly reaching 16.9 percent in 2008 and has declined to 0.2 percent in 2022. Total deeds recorded in 2022 was 104,559, a decrease of 35.5 percent from the previous year. Notices from lenders to property owners that they were in default on their mortgage loans peaked at 38,308 in 2009, and foreclosures reached a high of 19,577 in 2008 during the Great Recession. In comparison, San Diego County saw 2,010 Notices of Default in 2022, up 82.2 percent from the 2021 level. Despite higher Notices of Default in 2022 and in the first quarter of 2023, the number of Foreclosures remains low, indicating that home owners may be late on their mortgage payment but manage to keep their property from fore-

closure. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6 percent from 2003 through 2005. During the Great Recession, this indicator peaked at 57.5 percent in 2008 but since has declined to about 12.0 percent in 2022, a decrease of 3.2 percent and overall increase in terms of the number of foreclosures from 2021. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.

General Fund Outlook as of 3/10/2023

General Purpose Revenue Requests



Note: For illustration purposes only. General Fund Outlook assumes the Fiscal Year 2022–23 Adopted General Fund Budget plus Salary & Benefit growth. Expenditure Gap and Revenue Shortfalls reflect requests for General Purpose Revenue as of March 10, 2023 and prior to completing the Fiscal Year 2023–24 CAO Recommended Operational Plan. May not reflect non salary program revenue supported changes. Does not include: EIFDs, all anticipated new affordable housing/homeless solutions, new sustainability initiatives, debt financing CINA projects.

CAO Recommended Operational Plan and Current Economic Conditions

Current Economic Conditions, Risks, and Mitigation Strategies

As noted in the Budget at a Glance Section and throughout this document, the Fiscal Year 2023–24 budget is increasing by $745.8 million or 10.1% to support new and expanded social service programs and increasing caseloads to assist vulnerable populations. It also reflects investments in critical infrastructure, like the new Public Health Lab and affordable housing projects. Revenue to support these efforts are pass through revenues from the State and federal government as well as local revenues from property taxes and scheduled fee increases. The budget is balanced for Fiscal Year 2023–24 and Fiscal Year 2024–25 and conveys the notable investments in the community planned for the near-term. However, the General Fund Outlook as noted in the nearby chart depicts a more comprehensive view of the County's financial position. The chart was developed in conjunction with developing the budget, and outlines a worsening financial picture that is tied to current economic assumptions and expanding County service levels.

The blue bars represent department requests for general purpose revenue to support ongoing program expansion and to offset anticipated revenue shortfalls and the orange bars project the general fund anticipated growth in discretionary revenues and program revenues available to support salary and benefit growth. There is currently a five-year budget gap of $267.2 million.

This gap makes assumptions about assessed value (AV) growth, sales tax growth, and full cost recovery. The scenario assumes that AV growth will be 5% in Fiscal Year 2023–24, 2% from Fiscal Year 2024–25 to Fiscal Year 2025–26, and 3% in the following years. Over the past 20 years, actual AV growth has averaged 5%, but the County is assuming a lower growth rate in the out years because of a slowing residential real estate market. It also assumes sales tax will grow at less than 1% in Fiscal Year 2023–24 and at 3% in the out years. Finally, fee-based County departments also assume the Board of Supervisors will adhere to Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery.* Board Policy B-29 outlines a department's responsibility to recover their full cost to the extent legally possible, and in the current inflationary environment, the County has experienced increased costs. While the County continues to innovate for its customers by moving more services online, bundling multiple services into a single visit, shortening wait times, and more, costs for services will increase impacting rates for cost recovery.

In HHSA, there are HHSA Realignment Revenues used on a one-time basis in the Fiscal Year 2023–24 budget and beyond to glideslope ongoing programs, including a projected use of $51.8 million in Fiscal Year 2023–24, $107.8 million in Fiscal Year 2024–25, and $12.4 million in Fiscal Year 2025–26. These projections are closely monitored, and the outlook is updated periodically to reflect actual uses of this one-time resource. Once these funds are utilized, another funding source will need to be identified to sustain HHSA programs or service level adjustments will be required.

As noted in the General Fund Reserves and Resources section, the County projects that it will be below the General Fund Reserve requirement by $58.1 million, based on 2nd Quarter projections shared with the Board of Supervisors on March 14, 2023. These projections are subject to change due to projected operating results from departments and key assumptions regarding the timing of FEMA reimbursement among others. In the past, the Board of Supervisors has strategically used its reserves to help adjust to times of economic uncertainty. While this is still an option, any draws of General Fund fund balance below the Reserve minimum will require 4 votes from the Board of Supervisors.

A one-time mitigating factor in Fiscal Year 2023–24 that is not anticipated to continue is abnormally high vacancy rates across the County. These vacancy rates have created one-time budgetary capacity in Salaries & Benefits. In recognition of this, each Group has adjusted their budget to account for higher than usual vacancies, and the Department of Human Resources has set a target to reduce vacancies to 7% in Fiscal Year 2023–24 and then to 4% by Fiscal Year 2024–25. As vacancies are filled, this one-time budgetary capacity will be reduced. Salaries & Benefits will also be impacted by increasing retirement costs driven by market volatility.

Over the coming years, should the economy not improve or enter into a recession, the County will need to consider cost reduction/revenue generating strategies such as 1) adjusting service levels, 2) defer and/or suspend non-mandated avoidable cost increases, 3) consider the use of General Fund reserves. In addition, County departments will continue to evaluate opportunities to innovate, streamline and increase efficient business processes with the assistance of the expertise across the departments as well as the County's Office of Evaluation and Performance Analytics.

Governmental Structure

Governmental Structure

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

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

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

Board of Supervisors

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

Chief Administrative Officer

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

Governing Authority

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

Business Groups

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

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General Management System

THE GENERAL MANAGEMENT SYSTEM REIMAGINED

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

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

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

Context for Strategic and Operational Planning

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

Vision:

A just, sustainable, and resilient future for all.

Mission:

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

Values:

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

Integrity

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

Equity

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

Excellence

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

Sustainability

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

Access

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

Belonging

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

Equitable County Government

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

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

Strategic Planning

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

- Equity
- Sustainability
- Community
- Empower
- Justice

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

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

Operational Planning

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

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

Performance Measurement

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

Evaluation and Accountability

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

employee performance reviews where performance expectations and goals for the rating period are outlined and reviewed on an annual basis.

Continuous Collaboration

Through Continuous Collaboration we ensure that we are all working together across County departments to serve the community with the most effective, efficient, and accessible services. This allows us to pursue goals, solve problems, share information and leverage resources as an enterprise. It can be as simple as a monthly leadership meeting held by the CAO to cross-functional collaboration on grants, from a briefing on agenda items to Board staff to implementing shared initiatives with multiple stakeholders and partners, both internal and external to the County.

Employee Investment and Engagement

This final component of the GMS ensures employees are engaged and committed to excellence across the organization. As an enterprise we are actively working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team. A few ways the County recognizes, rewards and motivates employees is by offering wellness programs, opportunities for training and continued education that support and encourage their well-being, professional growth, development and career success. Examples include fitness classes, onsite farmers markets, leadership academies and seminars, mentor programs and a tuition reimbursement program. This investment in the workforce ensures they are valued and have the skills to provide the exceptional customer service and delivery to our residents, businesses and visitors.

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Strategic Framework and Alignment

Strategic Framework

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

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

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

Strategic Alignment

Within each of the four Strategic Initiatives are branches used as different measurement tools to check the performance of the County. Each individual branch serves an intended purpose and supports the overall Strategic Initiative through strategic alignment. The Strategic Initiative Legend illustrates this alignment and appears in the Agency and Group Summary sections.

- **Strategic Initiatives**—serve as a guide for departments to set internal goals and help translate the County's Vision into action.
- **Audacious Goal**—a set of focused goals for departments to collaborate on for the greatest impact to our community.
- **Department Objectives**—drive an outcome; the outcome may be mandated by State or federal regulations or set by the department rather than from the Enterprisewide Goal focus groups.
- **Performance Measures**—the metrics used to show the progress in accomplishing the Enterprisewide Goals. They measure the individual department's contribution.

Strategic Initiatives

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

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

SUSTAINABILITY:

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

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

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

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

EQUITY:

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

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

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

EMPOWER:

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

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

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

COMMUNITY:

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

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

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

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

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

JUSTICE:

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

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

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

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Sustainability

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

Economy

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

Office of Economic Development and Government Affairs

The Office of Economic Development and Government Affairs (EDGA) was established to promote economic sustainability and prosperity. The office created, and is in the process of implementing, a vibrant economic development strategy to position the County as a regional leader in driving inclusive economic growth and community development. EDGA actively engages with the community fostering collaborative efforts in arts and culture and administering grant programs including Neighborhood Reinvestment, Community Enhancement, and others that focus on non-profit organizations, community-based organizations, and the everyday needs of San Diego communities.

Office of Labor Standards and Enforcement

The Office of Labor Standards and Enforcement (OLSE) was established in recognition that sustainable, equitable, and inclusive economic development is essential for a healthy regional economy. OLSE works to protect vulnerable workers from employers failing to abide by County labor standard ordinances, such as the Working Families Ordinance, which was established by the County in early 2022. OLSE has continued to dismantle barriers by working with community partners and stakeholders to provide outreach and education through Know-Your-Rights campaigns geared towards both businesses and workers and has worked with the County Board of Supervisors to continue establishing ordinances to protect workers.

Climate

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

Regional Decarbonization Framework

The Regional Decarbonization Framework is a collaborative effort between public, private and nonprofit sectors in the San Diego region working to move the region toward zero carbon emissions in alignment with state and federal initiatives on climate change. It is based on science-based pathways to decarbonize key sectors of the economy, community engagement to ensure that workers and communities benefit from climate investments, and the advancement of regional solutions that cannot be achieved in silos by an individual, government, or business alone.

Office of Sustainability and Environmental Justice

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

Climate Action Plan Update

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

Teleworking & Reducing Employee Vehicle Miles Traveled

The County's long-term teleworking and alternate work schedule plans have reduced employee vehicle miles traveled. Since January 1, 2022, the County saved 36.5 million miles of driving. This reduced 5 thousand metric tons of greenhouse gases (GHGs), which is equal to the amount of electricity used by 932 homes in one year.

Community Choice Aggregation

The County of San Diego joined San Diego Community Power (SDCP), a local Community Choice Aggregation (CCA), following approval by the Board of Supervisors in August of 2021. Unincorporated County accounts have been enrolled as of May 3, 2023. SDCP allows residents and businesses in the unincorporated county to have a choice in where they get their electricity. San Diego Gas & Electric (SDGE) continues to manage the transmission and distribution infrastructure as well as billing. Participants are currently seeing a 3% savings on their electricity costs as well as an increase in renewables content as compared to SDGE.

EV Roadmap & Consumer Education

To reduce pollution from gas-powered vehicles, we are increasing the number of electric vehicles in the County fleet and adding more electric vehicle (EV) charging stations at County facilities. To date, there are 259 EV chargers in place at County facilities to serve the public, County staff and our County Fleet. There are 140 electric vehicles in the Fleet. Fleet Services has also established a "Charge + Go" contract with ChargePoint, giving County Fleet operators access to over 2,400 chargers throughout San Diego County. The Green Fleet Action Plan was recently completed, laying the pathway to a fully electric fleet in the future. We also introduced the EV Consumer Guide website for residents that encourages their use of EVs: www.sandiegocounty.gov/content/sdc/sustainability/ev-consumer-guide.html. The site offers resources such as vehicle search, benefits, costs and charging options.

County Facilities

The investment in our County facilities continues, with 65 of our buildings being Leadership in Energy and Environmental Design (LEED) certified and 9 Zero Net Energy (ZNE). Twenty percent of our electricity demand is supplied by onsite photovoltaic systems. We are also focusing on facility assessments and an enterprise footprint reduction effort for this fiscal year.

In April of 2023, a bold new approach to decarbonizing County facilities was implemented with the Zero Carbon Portfolio Plan. This plan seeks to eliminate 90% of carbon emissions from County buildings by 2030, with a series of efforts including procuring 100% green power, removing natural gas from existing buildings and continuing to build all new facilities to be ZNE and all-electric.

Footprint Reduction

COVID-19 transformed how County employees work with technology and teleworking. Workstations or hoteling spaces are now shared based on the number of days team members are in the office due to updated space standards. Over the last fiscal year, departments on the County Operations Center (COC) campus identified 145,000 square feet of space for reduction - an entire building or 600 workstations - due to teleworking schedules with the assistance of General Services and a consultant. This space will house Health Services Complex team members formerly located at the County facility on Rosecrans Street in the Midway District. Phase 2 of this project is the design of the COC Consolidation, which involves 13 departments, an architect, consultant and contractor.

County Departmental Sustainability Plans

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

Environment

Conservation & Protection

We protect species by purchasing property to preserve as open space and provide for stewardship through the Multiple Species Conservation Program. Through County investment, partner organizations and grant funding of approximately $233 million, we have acquired and preserved 26,271 acres of land since 1998. The Purchase of Agricultural Conservation Easements (PACE) program specifically preserves farmland. Since 2012, we have invested $9.5 million and preserved 3,284 acres over 46 properties.

Tree Canopy

In our County Parks, we will continue to increase the tree canopy and reduce greenhouse gas emissions reductions targets by planting 3,500 trees per year. The trees will sequester roughly 120 metric tons of CO2 annually as they mature, which reduces greenhouse gas emissions. With the support of grants and partners, Department of Parks and Recreation (DPR) will plant an additional 1,500 trees in 2023 in an effort to reach the Board's goal of 10,000 trees planted region wide. These additional trees will increase the greenhouse gas reduction by an additional 16 gasoline powered vehicles for a total of over 54. In our unincorporated area, we will focus on conducting a tree canopy assessment to determine where trees are lacking in the entire

unincorporated area and subsequently focus tree planting activities in these locations to benefit our communities and help facilitate our Climate Action Plan (CAP) goals.

Water Quality & Green Infrastructure

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

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

Agriculture

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

Resiliency

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

Meeting Immediate Needs of Residents

The County empowers residents and communities by cultivating their ability to adapt to changing circumstances caused by economic events, stress, weather, health events, and social or societal demands. In anticipating the community's needs, the County has established programs to link individuals to needed services, such as Mobile Crisis Response Teams (MCRT), designed to engage individuals who require behavioral health services to reduce law enforcement interventions when clinically appropriate and San Diego Advancing and Innovating Medi-Cal (SDAIM) to improve the quality of life and health outcomes for all residents. In listening and understanding the evolving needs of residents, we continue to provide multiple ways to offer essential services, including electronic, telephonic, in person, and via outreach, and seek collaborations with the community to increase public awareness of efforts to ensure equitable access to essential services. We also are connecting individuals who have significant needs with care-based services-such as emergency and permanent housing, mental health treatment, substance use treatment, and connections to employment. One example is using a $6 million grant from the Bureau of State and Community Corrections (BSCC) that runs through June 2026 to connect justice-involved individuals to such services.

Housing for All

The County continues its efforts to address the housing needs of the region. Proposed for Fiscal Year 2023-24 are resources to provide upfront funding for housing programs across the region and using existing County-owned excess property to promote equality by increasing housing opportunities for our most vulnerable populations.

San Diego Operational Area Emergency Plan

The County Resiliency Program ensures that our County government remains proactive and well-integrated in its approach to strengthen the fabric of our community in order to survive, adapt and thrive no matter what crisis may occur. A shared approach across County departments, as well as greater collaboration across the community and county, state and national governments improves our ability to solve problems, share information and leverage resources to fortify our infrastructure, protect our economy and make our county safer, all of which make our county more resilient. In support of this, the County will continue to review and improve the San Diego Operational Area Emergency Plan, which provides a comprehensive emergency management system and provides for a coordinated response to natural and human-caused disasters that is inclusive of all stakeholders and communities.

Hazard Mitigation Plans

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

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Equity in Operations

The County has placed special emphasis on the need to serve all San Diegans and continues to weave equity into the fabric of all its operations. The Office of Equity and Racial Justice has developed a number of tools to help department staff incorporate equity considerations into their work, including Board Letter Equity Impact Statements, a Budget Equity Tool and Questionnaire, and Equity Indicators. As a member of the Government Alliance for Racial Equity, San Diego County has access to cutting edge developments and peer-jurisdiction support in the operational equity space.

These tools will support the development of Equity Action Plans to be included in forthcoming operational documents. The following are just a few examples of how we are fusing equity into all aspects of County activity.

Socially Equitable Cannabis Program

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

Hiring

The Department of Human Resources (DHR) implemented a blind applicant screening process to reduce bias in County hiring, which involves blocking personal information that could influence or bias a hiring decision, such as name, phone number, address, gender, age, and race. This is part of an effort to contribute to a fair and equitable recruitment process, leading to a more diverse and inclusive workforce. Additionally, the County is upgrading its HR information system to allow employees to self-identify as non-binary to promote inclusivity and belonging in the workforce.

Justice

Eliminating inequities and disproportionality are a focus in the County's work to transform its justice system. This includes deepened involvement in the community, building trusted and open partnerships, and an attention to both addressing underlying causes and providing ongoing support to achieve success. In the Alternatives to Incarceration initiative, the County provides services, like mental health and sobering services for people contacted by law enforcement while in crisis or intoxicated. There is a large interdepartmental workgroup aiming to enhance coordination of services for justice-involved individuals through improved data sharing and data governance; such as sharing data needed to connect individuals reentering the community with emergency and permanent housing, mental health treatment, substance use treatment, and/or connections to employment, among other things. Collaborative court programs provide intensive treatment and supportive services. Medical, housing, and mental health resources are being added to expand care, treatment, and support when people leave jail. A Pretrial Services Program allows people with pending criminal cases to return to their communities, connect to services, and receive reminders and support to make their court appointments. The Public Defender, which provides traditional defense for indigent individuals charged with crimes, will continue to expand due process through representation of detained immigrants facing removal hearings in federal court and post-conviction relief through their Fresh Start program. Emergency Medical Services will expand Community Health and Injury Prevention with a Community Paramedicine program to enhance responsiveness to community needs by focusing on underserved areas of the region.

Office of Equitable Communities

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

Healthy Places Index

We are using the Healthy Places Index (HPI) developed by the Public Health Alliance of Southern California to guide how we direct our efforts for maximum impact on equity. The index reflects neighborhood-level data of many key drivers of health and life expectancy at birth, giving us a clearer picture of communities that need our attention. Mapping HPI by census tract or zip code informs how we prioritize resources such as COVID-19

vaccine distribution, rental assistance grants, Parks and Recreation funds for youth sports, Public Works community needs assessments, and more.

Office of Sustainability and Environmental Justice

The County of San Diego is leading a regional effort to focus on environmental justice and to reduce community exposures to health hazards. On May 19, 2021 (02), the Board of Supervisors approved Vice Chair Vargas' recommendation to direct the establishment of the Office of Sustainability and Environmental Justice (OSEJ) within the County's Land Use and Environment Group. This new office will prioritize and value human health and well-being of residents throughout the San Diego region as a liaison on environmental justice issues to departments across the County, tribes, and multijurisdictional agencies. The office will engage with communities disproportionately exposed to environmental burdens to address climate-related issues and provide user-friendly tools, including an online gateway for regional equity and climate impact data, such as air pollution, lack of tree canopy, and exposure of children to lead in housing. OSEJ will also form a Regional Social Equity Working Group to consult with the office and ensure meaningful and inclusive actions for sustainability and environmental justice.

Language Access and Community Engagement

The County Communications Office is adding staff positions, and in partnership with the Office of Equity and Racial Justice, is building an internal infrastructure for language services and community engagement. This will centralize coordination of multiple individual departments' additions of staff and resources to engage underserved members of the community and make sure multilingual communities can access County services. These resources help implement new County policy to provide translations of vital materials or interpretation at key events in languages spoken by substantial portions of the population.

Translation, Language and Culture Connection (TLCC) Program

The Health and Human Services Agency's Department of Homeless Solutions and Equitable Communities, Office of Equitable Communities (HSEC-OEqC) also co-chairs the County's Translation, Language and Culture Connection (TLCC) program, which is comprised of staff from all four County business groups. Members share their expertise in translation, community engagement, and communications with one another to replicate language access strategies in their departments. The goal is to advance language access by sharing and adopting practices for creating accurately translated, culturally responsive, trauma-informed, and accessible communications across the County enterprise.

Financial Forecast and Budget Process

Five Year Financial Forecast

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

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

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

The forecast is developed by first applying known and anticipated changes to salaries and benefits, operating costs, and revenues. Other factors considered include changes to required levels/scope of services and priorities of the Board of Supervisors (Board), demographic trends, economic indicators, and federal and State policy changes.

Review of Economic Indicators and Demographic Trends

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

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

Forecast of Revenues

Property tax revenue is the main driver of the County's General Purpose Revenue (GPR), so assessed value of real property (land and improvements) is monitored closely. GPR is the only form of revenue which the Board has complete discretion on how to spend. Assessed Value is analyzed in conjunction with Five Year Financial Forecast activities and ongoing planning activities, which in turn provides direction for the budget. Assessed Value is forecasted to grow at 5.00% in Fiscal Year 2023–24 and 2.00% in Fiscal Year 2024–25.

Other funding sources (i.e. program revenues) are received for specific purposes such as to provide services on behalf of federal or State government. Revenue projections in many program areas are still recovering as a result of the COVID-19 recession. For more information about other funding sources, refer to the All Funds: Total Funding Sources section.

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

Forecast of Expenditures

One of the most significant cost drivers in the current long-term outlook remains the June 30, 2022 decrease in the assumed rate of return (ARR) and other changes in actuarial assumptions for the San Diego County Employees Retirement Association (SDCERA). The outlook reflects the SDCERA Board of Retirement's current ARR of 6.50% and an inflation rate of 2.5% for the foreseeable future. The forecast also reflects negotiated Salary & Benefits increases in place at the time of the forecast.

Capital Projects

The County's long-term capital needs have been identified and are included in the County's Capital Improvement Needs Assessment (CINA). Projects anticipated over the next five years are identified, ranked and prioritized. As a result of ongoing monitoring of all County facilities, and the ensuing forecasted needs, the County is working to revitalize building infrastructure and reduce ongoing maintenance and repair by implementing a Facilities Operational Improvement Program for aged facilities. This program helps to identify County-owned structures which are greater than 40 years old and are considered for replacement or major renovation, and is considered in the formation of the CINA.

Results of the CINA and anticipated financing strategies are contemplated in the Five Year Financial Forecast. Select projects identified for funding in Fiscal Year 2023–24 are detailed in the Capital Program section of this document.

Debt

The County's long-term financial obligations are issued and administered according to San Diego County Administrative Code, Board Policy and other guidelines. For information on the County's long-term obligations, including debt management pol-

icies, credit ratings and debt service payments, refer to the charts and narrative in the Debt Management Policies and Obligations section.

To support the annual payments related to the County taxable pension obligation bonds (POBs) in Fiscal Year 2017–18, the County began using fund balance committed specifically for the repayment of its POBs. Beginning in Fiscal Year 2016–17, General Fund fund balance, generated from unused funds for pension stabilization, was committed to help pay a portion of annual debt service for the POBs to assist with the funding of the County's overall retirement costs. By using committed (now restricted) fund balance to help support payments of the POBs, ongoing discretionary revenue is made available to help absorb the anticipated rising annual costs of retirement, which are expected to be impacted by actual investment performance and anticipated changing economic and demographic assumptions. This amount, and other amounts that have been appropriated for pension stabilization, are now restricted to funding pension-related liabilities, pursuant to an amendment of the County Charter (Article VIII Budget and Accounting, Section 800.1 Pension Stabilization) that was passed by voters in November 2018.

Budget Process

CAO Recommended Operational Plan

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

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

Public Review and Hearing

Prior to adopting a budget, the CAO presents the Board of Supervisors and the public with an overview of the information contained in the CAO Recommended Operational Plan. The operational plan presentation takes place in May and is an opportunity for the Board and the public to understand key changes from year to year and ask questions. In addition, the Board conducts a public hearing in mid-June for 10 calendar days. Pursuant to California Government Code §29081, the budget hearing may be continued from day to day until concluded, but not to exceed a total of 14 calendar days.

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

Change Letter

Change Letter is the phase where changes to the CAO Recommended Operational Plan are submitted by the CAO and/or members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Recommended Operational Plan, or as a result of changes in State or federal funding, or other actions. The CAO Change Letter typically contains a schedule of revisions by department along with explanatory text.

Referrals to Budget

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

Citizen Advisory Board Statements

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

Budget Deliberations

Budget Deliberations occur at a public meeting of the Board after the conclusion of public hearings. During budget deliberations, the Board discusses the CAO Recommended Operational Plan, any requested amendments and public testimony/recom-

mendations with the CAO and other County officials, as necessary. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the final Operational Plan. Board Budget Deliberations are completed by the end of June.

Referrals from Budget

Referrals from Budget are requests made by the Board during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business group is responsible for providing the requested information to the Board of Supervisors.

Budget Adoption

Budget Adoption occurs following the Board's Budget Deliberations. The budget, as finally determined, is adopted by resolution requiring a majority vote of the Board of Supervisors. Any changes to the CAO Recommended Operational Plan received after the close of the public hearings, but prior to adoption require a four-fifths vote of approval by the Board. Budget adoption occurs in June.

Adopted Operational Plan

The Adopted Operational Plan shows the Board of Supervisor's adopted budget for the immediate fiscal year and the plan approved in principle for the following fiscal year. The Adopted Operational Plan is an update of the CAO Recommended Operational Plan reflecting revisions made by the Board during Budget Deliberations. Unlike the CAO Recommended Operational Plan, which displays the two prior fiscal years' adopted budgets and the recommended amounts for the two upcoming fiscal years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the group/agency and department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year.

The amended budget for each department is the budget at the end of the fiscal year. It reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

Budget Modifications

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

Board of Supervisors Regular Agenda Process

Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote of approval by the Board after the budget is adopted. Such changes could include requests for additional appropriations as a result of additional unanticipated revenues for specific programs, or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Deputy Chief Administrative Officer/Chief Financial Officer. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board agenda items.

Quarterly Status Reports

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

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Financial Planning Calendar: 2023 Dates

Calendar Year 2023

Feb 1	Office of Financial Planning (OFP) issues Operational Plan instructions County's budgeting application, Performance Budgeting (PB), opens for Recommended Operational Plan development Countywide Operational Plan Kickoff
Mar 8	PB Closes to Groups for Recommended Op Plan Deadline for Groups and Departments to submit final narratives to OFP, including: Anticipated Accomplishments, Objectives, Recommended Changes and Operational Impacts (from Year 1 to Year 2), and Performance Measures Deadline for Groups and Departments to complete financial and narrative information for Capital section including: Recommended Appropriations, Operational Impact (from Year 1 to Year 2), Photos of new projects, and Final Capital Improvement Needs Assessment report
Mar 14	Deadline for Groups to submit the following sections to OFP: All Funds: Total Appropriations, and All Funds: Total Staffing
Mar 24	Deadline for Groups and Departments to submit Classification Activity Reports (CARs) for Recommended Operational Plan to Department of Human Resource in a package
Apr 14	Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer
Apr 25	PB opens for Change Letter development
May 4	Recommended Budget document released to the public
May 11	Budget Presentations
May 17	PB closes to Groups and Departments (Change Letter) Deadline for Groups and Departments to submit all final Change Letter and financial narratives to OFP OFP send request to Groups for Referrals to Budget
Jun 12	Presentation and Public Hearing on CAO Recommended Op Plan (9:00 AM)
Jun 12–21	Budget Hearings at the County Administration Center
Jun 15	Public Hearing on CAO Recommended Op Plan (5:30 PM)
Jun 21	Last day for written testimony on budget to Clerk of the Board, including Change Letter Budget board letter, resolution(s) to adopt budget, and any referrals to budget filed with the Clerk of the Board
Jun 23	Revised Recommended Budget document available online
Jun 27	Budget Deliberations & Budget Adoption
Aug 2	Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP

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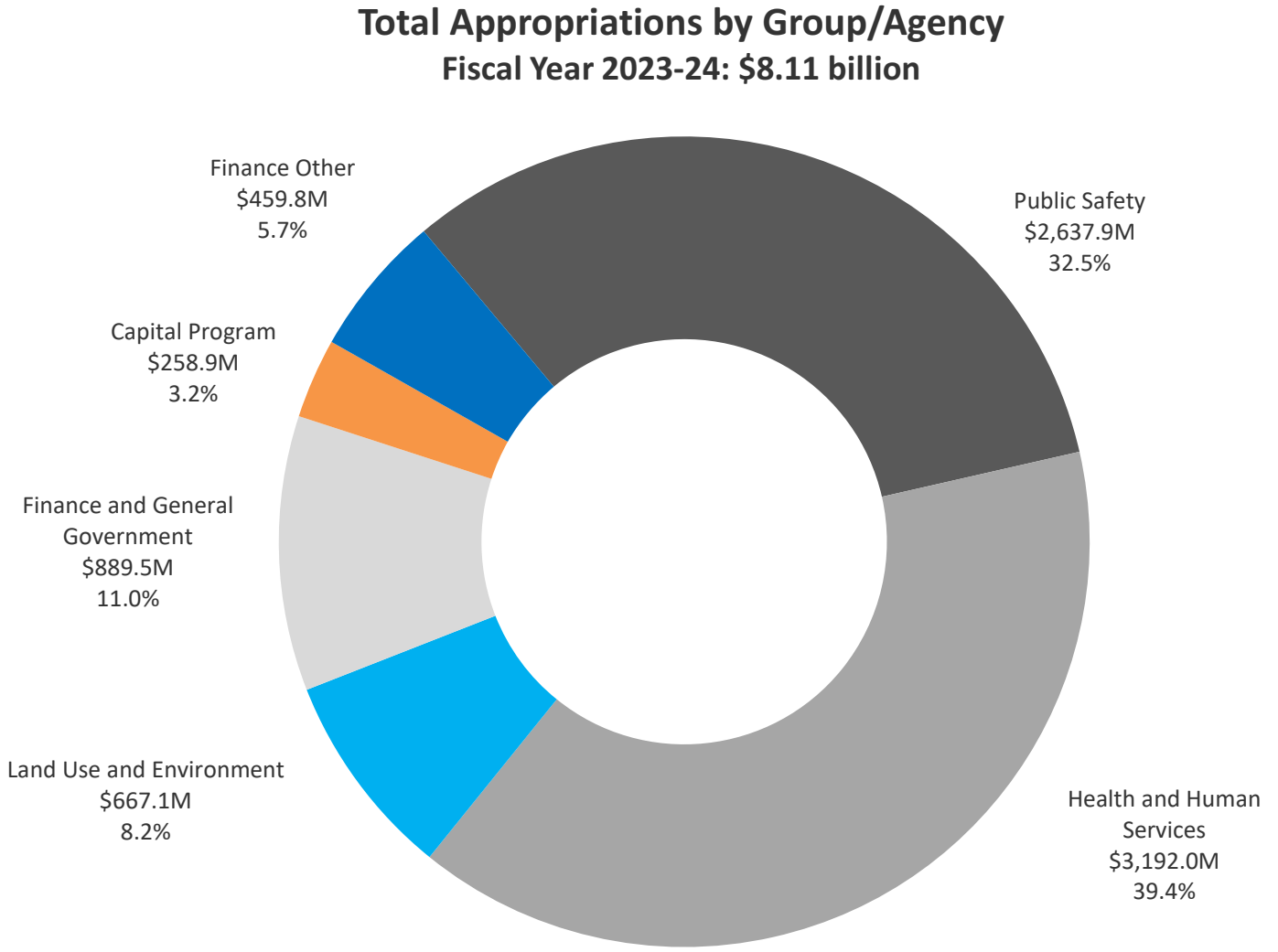
All Funds: Total Appropriations

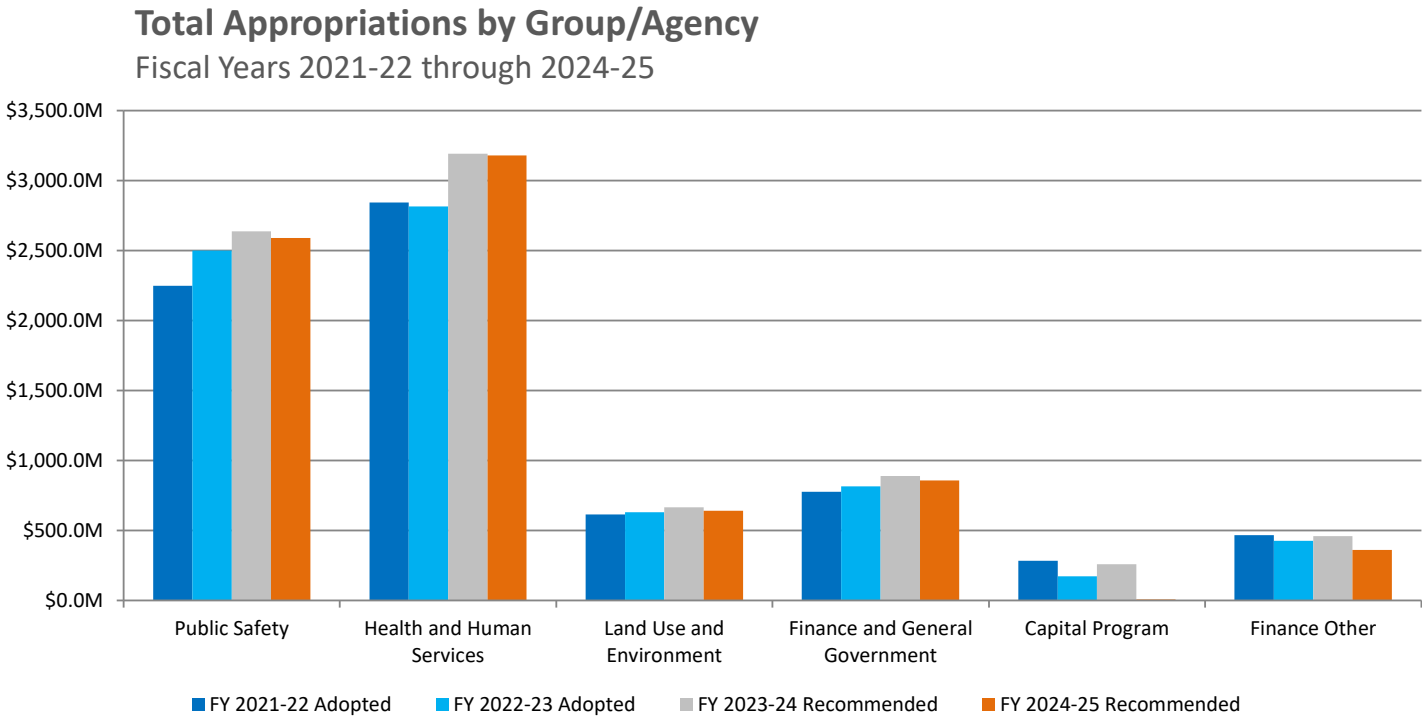
Total Appropriations by Group/Agency

Appropriations total **$8.11 billion in the Recommended Budget for Fiscal Year 2023–24** and $7.64 billion for Fiscal Year 2024–25. This is an increase of $745.8 million or 10.1% for Fiscal Year 2023–24 from the Fiscal Year 2022–23 Adopted Budget, and it reflects the Board of Supervisors' continued investment in the Health and Human Services Agency. Looking at the Operational Plan by Group/Agency, there are appropriation increases in all groups.



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

The chart above shows each Group/Agency's share of the Fiscal Year 2023–24 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2023–24 and 2024–25 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2023–24 Recommended Budget and the Fiscal Year 2022–23 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2023–24 by Group/Agency highlights changes and key areas of focus. Appendix A: All Funds Budget Summary provides a summary of expenditures and financing sources by revenue category for the entire County and for each Group/Agency.



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety	$ 2,247.6	$ 2,500.9	$ 2,637.9	5.5	$ 2,590.8
Health and Human Services	2,842.4	2,815.1	3,192.0	13.4	3,179.8
Land Use and Environment	615.4	629.9	667.1	5.9	641.4
Finance and General Government	778.5	815.6	889.5	9.1	857.9
Capital Program	282.7	171.8	258.9	50.7	8.9
Finance Other	466.5	426.1	459.8	7.9	361.7
Total	**$ 7,233.0**	**$ 7,359.5**	**$ 8,105.3**	**10.1**	**$ 7,640.6**

Public Safety Group (PSG)

A **net increase of $137.0 million or 5.5%** from the Fiscal Year 2022–23 Adopted Budget. This includes an increase in Salaries & Benefits of $82.4 million for required retirement contributions, negotiated labor agreements, and the addition of 40.00 staff years due to legislative requirements, to sustain public core services and to support Public Safety Group's and the County's initiatives. Appropriation increases are primarily in the following areas: for the implementation of SB 1338, *Community Assistance, Recovery and Empowerment* (CARE) Act activities and the California Advancing and innovating Medical-Cal (CalAIM) Providing Access and Transforming Health (PATH); for new programs supporting the community such as: South County Family Justice Center, the Homeless Enhanced Legal Program (HELP), to implement the Base Station Hospital System for Local Emergency Medical Services Information System (LEMSIS) data analysis and for the Opioid Overdose Mapping and Application Program; and

expanding Alternative to Incarceration and Transitional Age Youth diversion services; the formation of Staff Wellness Unit and Americans with Disabilities Act (ADA) Coordination Unit; and to align staffing with caseload and programmatic changes.

The budget also includes activities and one-time expenses supported by minimal growth in revenues from sales tax and balances from the fund, including Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993* and 2011 Public Safety Realignment.

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

Key areas of focus include:

- The Public Safety Group will work to implement Board of Supervisors approved recommendations to reduce jail populations and maintain public safety through alternatives to incarceration. Short-term recommendations will be achieved, and additional mid and long-term planning will continue with stakeholders and community members.
- The Public Safety Group and the Health and Human Services Agency will begin a three-year program to provide community care coordination and re-entry services to help incarcerated or recently incarcerated individuals as they exit the justice system and rebuild their lives by connecting clients with housing, services, and employment that will increase self-sufficiency, pave the way to permanent homes, and reduce recidivism.
- The Public Safety Group will begin a three-year pilot program to enhance services and support for human trafficking survivors by offering peer support navigators to strengthen connections to individualize services.
- The District Attorney's Office will develop and implement a shelter bed network mobile application for connecting people experiencing homelessness to emergency shelters.
- The District Attorney's Office will open a South County Family Justice Center and will provide enhanced victim trauma recovery services to include but not limited to counseling, restraining order clinic, case management and forensic medical services.
- The District Attorney and Public Defender will diligently address cases of clients affected by recent legislative changes to ensure clients receive full benefit from the law.
- The Sheriff's Department will expand technology deployment in county jails to enhance health services; finalize and implement remaining policies to achieve compliance with the National Commission on Correctional Health Care standards in pursuit of accreditation; and establish an Americans with Disabilities Act (ADA) Compliance Unit.
- The Probation Department and San Diego County Fire will partner to develop a Fuels/Fire Crew Program to provide incarcerated youth in long-term custody with training and work experience with projects related to fuel reduction and other fire related services and be eligible for employment upon release.
- The Probation Department will provide pretrial services, including monitoring and community-based services, to support judicial officers in making pretrial release decisions that impose the least restrictive conditions to address public safety and that support defendants in returning to court for their proceedings.
- The Public Defender will support the implementation of the *Community Assistance, Recovery & Empowerment* (CARE) *Act* program by October 1, 2023, in partnership with the Health and Human Service Agency, County Counsel, the Superior Court and other community partners to provide diversion from higher or more restrictive levels of care for individuals who meet specific CARE Act criteria by creating a new pathway for legal representation, behavioral health care, support, and linkage to available housing.
- Law enforcement and Emergency Medical Services will partner and participate in the "Leave Behind Naloxone Program" aimed at providing life-saving medication to our communities.
- Facility improvements include:
  - Construction of Jacumba Fire Station #43 and the San Diego County Animal Shelter.
  - Conducting feasibility/engineering studies for Emergency Operations Center (EOC)/Sheriff Communications Center and Vista Detention Facility.
  - Planning of the new Ramona Sheriff Station.
  - Completing the construction of East Otay Mesa Fire Station and Youth Transition Campus (Phase II).
  - Continuing the renovation and modernization of George Bailey Detention Facility and East Mesa Juvenile Detention Facility.

Health and Human Services Agency (HHSA)

A **net increase of $376.9 million or 13.4%** from the Fiscal Year 2022–23 Adopted Budget. This budget reflects continued increases across several service delivery and County priority areas, including investments in workforce to address continued growth in safety net caseloads and to implement new mandated programs.

Highlights of these increases include over $77.8 million in workforce investments, including the addition of 354.00 staff years across all departments in HHSA, and increases tied to negotiated labor agreements. A significant number of these positions are to address growth in safety net caseloads, with almost one third of the positions dedicated to direct services staff in Self Sufficiency

Services (SSS) to continue to deliver essential safety net services and address workload impact associated with expiration of COVID-19 federal and State flexibilities. Additionally, positions are added again this year to respond to continued growth in the In-Home Supportive Services (IHSS) and Adult Protective Services (APS) programs. There are also positions to implement new required programs and services, including the *Community Assistance, Recovery and Empowerment* (CARE) Act and the Opioid Settlement Framework, as well as positions to continue to move County priority areas forward including resources to support upstream prevention efforts in the Department of Child and Family Well-Being.

In addition to staffing, there are a variety of significant increases to programs to enhance priority areas and meet increased need for essential services. Examples include additional investments of over $92 million in Behavioral Health Services (BHS) supporting a range of items under the Continuum of Care to increase treatment capacity and expand access to improve outcomes, and investments to support the enactment of the CARE Act as well as the Board of Supervisors adopted Opioid Settlement Framework. There are increases to reflect recent actions taken by the Board including wage increases as part of the negotiated Memorandum of Understanding for IHSS caregivers and Board action to approve another infusion of $25 million into the Innovative Housing Trust Fund (IHTF) to increase the region's inventory of affordable housing. Additionally, there are continued investments to build upon priority areas, including a sustained focus on homeless services and work to expand compassionate emergency solutions for housing. There is also $9.5 million in increases in employment support for CalWORKs and CalFresh recipients to provide additional services and align with increased caseload. Additionally, HHSA increased assistance payments by $103.5 million, primarily to support State mandated grant increases and increased demand in safety net caseloads.

Major changes include:

- The addition of 354.00 staff years as noted above, with significant increases to address rising caseloads including 113 staff years in Self Sufficiency Services alone to continue to deliver essential safety net services to residents timely, effectively, and efficiently, as well as 56 staff years to meet increased demand in the IHSS and APS programs in Aging & Independence Services. There are staff years to implement new programs including 58 staff years to implement the CARE Act, as well as positions in BHS and Public Health Services to implement the Opioid Settlement Framework. There are also new staff years added to transition some contracted services in house, including 12.00 staff years to support the last half of the phased transition of the Immunization program in Public Health Services, and a variety of other positions across departments supporting priority areas.
- Increases in benefit payments to align with the State mandated grant increases and anticipated increase in caseload trends in California Work Opportunity and Responsibility to Kids (CalWORKs), Child Care Stage One, General Relief and Adoption programs.
- Increases for mental health treatment services for adults, including increases for Assertive Community Treatment programs, for Biopsychosocial Rehabilitation programs, and for Case Management and Family Support services. Increases reflect augmented client services and continued growth in operational costs tied to the re-procurement of these services.
- Increases to expand funding for the Innovative Housing Trust Fund to increase the region's inventory of affordable housing for low-income residents and provide options for persons experiencing homelessness.
- Increases for the County's IHSS Maintenance of Effort (MOE) as a result of the recently negotiated Memorandum of Understanding (MOU) increasing wages for IHSS caregivers and the annual statutory 4% increase in the County's share of program costs.
- Increases for implementation of the Proposition 47 Grant which will provide a comprehensive service design including substance use disorder treatment, case management, housing and employment services and supportive services for persons convicted of misdemeanor offenses.
- Increases to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus group as well as increases for implementation of a Prevention Hub in the Child and Family Well-Being department to address and decrease the number of families coming to the attention of the child welfare system and Juvenile Probation.
- Increases for Crisis Diversion services, including the expansion of the Mobile Crisis Response Teams, the Crisis Line, Public Messaging Awareness, and Crisis Community Based services.
- Increases in employment services for CalWORKs and CalFresh recipients.
- Increases for Substance Use Disorder (SUD) services. The increase consists of increase for SUD outpatient and withdrawal management services, SUD residential services, and recovery services.
- Increases in efforts to promote food security and senior nutrition, expand access to digital connectivity among older adults and adults with disability and other aging programs.
- Increase to support various housing activities including affordable housing development and first-time homebuyer program funded by Permanent Local Housing Allocation (PLHA).

- Increases for implementation of Opioid Settlement Framework which includes public health messaging, emergency department relay and emergency room drug checking program to address the opioid crisis.
- Increases in BHS services associated with the enactment of the CARE Act.

These investments reinforce the Agency's commitment to improving outcomes for the most vulnerable people, including working to ensure all residents have access to fair and equitable services and inclusive opportunities to enhance wellbeing.

Key areas of focus include:

- Protecting the public's health by strengthening the public health infrastructure after the COVID-19 pandemic in a variety of ways, including expanding public health laboratory capacity, building a skilled and competent workforce, and designing workforce planning and systems; enhancing accountability and organizational systems; implementing health communication efforts for vulnerable populations; and enhancing community partnerships and health equity programming.
- Continuing to advance efforts to transform the Behavioral Health Continuum of Care from a system driven by crisis to one centered on chronic and continuous care and prevention through the implementation of the Behavioral Health Optimal Care Pathways (OCP) model to establish new service capacity to connect individuals to care environments that meet their social, physical, and behavioral health needs long term and diverts them from unnecessary higher levels of care; continuing to expand community crisis diversionary services through Mobile Crisis Response Teams (MCRT) that support individuals of all ages who are experiencing a mental health or substance use crisis in connecting to care; implementing key new services as part of the Opioid Settlement Framework and in partnership with various stakeholders, operationalizing the CARE Act program slated for an October 1, 2023 start date.
- Providing for the increasing aging population by ensuring the optimal mix of services and staffing are in place, continuing to promote food security and senior nutrition, support services, family caregiving and other aging services with an effort to assist older adults to continue to recover from the effects of the pandemic; providing access to home-based and caregiver services through the IHSS program, ensuring timely delivery of services supporting increased overall safety for vulnerable elders and dependent adults through the APS program, ensuring dependent and older adults, children and the deceased will continue to receive timely, person-centered services to meet their needs in a dignified respectful manner through the Public Administrator/Public Guardian program; and continue efforts to reduce adult homelessness or experience of being unhoused by older adults through the Home Safe program.
- Focusing on operationalizing the County's Framework for Ending Homelessness and continuing to enhance the coordination and integration of services for individuals who are at risk of or experiencing homelessness through multiple initiatives supporting vulnerable populations including youth, veterans, seniors, and those with serious mental illness, disability and/or health issues.
- Focusing on County's efforts to increase the supply of affordable housing through the reimagining of excess County properties, continuation of the Innovative Housing Trust Fund, and expanded use of Project Based Vouchers; improving the integration of housing, health and human services for the vulnerable population through initiatives like Veterans Affairs Supportive Housing (VASH), No Place Like Home, Housing Opportunities for Persons with HIV/AIDS.
- Promoting child and family strengthening through a partnership with the Child and Family Strengthening Advisory Board and continued investments improving service delivery by identifying and implementing culturally competent, family centered, child-focused and trauma-informed best practices; providing family strengthening and prevention services in a more holistic and integrated way with the transformation into the Child and Family Well-Being department, focused on keeping families together, holding the family's voice as the expert in how to best keep their children safe, ensuring equitable approach to preventing child maltreatment, and reducing unnecessary child protective actions that have historically harmed and separated families.
- Enhancing service delivery and reducing administration and infrastructure costs through efforts to maximize telework opportunities and continue strategic IT investments that support person-centered service delivery and integrate systems to support coverage and care efforts that include treatment, assistance, protection and prevention.

Land Use and Environment Group (LUEG)

A **net increase of $37.2 million or 5.9%** from the Fiscal Year 2022–23 Adopted Operational Plan. This increase primarily relates to the addition of 55.25 staff years across all LUEG departments and negotiated labor agreements. Other increases relate to the road maintenance and resurfacing projects, traffic signal improvements, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), implementation of the

Regional Decarbonization Framework, major maintenance projects for Closed Landfills, and major maintenance projects at Parks and Library facilities.

Major changes include:

- The addition of 55.25 staff years in the following departments: County Library to support library operations; Environmental Health and Quality to support the Hazard Materials program, Beach and Bay program and support department operations; Parks and Recreation to support park operations at new and expanded park facilities, capital project support, and increased conservation and monitoring activities; Planning & Development Services to support increased workload, administrative support and support conservation and preservation priorities; and Department of Public Works to support the Capital Improvement Program, Flood Control and Closed Landfill operations and to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements. This results in a total increase of $14.1 million.
- Support ongoing road maintenance and resurfacing projects as well as other road safety improvements for a total increase of $17.8 million.
- Continued investments to improve water quality, support affordable housing opportunities, and promote sustainable management of resources for $32.0 million. This is funded by one-time General Purpose Revenue which has a net effect of a decrease of expenditures. The central funding is supported by resources in Countywide Finance Other.
- Implementation of the Regional Decarbonization Framework for an increase of $2.0 million.
- Sustainability effort related to agricultural easement conservation and accessory dwelling unit fee waivers for a total increase of $4.9 million.
- The ongoing maintenance projects at various County Park facilities, increase trails inventory and conserved lands, and increase park sustainability and reduce carbon footprint for a total increase of $7.4 million.
- The completion of one-time projects and procurements such as design and construction of pedestrian sidewalks and bike lanes, improvements to local water systems, capital projects within the Watershed and Sanitation Districts resulted in a total decrease of $8.9 million.

Key areas of focus include:

- Focusing on our commitment to sustainable practices and solutions and ensuring they are reflected through our services across the region.
- Implementing departmental sustainability plans and the County's Teleworking and Alternative Work Schedule initiative.
- Committed to helping the County be a leader in sustainability efforts to implement the Regional Decarbonization Framework which will provide a framework for the region to achieve zero carbon.
- Protecting public health, safeguarding environmental quality, and helping to prevent disease through education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Protecting a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.
- Protecting San Diego County's $1.8 billion agricultural industry from damaging pests, noxious non-native weeds and diseases. Agriculture supports economic development through its contributions to national and international trade, employment, and the production of healthy and high-quality crops necessary for health. Maintaining County roadway infrastructure in good condition to reduce impact to vehicles, enhance road safety and improve transportation facilities for customers.
- Expanding and protecting park resources by acquiring additional parkland throughout the County to provide opportunities for high quality parks and recreation experiences and expanding management, monitoring, maintenance, operations and ongoing stewardship of existing and future parkland.
- Engaging in a robust outreach process that is based on transparency and includes informing, involving and collaborating with stakeholders so they can confidently participate and have equal access in the decision-making process.

Finance and General Government Group (FGG)

A **net increase of $73.9 million or 9.1%** from the Fiscal Year 2022–23 Adopted Budget. This increase is primarily due to the addition of 40.50 staff years across multiple departments, negotiated labor agreements, and one-time major maintenance projects including an office space consolidation project at the County Operations Center (COC). Other increases relate to the replacement of the Integrated Recorder and Vital Records System, digitization and indexing of historical records, property services and insurance at the County Administration Center, vehicle replacement and fuel, higher cost of operating internal service funds, and various information technology projects.

Major changes include:

- The addition of 40.50 staff years to improve delivery of services and support enterprisewide growth in the following departments and offices: County Counsel to support new offices and service areas, Health and Human Services Agency programs, including Community Assistance, Recovery and Empowerment (CARE) Act, and the public liability and workers' compensation internal service funds; Department of Human Services for recruiting, onboarding, and maintaining a

skilled and diverse workforce; Citizens' Law Enforcement Review Board for detentions inspections; Office of Ethics and Compliance to support personnel investigations; Office of Labor Standards and Enforcement to expand investigative capacity; Office of Equity and Racial Justice to implement the Social Equity Program; Auditor and Controller and the Treasurer-Tax Collector to implement the cannabis business tax; Department of Purchasing and Contracting to support sustainability and climate change activities in the Land Use and Environment Group; and the Department of General Services to support implementation of Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*, and property services contract management.

- Implement the cannabis business tax and the Social Equity Program to address the disproportionate harm caused by the War on Drugs on communities of color.
- Launch the Public Records Act (PRA) Portal, including education, training and community outreach activities, to enhance transparency and access to public information.
- Invest in the design phase of the Zero Carbon Portfolio Plan (ZCPP) to reduce the County's carbon emissions by 90% by 2030.
- Continue the expansion of electric vehicle (EV) charging infrastructure and the conversion of the County fleet to EVs as outlined in the EV Roadmap.
- Develop centralized data and analytics infrastructure to enhance the County's analytical capacity and ability to support evidence-based policy and decision making.
- Protect workers' rights and implement Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*.
- Complete design and begin construction on an office consolidation project at the County Operations Center, resulting in an overall footprint reduction.
- Build capacity in FGG support departments to ensure ability to be responsive to overall enterprise growth and changing program requirements.

Key areas of focus include:

- Manage the enterprise's financial planning and long-term financial forecasting models to inform strategic planning and ensure fiscal stability. Maintain robust financial reporting and audit programs to ensure compliance and integrity in County programs and finances.
- Administer all aspects of the County's property tax services, including property assessment, tax collection and apportionment. Continue the development and implementation of the Integrated Property Tax System (IPTS).
- Improve and refine the Budget Equity Assessment Tool and process to enhance the County's ability to understand the impact of resource allocation decisions on Black, Indigenous and People of Color (BIPOC), low income, and other communities historically and currently suffering from inequalities and inequities.
- Improve the lives of all San Diego residents and workers by protecting workers rights and investigating complaints under the jurisdiction of the Office of Labor Standards and Enforcement, and by creating better jobs and opportunities through regional coordination guided by the Comprehensive Economic Development Strategy (CEDS).
- Empower the County workforce by guiding departments in understanding the results of the biennial employee engagement survey and developing actionable plans that drive meaningful change.
- Recruit, onboard and maintain a highly skilled and diverse workforce. Enhance recruitment strategies for difficult to reach populations, including veterans, and set workers up for success by providing resources to support all types of employees, including neurodivergent individuals.
- Increase civic participation and engagement by improving access to government resources and activities, including implementation of the Countywide Community Engagement Strategy and the Inclusive and Equitable Language Plan.
- Continue the implementation of FGG departmental sustainability plans and contribute to the County's overall carbon footprint reduction by reducing vehicle miles traveled, consolidating office space in adherence to telework guidelines, limiting paper use, and providing trainings and resources to staff.
- Leverage technology for more efficient operations. Ensure that the County's systems are modernized and equipped to meet future challenges and requirements and invest in the development of an Integrated Data Platform to provide an efficient and effective technical environment for data analytics, including program evaluations, performance management, and predictive analytics.
- Replace aging infrastructure and facilities with modern, energy-efficient, well-designed facilities for customers and employees.
- Strengthen 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.

Capital Program

A **net increase of $87.1 million or 50.7%** from the Fiscal Year 2022–23 Adopted Budget. The amount budgeted in the Capital Program for capital projects can vary significantly from year to year based on the size and scope of capital needs in the coming years. The Fiscal Year 2023–24 Capital Program includes $250.1 million for capital projects and $8.8 million for the Edgemoor Development Fund to pay debt service on the 2014 Edgemoor

Refunding Certificates of Participation. Together, with the amounts in the other Capital Program Funds, appropriations for Fiscal Year 2023–24 total $258.9 million. The projects included in the Capital Program funds are as follows:

- $109.9 million for the design and construction of a public health lab and parking at the County Operations Center;
- $30.4 million for major systems renovation at the County Administration Center (CAC);
- $24.0 million for the design and construction of a new East County Crisis Stabilization Unit and Recovery Bridge Services;
- $19.9 million for major systems renovation at the Hall of Justice;
- $17.0 million for acquisition and construction of the Jacumba Fire Station #43;
- $11.3 million for additional beds at the Edgemoor Psychiatric Unit;
- $7.5 million to acquire land for the Multiple Species Conservation Program;
- $5.0 million for the design and environmental analysis of Alpine Park in Alpine;
- $2.5 million for the design and environmental analysis for build out of the Otay Valley Regional Park;
- $2.4 million for the design of active and passive recreational amenities at the Casa de Oro Library site;
- $2.0 million for the environmental analysis, permitting and design of a new Sheriff station in Ramona;
- $2.0 million for the design and environmental analysis of Hidden Meadows Park;
- $1.0 million for the engineering study of the Vista Detention Facility Modernization;
- $1.0 million for the acquisition, design, environmental analysis, and construction of a pathway along the Santa Maria Creek;
- $0.5 million for feasibility study to replace/renovate the Emergency Operations Center and Sheriff Communications Center;
- $0.1 million for the acquisition of Stowe Trail; and
- $13.6 million for various major maintenance projects to be capitalized.

In Fiscal Year 2024–25, appropriations decrease by $250.0 million from Fiscal Year 2023–24 and the program includes funding of $8.9 million for the Edgemoor Development Fund.

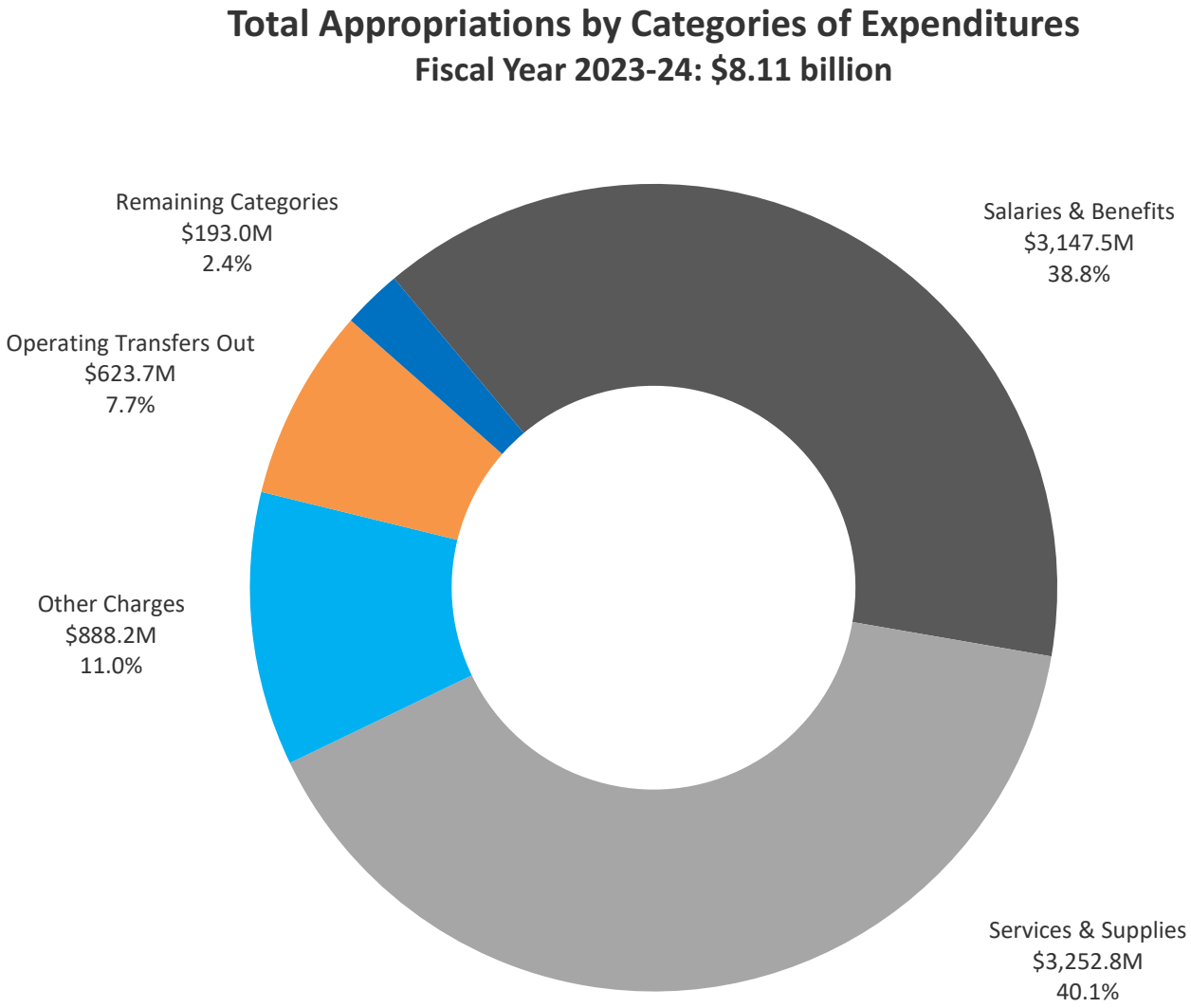
Finance Other

A **net increase of $33.6 million or 7.9%** from the Fiscal Year 2022–23 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

The majority of the increase is in the Public Liability Internal Service Fund due to anticipated increase in settlements relating to liability payments; additional increase is attributed to appropriations to support one-time department operational requirements funded with General Purpose Revenue; and in Countywide Shared Major Maintenance for the COC consolidation funded with Bond proceeds. These increases are offset by decreases primarily from reduction in Finance Other funding for capital projects.

Total Appropriations by Categories of Expenditures

The chart below shows the Recommended Budget detailed by categories of expenditures. As noted previously, the Fiscal Year 2023–24 CAO Recommended Budget is **increasing overall by $745.8 million or 10.1%** to $8.11 billion from the Fiscal Year 2022–23 Adopted Budget and decreasing by $464.7 million or 5.7% to $7.64 billion in Fiscal Year 2024–25.



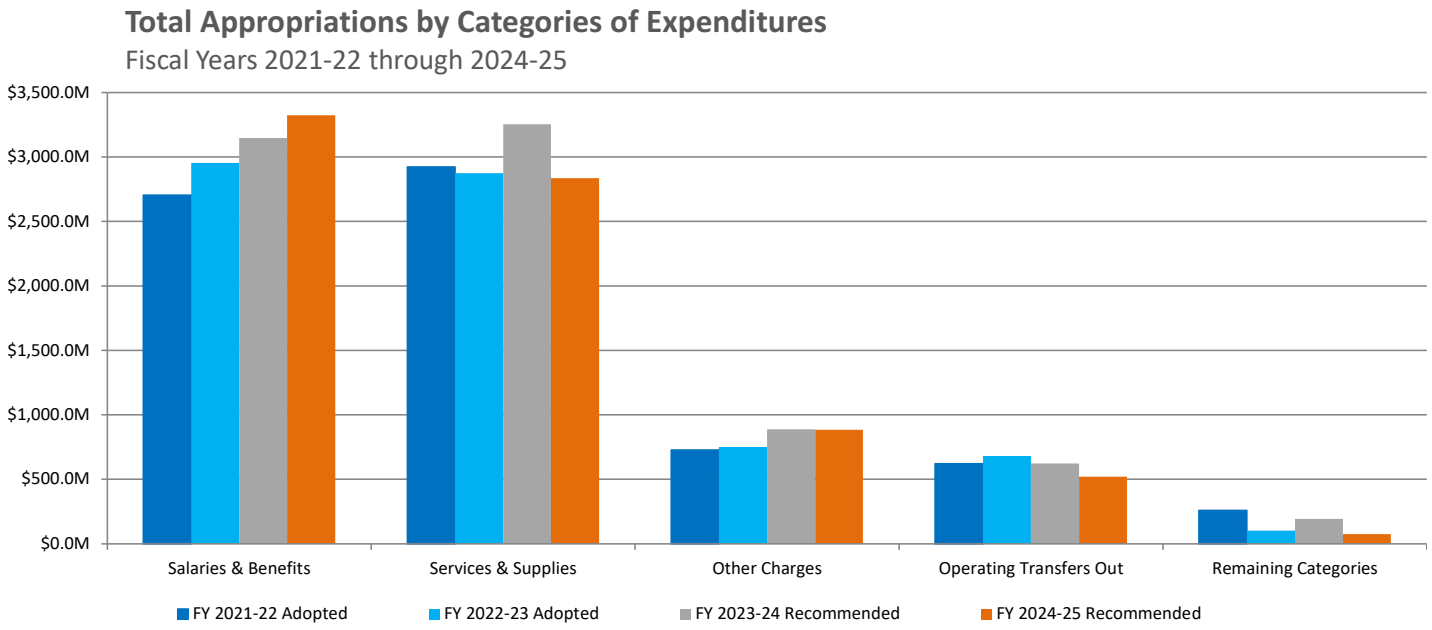
Note: In the chart and table, the sum of individual amounts may not total due to rounding.

Salaries & Benefits

Salaries & Benefits are **increasing by a net of $194.1 million or 6.6%** in Fiscal Year 2023–24. This change is due to negotiated labor agreements, increased retirement contributions, and a net staffing increase of 489.75 staff years. This net increase is attributable to additional staffing in all groups to address several key priority initiatives and meet operational needs among various departments in the County.

In Fiscal Year 2024–25, Salaries & Benefits are increasing by a net of $175.9 million or 5.6%, due to negotiated labor agreements and increased retirement contributions.

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



Total Appropriations by Categories of Expenditures (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 2,703.5	$ 2,953.4	$ 3,147.5	6.6	$ 3,323.4
Services & Supplies	2,921.5	2,873.0	3,252.8	13.2	2,835.4
Other Charges	727.0	750.1	888.2	18.4	885.1
Operating Transfers Out	620.8	680.4	623.7	(8.3)	520.8
Remaining Categories:					
Capital Assets/Land Acquisition	311.0	186.9	290.6	55.5	103.7
Capital Assets Equipment	47.5	58.8	52.1	(11.4)	34.3
Capital Assets Software	0.1	0.1	1.2	11.0	1.1
Expenditure Transfer & Reimbursements	(98.3)	(143.2)	(150.9)	5.4	(63.3)
Contingency Reserves	—	—	—	—	—
Fund Balance Component Increases	—	—	—	—	—
Management Reserves	—	—	—	—	—
Total	**$ 7,233.0**	**$ 7,359.5**	**$ 8,105.3**	**10.1**	**$ 7,640.6**

Services & Supplies

Services & Supplies are **increasing by a net of $379.8 million or 13.2%** in Fiscal Year 2023–24. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds (ISFs) and various other requirements.

While individual accounts are increasing or decreasing by varying amounts, the most significant increase is $183.0 million in the Health and Human Services Agency with half of this increase in

the Behavioral Health Services. This is primarily driven by increase in client services and continued growth for mental health treatment services for adults, including increases for Assertive Community Treatment programs, Biopsychosocial Rehabilitation programs, and Case Management and Family Support services. Other significant increases in HHSA are in the Housing and Community Development Services for the affordable housing projects supported by the Innovative Housing Trust Fund to increase the region's inventory of affordable housing for low-income residents and provide options for persons experiencing homelessness, and the Aging & Independence Services for the County's In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) as a result of the recently negotiated Memorandum of Understanding (MOU) increasing wages for IHSS caregivers and the annual statutory 4 percent increase in the County's share of program costs. All other groups also reflect increases with $54.0 million in the Finance & General Government Group primarily in the Department of General Services for one-time major maintenance projects including an office space consolidation project at the County Operations Center; $51.4 million in the Public Safety Group mainly due to increases in various ISFs such as public liability, facilities management, fleet, property insurance, and information technology; and cost to continue level of support for fire and emergency medical services. $48.9 in Land Use and Environment Group predominantly in the Department of Public Works due to increase in contracted road services and consultant contracted services in the Road Program and increase in professional and specialist services for one-time projects in the Watershed Protection Program; $42.4 million in Finance Other mostly due to increase in appropriations to support one-time department operations requirements funded with General Purpose Revenue; and $0.1 million in the Capital Program.

A decrease of $417.4 million or 12.8% in Fiscal Year 2024–25 is primarily due to the anticipated completion of one-time purchases and projects.

Other Charges

Other Charges are **increasing by a net of $138.1 million or 18.4%** in Fiscal Year 2023–24. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts. The overall increase is largely driven in the Health and Human Services Agency Self-Sufficiency Services to align CalWORKs benefit payments with the State mandated grant increases and anticipated increase in caseload trends, and the Finance Other Public Liability ISF due to anticipated increase in settlement relating to liability payments.

A decrease of $3.2 million or 0.4% is projected in Fiscal Year 2024–25 due to completion of one-time right-of-way easements in the Land Use and Environment Group's Department of Public Works and removal of prior year one-time costs in the Public Safety Group Sheriff's Department.

Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **decreasing by a net of $56.7 million or 8.3%** in Fiscal Year 2023–24.

The significant decreases are in Finance Other and Public Safety Group primarily from one-time funding to support capital projects and facility improvements.

A decrease of $102.9 million or 16.5% is projected for Fiscal Year 2024–25 primarily due to the nonrecurrence of one-time items from the prior year.

Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **increasing by $103.7 million or 55.5%** in Fiscal Year 2023–24.

Appropriations vary from year to year depending upon the cost of the various projects funded. See All Funds: Total Appropriations Capital Program for a list of planned capital projects. In addition to the Capital Program, increases are reflected in the Public Safety Group District Attorney for one-time tenant leasehold improvements for the South County Family Justice Center facility and for the expansion of the North County Family Justice Center, and in Finance Other due to anticipated future Capital Projects offset by a decrease in the Land Use and Environmental Group Department of Public Works' Sanitation and Airports program.

A decrease of $186.9 million or 64.3% is projected for Fiscal Year 2024–25 due to a decrease in planned appropriations to support one-time projects.

Capital Assets Software

Capital Assets Software is **increasing by $1.2 million** in Fiscal Year 2023–24. This category includes multi-year license agreements and internally generated software. This increase is in the Health and Human Services Public Health Services for an Electronic Health Record system implementation which will allow for California Children Services to provide higher quality and safer

care for clients, and to develop an expandable data management system to track tobacco retailer, fee payments, and compliance with the County's Tobacco Retail Licensing Ordinance.

A decrease of $0.2 million or 12.7% is projected for Fiscal Year 2024–25.

Capital Assets Equipment

Capital Assets Equipment is **decreasing by $6.7 million or 11.4%** in Fiscal Year 2023–24. This account primarily includes routine Internal Service Fund (ISF) purchases of replacement vehicles and heavy equipment. It also includes appropriations for information technology hardware and communications equipment.

While the amounts may vary from year to year, the most significant decrease is in the Public Safety Group Sheriff's Department due to the completion of a prior year one-time purchase of a twin-engine firefighting helicopter. This is partially offset by increases in the Public Safety Group San Diego County Fire for fire apparatuses and equipment purchases and the Finance & General Government Group Department of General Services for replacement of vehicles and equipment.

A decrease of $17.8 million or 34.1% is anticipated in Fiscal Year 2024–25.

Expenditure Transfer & Reimbursements

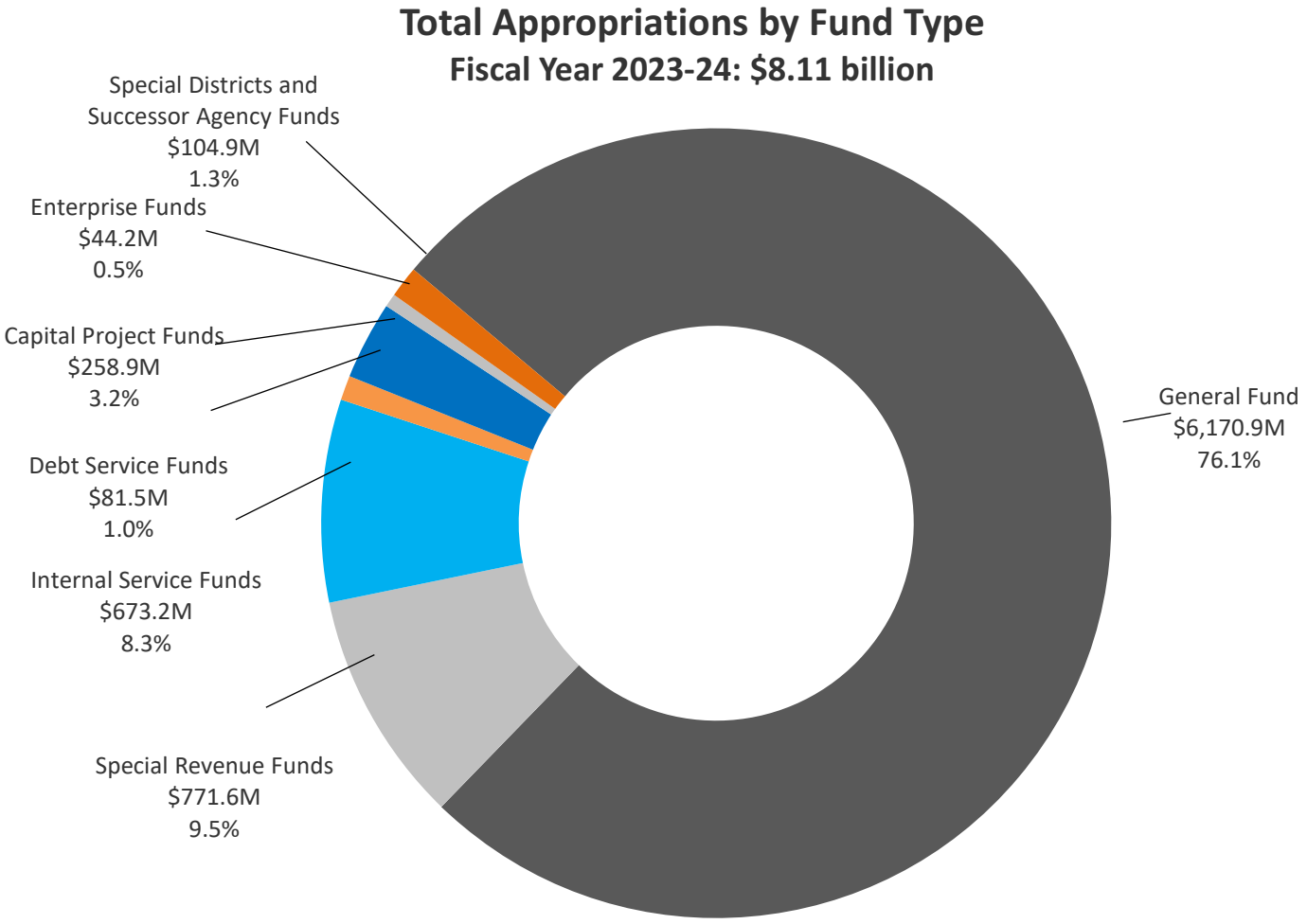
Expenditure Transfer & Reimbursements are **decreasing by $7.7 million or 5.4%** in Fiscal Year 2023–24. Activity in this account reflects the transfer of expenses for services provided to another department within the same fund. A transfer can occur because a department's funding source requires the expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

The Expenditure Transfer & Reimbursements accounts are negative amounts to avoid the duplication of expenditures. An example is Finance Other using one-time General Purpose Revenue to support the Watershed Protection Program and Campo Systems Districts in the Land Use and Environmental Group Department of Public Works and the transition of the San Pasqual Academy to a continuum of care multipurpose campus in the Health and Human Services Child and Family Well-Being. The Land Use and Environmental Group and Health and Human Services offsets the budgeted expenses with a negative amount in the Expenditure Transfer & Reimbursements account. Finance Other budgets the expense in a Services & Supplies account offset by the appropriate revenue account.

An increase of $87.7 million or 58.1% is anticipated in Fiscal Year 2024-25 due to completion of centrally funded one-time projects.

Total Appropriations by Fund Type

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



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

Governmental Fund Types

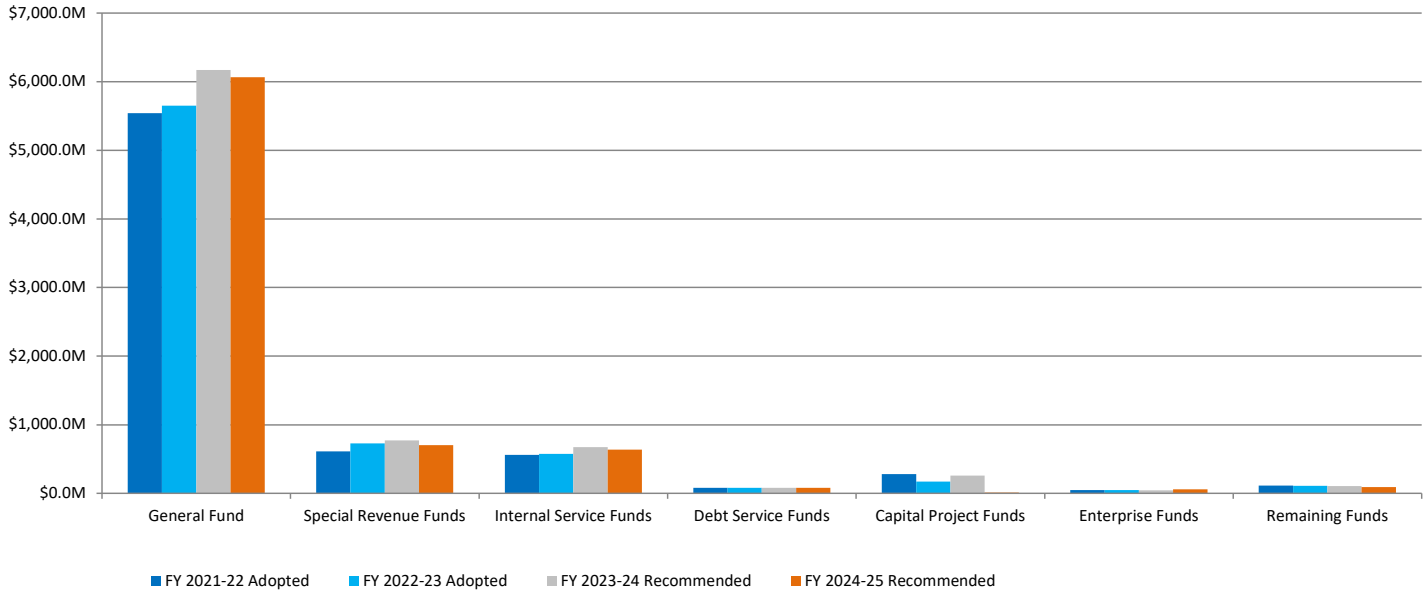
The **General Fund** is the County's primary operating fund and accounts for all financial resources except those required to be accounted for in another fund.

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

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

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

Total Appropriations by Fund Type
Fiscal Years 2021-22 through 2024-25



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 5,540.9	$ 5,654.0	$ 6,170.9	9.1	$ 6,062.2
Special Revenue Funds	611.9	725.6	771.6	6.3	701.9
Internal Service Funds	559.0	574.6	673.2	17.2	637.4
Debt Service Funds	81.5	81.4	81.5	0.1	81.5
Capital Project Funds	282.7	171.8	258.9	50.7	8.9
Enterprise Funds	45.1	45.1	44.2	(2.1)	57.4
Remaining Funds	111.9	107.0	104.9	(2.0)	91.3
Total	**$ 7,233.0**	**$ 7,359.5**	**$ 8,105.3**	**10.1**	**$ 7,640.6**

Proprietary Fund Types

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

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

- Any issued debt is backed solely by fees and charges.
- Cost of providing services must legally be recovered through fees and charges.
- Government's policy is to establish fees or charges to recover the cost of provided services.

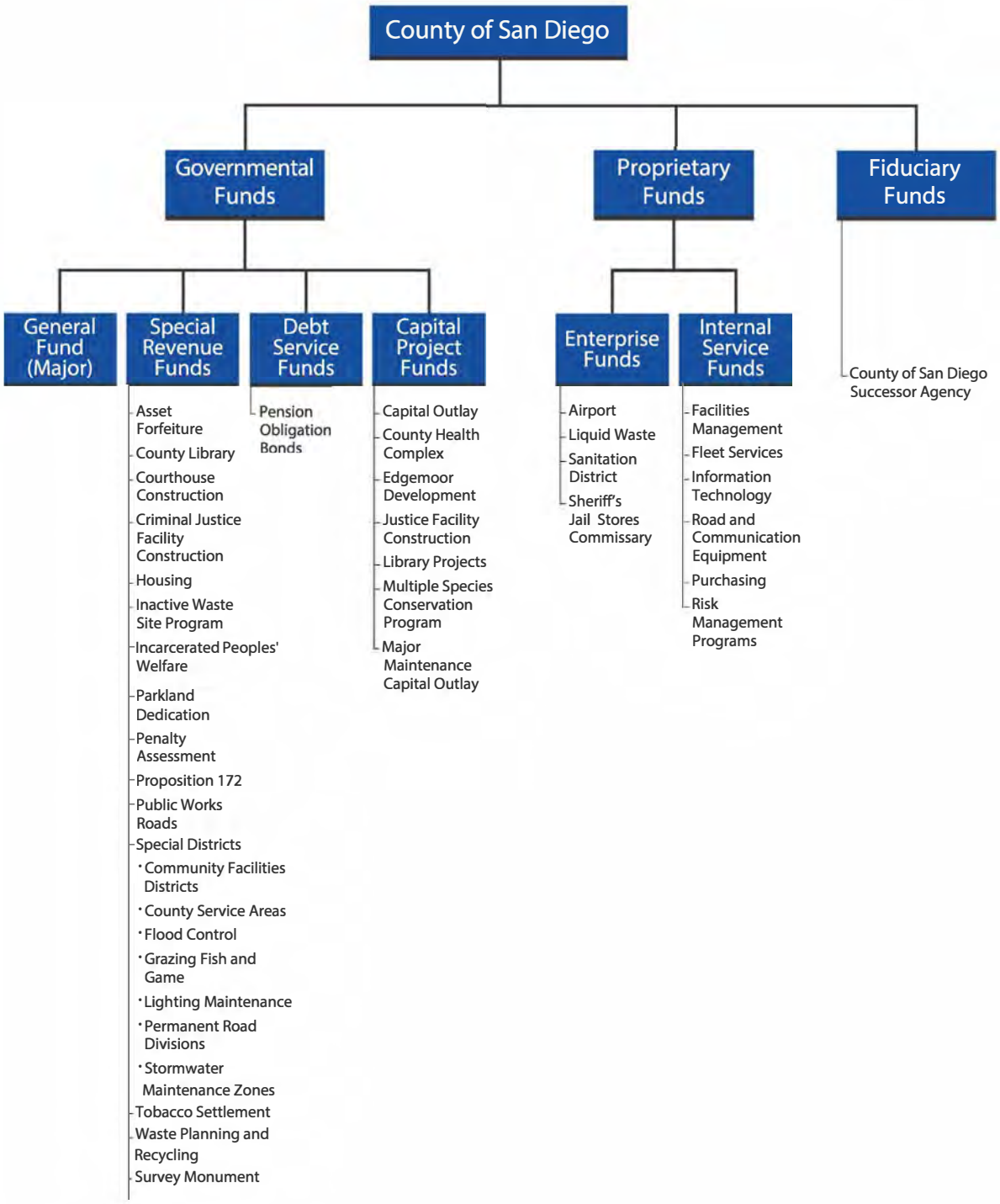
Examples include the Airport, Wastewater and Jail Commissary Funds.

Fiduciary Funds

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

Successor Agency Funds are used to pay the outstanding obligations of the dissolved Redevelopment Agencies and taxing entities where the County is the Successor Agency. Redevelopment Agencies were originally established to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate blighted areas, improve housing, expand employment opportunities and provide an environment for the social, economic and psychological growth and well-being of all residents of the County. The State of California, through the passage of Assembly Bill X1 26, *Redevelopment Agency (RDA) Dissolution Act*, dissolved all redevelopment agencies as of February 1, 2012. As a requirement of the dissolution process, all funds, assets and obligations of the redevelopment agencies were transferred to successor agencies for payment or disbursement.

County Budgetary Fund Structure



*Effective March 1, 2023

Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County's business groups as of July 1, 2023. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship

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

ALL FUNDS: TOTAL APPROPRIATIONS

Department Fund Relationship	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Environmental Health and Quality	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Citizens' Law Enforcement Review Board	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
General Services						✓	
Grand Jury	✓						
Human Resources	✓					✓	
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Treasurer-Tax Collector	✓						
Capital Program	✓			✓			
Finance Other	✓		✓			✓	

Appropriations Limits

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

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), *Tobacco Tax and Health Protection Act*, Proposition 10 (1998), *California Children and Families First Act* and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act*, exempt certain appropriations from the limit. These exemptions include qualified capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

When the limit is exceeded over a two-year period, Proposition 4 requires the excess to be split between taxpayer rebates and additional spending on schools. Appropriations in the two-year period can be averaged before becoming subject to the excess revenue provisions of the Gann Limit. As shown in the following table, the County continues to remain far below the Gann Limit.

San Diego County Appropriations Limit (in millions)

	Fiscal Year 2018–19	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22	Fiscal Year 2022–23
Gann Limit	$ 5,509	$ 5,752	$ 5,982	$ 6,301	$ 6,772
Appropriations subject to the limit	$ 2,121	$ 2,264	$ 2,201	$ 2,369	$ 3,289

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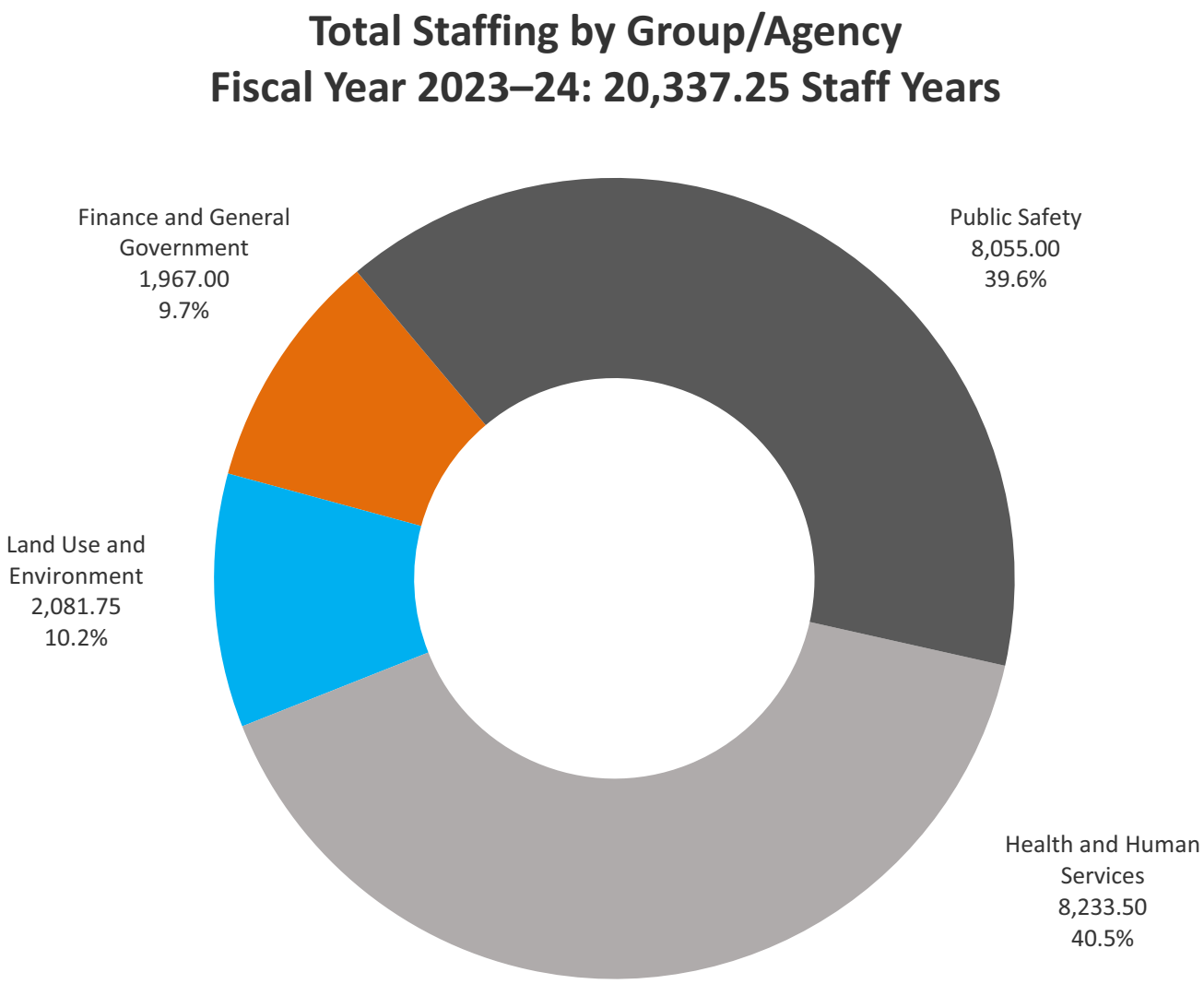
All Funds Total Staffing

Total Staffing by Group/Agency

Total staff years[1] for Fiscal Year 2023–24 **increased by 489.75** from the Adopted Budget for Fiscal Year 2022–23, an increase of 2.5% to a total of 20,337.25 staff years.

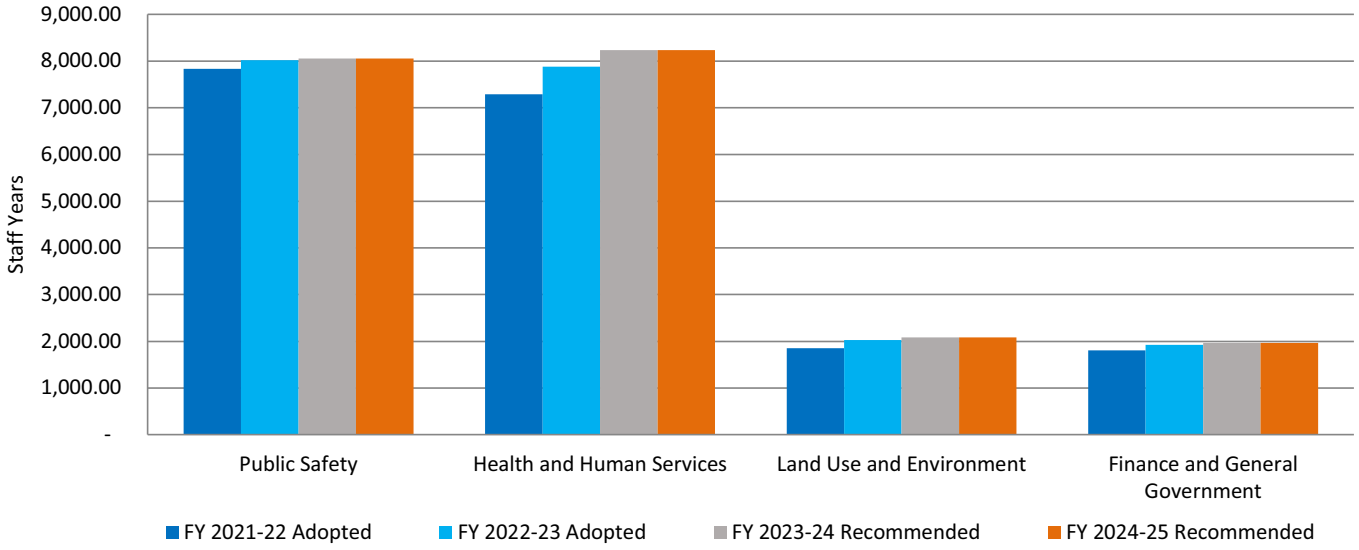
This net increase is attributable to increased staffing in all groups. The staffing changes are summarized by business group in the chart below.



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

Total Staffing by Group/Agency

Fiscal Years 2021–22 through 2024–25



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety	7,834.00	8,015.00	8,055.00	40.00	0.5	8,055.00
Health and Human Services	7,284.50	7,879.50	8,233.50	354.00	4.5	8,233.50
Land Use and Environment	1,855.50	2,026.50	2,081.75	55.25	2.7	2,081.75
Finance and General Government	1,808.50	1,926.50	1,967.00	40.50	2.1	1,967.00
Total	**18,782.50**	**19,847.50**	**20,337.25**	**489.75**	**2.5**	**20,337.25**

Public Safety Group (PSG)

PSG has **a net increase of 40.00 staff years, or 0.5%** to address key initiatives and operational requirements.

- Public Safety Group Executive Office: increases by 2.00 staff years for legislative programs, special projects, Board-directed and new initiatives including programs related to Alternatives to Incarceration, Gun Violence Prevention and Anti-Human Trafficking, and to support the coordination and administration of Proposition 47 Safe Neighborhoods and School Act grant.
- District Attorney: increases by 24.00 staff years to support the new South County Family Justice Center; SB 483 *Sentencing: resentencing to remove sentencing enhancements*; the Homeless Enhanced Legal Program (HELP) and to meet operational needs.
- Sheriff's Department: increases by a net of 15.00 staff years to implement the department's Wellness Unit to better support the physical, mental and emotional health of employees; support the expansion of services for Alternatives to Incarceration programs; establish an Americans with Disabilities Act (ADA) Coordination Unit to better serve and accommodate incarcerated people with disabilities; implement California Advancing and Innovating Medical-Cal (CalAIM) Providing Access and Transforming Health (PATH) for adults in justice involved population; for law enforcement services requested by contract cities and school districts; and to support administrative functions such as management of the crime lab, review of medical records and to support and maintain a wide variety of information technology efforts. Increases are offset by decreases due to restructuring efforts in staffing at detention facilities and other operational needs.
- Department of Animal Services: increases by 1.00 staff year to coordinate the intake to placement program.

- Department of Child Support Services: decreases by 37.00 staff years to align operations with reduced caseload and current State and federal funding with no impact to service delivery.
- Office of Emergency Services: increases by 3.00 staff years due to the transfer from County Fire as a result of reorganization efforts to centralize fiscal, contracts and finance functions.
- Medical Examiner: increases by 11.00 staff years to address continued increase in accidental overdose deaths and general caseload in toxicology, exam room, pathology and administration.
- Probation Department: increases by 5.00 staff years for Pretrial Services and the Youth Development Academy. There are other staffing changes related to reorganization based on operational needs with no impact to service delivery.
- Public Defender: increases by 15.00 staff years for *Community Assistance, Recovery and Empowerment* (CARE) *Act* activities; indigent defense services and for investigative and paralegal support.
- County Fire: increases by a net of 1.00 staff year for the implementation of Base Station Hospital System; for Local Emergency Medical Services Information System (LEMSIS) data analysis and for the Opioid Overdose Mapping and Application Program offset by the transfer of staff to Office of Emergency Services.

In Fiscal Year 2024-25, no change in staffing is recommended.

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

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety	**7,834.00**	**8,015.00**	**8,055.00**	**40.00**	**0.5**	**8,055.00**
Public Safety Executive Office	14.00	15.00	17.00	2.00	13.3	17.00
District Attorney	1,006.00	1,026.00	1,050.00	24.00	2.3	1,050.00
Sheriff	4,695.00	4,727.00	4,742.00	15.00	0.3	4,742.00
Child Support Services	461.00	461.00	424.00	(37.00)	(8.0)	424.00
Office of Emergency Services	21.00	33.00	36.00	3.00	9.1	36.00
Animal Services	61.00	62.00	63.00	1.00	1.6	63.00
Medical Examiner	60.00	66.00	77.00	11.00	16.7	77.00
Probation	1,009.00	1,034.00	1,039.00	5.00	0.5	1,039.00
Public Defender	442.00	532.00	547.00	15.00	2.8	547.00
San Diego County Fire	65.00	59.00	60.00	1.00	1.7	60.00

Health and Human Services Agency (HHSA)

HHSA has a **net increase of 354.00 staff years or 4.5%** from the Fiscal Year 2022-23 Adopted Budget. The increases are spread among various programs primarily to address increasing caseloads and implement new mandated programs. There were also transfers within the Agency that occurred mid-year among divisions to meet operational needs.

- Self-Sufficiency Services (SSS): increase of 113.00 staff years to continue to deliver essential safety net services to residents timely, effectively and efficiently. Self-Sufficiency Services anticipates seeing a significant impact in workload on existing caseload associated with expiration of COVID-19 federal and State flexibilities.
- Aging & Independence Services (AIS): net increase of 38.00 staff years; 37.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads associated with the rapid growth of our older adult population in the region to continue to deliver essential services timely, effectively, and efficiently to support the provision of services to aged, blind, and disabled members of the community enabling them to maximize their independence in the home of their choice; 19.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals that allow for more intense, person-centered responses to investigations, with the goal of allowing vulnerable adults to live well and have increased overall safety for their future and

meet the State enhancement requirement; 10.00 staff years in Public Administrator/Public Guardian to address continued growth in caseloads and ensure the services continue to address the social detriments of health by being accessible, capable of meeting the needs of a diverse population and with the intent to equitably distribute services to those most in need, offset of 27.00 staff years due to the transfer of the Public Conservator to Behavioral Health Services (BHS) for more seamless delivery of services and to align clinical oversight and management of services in support of adults with serious mental illness and 1.00 staff year to Child and Family Well-Being (CFWB) to support operational needs.

- Behavioral Health Services (BHS): net increase of 125.00 staff years; 55.00 staff years to support enactment of required behavioral health services associated with Community Assistance, Recovery and Empowerment (CARE) Act implementation including direct client services and administrative support and oversight; 27.00 staff years due to transfer of the Public Conservator from AIS; 18.00 staff years for finance, grant development, community engagement, data science, and program oversight to support growing mental health and substance use disorder services; 8.00 staff years to support the Board of Supervisors adopted Opioid Settlement Framework (December 13, 2022, Minute Order 28) and Overdose Data to Action (OD2A) grant efforts; 6.00 staff years to address increased nursing staffing level needs, quality assurance, and in-service education requirements at the Edgemoor Distinct Part Skilled Nursing Facility; 6.00 staff years to enhance program oversight and administrative support in the Public Conservator; 5.00 staff years for increased direct client services to address increased service needs at County operated mental health clinics, including the San Diego County Psychiatric Hospital, offset by a transfer of 1.00 staff year to Administrative Support to support operational needs.
- Child and Family Well-Being (CFWB): net increase of 40.00 staff years; 15.00 staff years to ensure the safety and supervision of youth entering Foster Care and those in placement transition residing at the Polinsky Children's Center (PCC); 14.00 staff years due to a transfer from Administrative Support to establish the Child & Family Strengthening program that will provide the opportunity to integrate resources, programs, and services to support families and increase protective factors; 6.00 staff years to align the County's child abuse and neglect prevention efforts and support implementation of Family First Prevention Services Act (FFPSA); 6.00 staff years associated with the expansion of Family Finding, Engagement and Support to strengthen family connection and provide resource family approval options; 1.00 staff year to the Office of Child and Family Strengthening to further commitment and implementation of multifaceted strategies that build on family strengths and connect families to evidenced-based services, support visitation, parent education and expands services which will ultimately improve outcomes for youth and families in San Diego County; 1.00 staff year to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care program offset by 3.00 staff years due to a transfer to Homeless Solutions and Equitable Communities (HSEC) to support case management and community outreach efforts to support operational needs.
- Public Health Services (PHS): net increase of 34.00 staff years; 12.00 staff years to support the last half of the phased transition of the Immunization Program from Contractor to In-House; 10.00 staff years to support the Board of Supervisors adopted Opioid Settlement Framework (December 13, 2022, Minute Order 28) and Overdose Data to Action (OD2A) grant efforts; 9.00 staff years due to the transfer of Public Health Nurses from Medical Care Services (MCS) to Maternal, Child, and Family Health Services for the Health Care for Children in Foster Care Program to provide care coordination for medical and dental needs; 3.00 staff years to support the CalFresh Healthy Living program in planning and conducting nutrition and physical activity, educational sessions in diverse settings, including organizing workshops, activities, and engagement with English language-learner participants in historically disadvantaged communities.
- Medical Care Services (MCS): net decrease of 7.00 staff years; decrease of 9.00 staff years due to a transfer to PHS for the Health Care for Children in Foster Care Program to provide care coordination for medical and dental needs, offset by 2.00 staff years to support clinical leadership, education, and research.
- Administrative Support: net increase of 5.00 staff years; increase of 14.00 staff years across various administrative support departments to support operational needs in compliance, human resources, facilities, and IT support; 3.00 staff years to support the implementation of CARE Act; 2.00 staff years due to transfer from BHS and AIS to support operational needs, offset by a decrease of 14.00 staff years due to a transfer to CFWB to establish the Child and Family Strengthening program that will provide the opportunity to integrate resources, programs, and services to support families and increase protective factors.
- Housing & Community Development Services (HCDS): no change in staff years; increase of 1.00 staff years supporting the Stability Voucher and Housing Choice Voucher (HCV) program to administer and issue additional vouchers awarded to Housing Authority offset by a transfer of 1.00 staff year to HSEC to centralize efforts for homelessness programs in the unincorporated area.

- Homeless Solutions and Equitable Communities (HSEC): increase of 6.00 staff years; 3.00 staff years due to the transfer from CFWB to support case management and community outreach efforts for safety net services and housing programs; 2.00 staff years for program administration of the Proposition 47 Grant Program; 1.00 staff year from HCDS to support case management and community outreach efforts for safety net services and housing programs.

In Fiscal Year 2024–25, no change in staffing is recommended.

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

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Health and Human Services	**7,284.50**	**7,879.50**	**8,233.50**	**354.00**	**4.5**	**8,233.50**
Self-Sufficiency Services	2,613.00	2,732.00	2,845.00	113.00	4.1	2,845.00
Aging & Independence Services	492.00	613.00	651.00	38.00	6.2	651.00
Behavioral Health Services	1,113.50	1,207.50	1,332.50	125.00	10.4	1,332.50
Child and Family Well-Being	1,531.00	1,630.00	1,670.00	40.00	2.5	1,670.00
Public Health Services	837.00	730.00	764.00	34.00	4.7	764.00
Administrative Support	383.00	433.00	438.00	5.00	1.2	438.00
Housing & Community Development Services	130.00	156.00	156.00	—	0.0	156.00
Medical Care Services	—	222.00	215.00	(7.00)	(3.2)	215.00
Homeless Solutions and Equitable Communities	185.00	156.00	162.00	6.00	3.8	162.00

Land Use and Environment Group (LUEG)

LUEG has a **net increase of 55.25 staff years or 2.7%**.

- County Library: increases by 6.25 staff years to support library operations and administration and support increased efforts in community engagement, policy development and implementation, and data analysis.
- Environmental Health and Quality: increases by 8.00 staff years to support department operations, safety and empower transparency and accountability, support and oversee administrative function and to continue community engagement with the Vector Control program, support the Hazardous Materials Division, support the Beach and Bay program and reduce land development plan review times in the Land and Water Quality Division.
- Parks and Recreation: increases by 14.00 staff years to support the Multiple Species Conservation Plan, support daily operations and maintenance of the new and expanded parks under construction in Hillside Meadows and Dianne Jacob Equestrian Park, support the Capital Projects program and provide administrative support across all divisions and operations within the department.
- Planning & Development Services: increases by 13.00 staff years to support sustained increased workload within Land Development and Building divisions, provide administrative support for all divisions, support conservation and preservation priorities and support the implementation of the Socially Equitable Cannabis program.
- Public Works: increases by 14.00 staff years to support the Capital Improvement Program, support financial services, support flood control operations, support traffic engineering, and ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements.

In Fiscal Year 2024-25, no change in staffing is recommended.

Total Staffing by Department within Group/Agency (staff years)	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment	**1,855.50**	**2,026.50**	**2,081.75**	**55.25**	**2.7**	**2,081.75**
Land Use and Environment Executive Office	21.00	33.00	33.00	—	0.0	33.00
Agriculture, Weights and Measures	179.00	199.00	199.00	—	0.0	199.00
County Library	286.50	294.50	300.75	6.25	2.1	300.75
Environmental Health and Quality	313.00	333.00	341.00	8.00	2.4	341.00
Parks and Recreation	249.00	285.00	299.00	14.00	4.9	299.00
Planning & Development Services	237.00	272.00	285.00	13.00	4.8	285.00
Public Works	570.00	610.00	624.00	14.00	2.3	624.00

Finance and General Government Group (FGG)

FGG has a **net increase of 40.50 staff years or 2.1%**.

- Finance and General Government Group Executive Office: decrease of 0.50 staff years.
  - Decrease of 0.50 staff years due to transfer to Auditor and Controller for implementation of the new cannabis tax.
- Assessor/Recorder/County Clerk: increase of 2.00 staff years in Recorder/County Clerk to provide program support for technology projects and re-engineering processes to increase the capability to respond and recover operations to meet the immediate needs of individuals, families and the region.
- Treasurer-Tax Collector: increase of 1.00 staff year for implementation of the new cannabis tax.
- Chief Administrative Office: increase of 27.00 staff years.
  - Increase of 20.0 staff years in the Office of Evaluation, Performance and Analytics (OEPA) to reflect a transfer of the department into the Chief Administrative Office.
  - Increase of 5.0 staff years in the Office of Ethics and Compliance (OEC) for investigations of complaints.
  - Increase of 1.00 staff year in the Office of Equity and Racial Justice (OERJ) to support implementation of the Social Equity Program.
  - Increase of 1.00 staff years in the Office of Labor Standards and Enforcement (OLSE) to address increase in investigations workload.
- Auditor and Controller: increase of 1.00 staff year in the Office of Audits & Advisory Services to implement the new cannabis tax.
- Citizens' Law Enforcement Review Board: increase of 1.00 staff year for technical and investigative support.
- Office of County Counsel: increase of 19.00 staff years.
  - Increase of 8.00 staff years to expand legal and administrative services support due to the enterprisewide growth in program services and new departments.
  - Increase of 6.00 staff years to provide coordinated program services provided to the Health and Human Services Agency on behavioral health matters.
  - Increase of 5.00 staff years for increased workload related to public liability and workers' compensation internal service funds.
- Department of Human Resources: increase of 6.00 staff years to provide expanded human resources support to the enterprise due to the overall growth in Countywide staffing and the addition of new programs and offices. These 6.00 staff years will provide services related to equitable recruitment and help departments and programs retain a skilled, adaptable and diverse workforce.
- General Services: increase of 3.00 staff years in the Facilities Management Internal Service Fund to support enterprisewide janitorial, landscaping and security services contracts.
- Department of Purchasing and Contracting: increase of 1.00 staff year to support sustainability and climate change activities in the Land Use and Environment Group.

- Office of Evaluation, Performance and Analytics: decrease of 20.00 staff years to reflect a transfer of the department into the Chief Administrative Office.

In Fiscal Year 2024–25, no change in staffing is recommended.

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

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Change	% Change	Fiscal Year 2024–25 Recommended Budget
Finance and General Government	**1,808.50**	**1,926.50**	**1,967.00**	**40.50**	**2.1**	**1,967.00**
Finance and General Government Group Executive Office	32.00	42.50	42.00	(0.50)	(1.2)	42.00
Board of Supervisors	72.00	82.00	82.00	—	0.0	82.00
Assessor/Recorder/County Clerk	419.50	446.50	448.50	2.00	0.4	448.50
Treasurer-Tax Collector	123.00	123.00	124.00	1.00	0.8	124.00
Chief Administrative Office	26.50	25.00	52.00	27.00	108.0	52.00
Executive Office	*7.00*	*7.00*	*7.00*	—	*0.0*	*7.00*
Office of Intergovernmental Affairs	*4.50*	—	—	—	*0.0*	—
Office of Ethics & Compliance	*5.00*	*6.00*	*11.00*	*5.0*	*83.3*	*11.00*
Office of Equity and Racial Justice	*5.00*	*7.00*	*8.00*	*1.0*	*14.3*	*8.00*
Office of Evaluation, Performance and Analytics	—	—	*20.00*	*20.0*	—	*20.00*
Office of Labor Standards and Enforcement	*5.00*	*5.00*	*6.00*	*1.0*	*20.0*	*6.00*
Auditor and Controller	235.50	233.50	234.50	1.00	0.4	234.50
County Technology Office	14.00	17.00	17.00	—	0.0	17.00
Citizens' Law Enforcement Review Board	8.00	9.00	10.00	1.00	11.1	10.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	28.00	30.00	30.00	—	0.0	30.00
County Counsel	150.00	165.00	184.00	19.00	11.5	184.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	124.00	131.00	137.00	6.00	4.6	137.00
County Communications Office	21.00	23.00	23.00	—	0.0	23.00
General Services	395.00	427.00	430.00	3.00	0.7	430.00
Purchasing and Contracting	68.00	74.00	75.00	1.00	1.4	75.00
Registrar of Voters	69.00	75.00	75.00	—	0.0	75.00
Office of Evaluation, Performance and Analytics	20.00	20.00	—	(20.00)	(100.0)	—

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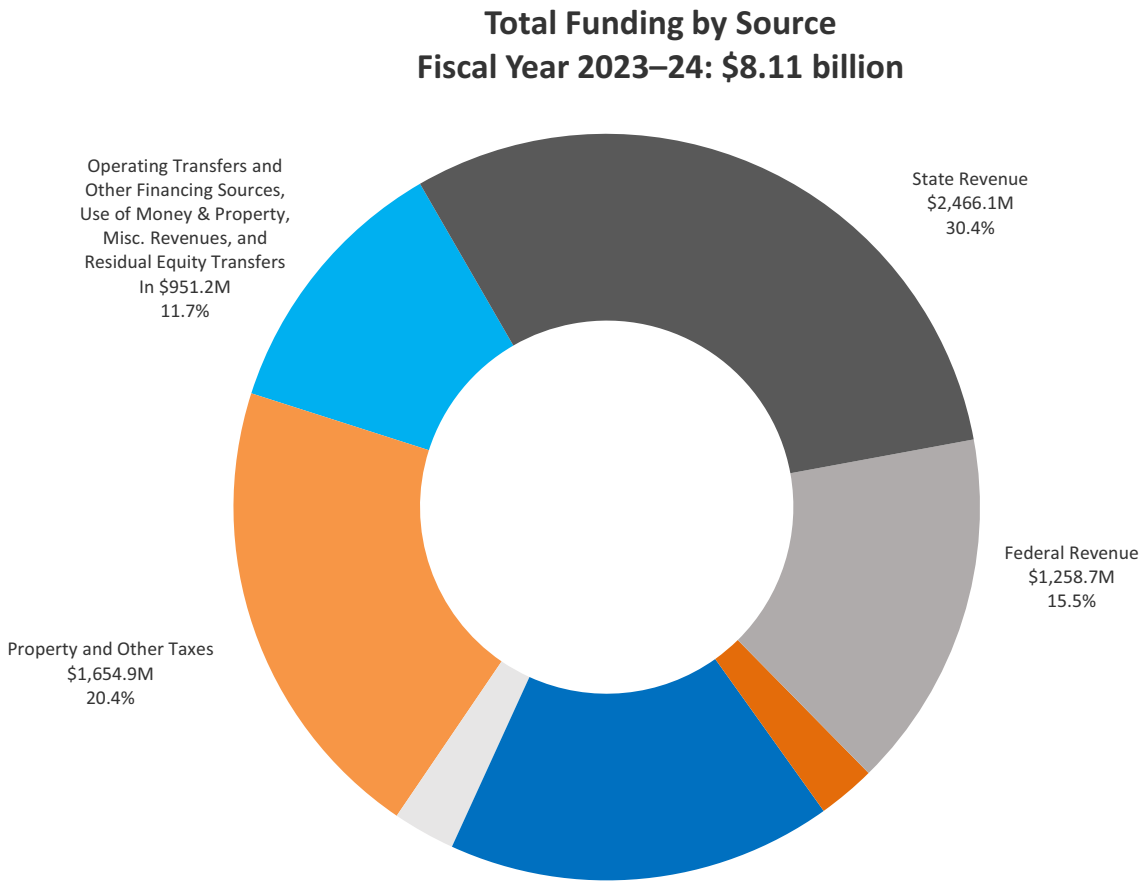
SAN DIEGO
MDCCCLI

All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services **for Fiscal Year 2023–24 are $8.11 billion, an increase of $745.8 million or 10.1%** from the Fiscal Year 2022–23 Adopted Budget. Total resources decrease by $464.7 million or 5.7% to $7.64 billion in Fiscal Year 2024-25. For Fiscal Year 2023–24, the combination of State Revenue ($2.47 billion), Federal Revenue ($1.26 billion) and Other Intergovernmental Revenue ($203.2 million) supplies 48.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues, Residual Equity Transfers In and Other Financing Sources make up 11.7% of the funding sources ($951.2 million). Another 16.7% ($1.35 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 2.7% ($219.7 million) of the funding sources.

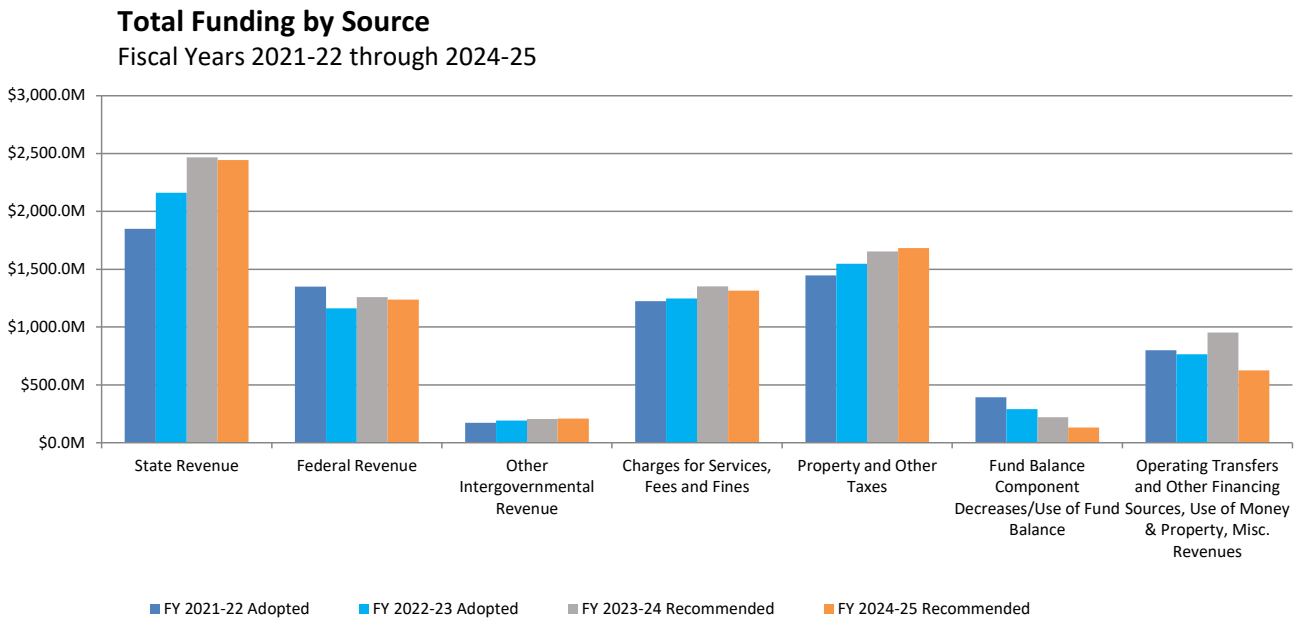


Note: In the chart and table, the sum of individual amounts may not total due to rounding.

Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 20.4% ($1.65 billion) of the financing sources for the County's budget. The majority of the revenues in this category (94.4%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.

ALL FUNDS: TOTAL FUNDING SOURCES

Total Funding by Source (in millions)										
		Fiscal Year 2021–22 Adopted Budget		Fiscal Year 2022–23 Adopted Budget		Fiscal Year 2023–24 Recommended Budget	% Change		Fiscal Year 2024–25 Recommended Budget
Program Revenue	$	5,288.3	$	5,405.6	$	6,070.8	12.3	$	5,665.0
Use of Fund Balance/Fund Balance Component Decrease		394.0		288.7		219.7	(23.9)		129.8
General Purpose Revenue		1,550.7		1,665.2		1,814.8	9.0		1,845.8
Total	**$**	**7,233.0**	**$**	**7,359.5**	**$**	**8,105.3**	**10.1**	**$**	**7,640.6**



Total Funding by Source (in millions)					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
State Revenue	$ 1,850.0	$ 2,161.1	$ 2,466.1	14.1	$ 2,443.7
Federal Revenue	1,348.1	1,161.7	1,258.7	8.3	1,237.3
Other Intergovernmental Revenue	171.2	191.8	203.2	5.9	208.3
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	799.5	764.2	951.2	24.5	625.4
Charges for Services, Fees and Fines	1,223.4	1,246.3	1,351.5	8.4	1,313.1
Property and Other Taxes	1,446.7	1,545.6	1,654.9	7.1	1,683.0
Fund Balance Component Decrease	58.1	55.7	50.4	(9.5)	42.8
Use of Fund Balance	335.9	233.1	169.3	(27.4)	87.0
Total	**$ 7,233.0**	**$ 7,359.5**	**$ 8,105.3**	**10.1**	**$ 7,640.6**

Overall Change

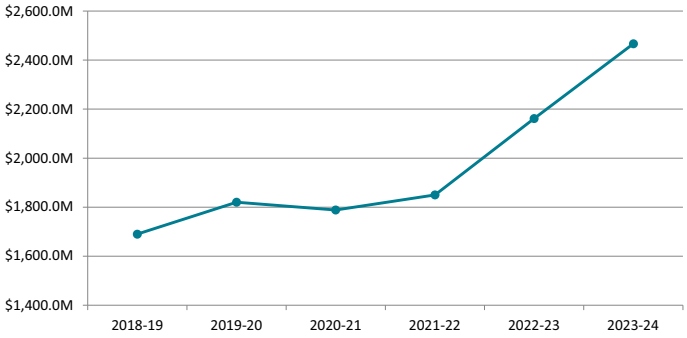
In the Total Funding by Source table, the $745.8 million increase in the Fiscal Year 2023–24 Recommended Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by $305.0 million or 14.1%** overall in Fiscal Year 2023–24. The increases in State Revenue are in the Health and Human Services Agency (HHSA) of $252.4 million, in the Public Safety Group (PSG) of $49.4 million, in the Finance and General Government Group (FGG) of $3.1 million and in the Capital Program of $3.0 million partially offset by decrease in the Land Use and Environment Group (LUEG) of $2.9 million. The increase of $286.0 million in the General Fund is described in the next section.

All Funds:
State Revenue History

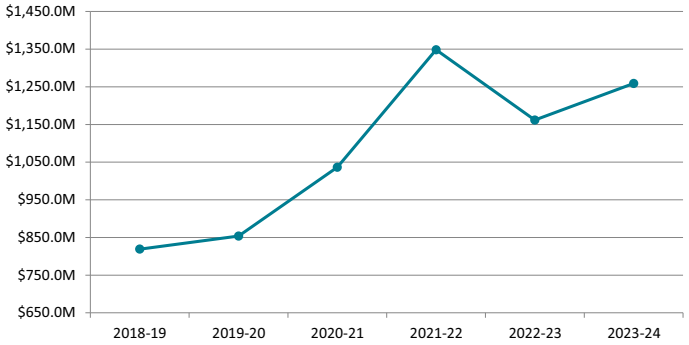


State revenues outside of the General Fund increase by $19.0 million. Increase of $15.9 million in PSG for the Proposition 172 Fund which supports regional law enforcement services, $3.0 million in the Capital Program for one-time projects and $0.5 million in FGG for Department of General Services for payments related to facilities occupied by State courts. Decrease of $0.4 million in LUEG for Department of Public Works (DPW) primarily for Ramona Airport median paving funded by Cal Fire, ARPA infrastructure projects, and completion of State grant funded capital projects in the Road Program.

Federal Revenue

Federal Revenue **increases by a net of $96.9 million or 8.3%** overall in Fiscal Year 2023–24. Of the increases in Federal Revenue, $82.1 million are in the General Fund which is described in the next section.

All Funds:
Federal Revenue History

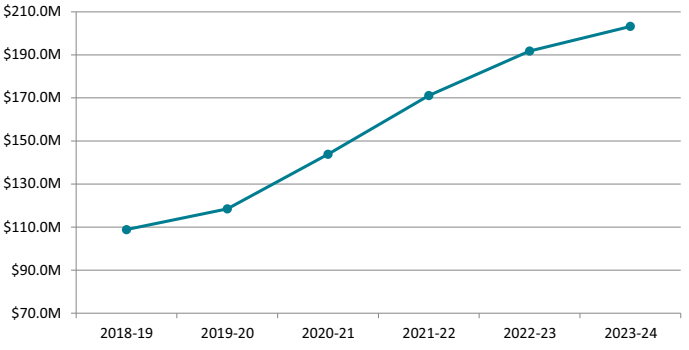


The overall increase of $14.8 million outside of the General Fund includes a $10.9 million increase in the Capital Program for one-time projects and $4.2 million in LUEG for DPW due to Federal Highway Administration projects in the Road Fund partially offset by $0.3 million decrease in San Diego County Fire Protection District (SDCFPD) for ambulance transports due to the dissolution of County Service Area (CSA) 69.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $11.4 million or 5.9%** overall in Fiscal Year 2023–24. Of the increases, $12.7 million are in the General Fund is described in the next section.

All Funds:
Other Intergovernmental Revenue History

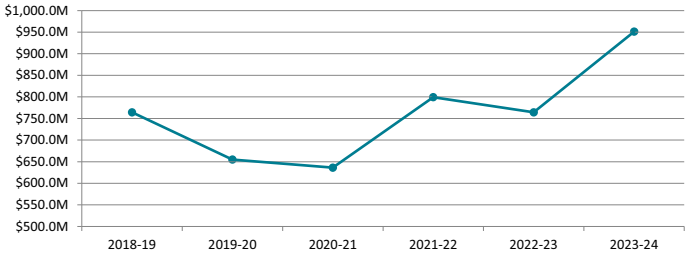


The overall decrease of $1.3 million outside the General Fund is primarily in SDCFPD ($2.7 million) for ambulance transports due to the dissolution of CSA 69 partially offset by $1.4 million increase in the County Library due to Aid From Redevelopment Successor Agencies revenues.

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

Operating Transfers and Other Financing Sources, Use of Money & Property, Miscellaneous Revenues, and Residual Equity Transfers In **increase by a net of $187.0 million or 24.5%** overall in Fiscal Year 2023–24.

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



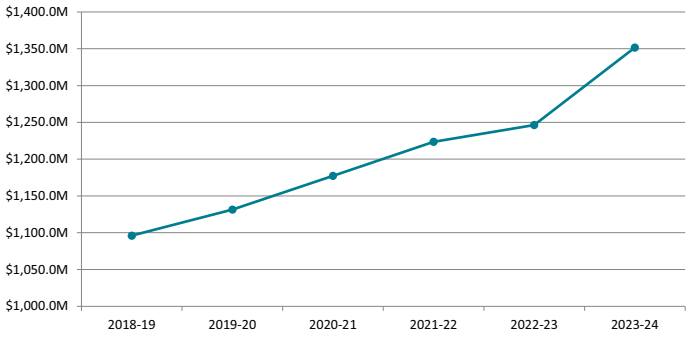
- Other Financing Sources (primarily Operating Transfers between funds) increase by a net of $104.6 million or 16.3%. The General Fund increases by $32.3 million. The most significant changes outside of the General Fund include increase of $76.8 million in the Capital Program for one-time projects. In FGG, the $2.2 million increase in DGS to fund the Zero Carbon Portfolio Plan and in County Technology Office for enterprise-wide licensing costs. In PSG, $0.3 million primarily in Sheriff Department for Incarcerated Peoples' Welfare Fund. In HHSA, $0.1 million in County Successor Agency to fund increase in Gillespie Field Bond payments and projected Debt Service Reserve transfers. These increases partially offset by $7.0 million decrease in LUEG primarily in DPW for one-time transfers for projects that require capitalization and in Finance Other, $0.1 decrease in Employee Benefits ISF.
- Revenue from Use of Money & Property increases by $42.0 million or 90.3% in Fiscal Year 2023–24. The General Fund increases by $37.2 million. This increase in the General Fund is described in the next section. Outside of the General Fund, a net increase is $4.9 million. In LUEG, $3.3 million increase in DPW due to rents, leases, and landing fees in County Airports and in Department of Parks and Recreation due to deposit revenue for Park Land Dedication Ordinance funds. In Finance Other, $1.6 million increase is for anticipated interest earnings in Employee Benefits ISF and Public Liability ISF. In PSG, $0.2 million increase is for interest revenues on penalty assessment fund. These are partially offset by a decrease of $0.1 million in the Capital Program to align interest earnings with actual trends in the Edgemoor Development fund and $0.1 million in FGG for DGS to align with projected revenue related to interest earnings.

- Miscellaneous Revenues increase by $40.2 million or 53.4% in Fiscal Year 2023–24. The General Fund increases by $31.3 million, and is described in the next section. An increase of $8.9 million outside of the General Fund primarily includes:
  - Increase of $8.5 million in LUEG in DPW due to Environmental Trust revenue to support the Closed Landfills operations and maintenance.
  - Increase of $1.3 million in PSG primarily due to anticipated increase in sales of commissary goods to incarcerated people housed within detention facilities in the Sheriff Jail Stores Commissary Enterprise fund.
  - Decrease of $0.9 million in FGG for DGS to align with projected revenue for acquisition leasing and to align with anticipated revenue from the Energy Trust Fund and for Purchasing ISF due to revenue proceeds from usage rebates.
- Residual Equity Transfers In increases by $0.2 million or 93.4% in Fiscal Year 2023–24. The $0.2 million increase in FGG for DGS to true up payments for active vehicles.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of $105.2 million or 8.4%** overall in Fiscal Year 2023–24.

All Funds:
Charges for Services, Fees and Fines Revenue History

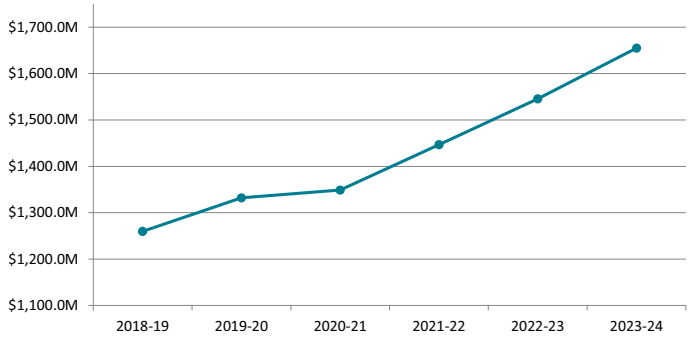


- Charges for Current Services increase by a net of $98.1 million or 8.6% in Fiscal Year 2023–24. There is an overall increase of $6.7 million in the General Fund, and is described in the next section. Outside of the General Fund, the overall increase is $91.4 million. An increase of $59.9 million is in FGG for DGS ($44.3 million) due to cost of services provided to client departments, in Information Technology ISF ($10.2 million) primarily due to increase in departmental operation, maintenance and one-time costs, and in the Purchasing ISF ($5.4 million) due to increase of ongoing operational costs. An increase of $34.5 million is in Finance Other for Public Liability ISF ($33.9 million) and Employee Benefits ISF ($1.8 million) partially offset by decrease in Pension Obligation Bonds ($1.2 million). An increase of $2.1 million in Capital Program for one-time projects. These are partially offset by $2.6 million decrease in PSG for SDCFPD due to the dissolution of CSA 69, and $2.5 million decrease in LUEG for DPW to align Environmental Trust Fund revenue transfer with the proper account.
- Licenses, Permits & Franchises increase by $6.9 million or 11.9% in Fiscal Year 2023–24. There is an overall $5.1 million increase in the General Fund, and is described in the next section. The increase of $1.8 million outside of the General Fund is in LUEG for the Department of Parks and Recreation due to anticipated increases in developer fees for parkland dedication ordinance projects.
- Fines, Forfeitures & Penalties increase by $0.2 million or 0.5% in Fiscal Year 2023–24. There is an overall $0.9 million increase in the General Fund, and is described in the next section. A $0.7 million decrease outside of the General Fund is in PSG for Public Safety Group Executive Office due to decrease in penalty assessment revenue.

Property and Other Taxes

Property and Other Taxes increase by $109.2 million or 7.1% in Fiscal Year 2023–24.

All Funds:
Property and Other Taxes Revenue History

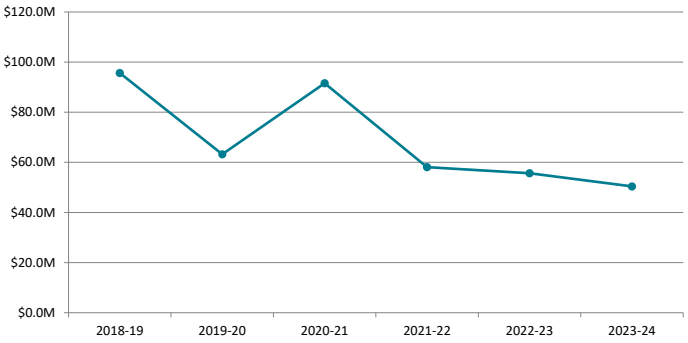


The overall increase of $95.1 million is in the General Fund, and is described in the next section. Outside of the General Fund, there is an increase of $14.1 million. The increase of $7.2 million in PSG is for San Diego County Fire primarily for increase in property tax and special tax collections in the SDCFPD and $6.9 million in LUEG is for DPW ($4.1 million) due to the increase of TransNet-funded projects in the Road Fund, as well as projected taxes from property owners for Harmony Grove Village Community Facilities District, Flood Control District, Permanent Road Division and Street Lighting District, for County Library ($2.2 million) from increase in property taxes and for the Department of Parks and Recreation ($0.6 million) due to projected property tax revenue.

Fund Balance Component Decreases

The Use of Fund Balance Component Decreases **decrease by $5.3 million or 9.5%** in Fiscal Year 2023–24. A total of $50.4 million is budgeted for existing Pension Obligation Bonds ($42.8 million), for one-time labor costs ($6.1 million), and to fund one-time costs in Department of Environmental Health and Quality ($1.1 million) and in SDCFPD ($0.4 million).

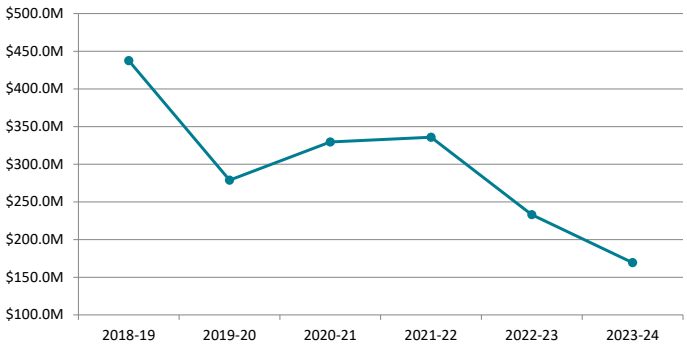
All Funds:
Fund Balance Component Decreases Revenue History



Use of Fund Balance

Finally, the Use of Fund Balance **decreases by a net of $63.7 million or 27.4%** in Fiscal Year 2023–24. A total of $169.3 million is budgeted for one-time uses in Use of Fund Balance outside of the General Fund such as Proposition 172, the Road Fund, Tobacco Settlement Fund, the Library Fund, Public Works Enterprise Fund, Edgemoor Development Fund, Pension Obligation Bonds, various Internal Service and Special Districts Funds. The $169.3 million includes investments in various public works improvement projects ($55.8 million), use of Securitized Tobacco Settlement Special Revenue Fund for health related services ($13.4 million), countywide replacement acquisition program for Fleet Management ISF ($13.2 million), one-time investments in library materials and equipment ($9.0 million), to minimize the costs to departments for Employee Benefits ISF, fire and emergency medical services costs, core services to incarcerated people, law enforcement activities, stabilization of Department of Purchasing & Contracting ISF rates, to support the 2014 Edgemoor debt service payment, pension obligation bonds, various parks expansion projects and costs in facility management.

All Funds:
Use of Fund Balance Revenue History



Fiscal Year 2023–24 All Funds by Department & Funding Source

Public Safety Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Public Safety Executive Office	$ 72,508,567	$ 391,006,357	$ 70,356,812	$ 533,871,736
Animal Services	1,530,311	—	8,363,891	9,894,202
Child Support Services	322,421	56,896,367	—	57,218,788
District Attorney	128,103,175	31,508,677	135,624,368	295,236,220
Medical Examiner	516,515	—	17,005,117	17,521,632
Office of Emergency Services	1,160,302	4,538,617	4,787,810	10,486,729
Probation	41,802,020	140,076,773	95,339,535	277,218,328
Public Defender	3,336,283	10,200,407	120,067,111	133,603,801
San Diego County Fire	37,979,246	8,260,478	64,234,568	110,474,292
Sheriff	528,847,427	110,459,202	553,111,960	1,192,418,589
Group Total	**$ 816,106,267**	**$ 752,946,878**	**$ 1,068,891,172**	**$ 2,637,944,317**

Health and Human Services Agency

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Administrative Support	$ 37,904,352	$ 125,808,438	$ 20,672,103	$ 184,384,893
Aging & Independence Services	3,428,411	255,838,202	23,389,543	282,656,156
Behavioral Health Services	108,483,465	878,429,085	34,133,161	1,021,045,711
Child and Family Well-Being	4,830,165	430,650,445	21,377,884	456,858,494
County Successor Agency	7,765,176	—	—	7,765,176
Homeless Solutions and Equitable Communities	3,701,649	59,934,563	13,923,831	77,560,043
Housing & Community Development Services	27,015,838	63,835,196	8,610,483	99,461,517
Medical Care Services Department	8,611,532	31,084,478	8,329,787	48,025,797
Public Health Services	8,709,109	202,564,451	16,970,222	228,243,782
Self-Sufficiency Services	6,211,282	723,583,238	56,223,919	786,018,439
Group Total	**$ 216,660,979**	**$ 2,771,728,096**	**$ 203,630,933**	**$ 3,192,020,008**

Land Use and Environment Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Land Use and Environment Executive Office	$ 2,079,826	$ –	$ 9,635,605	$ 11,715,431
Agriculture, Weights and Measures	6,788,561	14,030,655	10,244,741	31,063,957
County Library	59,235,186	7,277,355	—	66,512,541
Environmental Health and Quality	55,191,317	4,073,292	3,753,224	63,017,833
Parks and Recreation	26,996,999	3,130,342	45,453,376	75,580,717
Planning & Development Services	27,033,773	1,456,890	25,256,406	53,747,069
Public Works	205,700,483	144,661,284	15,150,031	365,511,798
Group Total	**$ 383,026,145**	**$ 174,629,818**	**$ 109,493,383**	**$ 667,149,346**

Finance and General Government Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Finance & General Government Executive Office	$ 2,979,599	$ 201,671	$ 29,157,770	$ 32,339,040
Board of Supervisors	393,644	—	15,998,393	16,392,037
Assessor/Recorder/County Clerk	57,380,075	—	31,986,771	89,366,846
Treasurer-Tax Collector	16,928,111	—	8,471,222	25,399,333
Auditor and Controller	7,567,496	1,302,101	33,664,981	42,534,578
Chief Administrative Office	483,672	2,000,000	7,938,226	10,421,898
Citizens' Law Enforcement Review Board	45,173	—	1,930,845	1,976,018
Civil Service Commission	60,443	—	575,712	636,155
Clerk of the Board of Supervisors	765,849	—	4,532,628	5,298,477
County Communications Office	1,662,515	—	4,009,450	5,671,965
County Counsel	21,121,857	—	22,994,987	44,116,844
County Technology Office	220,378,135	—	9,703,492	230,081,627
General Services	282,208,491	4,301,728	2,550,000	289,060,219
Grand Jury	—	—	780,724	780,724
Human Resources	16,467,347	—	20,109,275	36,576,622
Office of Evaluation, Performance and Analytics	—	—	—	—
Purchasing and Contracting	18,712,584	—	—	18,712,584
Registrar of Voters	4,861,630	7,909,785	27,387,026	40,158,441
Group Total	**$ 652,016,621**	**$ 15,715,285**	**$ 221,791,502**	**$ 889,523,408**

Capital

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Capital Program	$ 222,034,340	$ 36,869,721	$ –	$ 258,904,061
Group Total	**$ 222,034,340**	**$ 36,869,721**	**$ –**	**$ 258,904,061**

Finance Other

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Community Enhancement	$ –	$ –	$ 6,203,455	$ 6,203,455
Contributions to Capital Program	–	–	45,868,000	45,868,000
Countywide General Expense	24,308,098	–	131,151,836	155,459,934
Lease Payments-Bonds	8,520,764	–	17,202,848	25,723,612
Local Agency Formation Commission Administration	–	–	582,443	582,443
Neighborhood Reinvestment Program	–	–	10,000,000	10,000,000
Pension Obligation Bonds	81,494,299	–	–	81,494,299
Public Liability ISF	76,413,160	–	–	76,413,160
Workers Compensation Emp Ben ISF	58,014,714	–	–	58,014,714
Group Total	**$ 248,751,035**	**$ —**	**$ 211,008,582**	**$ 459,759,617**

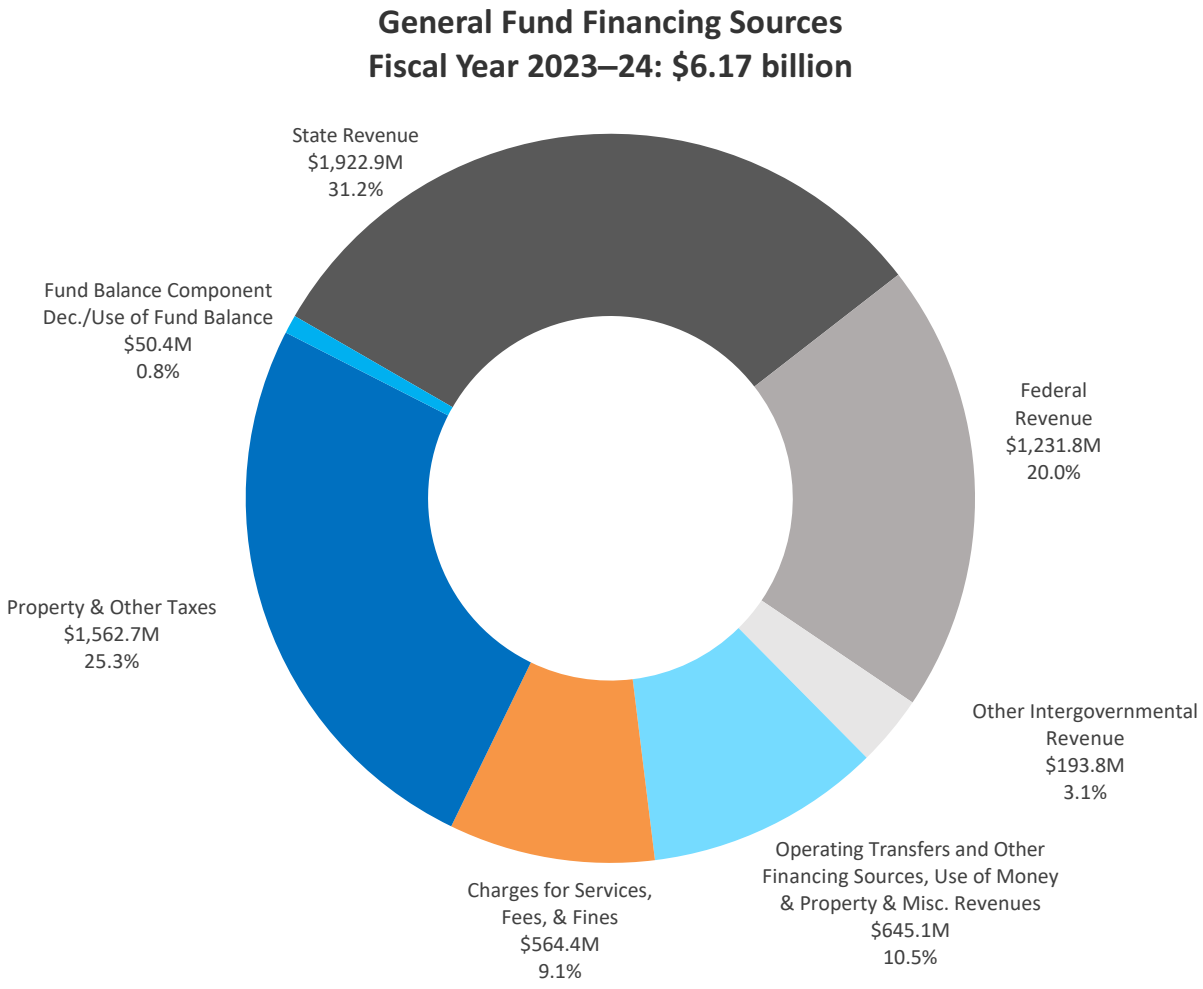
Countywide Totals

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	County Total
County Total	**$ 2,538,595,387**	**$ 3,751,889,798**	**$ 1,814,815,572**	**$ 8,105,300,757**

General Fund

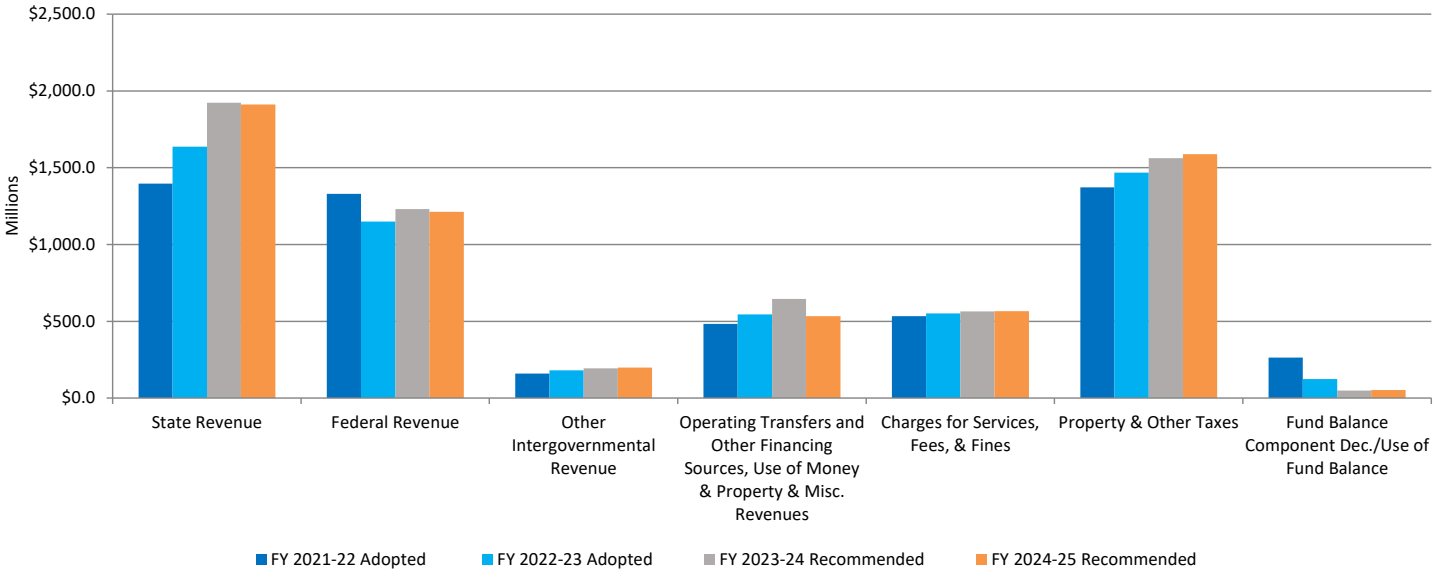
Overview of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Recommended Operational Plan, General Fund Financing Sources total $6.17 billion for Fiscal Year 2023–24, a **$516.9 million or 9.1% increase** from the Fiscal Year 2022–23 Adopted Budget. Increase in General Fund is mainly in the Health and Human Services Agency (HHSA) primarily due to increase in State and federal revenues tied to the increase in estimated benefit payments for the California Work Opportunity and Responsibility to Kids (CalWORKs) program, increase in mental health services funding, increase in In-Home Support Services health benefit contributions due to caseload growth, restoration of benefits impacted by the Electronic Benefit Transfer skimming incidents, enactment of the *Community Assistance, Recovery and Empowerment* (CARE) *Act*, and increase in HHSA Realignment revenues. Significant increases are also reflected in Finance Other due to higher interest rate applied to a projected cash balance in various funds in the County Pool and increase in Other Current Secured Property Tax based on the projected assessed value growth, and in the Public Safety Group (PSG) due to increases in sales tax-based revenues, including Proposition 172, the *Local Public Safety Protection and Improvement Act* of 1993 and 2011 Public Safety Realignment. This is offset by a decrease in General Fund due to removal of prior-year one-time use of fund balance. In comparison, the ten-year average annual growth rate through Fiscal Year 2022–23 was 4.3%. General Fund Financing Sources decrease by $108.7 million or 1.8% in Fiscal Year 2024–25 primarily due to reduction in the use of one-time resources.



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

General Fund Financing by Sources
Fiscal Years 2021-22 through 2024-25



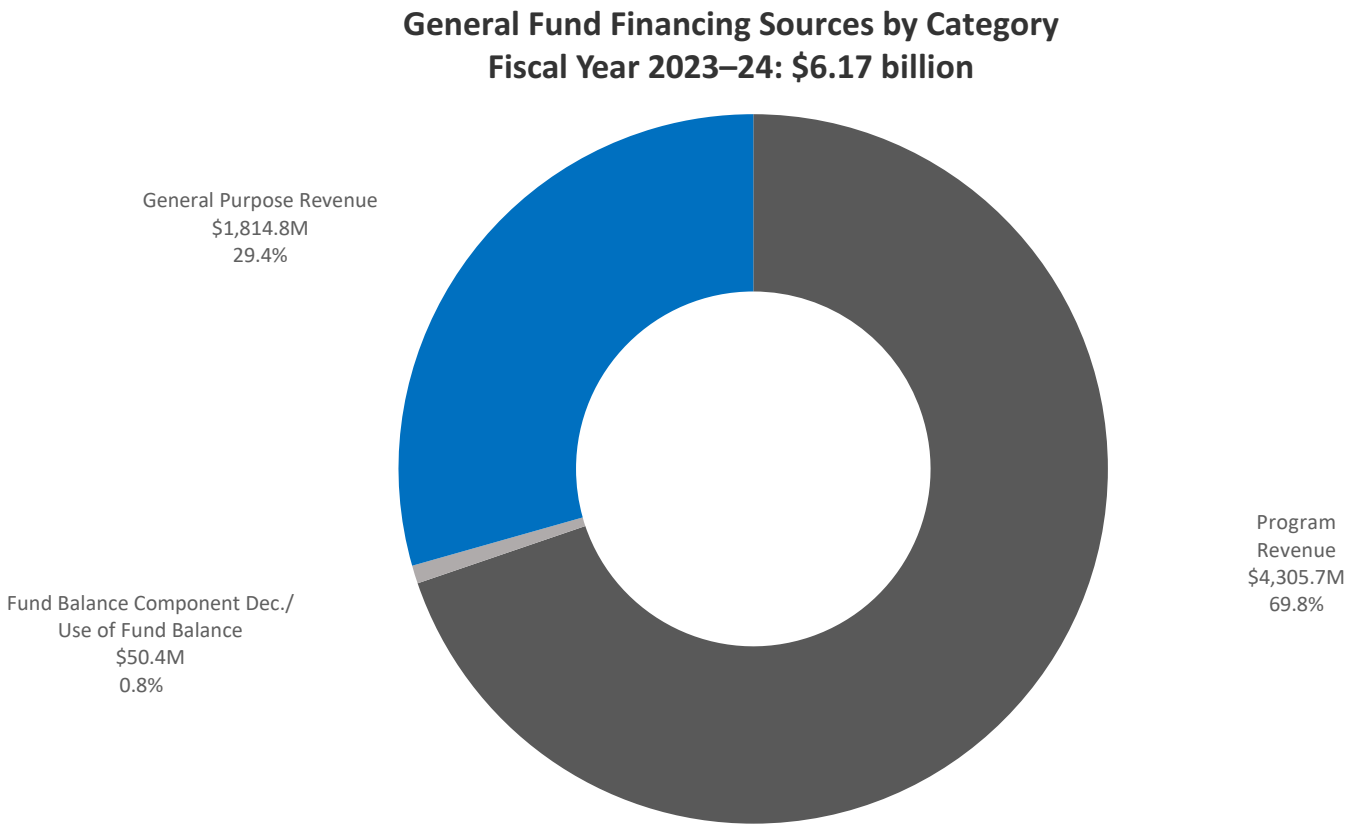
General Fund Financing Sources (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
State Revenue	$ 1,396.8	$ 1,636.8	$ 1,922.9	17.5	$ 1,910.5
Federal Revenue	1,330.0	1,149.6	1,231.8	7.1	1,211.9
Other Intergovernmental Revenue	160.5	181.1	193.8	7.0	198.6
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	483.0	544.3	645.1	18.5	533.6
Charges for Services, Fees, & Fines	534.2	551.6	564.4	2.3	565.8
Property & Other Taxes	1,373.2	1,467.6	1,562.7	6.5	1,589.1
Fund Balance Component Decreases	53.8	52.8	50.4	(4.5)	42.8
Use of Fund Balance	209.3	70.2	0.0	(100.0)	10.0
Total	**$ 5,540.9**	**$ 5,654.0**	**$ 6,170.9**	**9.1**	**$ 6,062.2**

General Fund Financing Sources by Category

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

In Fiscal Year 2023–24, Program Revenue increased by $439.9 million or 11.4%, while General Purpose Revenue (GPR) increased by $149.6 million or 9.0% and the Fund Balance Component Decreases/Use of Fund Balance decreased by $72.6 million or 59.0% from the Fiscal Year 2022–23 Adopted Budget.



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

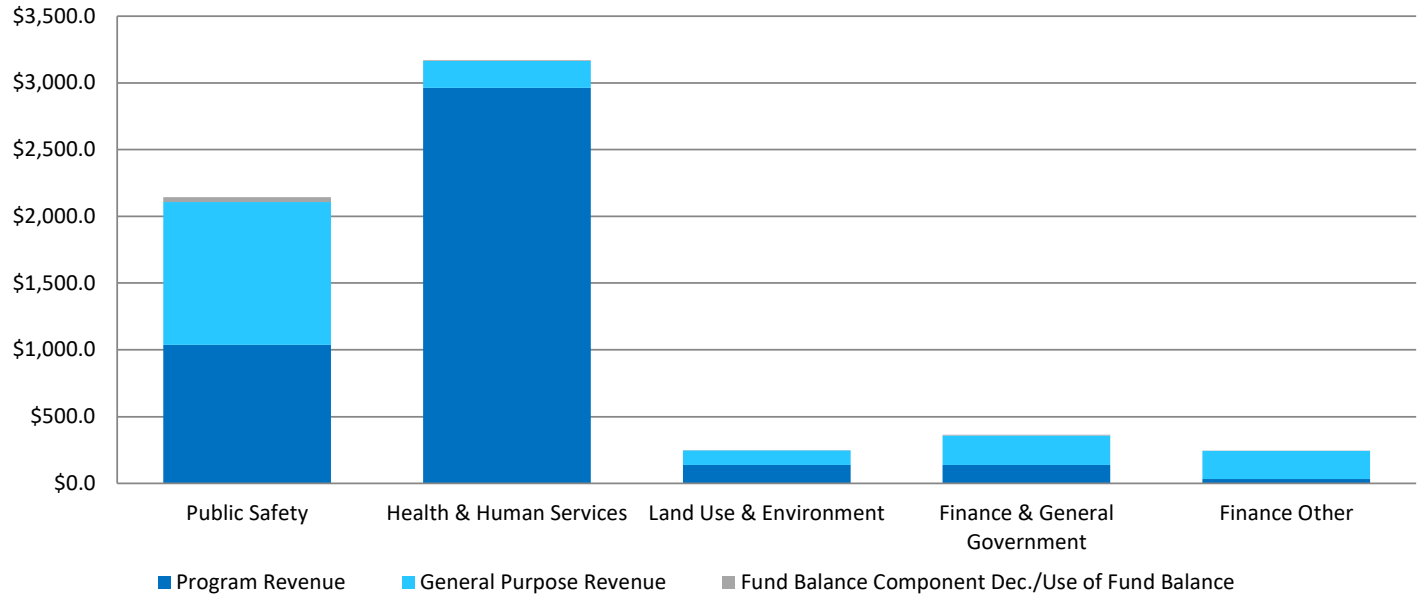
General Fund Financing Sources by Category (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Program Revenue	$ 3,727.1	$ 3,865.8	$ 4,305.7	11.4	$ 4,163.6
Use of Fund Balance/Fund Balance Component Decreases	263.2	123.0	50.4	(59.0)	52.8
General Purpose Revenue	1,550.7	1,665.2	1,814.8	9.0	1,845.8
Total	**$ 5,540.9**	**$ 5,654.0**	**$ 6,170.9**	**9.1**	**$ 6,062.2**

In Fiscal Year 2024–25, GPR increased by 1.7% ($31.0 million), Program Revenue decreased by 3.3% ($142.1 million) and the planned Use of Fund Balance increased by 4.8% ($2.4 million). Uses of fund balance in Fiscal Year 2024–25 are tentative and subject to revision during the next Operational Plan development cycle.

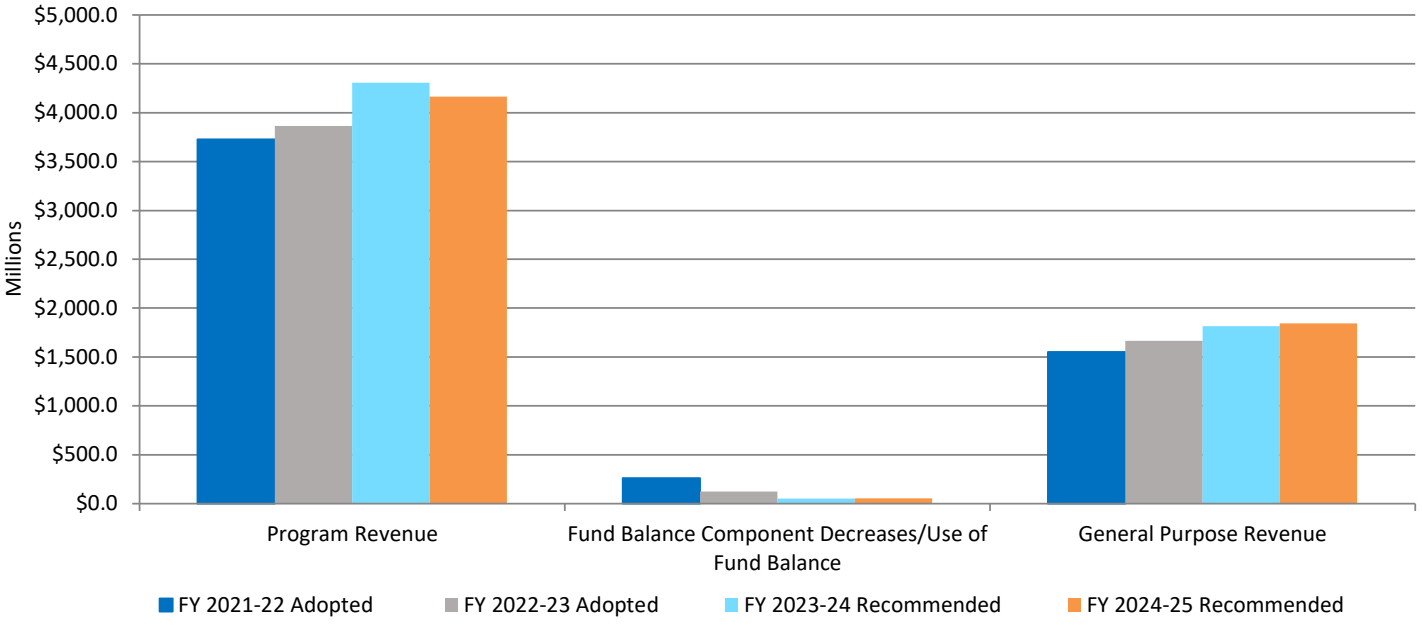
General Fund Financing by Group and Category

Fiscal Year 2023-24: $6.17 billion



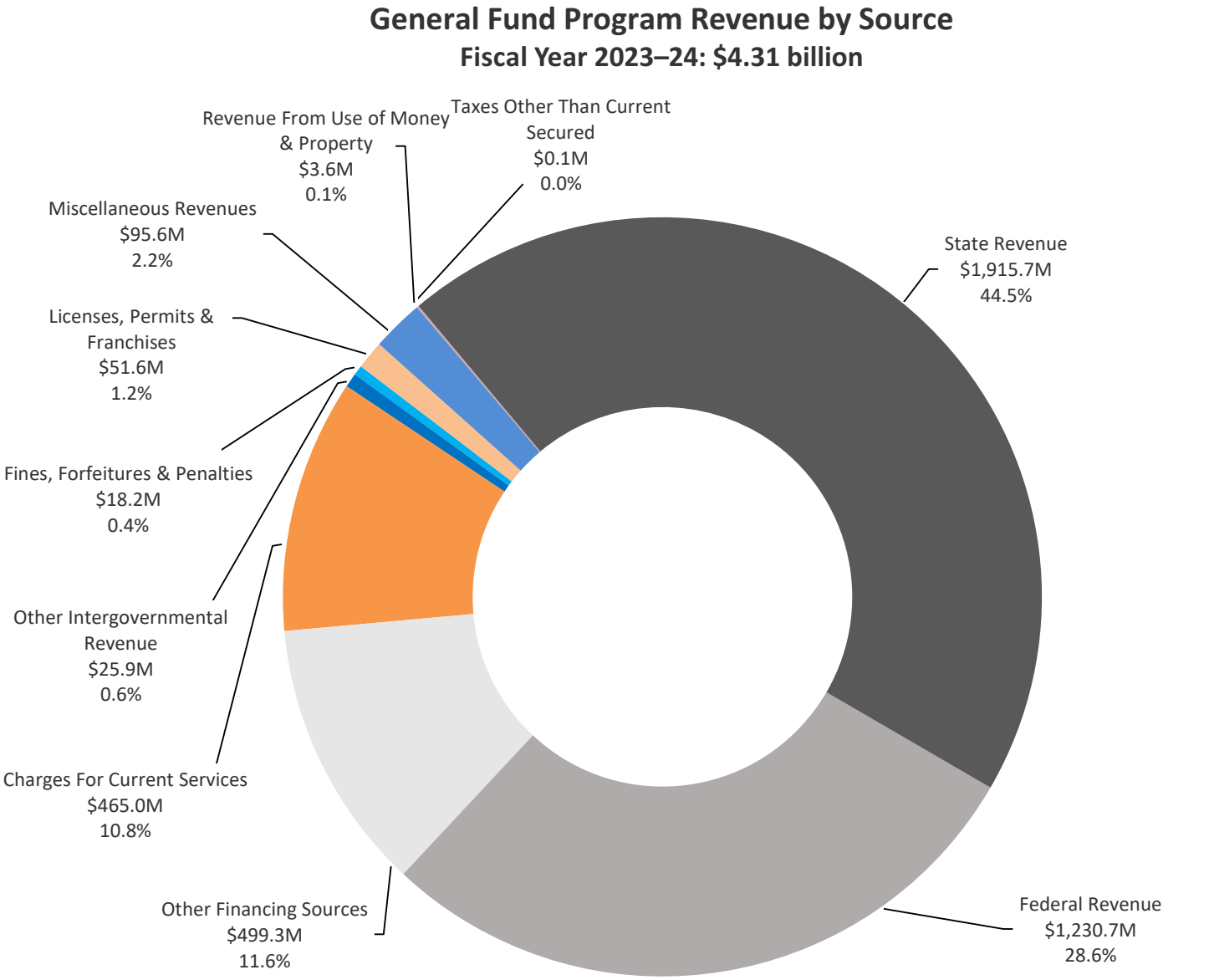
General Fund Financing Sources by Category

Fiscal Years 2021-22 through 2024-25



General Fund Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which it is associated. This revenue makes up 69.8% of General Fund financing sources in Fiscal Year 2023–24, and is derived primarily from State and federal subventions, grants, and fees charged by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 68.8%, the Public Safety Group manages 24.1% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 11.4% ($439.9 million) from the Fiscal Year 2022–23 Adopted Budget compared to an average annual growth for the last ten years of 4.0%.



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

General Fund Program Revenue by Source (in millions)

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
State Revenue	$ 1,389.6	$ 1,629.7	$ 1,915.7	17.6	$ 1,903.3
Federal Revenue	1,329.1	1,148.5	1,230.7	7.2	1,210.8
Other Financing Sources	376.5	467.1	499.3	6.9	441.8
Charges For Current Services	454.2	458.3	465.0	1.5	466.9
Other Intergovernmental Revenue	24.0	24.7	25.9	5.0	26.1
Fines, Forfeitures & Penalties	23.6	22.1	18.2	(17.5)	14.0
Licenses, Permits & Franchises	32.3	46.4	51.6	11.2	55.2
Miscellaneous Revenues	93.8	64.7	95.6	47.7	41.9
Revenue From Use of Money & Property	4.1	4.4	3.6	(18.1)	3.6
Taxes Other Than Current Secured	—	—	0.1	—	—
Total	**$ 3,727.1**	**$ 3,865.8**	**$ 4,305.7**	**11.4**	**$ 4,163.6**

General Fund Change in Program Revenue

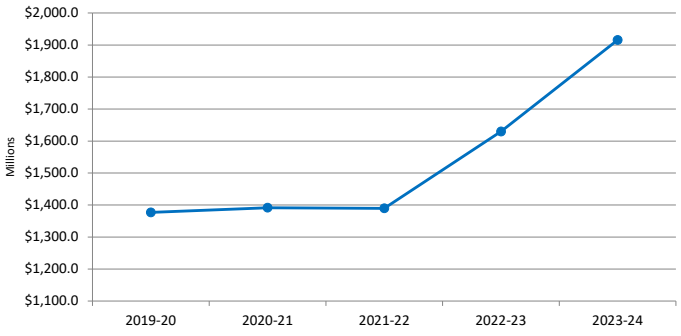
The $439.9 million increase in Program Revenue in the Fiscal Year 2023–24 Recommended Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue **increases by $286.0 million or 17.6%.**

General Fund Program Revenue:
State Revenue History



There is an overall net increase of $252.4 million in the Health & Human Services Agency (HHSA) primarily in Realignment revenues to support increases in Salaries & Benefits and Services & Supplies based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services programs, and in State funding to align with estimated California Work Opportunity and Responsibility to Kids (CalWORKs) program, including CalWORKs Child Care Stage One, benefit payments and the In-Home Support Services (IHSS) health benefit contributions due to caseload growth. In addition, HHSA State funding increases are from mental health services funding driven by increased mental health services, to support the Senate Bill 1338, *Community Assistance, Recovery and Empowerment (CARE) Act* program expenditures, to fund the restoration of benefits impacted by the Electronic Benefit Transfer skimming incidents, and to reflect increase in social services administrative revenue with growth in administrative allocations supporting increased staffing, increased operating costs, and anticipated growth in the Family Stabilization and CalFresh Employment and Training programs.

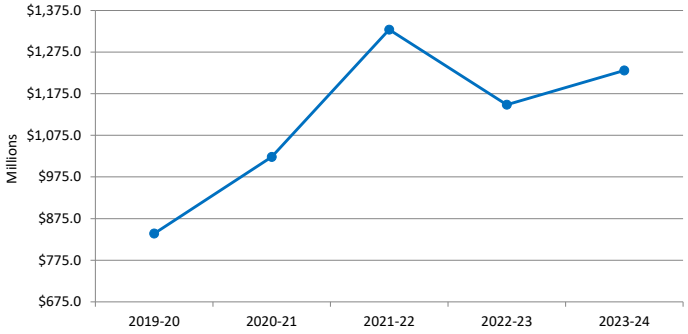
An overall net increase of $33.6 million in Public Safety Group (PSG) is primarily from the Local Revenue Fund 2011, Community Corrections Subaccount to fund expansion of or new programs such as the Homeless Enhanced Legal Program, SB 483, *Sentencing: resentencing to remove sentencing enhancements*, Transitional Age Youth Diversion Initiative, Community Justice Initiative and the Tattoo Removal program in the District Attorney; various programs in Reentry Division in Sheriff; and increases in reimbursable staffing costs within PSG departments. There are also increases in Probation Department for the Youth Development Academy funded by Juvenile Justice Realignment Block Grant; in Contribution for Trial Courts due to AB 199, *Committee on Budget, Courts* for criminal fees backfill; in Department of Child Support Services for additional allocation provided by the California Department of Child Support Services; for the Officer Wellness and Mental Health grant in Sheriff; and in Public Defender for Senate Bill 1338, CARE Act.

An overall net increase of $2.5 million in Finance and General Government Group (FGG) is primarily in the Registrar of Voters due to the purchase of a new voter registration system and other reimbursable costs tied to the March 2024 Presidential Primary Election, offset by an overall net decrease of $2.5 million in Land Use and Environmental Group (LUEG) primarily in the Department of Agriculture, Weights and Measures due to anticipated decrease in State supplemental funding and the sunsetting of a portion of the Industrial Shot Hole Borer and Bee Safe contracts, and in the Planning and Development Services due to the completion of the Local Early Action Planning (LEAP) grants related to housing affordability.

Federal Revenue

Federal Revenue **increases by a net of $82.1 million, or 7.2%.**

General Fund Program Revenue:
Federal Revenue History



There is an overall net increase of $78.8 million in HHSA is primarily in Behavioral Health Services from federal mental health services funding driven by increased mental health services, federal funding in safety net programs to align with estimated benefit payments and caseload for the CalWORKs program, and to reflect funding under the County's American Rescue Plan Act (ARPA) Framework to support the Regional Homeless Assistance Program (RHAP), LGBTQ Homeless Services/Housing, Compassionate Emergency Housing Solutions Safe Parking operations to address homelessness, the Career Pathways for Foster Youth and Child Care Bridge programs, No Cost Senior Transportation program and for collaborative effort with the Department of General Services (DGS) to pursue properties available for affordable housing development.

A net increase of $3.8 million in PSG is primarily in the Sheriff for the Department of Health Care Services California Advancing and Innovating Medi-Cal (CalAIM) Providing Access and Transforming Health (PATH) to support implementation of pre-release Medi-Cal enrollment and suspension processes for adult justice-involved population; in San Diego County Fire for the Climate Investment Fire Prevention Grant for fuel reduction and evacuation readiness program; and in Department of Child Support Services based on additional allocation provided by the California Department of Child Support Services, offset by decreases in the Sheriff's Department related to State and federal homeland security initiatives.

A net increase of $0.1 million in LUEG is in the Department of Agriculture, Weights and Measures due to anticipated workload increases relating to Noxious Weeds offset by decreases in Parks and Recreation due to completion of ARPA funded project and in the Department of Environmental Health and Quality due to a lower Urban Area Security Initiative (UASI) grant allocation.

The net decrease of $0.6 million in FGG is from the Registrar of Voters due to full payment of federal Help America Vote Act (HAVA) funding in the prior year and in the Human Resources due to the operational impacts of the COVID-19 pandemic and related ARPA funding.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of $32.3 million or 6.9%**.

There is a net increase of $20.6 million in Finance Other due to one-time items funded by General Purpose revenue for various General Fund departments offset by a decrease in Lease Payment Bonds.

A net increase of $11.2 million in PSG is primarily due to an increase of $6.5 million in the Proposition (Prop) 172 Fund, the *Local Public Safety Protection and Improvement Act of 1993*, to fund regional law enforcement services and public safety focused services, information technology, facility costs and other operational costs in District Attorney, Sheriff and Probation. More information about Proposition 172 funding appears in the following section. In addition, increases of $3.7 million in the San Diego County Fire is due to an operating transfer from San Diego County Fire Protection District for one-time fire apparatus and equipment purchases; $0.6 million in Sheriff due to increase in fund transfers between the Sheriff's Jail Commissary Enterprise Fund, the Incarcerated Peoples' Welfare Fund and the General Fund; and $0.4 million in the Office of Emergency Services from the San Diego County Fire Protection District and County Service Areas to reimburse administrative staff costs supporting San Diego County Fire activities.

A net increase of $0.5 million in LUEG is in Parks and Recreation due to increased support for County Service Areas (CSA) and Community Facilities District parks.

Charges For Current Services

Charges For Current Services **increases by a net of $6.7 million or 1.5%**. Revenues increase by $7.3 million in FGG and $1.6 million in LUEG, offset by decreases of $1.5 million in PSG and $0.7 million in HHSA.

- In FGG, the net increase of $7.3 million include increases of $4.3 million in the Assessor/Recorder/County Clerk primarily from the Recorder Trust Fund revenues due to contract services related to the replacement of the Integrated Recorder and Vital Records System, digitization and indexing of pre-1980 records, and conservation, treatment and transfer of ARCC records from the San Diego History Center and associated personnel costs; $2.3 million in the Human Resources, FGG Executive Office, Chief Administrative Office, and the Auditor and Controller departments associated with the Cost Allocation Plan for reimbursement of administrative services provided to other County departments; $2.0 million in County Counsel due to an increase in legal services relating to constitutional claims, contracts review and real estate matters; $0.4 million in the Treasurer-Tax Collector primarily due to increase in tax collection administration revenue; and $0.3 in the County Technology Office primarily due to increase in departmental operation, maintenance and one-time costs. This is offset by a decrease of $2.0 million in the Registrar of Voters due to the lower number of billable jurisdictions that will participate in the March 2024 Presidential Primary Election.
- In LUEG, an overall increase of $1.6 million include increases of $0.5 million in the Department of Environmental Health and Quality primarily in Service to Property Owners, and Plan Check and Field Inspections, and other accounts related to service; $0.4 million in the Planning & Development Services due to approved increases in plan check fees for building plan checks and to align with current fiscal year projections in plan check revenue; $0.3 million in the LUEG Executive Office for support costs from LUEG departments; $0.3 million in Public Works Services to Property Owners mainly due to land development activities; and $0.1 million in Parks and Recreation due to increase in camping use.
- In PSG, the net decrease of $1.5 million include decreases of $2.0 million in Contribution for Trial Courts and $0.7 million in the San Diego County Fire due to the dissolution of CSA 69; offset by increases of $1.0 million in Sheriff primarily for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd District Agricultural Association, and $0.2 million in Animal Services due to increased charges for multiple animal services fees.
- In HHSA, the net decrease of $0.7 million include decreases of $0.5 million in Behavioral Health Services' Institutional Care Hospital charges and $0.3 in Public Health Services due completion of prior year one-time Perinatal Equity Initiative Medical Campaign, offset by an increase of $0.1 million in Medical Care Services due to Pharmacy medication dispensing fee revenue previously with Behavioral Health Services.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $1.2 million or 5.0%**.

There are net increases of $0.6 million in HHSA which includes $0.5 million in Behavioral Health Services due to revenue from the City of San Diego for the Behavioral Health Services Recovery Bridge Center and $0.1 million from the Housing and Community Development Services Housing Authority administrative revenue to support Stability and Housing Choice Voucher program administration increases in Salaries & Benefits and Services & Supplies; $0.4 million in PSG in the Sheriff's Department from the Vista Unified School District and Guajome Schools to add a School Resource Officer; and $0.2 million in LUEG in the Planning and Development Services associated with the San Diego Association of Governments (SANDAG) grants specifically a Housing Acceleration Program and Smart Growth Incentive Program, and to cover increase in the Joint Powers Agreement with the City of San Diego for the San Diego Geographic Information Source (SanGIS) program.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of $3.9 million or 17.5%**.

An overall net decrease of $3.1 million in PSG is primarily due to a $3.2 million decrease in the Sheriff for planned expenditures of the Cal-ID program, elimination of criminal administrative fees, and reimbursements from the Sheriff's Disbursement Fee Trust Fund and a decrease of $0.8 million in the San Diego County Fire penalty assessment revenes to align with continuous decrease in collections; offset by an increase of $0.9 million collections in Contribution for Trial Courts.

A net decrease of $0.8 million is in the HHSA Self-Sufficiency Services to align with the decrease of Physician Provider Payment Expenditures and anticipated revenues to be received.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by $5.2 million or 11.2%**.

A net increase of $3.4 million in LUEG is primarily due to an increase of $2.4 million in the Department of Environmental Health and Quality due to permit fee revenue increase related to the department's Fiscal Year 2023–24 Cost Recovery Proposal and million permit fee revenue increase due to permit growth. Additional increases of $0.9 million in Planning and Development Services due to approved increases in building permit fees partially offset by fee waiver permits and to align with current fiscal year projections in permit revenue and the first full year of the Cannabis licensing program, and $0.1 million in Agriculture, Weights and Measures due to the increase in budgeted revenue related to cost recovery proposals.

A net increase of $2.0 million in FGG in the Assessor/Recorder/County Clerk is due to increased number of marriage licenses issued and increased fees for services. This is offset by a decrease of $0.2 million in PSG in the Sheriff's Department to align budget with anticipated license fee revenues.

Miscellaneous Revenues

Miscellaneous Revenues **increases by a net of $30.9 million or 47.7%**.

A net increase of $30.9 million is primarily in the HHSA due to an increase of $25.0 million in the Housing and Community Development Services Innovative Housing Trust Fund established by the Board of Supervisors to fund affordable housing projects and increase of $5.1 million in the Behavioral Health and $0.8 million in the Public Health Services Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse.

A net increase of $0.4 million in LUEG is in the Department of Agriculture, Weights and Measures mostly due to projects that will be completed in the next fiscal year.

A net increase of $0.1 million in FGG is due to an increase of $0.2 million Human Resources due to reimbursement from the Employee Benefits Internal Services Fund for its portions of the Employee Benefits and Workers' Compensation divisions and realignment of benefits and insurance revenues, partially offset by a decrease of $0.1 million in Auditor and Controller due to anticipated reduction in Accounts Payable e-commerce revenue.

A net decrease of $0.5 million in PSG is due to a decrease of $2.1 million from the Public Defender reimbursement from the Indigent Defense Trust Fund. There is also a decrease of $0.8 million in the Sheriff for the termination of the Unsheltered Feeding Program memorandum of agreement which is partially offset by an increase of $2.4 million for expenditures reimbursed from the Regional Communication System Trust Fund.

Revenue from Use of Money & Property

Use of Money & Property **decreases by $0.8 million or 18.1%** primarily in Finance Other due to removal of prior year Lease Payments-Bonds Rents and Concessions.

Taxes Other Than Current Secured

Taxes Other Than Current Secured increased **by $0.1 million** in HHSA Homeless Solutions and Equitable Communities tied to the State Prop 10 tobacco tax in support of First 5 Refugee Family Support Services.

Select General Fund Program Revenues

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections for more specific information on the various other program revenues.

1991 and 2011 Health and Human Services Realignment Revenues

1991 and 2011 Health and Human Services Realignment Revenues ($847.5 million in Fiscal Year 2023–24 and $847.5 million in Fiscal Year 2024–25) are projected to be received from the State to support health and social services programs.

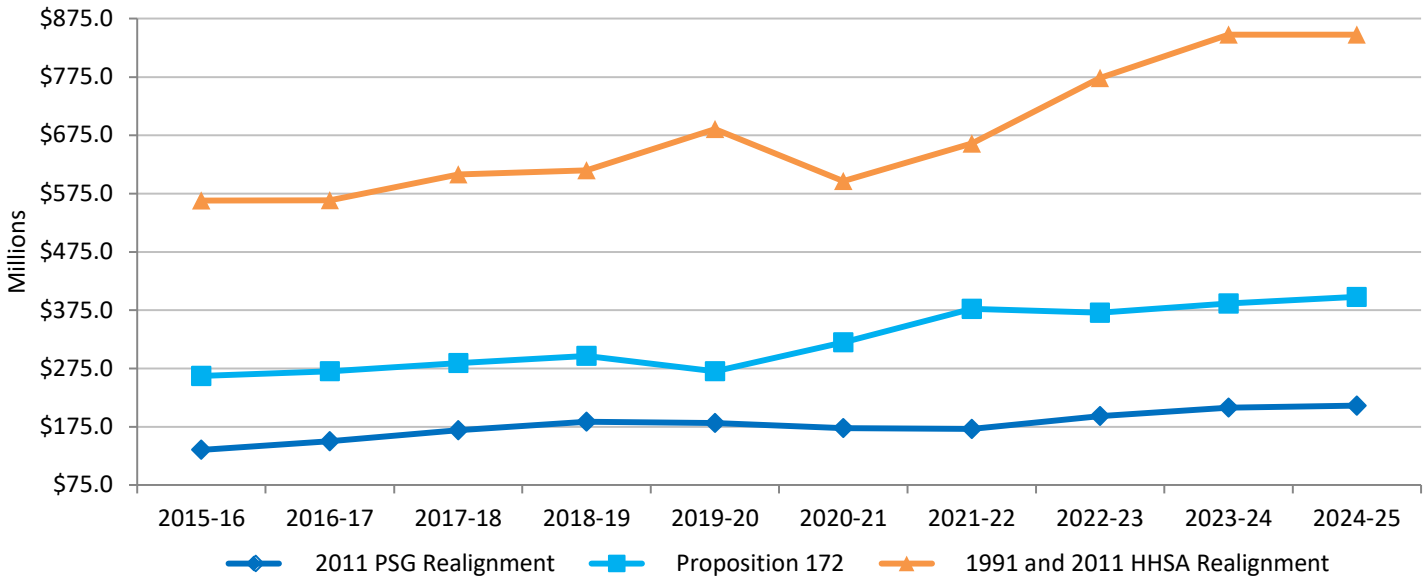
The term “1991 Realignment” refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these services. In Fiscal Year 2011–12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

For Fiscal Year 2023–24, it is projected that 26.7% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. This assumes an underlying statewide sales tax increase of 0.7% and VLF increase of 3.0% for Fiscal Year 2023–24 based on economic forecast. These revenues are projected to increase by 9.6% ($74.5 million) compared to the Fiscal Year 2022–23 budget ($773.0 million) to align with projected statewide sales tax and vehicle license fees there is no change for Fiscal Year 2024–25.

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

Proposition 172, 1991 and 2011 Realignment Sales Tax Revenue

Fiscal Year 2015–16 to Fiscal Year 2024–25



Note: Fiscal Year 2015–16 to 2021–22 figures represent actual revenues. Fiscal Year 2022–23 through Fiscal Year 2024–25 figures represent projected revenue as included in the Fiscal Years 2023–25 Adopted Operational Plan. Starting in 2011, the 1991 Realignment was adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding was incorporated into the 1991 Realignment.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment revenues (**$207.8 million in Fiscal Year 2023–24** and $211.2 million in Fiscal Year 2024–25) are budgeted to support adult and juvenile justice programs. The revenue source is a dedicated portion of State sales tax and State and local Vehicle License Fees (VLF). The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts as directed by statute. Funds allocated to the Community Corrections Subaccount support Public Safety Services in accordance with 2011 Public Safety Realignment which provides funding for the transfer of responsibility for certain offenders from the State to the County, pursuant to Assembly Bill (AB) 109; provides resources for housing, treatment and services for adult and juvenile offenders; and other services promoting a justice reinvestment strategy. These budgeted revenues increase in Fiscal Year 2023–24 by 7.57% ($14.6 million) compared to Fiscal Year 2022–23. This change in revenues is slight increase from Fiscal Year 2021–22. The projected increase in sales tax revenue and VLF is due to the continued recovery from the economic impact of COVID-19 pandemic and based on formulaic assumptions provided by the State of California and assumes an underlying receipts in statewide sales tax rate of 0.45% for Fiscal Year 2023–24.

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

Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues (**$386.2 million in Fiscal Year 2023–24** and $397.8 million in Fiscal Year 2024–25) support regional public safety services provided by three Public Safety Group departments: Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of a Statewide sales tax, approved by voters in 1993, which is distributed to counties based on the relative levels of taxable sales in each county compared to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to Government Code 30055(d).

For Fiscal Year 2023–24, these revenues increase by 4.29% ($15.9 million) from Fiscal Year 2022–23 budgeted amount. This assumes an underlying receipts in statewide sales tax rate of 0.45% for Fiscal Year 2023–24 following an increase of 3.03% in Fiscal Year 2022–23. It is anticipated that these revenues will have a modest growth in Fiscal Year 2024–25 as the economy stabilizes. The previous chart shows the realized revenues for Proposition 172 for Fiscal Years 2015–16 through 2021–22 and projected levels for Fiscal Years 2022–23 through 2024–25.

Tobacco Settlement Revenues

Tobacco Settlement Revenues ($15.1 million in Fiscal Year 2023–24 and $15.1 million in Fiscal Year 2024–25) are dedicated to healthcare-based programs pursuant to Board of Supervisors Policy E-14, Expenditure of Tobacco Settlement Revenue in San Diego County. These revenues are the result of the Master Settlement Agreement in 1998 between the California Attorney General and other states and the four major tobacco manufacturers at that time. The agreement provided more than $206.0 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to counties based on population.

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

In May 2006, the County restructured its 2001 securitization and securitized additional anticipated receipts, adding $123.5 million to the endowment fund. These proceeds were intended to enable the County to fund health care programs annually through approximately year 2034.

The $15.1 million budgeted in Fiscal Year 2023–24 reflects $15.1 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. No change is proposed from the prior year.

General Fund General Purpose Revenue/ Fund Balance Component Decreases

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

General Purpose Revenue (GPR) makes up 29.4% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section. Use of Fund Balance, including Fund Balance Component Decreases, ($50.4 million in Fiscal Year 2023–24 and $52.8 million in Fiscal Year 2024–25), represents 0.8% of General Fund Financing Sources in Fiscal Year 2023–24. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The Fund Balance Component Decrease of $50.4 million in Fiscal Year 2023–24 consists of:

- $42.8 million from fund balance restricted for Pension Obligation Bonds (POB) to serve as an alternative funding source for a portion of existing POB costs that have been supported by GPR.
- $6.1 million from fund balance assigned to one-time labor payments.
- $1.1 million from fund balance committed for Department of Environmental Health and Quality for increased need of Environmental Health commitment.
- $0.4 million from fund balance Committed to the San Diego County Fire for fire and emergency rescue equipment purchases.

There is no General Fund Use of Fund Balance budgeted for Fiscal Year 2023–24.

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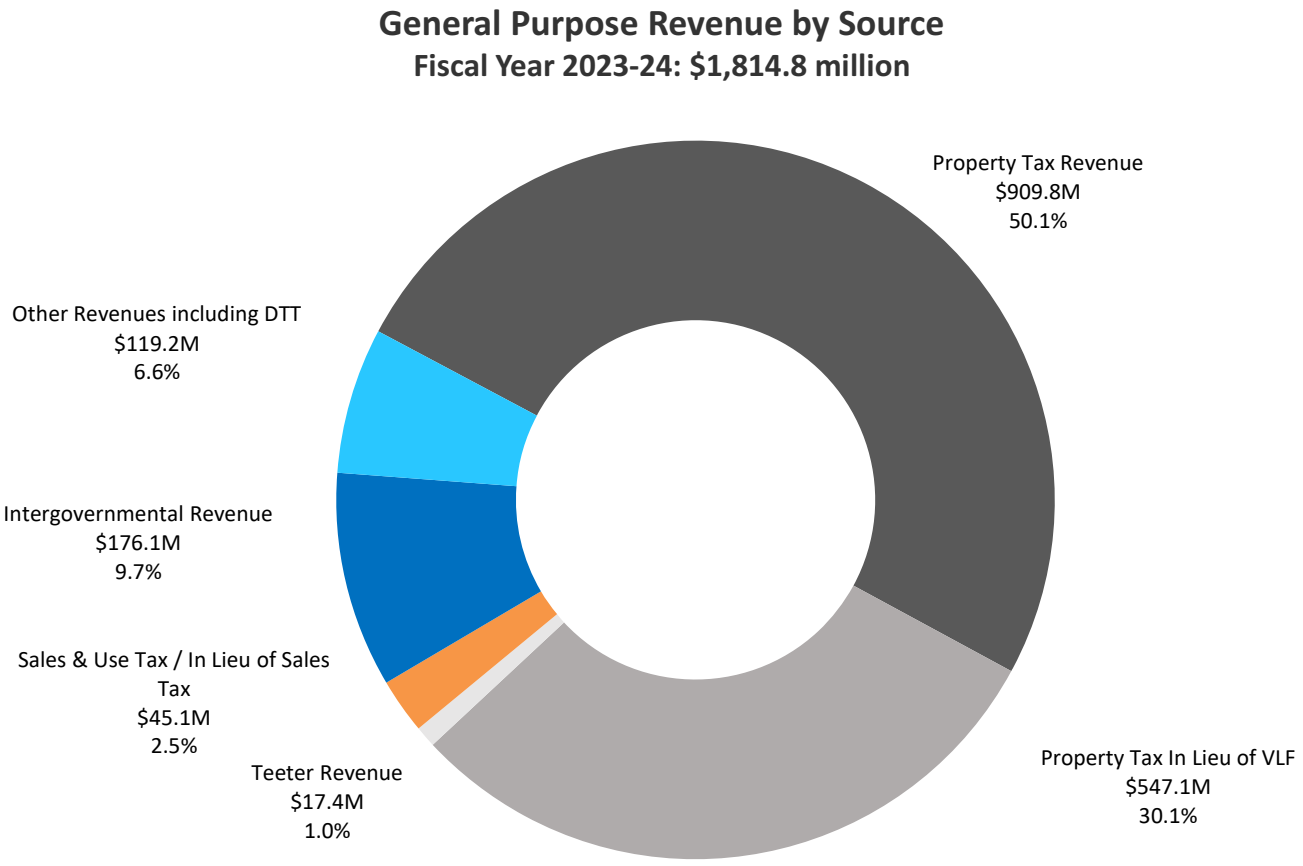
General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 29.4% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, Sales & Use Tax, Documentary Transfer Tax (DTT), Aid from Redevelopment Successor Agencies, and other miscellaneous sources. It may be used for any purpose that is a legal expenditure of County funds. Therefore, the Board of Supervisors has the greatest flexibility in allocating this revenue. The following section presents details of the major components of General Purpose Revenue.

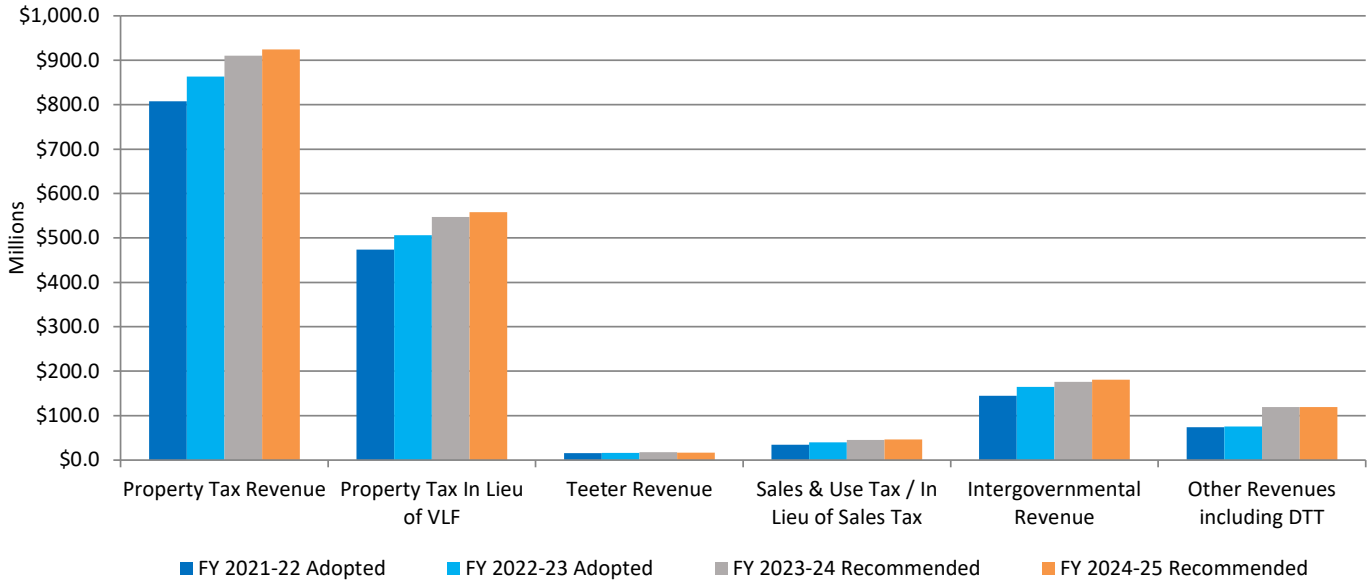


Note: In the chart and table, the sum of individual amounts may not total due to rounding.

For Fiscal Year 2023–24, the $1,814.8 million budgeted for GPR is an **increase of $149.6 million or 9.0%** from the Fiscal Year 2022–23 budgeted amount of $1,665.2 million primarily due to increase in AV growth, interest earnings from higher interest rates, Sales & Use Tax, and continuing growth in pass-through distributions from former redevelopment agency and higher residual revenue. These resources are projected to increase to $1,845.8 million in Fiscal Year 2024–25. The charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.

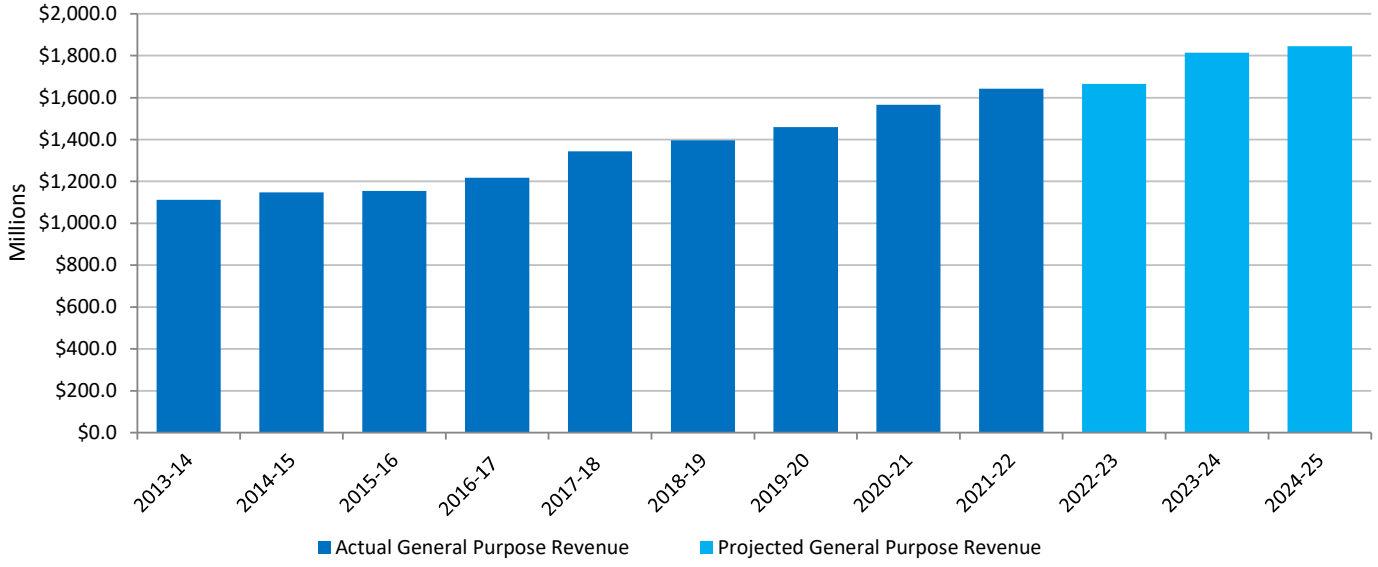
General Purpose Revenue by Source

Fiscal Years 2021-22 through 2024-25



General Purpose Revenue History

Fiscal Year 2013-14 to Fiscal Year 2024-25



Notes: General Purpose Revenue (GPR) for Fiscal Years 2013–14 through 2021–22 represents actual revenue. For Fiscal Years 2022-23 to 2024-25, the projections are included in the Fiscal Years 2023-25 Recommended Operational Plan.

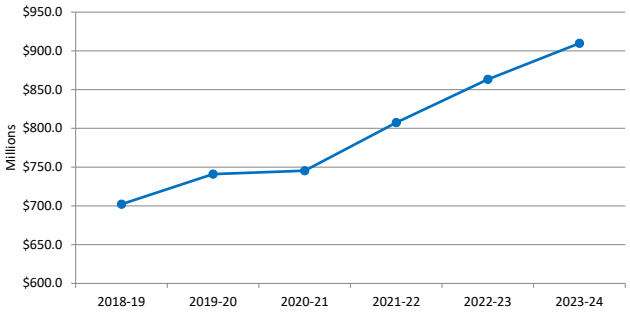
General Purpose Revenue

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Property Taxes Current Secured	$ 777,016,010	$ 831,749,072	$ 881,072,375	5.9	$ 895,779,516
Property Taxes Current Supplemental	8,782,362	8,738,450	8,694,758	(0.5)	8,651,284
Property Taxes Current Unsecured	21,516,714	22,727,801	20,022,240	(11.9)	19,967,666
Property Taxes Current Unsecured Supplemental	57,169	58,027	58,897	1.5	59,781
Total Property Tax Revenue	**$ 807,372,255**	**$ 863,273,350**	**$ 909,848,270**	**5.4**	**$ 924,458,247**
Total Property Tax In Lieu of VLF	**$ 473,900,762**	**$ 506,268,955**	**$ 547,134,262**	**8.1**	**$ 557,825,860**
Teeter Tax Reserve Excess	$ 10,617,708	$ 10,791,321	$ 11,256,008	4.3	$ 11,087,168
Teeter Property Tax All Prior Years	5,206,472	5,562,875	6,095,687	9.6	6,004,252
Total Teeter Revenue	**$ 15,824,180**	**$ 16,354,196**	**$ 17,351,695**	**6.1**	**$ 17,091,420**
Total Sales & Use Tax/In Lieu of Sales Tax	**$ 34,782,693**	**$ 39,547,604**	**$ 45,098,087**	**14.0**	**$ 46,339,468**
State Aid Homeowner's Property Tax Relief (HOPTR)	$ 4,714,725	$ 4,714,725	$ 4,714,725	0.0	$ 4,714,725
Federal In-Lieu Taxes	922,547	1,100,000	1,100,000	0.0	1,100,000
Local Detention Facility Revenue/State Aid Booking Fees	2,460,342	2,460,342	2,460,342	0.0	2,460,342
Aid From City of San Diego	2,500,000	2,500,000	2,500,000	0.0	2,500,000
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	133,975,512	153,918,804	165,363,606	7.4	170,011,429
Total Intergovernmental Revenue	**$ 144,573,126**	**$ $164,693,871**	**$ 176,138,673**	**6.9**	**$ 180,786,496**
Property Taxes Prior Secured	$ 400,000	$ 400,000	$ 400,000	0.0	$ 400,000
Property Taxes Prior Secured Supplemental	8,437,956	8,395,766	8,353,787	(0.5)	8,312,018
Property Taxes Prior Unsecured	150,000	150,000	150,000	0.0	150,000
Property Taxes Prior Unsecured Supplemental	400,000	400,000	400,000	0.0	400,000
Other Tax Aircraft Unsecured	2,234,875	2,201,352	2,168,332	(1.5)	2,135,807
Transient Occupancy Tax	4,789,263	5,373,163	6,203,455	15.5	6,265,490
Documentary Transfer Taxes (DTT)	24,957,073	25,206,644	25,458,711	1.0	25,713,298
Franchises, Licenses, Permits	4,840,797	4,768,185	4,696,662	(1.5)	4,626,212
Fees, Fines & Forfeitures	1,134,885	1,078,139	812,335	(24.7)	771,715
Penalties & Cost Delinquency Taxes	16,064,628	16,912,884	21,949,245	29.8	22,215,022
Interest On Deposits & Investments	8,708,313	8,084,934	46,052,058	469.6	45,710,142
Interfund Charges/Miscellaneous Revenues	2,100,000	2,100,000	2,600,000	23.8	2,600,000
Total Other Revenues including DTT	**$ 74,217,790**	**$ 75,071,067**	**$ 119,244,585**	**58.8**	**$ 119,299,704**
Total General Purpose Revenue	**$ 1,550,670,807**	**$ 1,665,209,043**	**$ 1,814,815,572**	**9.0**	**$ 1,845,801,195**

Property Tax Revenue

Property Tax Revenue, **($909.8 million in Fiscal Year 2023–24 and $924.5 million in Fiscal Year 2024–25)**, including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 50.1% of the total General Purpose Revenue in Fiscal Year 2023–24 and 50.1% in Fiscal Year 2024–25.

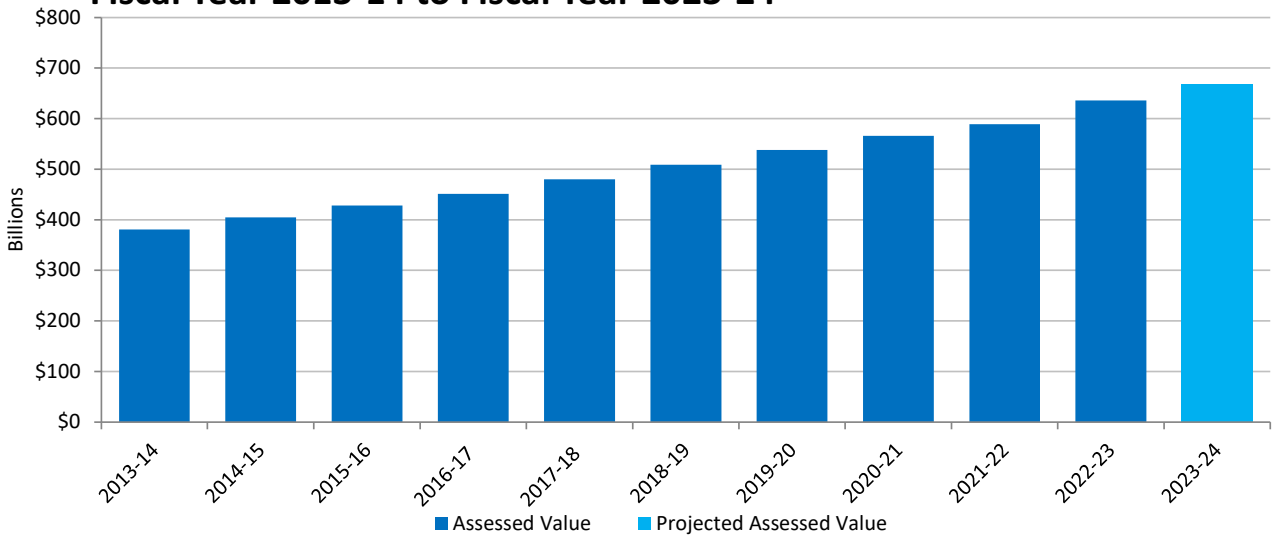
General Purpose Revenue:
Property Tax Revenue History



The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2023–24, property tax revenue is budgeted to be $46.6 million or 5.4% higher than the budget for Fiscal Year 2022–23. The increase is mainly due to the 5.0% Assessed Value (AV) growth in Fiscal Year 2023–24. Property tax revenue is projected to increase 1.6% or $14.6 million for Fiscal Year 2024–25. Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional ad valorem taxes and special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by counties are then distributed to the various taxing entities.

In 2014, improvement in the residential market and positive change in both ownership and new construction activity resulted in an increase of 6.2% in the assessed value of real property. For 2015, 2016, 2017, 2018, 2019, 2020, 2021 and 2022 the final growth rate was 5.7%, 5.6%, 6.35%, 6.13%, 5.72%, 5.33%, 4.02%, and 7.96% respectively. For Fiscal Year 2023–24, an assumed rate of 5.00% is projected in overall assessed value of real property. The Fiscal Year 2024–25 revenue is estimated using a 2.00% assessed value growth.

Locally Assessed Secured Property Values
Fiscal Year 2013-14 to Fiscal Year 2023-24



Note: The projected locally assessed secured values assume a 5.0% growth rate for Fiscal Year 2023–24 and 2.0% growth rate for Fiscal Year 2024–25.
Source: San Diego County Auditor and Controller

Current Secured Property Tax Revenue

Current Secured property tax revenue **($881.1 million in Fiscal Year 2023–24 and $895.8 million in Fiscal Year 2024–25)** is expected to increase by $49.3 million in Fiscal Year 2023–24 from the adopted level for Fiscal Year 2022–23.

This revenue is generated from the secured tax roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2023–24 revenue amount assumes an increase of 5.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2022–23 of 7.96%. The Fiscal Year 2022–23 current secured revenue assumed a 6.00% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2021–22; however, the actual current local secured assessed value increased by 7.96% (gross less regular exemptions). For Fiscal Year 2024–25, local secured assessed value is assumed to grow by 2.00%. The budget also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate, exemptions and the amount of tax roll corrections and refunds on prior year assessments.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue **($8.7 million in Fiscal Year 2023–24 and $8.7 million in Fiscal Year 2024–25)** is expected to slightly decrease by $0.1 million in Fiscal Year 2023–24 from the adopted level for Fiscal Year 2022–23. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are therefore more difficult to predict. These actions are captured on the supplemental tax roll.

Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue **($20.0 million in Fiscal Year 2023–24 and $20.0 million in Fiscal Year 2024–25)** is not based on a lien on real property and is expected to decrease by $2.7 million in Fiscal Year 2023–24 from the adopted level for Fiscal Year 2022–23 based on prior year actual receipts. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants.

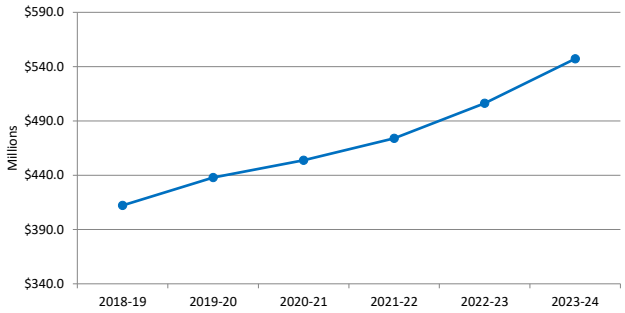
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue **($0.1 million in Fiscal Year 2023–22 and $0.1 million in Fiscal Year 2024–25)** is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or a subsequent change in ownership following the initial change in ownership occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 30.1% **($547.1 million)** of the General Purpose Revenue amount in Fiscal Year 2023–24 and 30.2% of the projected amount ($557.8 million) in Fiscal Year 2024–25.

General Purpose Revenue:
Property Tax in Lieu of VLF History



Beginning in Fiscal Year 2004–05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected 5.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2023–24, revenues are anticipated to be $40.9 million higher than budgeted for Fiscal Year 2022–23. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2022–23 which increased by 7.96% compared to a budgeted increase of 3.00%. The Fiscal Year 2024–25 revenue is estimated using a 2.00% assessed value growth.

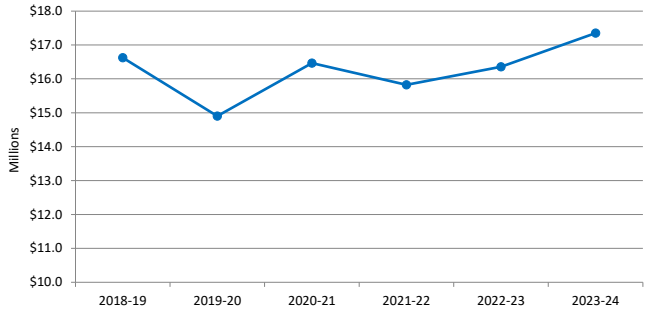
Teeter Revenue

Teeter Revenue **($17.4 million in Fiscal Year 2023–24 and $17.1 million in Fiscal Year 2024–25)** represents approximately 1.0% of General Purpose Revenue in Fiscal Year 2023–24 and 0.9% of the projected amount in Fiscal Year 2024–25. Teeter Revenue is expected to increase by $1.0 million in Fiscal Year 2023–24 from the adopted level for Fiscal Year 2022–23 primarily due to projected higher collections from a higher prior year receivables. Teeter Revenue is expected to decrease by $0.3 million in Fiscal Year 2024–25 from the recommended level for Fiscal Year 2023–24 primarily due to improving delinquency rates, indicating the strength of the local real estate market.

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

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

General Purpose Revenue:
Teeter Revenue History

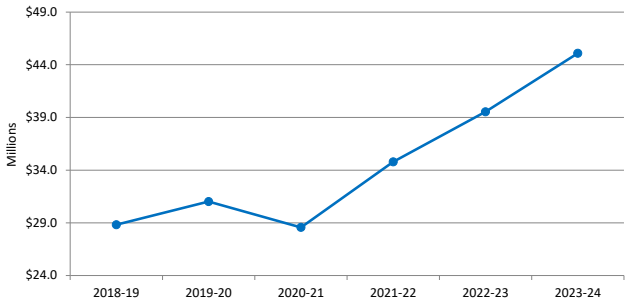


Sales & Use Tax Revenue

Sales & Use Tax Revenue **($45.1 million in Fiscal Year 2023–24 and $46.3 million in Fiscal Year 2024–25)** represents approximately 2.5% of General Purpose Revenue in Fiscal Year 2023–24 and 2.5% in Fiscal Year 2024–25. This revenue is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county, or from use taxes from consumers who purchase tangible personal property from out of State. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer.

Sales & Use Tax Revenue in Fiscal Year 2023–24 is estimated to be $5.6 million or 14.0% higher than the Fiscal Year 2022–23 Adopted Operational Plan and is estimated to be $1.2 million higher in Fiscal Year 2024–25. The increase in Fiscal Year 2023–24 is primarily due to the continued growth activities in the Unincorporated Area which increases the County's share of the Pool going forward.

General Purpose Revenue:
Sales & Use Tax Revenue History

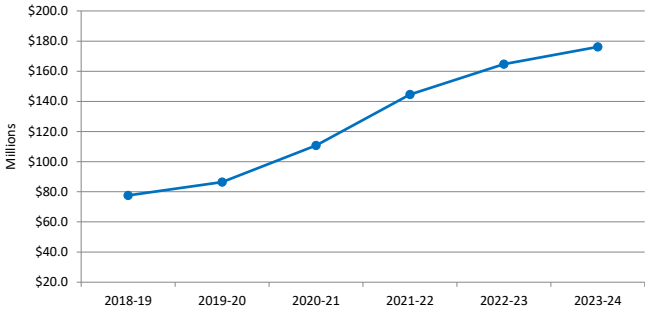


Intergovernmental Revenue

Intergovernmental Revenue **($176.1 million in Fiscal Year 2023–24 and $180.8 million in Fiscal Year 2024–25)** comprises 9.7% of the General Purpose Revenue amount in Fiscal Year 2023–24 and 9.8% of the projected amount in Fiscal Year 2024–25. For Fiscal Year 2023–24, the amount budgeted is $11.4 million or 6.9% higher than the Fiscal Year 2022–23 Adopted Operational Plan due to continuing growth in pass-through distributions and recognition of higher residual revenue from the distribution of former redevelopment funds. Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] related to the County's Central Jail), the federal government (Payments in Lieu of Taxes [PILT] for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief [HOPTR] program). Under the HOPTR program, homeowners

are exempted from paying property taxes on the first $7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue.

General Purpose Revenue:
Intergovernmental Revenue History



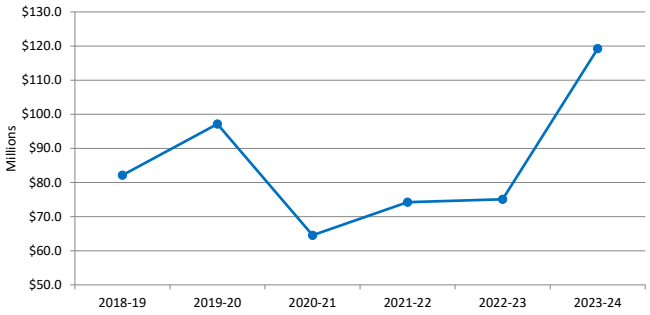
The largest portion of this funding is from aid from Redevelopment Successor Agencies generated by "pass-through" agreements in place prior to redevelopment dissolution.

Redevelopment agencies were dissolved by the California Legislature in ABx1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety Code, the county auditor-controller shall remit from the Redevelopment Property Tax Trust Fund to each affected taxing agency property tax revenues in an amount equal to that which would have been received under Section 33401, 33492.14, 33607, 33607.6, or 33676. These "residual funds" not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this "residual fund" tax distribution.

Other Revenues

Other Revenues for Fiscal Year 2023–24 total **$119.2 million and increase to $119.3 million in Fiscal Year 2024–25** and are approximately 6.6% of the total General Purpose Revenue amount in Fiscal Year 2023–24 and 6.5% in Fiscal Year 2024–25. The Fiscal Year 2023–24 amount represents a 58.8% or $44.2 million increase from the Fiscal Year 2022–23 Adopted Operational Plan.

General Purpose Revenue:
Other Revenues History



Various revenue sources make up this category including Documentary Transfer Tax (DTT), interest on deposits and investments, fees, fines, forfeitures, prior year property taxes, penalties and cost on delinquency taxes, franchise fee revenue and other miscellaneous revenues.

Interest on Deposits & Investments

Interest on deposits and investments **($46.1 million in Fiscal Year 2023–24 is $38.0 million or 469.6% higher than the Fiscal Year 2022–23 Adopted Operational Plan and $45.7 million in Fiscal Year 2024–25)** is expected to increase significantly due to a higher projected interest rate applied to a projected cash balance in various funds in the County Pool. The County apportions interest earnings for all funds held in the County Pool on a quarterly basis (California Government Code Section 53647). Interest on deposits is broken down into interest earned through cash balances from various funds in the county pool as well as from borrowing premiums, interest related to property tax apportionments and miscellaneous interest generated through one-time items.

Documentary Transfer Taxes (DTT)

DTT revenue **($25.5 million in Fiscal Year 2023–24 and $25.7 million in Fiscal Year 2024–25)** is anticipated to increase by $0.3 million or 1.0% from the Fiscal Year 2022–23 Adopted Operational Plan. DTT is paid when any lands, tenements or other realty exceeding $100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate is set by the State is $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% from transaction in incorporated areas.

Penalties & Cost Delinquency Taxes

Penalties and cost on delinquency taxes **($21.9 million in Fiscal Year 2023–24 is $5.0 million or 29.8% higher than the Fiscal Year 2022–23 Adopted Operational Plan and $22.2 million in Fiscal Year 2024–25)** are projected to increase from the Fiscal Year 2022–23 Adopted Operational Plan, based on prior year receipts and AV growth assumption which could increase the amount of penalties to be collected. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year).

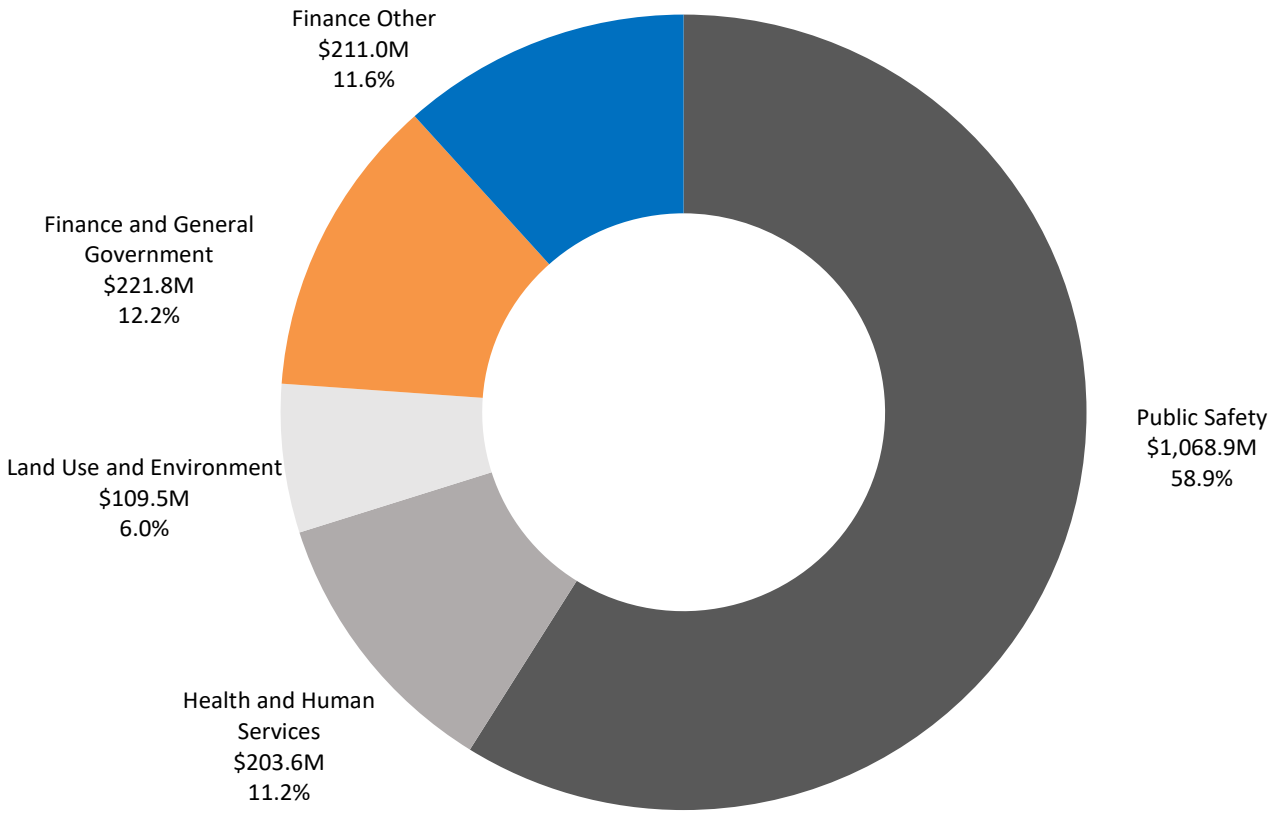
Other Miscellaneous Revenues

Other Miscellaneous Revenues are projected to be **$25.8 million in Fiscal Year 2023–24 and $25.7 million in Fiscal Year 2024–25**, which is an increase of $0.9 million or 3.7% from the Fiscal Year 2022–23 Adopted Operational Plan. This increase is primarily due to the Transient Occupancy Tax (TOT) revenues received from the hotel industry which have seen some recovery from the effects of COVID-19.

Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal or State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2023–24 budget for the Public Safety Group represents 32.5% of total County expenditures, the allocation of GPR for services in that Group equals 58.9% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 39.4% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 11.2% of total GPR.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2023-24: $1,814.8 million



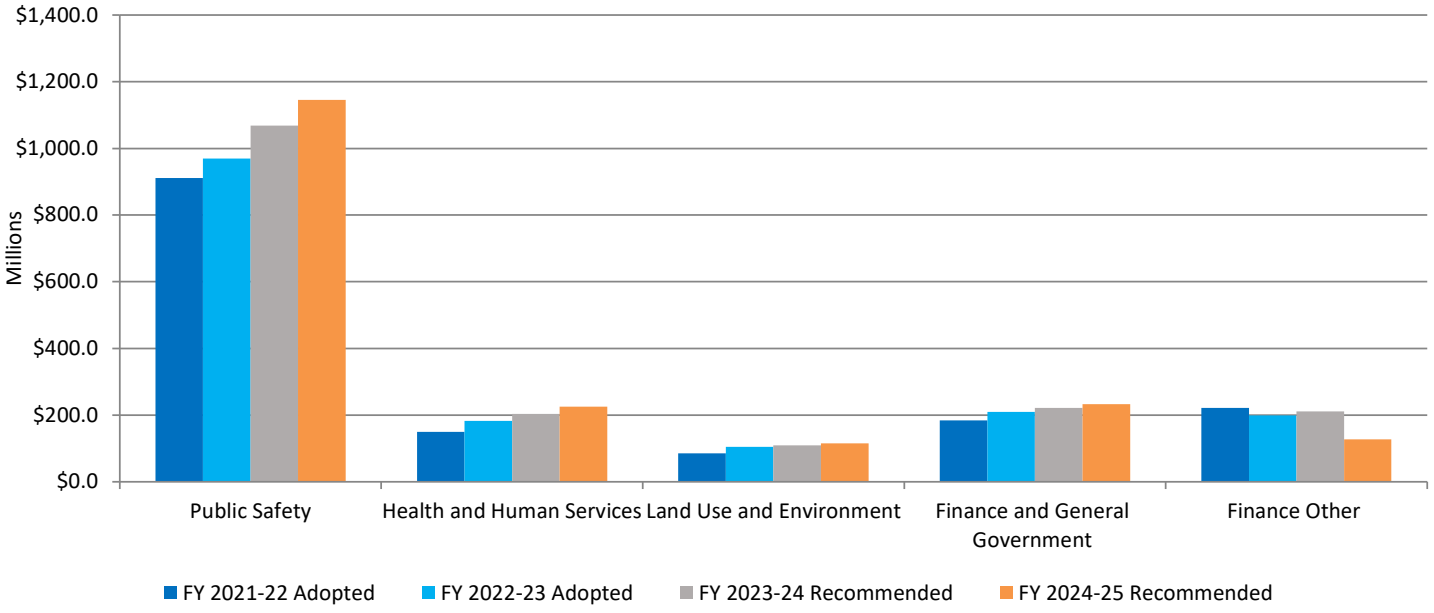
Note: In the chart and table, the sum of individual amounts may not total due to rounding.

The allocation of GPR for Fiscal Years 2023–24 and 2024–25 reflects a multi-year strategy to manage County resources within the slowly growing economic environment. The primary goals of this strategy are to preserve essential core services to the public, while limiting expansion of other new or existing programs/staffing unless approved by the Board, maintaining the commitment to the County's capital program, and addressing increases in contributions to the retirement fund.

GPR is budgeted at **$1,814.8 million in Fiscal Year 2023–24**, an increase from $1,665.2 million in Fiscal Year 2022–23. While in Fiscal Year 2022–23 employer contributions to the retirement fund are budgeted to increase by 26.0%, the annual rate of increase beyond Fiscal Year 2023–24 is not certain. Future contribution rates will be driven by actual market performance of the retirement fund and actuarial assumptions. If the fund does not meet its assumed rate of return for the current fiscal year, and/or if there are changes to future assumptions, contributions could increase beyond current projections. Beginning in Fiscal Year 2023–24, the assumed rate of return used for budget decreased from 7.00% to 6.50%.

General Purpose Revenue by Group/Agency

Fiscal Years 2021-22 through 2024-25



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

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety	$ 910.5	$ $969.7	$ 1,068.9	10.2	$ 1,145.9
Health and Human Services	149.8	$182.4	203.6	11.6	225.0
Land Use and Environment	84.7	$104.4	109.5	4.9	115.1
Finance and General Government	184.0	$209.3	221.8	6.0	232.5
Finance Other	221.7	$199.4	211.0	5.8	127.2
Total	**$ 1,550.7**	**$ $1,665.2**	**$ 1,814.8**	**9.0**	**$ 1,845.8**

The resource management strategy to address this issue over the next two years is to use GPR stabilization, which reflects the amount of GPR available to be spent on a one-time basis but excludes those amounts forecasted in ongoing projections, and is summarized as follows:

- The Fiscal Year 2023–24 Recommended Operational Plan allocates $138.0 million of GPR to fund growth in salary and benefit costs including retirement ($136.0 million) as well as allocation for programs ($2.0 million). GPR stabilization remaining as of Fiscal Year 2022–23 was $167.5 million. The Fiscal Year 2023–24 GPR stabilization balance increased by $2.8 million, to reflect the allocation of GPR net of GPR growth of $138.0 million, leaving total stabilization resources of $170.3 million. In Fiscal Year 2023–24, these resources will be spent on a one-time basis to support capital, retirement, and other various one-time operational expenses.
- The Fiscal Year 2024–25 Recommended Budget allocates $114.7 million of GPR to fund increases to support salary and benefit growth. GPR stabilization is anticipated to decrease to $84.8 million in Fiscal Year 2024–25. In subsequent budget years these amounts will be used to address anticipated increases in retirement costs, negotiated labor agreements, and to support capital.

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

Summary of Financial Policies

Background

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

Financial Planning and Budget

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

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

Management Practices

The County's long-term financial management is guided by County Charter, County Administrative Code and Board and other policies.

The County Charter was amended by voters in November 2018, with the passage of Measure C, *Protecting Good Government through Sound Fiscal Practices*, which adds Section 800.1, requiring that once the Board of Supervisors has appropriated funds for pension stabilization, these funds shall not be used for any other purpose than pension-related liabilities.

The San Diego County Administrative Code Section 91.5, *Auditor and Controller Records and Reports*, calls for the provision of periodic updates related to fund status, General Fund cash flow, and budget status reports. Section 113.5, *Management Practices*, provide guidelines for use on General Purpose Revenues that are generated by maturing or refunded long-term financial obligations or by greater than anticipated assessed value growth.

Board Policy B-65, *Long-Term Obligations and Financial Management Policy*, establishes guidelines to govern and manage a long-term financial strategy at the County. Guidance is provided on financial planning, monitoring and reporting as well the use of certain types of funding sources including the following financial reporting and management practices:

- The County shall engage in long-term financial planning to align financial capacity with service objectives.
- The County shall prepare a structurally balanced multi-year budget (operational plan).
- The Board of Supervisors will receive quarterly budget status reports that may include recommended changes to appropriations to address unanticipated needs.
- The County shall publish an annual cash flow projection and quarterly status of actual/projected cash flows.
- The County shall maintain fund balances and reserves in the General Fund to support fiscal health and stability.
- The County shall invest General Purpose Revenue savings generated by maturing long-term obligations and/or refinancings to accelerate payment of outstanding long-term obligations (including pension unfunded actuarial accrued lia-

bility and/or economic defeasance of outstanding long-term obligations) and/or to avoid the issuance of new long-term obligations by cash financing of capital projects.

- The County shall invest one-time over-realized General Purpose Revenue generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability.

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

Revenues

- As a political subdivision of the State of California, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect fees and taxes. There are three basic categories of funding sources for County programs and services: Program Revenue, General Purpose Revenue and Fund Balance. Descriptions of major revenues policies are included in the section immediately following the definition of these revenue categories.
  - Program Revenue may be received in the form of fees paid by customers for a particular service or may be received as a subvention or grant from the State or federal government based on qualifying services being provided to local residents. For purposes of constructing the Operational Plan, Program Revenue is defined to also include all revenue received by special funds.
  - General Purpose Revenue may be used to provide for any service that is within the legal purview of the County. It is used to match federal or State program revenues where required and to fund mandated and discretionary services where either no program revenue or insufficient program revenue is received. General Purpose Revenue shall be budgeted only after all other funding sources for those services are taken into account.
  - Fund Balance results from an excess of revenues over expenditures in prior fiscal years. Fund balance is used to support one-time projects only, not ongoing services.
  - Devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors. This includes a periodic review of the County's financial condition in order to ensure that the County's financial sources (revenues) are sufficient to meet anticipated obligations.
  - Develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the Chief Administrative Officer.
  - Ensure that full cost is recovered from fees, grants and revenue contracts to the extent legally possible. If not, the reasons for recovery of less than full cost will be documented and disclosed.
- All revenues received by the County identified as "one-time" revenues will only be appropriated for "one-time" expenditures per the County of San Diego Administrative Manual 0030–14, *Use of One-Time Revenues* and San Diego County Administrative Code Section 113.4, *Fund Balances and Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services provided to agencies or individuals outside the County of San Diego organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require specific Board of Supervisors approval for the non-reimbursed costs as set forth in Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
  - Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County.
  - All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing was unavailable.
  - Funding sources that will require a revenue match from the County General Fund shall be limited to the designated match level mandated as a condition of funding.
  - The establishment of fees, and subsequent changes to fees, will be done by ordinance at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently if warranted, to allow for full cost recovery.
  - The Chief Administrative Officer shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. County Counsel shall review all revenue contracts to ensure that the County's interests are protected.
- During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided as set forth in Board of Supervisors Policy B-63, *Competitive Determination of Optimum Service Delivery Method*.

- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue pursuant to Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County* and Section 232.4 of the County Administrative Code.
- All County funds shall be established according to the procedures set forth in County of San Diego Administrative Manual 0030–18, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise.

Expenditures

- Pursuant to the Charter of the County of San Diego, Article VII, §703.4, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Deputy Chief Administrative Officer/ Chief Financial Officer.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Deputy Chief Administrative Officer/Chief Financial Officer, except for Road Projects, Operating Transfers between departmental budget units, Capital Projects and routine major maintenance requiring capitalization for financial reporting purposes, or when the transfer would have actual or potential programmatic impacts. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.
- As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*. On June 8, 2021, the Board directed that Community Enhancement funding be augmented with $5,000,000 in one-time funds made available to the County under the American Rescue Plan Act (ARPA) to provide funding for organizations adversely impacted by the COVID-19 pandemic. ARPA funds will be used to help organizations in San Diego County to address the negative economic impacts of the COVID-19 pandemic from March 3, 2021 through December 31, 2024. ARPA funding will be made available subject to applicable federal law, regulation, and requirements and Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to $10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program.*

Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to San Diego County Code of Administrative Ordinances Article VII, Section 113.1 *General Fund Balances and Reserves*, as adopted by the Board of Supervisors on December 5, 2017, the County will maintain a portion of Unassigned Fund Balance as a reserve that equals a minimum of two months of audited General Fund expenses (which is equivalent to 16.7% of audited General Fund expenses). The General Fund Reserve will protect the County against

expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, and other issues which impact fiscal health and stability.

- Appropriation of the General Fund Reserve minimum balance and/or transfers from the General Fund Reserve appropriation, requires a four fifths vote of the Board of Supervisors.
- In the event the General Fund Reserve falls below established levels, the Chief Administrative Officer shall present a plan to the Board of Supervisors for restoration of those targeted levels within one to three years.
- In addition, the Administrative Code authorizes the Board of Supervisors to commit fund balance and the Chief Administrative Officer to assign fund balance for specific purposes that do not result in the General Fund Reserve falling below the minimum required balance.
- Finally, the Administrative Code recognizes the General Fund Reserve and all County fund balances as one-time funding sources. These sources of revenue should be appropriated for one-time uses or in conjunction with a long-term financial plan to cover short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances. In general, fund balance is established when assets are greater than liabilities at the end of a year. In practice, fund balance can be generated when revenues exceed expenditures in any year.
  - One-time revenues may include grants, revenue from the sale of assets, one-time expenditure savings, and revenue sources which may be available for more than one year but are either non-recurring or will be required to address future expenditure growth that is anticipated to exceed future revenue growth.
  - One-time expenditures may include the following: program startup costs, short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances, early debt retirement, capital costs, or other one-time expenditures as recommended by the CAO.

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

Debt Management

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

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

Investments

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

- The Treasurer-Tax Collector prepares a monthly investment report to be posted on the Treasurer-Tax Collector's website at www.sdtreastax.com/treasury.html.
- The Treasurer-Tax Collector provides to the Treasury Oversight Committee an annual independent review by an external auditor to assure compliance with policies and procedures set forth by the California Government Code.

Capital Improvements

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

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

Measurement Focus and Basis of Accounting

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

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

Basis of Budgeting

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

Governmental Funds

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

Proprietary Funds

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

General Fund Reserves and Resources

The County maintains a prudent level of resources to help protect fiscal health and stability. The following table reflects General Fund Balances as of June 30, 2022, as reported in the County's Annual Comprehensive Financial Report (Annual Report). The Annual Report can be accessed at www.sandiegocounty.gov/auditor/reports.

General Fund Fund Balance Categories (in thousands)

	Annual Report (June 30, 2022)
Nonspendable	$ 48,415
Restricted	674,465
Committed	617,159
Assigned	393,493
Unassigned	616,477
Total General Fund Balance	**$ 2,350,009**

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

Restricted fund balance represents amounts that have a specific legal use with constraints placed on their use that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. The most significant restricted amounts included in the June 30, 2022 annual report includes:

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

Committed fund balance represents amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board of Supervisors. Amounts include commitments for capital project funding and various other programs and services including realigned health and social service programs, the public safety regional communications system, and parks expansion and improvements. The most significant committed amounts in the June 30, 2022 annual report are amounts committed for capital projects in progress including:

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

Other significant amounts committed include:

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

Assigned fund balance represents amounts that are constrained by the County's intent to be used for specific purposes but are neither restricted nor committed. General Fund Balances as of June 30, 2022, reflect one-time appropriations included in the Fiscal Year 2022–23 Operational Plan, amounts obligated under multi-year contracts, and assignments of fund balance for potential litigation exposure. The most significant assigned amounts reflected in the June 30, 2022 annual report include:

- One-time amounts included in the Fiscal Year 2022-23 Adopted Budget
- Contracted services for: health, mental health and social services; planning, land use, watershed and parks; legislative and administrative services; law enforcement, detentions, and fire protection

Unassigned fund balance represents the residual classification for the General Fund or amounts that have not been restricted, committed or assigned for specific purposes within the General Fund, and is used to maintain the minimum fund balance required pursuant to the General Fund Balance Policy described below. Unassigned fund balance also provides the funding for many of the one-time uses as listed in the General Fund Use of Fund Balance/Fund Balance Component Decreases section.

Minimum General Fund Balance Policy

The County provides a wide variety of services that are funded by a number of revenue sources. Expenditures for these services are subject to fluctuations in demand, mandates and requirements; revenues are influenced by changes in the economy and budgetary decisions made by the State of California and the federal government.

In accordance with the Code of Administrative Ordinances Sec. 113.1, *General Fund Balances and Reserves*, a portion of Unassigned Fund Balances shall be maintained as a reserve (General Fund Reserve) at a minimum of two months of audited General Fund Expenses (which is the equivalent of 16.7% of audited General Fund expenses). The General Fund Reserve protects the County against expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, unfunded pension liabilities, and aging infrastructure.

Fiscal Year 2023–24 Recommended Use of Fund Balance

The Fiscal Year 2023–24 total $219.7 million uses of fund balance and fund balance components includes amounts within and outside of the general fund. Outside of the General Fund, $169.3 million uses are primarily in Public Works, Proposition 172, County Library, Sheriff Asset Forfeiture, Incarcerated People's Welfare, General Services/Purchasing Internal Service Funds, Tobacco Securitization, Edgemoor Development, and Pension Obligation. The remaining $50.4 million represents the use of General Fund resources restricted for Pension Obligation Bonds, one-time labor, environmental health and quality and equipment replacement for San Diego County Fire Authority. Details of these planned uses are in included in the "General Fund" section of this document.

Decreases (Uses) in Fund Balance Commitments and Assignments

Fund balance component decreases of $50.4 million are recommended for Fiscal Year 2023–24. The table below lists those fund balance components and respective amounts that are recommended for use. For additional details, please see the General Fund: Financing Sources, General Fund Use of Fund Balance/ Fund Balance Component Decreases discussion.

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

	Fiscal Year 2023–24 Recommended Budget	Source
Assigned: One-time labor payment	$ 6.1	Assigned
Restricted: Pension Stabilization	42.8	Restricted
Committed: Environmental Health	1.1	Committed
Committed: SDCFA Equipment Replacement	0.4	Committed
Total	**$ 50.4**	

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

General Fund Status Update

Projected General Fund Unassigned Fund Balance is an indicator of resources available. This section describes the impact of budget recommendations on projected unassigned balances. Starting with the year-end balance as of June 30, 2022, which was $616.5 million, through various mid-year actions the Board of Supervisors has approved the use of $4.6 million which must be subtracted. Next, the Fiscal Year 2022–23 projected year end operating results and reversal of Fiscal Year 2021–22 Federal Emergency Management Agency (FEMA) deferral of $190.5 million are added. The final net impact of these types of adjustments will ultimately drive the final figures reported on the balance sheet for June 30, 2023. Financial Statements for Fiscal Year 2022–23 will not be available prior to the adoption of the budget. Final audited balances will be reported when the financial statements are released following final year end close out activities which will not occur prior to the adoption of the budget. The Administrative Code requires maintaining a minimum reserve equal to two months of operating expenses.

Based on the latest information at the release of the budget, the County projects the General Fund Unassigned Fund Balance will be $860.4 million which means it will not meet the General Fund Reserve requirement based on these assumptions.

This projected amount is $58.1 million below the General Fund Reserve minimum at the end of Fiscal Year 2022–23 before final year end adjustments, and a 1-year plan to begin restoring unassigned fund balance to the General Fund Reserve in Fiscal Year 2023–24 is recommended.

Restoration of Fund Balances and Reserves

In accordance with the Code of Administrative Ordinance Sec. 113.3, *Restoration of General Fund Reserve Minimum Balance*, in the event that the General Fund Reserve falls below the minimum required balance, the Chief Administrative Officer shall present a plan to the Board for restoration of those targeted levels. The plan shall restore balances to targeted levels within one (1) to three (3) years, depending on the use, reasons for use, and severity of the event. In the event that the General Fund Reserve is used to serve as a short-term financing bridge, the plan shall include mitigation of long-term structural budgetary imbalances by aligning ongoing expenditures to ongoing revenues.

To mitigate against a slowing economy, the Chief Administrative Officer (CAO) has set both short and long-term strategies to ensure the County maintains fiscal sustainability. In the short-term, the County will 1) leverage normal attrition rates to create budgetary capacity for programs, 2) prioritize discretionary resources on Board priorities, and 3) maximize alternate funding sources for capital to avoid future ongoing liabilities. In the long-term, the County will collaborate and reengineer, seek opportunities to enhance existing revenue streams, work with the Office of Evaluation and Performance Analytics to better understand operations, consider making service level adjustments to identify opportunities for departments to better utilize existing resources, and discover new revenue streams.

To restore the General Fund Reserves minimum required balance, the CAO has detailed a plan in the table below. This plan assumes that the County will receive FEMA reimbursements as projected; any significant delays to this schedule will further delay the restoration of fund balance into the General Fund Reserve.

Restoration of Fund Balance & Reserves (in millions)

Fiscal Year		Amount
2023–24	$	58.1
2024–25		0
2025–26		0
Total	**$**	**58.1**

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Debt Management Policies and Obligations

Debt Management

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

Long-Term Obligation Policy

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

The Board of Supervisors adopted Board Policy B-65, *Long-Term Financial Management Policy*, on August 11, 1998. The policy was updated in 2017, expanding the scope to provide additional guidelines on general long-term financial management and the management of long-term obligations. In 2018, portions of Board Policy B-65 related to administering the County's long-term financial obligations were incorporated into County Administrative Code Article VII, Section 113.5 to codify existing County practices and Board policy. See the "Summary of Financial Policies" section for more details on this policy. Policy B-65, along with Administrative Code Article VII, Section 113.5, are the foundation for managing the County's debt program. In November 2018, voters approved a measure amending the County Charter to limit the proceeds of long-term financial obligations. Long-term financial obligations are those that exceed one fiscal year.

Long-Term Obligation Limits

- All long-term obligations shall comply with federal, State and County Charter requirements.
- All long-term obligations must be approved by the Board of Supervisors after approval and recommendation by the Debt Advisory Committee, established by the Chief Administrative Officer, which is currently composed of the Deputy Chief Administrative Officer/Chief Financial Officer, Auditor and Controller, and the Treasurer-Tax Collector.
- Prior to its recommendation, the Debt Advisory Committee shall assess the credit impact of the financing, which includes analyzing the ability of the County to repay the obligation, identifying the funding source of repayment, evaluating the impact of the ongoing obligation on the current budget and future budgets, and assessing the maintenance and operational requirements of the project to be financed.
- The term of the long-term obligation will not exceed the useful life or the average life of the project(s) financed.
- Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.
- Long-term financial obligations shall not be used to finance current operations or recurring needs.
- The Board of Supervisors may consider long-term obligations for the purpose of providing office space or operational facilities to County departments or agencies, upon recommendation of the Debt Advisory Committee. Capital projects identified as candidates for long-term financing first should have been identified and prioritized during the development of the County's multi-year Capital Improvement Needs Assessment. If the Debt Advisory Committee deems that the financing is feasible, financially and economically prudent, aligned with the County's objectives and does not impair the County's creditworthiness, then it will be forwarded to the Board of Supervisors for consideration.

Structuring Practices

- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous pursuant to the Refunding Policy of the Debt Advisory Committee.
- Variable rate obligations shall not exceed 15% of the total amount of the County's outstanding long-term obligations.
- Derivative products, such as interest rate swaps, may be considered only if they meet the economic goals and policy objectives of the County as outlined in the Swap Policy of the Debt Advisory Committee.

Management Practices

- The County shall engage in Long-Term Financial Planning to align financial capacity with service objectives.
- The County shall prepare a structurally balanced multi-year budget.
- The County shall maintain fund balances and reserves in the General Fund to support fiscal health and stability.
- The County shall publish an annual cash flow projection and quarterly status of actual/projected cash flows.
- The County shall reinvest General Purpose Revenue (GPR) savings generated by maturing long-term obligations and/or refinancings to accelerate repayment of outstanding obligations (including pension unfunded actuarial accrued liability and/or economic defeasance of outstanding debt obligations) and/or to avoid the issuance of new long-term obligations by cash financing of capital projects.
- The County shall invest one-time over-realized GPR generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability.
- The County shall encourage and maintain good relations with credit rating agencies, investors in the County's long-term obligations and those in the financial community who participate in the issuance or monitoring of the County's long-term obligations.

Use of Proceeds

- The County shall comply with the internal controls outlined in the Debt Advisory Committee Post Issuance Tax Compliance Policy, including those guidelines relating to the segregation of bond proceeds.
- The County shall employ the services of a Trustee for the disbursement of bond proceeds in accordance with the applicable financing documents.
- The County shall enforce the filing of notices of completion on all projects within five years of their financing.
- All investment of bond proceeds shall comply with State and federal requirements. In addition, all investments of bond proceeds deposited in the Pooled Money Fund Investment Fund shall comply with the San Diego County Treasurer's *Pooled Money Fund Investment Policy*.
- The Debt Advisory Committee shall annually review the disbursement and investment of bond proceeds. Excess earnings will be rebated as required by the U.S. Treasury to avoid the loss of tax-exempt status.

See the "Summary of Financial Policies" section of this document for additional detail on general long-term financial management practices outlined in this policy.

Credit Ratings

The County of San Diego seeks ratings from three municipal credit rating agencies, Moody's Investors Service, Standard and Poor's and Fitch Ratings, in order to provide an objective measure of the strength of the County's credit.

The most recent full credit review of the County by the rating agencies was performed in August 2022 in accordance with Board Policy B-65, *Long-Term Financial Obligations Management Policy*.

As part of this review, Moody's, Standard and Poor's, and Fitch affirmed the County of San Diego's ratings including its issuer rating of 'AAA' due to the County's strong operating performance, supported by solid expenditure and revenue frameworks, as well as low to moderate long-term liabilities.

The County of San Diego's credit ratings are presented in the table below.

Credit Ratings

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
County of San Diego (Issuer Rating)	Aaa	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa1	AA+	AA+
Pension Obligation Bonds	Aaa	AAA	AA+

Authority to Finance and Bond Ratios

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

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

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

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

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

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

Authority to Finance

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

Bond Ratios	Fiscal Year 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22	Fiscal Year 2022–23	Fiscal Year 2023–24
Net Bonded Debt (in millions)[1]	$ 745.0	$ 682.5	$ 608.4	$ 577.7	$ 498.4
Net Bonded Debt per Capita[2]	$ 223	$ 204	$ 182	$ 176	$ 152
Ratio of Net Bonded Debt to Assessed Value[3]	0.13%	0.12%	0.10%	0.08%	0.07%

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

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

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

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

Bond and Debt Service Ratios

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

General Fund Debt Service Ratios

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

Components of General Fund Debt Service Ratios (in millions)	Fiscal Year 2020–21 Adopted Budget	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	Fiscal Year 2024–25 Recommended Budget
General Fund Revenue[1]	$ 4,681.7	$ 5,277.7	$ 5,531.0	$ 6,221.0	$ 6,115.0
Total Debt Service[2]	$ 106.8	$ 105.9	$ 107.9	$ 107.6	$ 107.6
Ratio of Total Debt Service to General Fund Revenue	2.28%	2.01%	1.95%	1.73%	1.76%
General Fund Share of Debt Service Cost[3]	$ 84.1	$ 83.6	$ 83.1	$ 88.7	$ 89.3
Ratio of General Fund Share of Debt Service to General Fund Revenue	1.80%	1.58%	1.50%	1.43%	1.46%

[1] *General Fund Revenue excludes fund balance and fund balance component decreases.*

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

[3] *Although Total Debt Service is fully secured by the General Fund, the General Fund Share of Debt Service Costs excludes amounts chargeable to programs, internal service funds, the Capital Outlay Fund, penalty assessments, rents and concessions, and pass through agreements. Beginning in Fiscal Year 2022-23, Penalty Assessments, rents and concessions and pass-through agreement amounts are no longer available due to the payoff of the 2019 Hall of Justice COPs.*

Outstanding Principal Bonded Debt (in millions)			
	Actuals as of June 30, 2022	Projected as of June 30, 2023	Projected as of June 30, 2024
Certificates of Participation	$ 161.2	$ 149.1	$ 137.5
Lease Revenue Bonds	84.1	79.8	75.4
Pension Obligation Bonds	340.8	278.0	211.2
Redevelopment Successor Agency Bonds	6.7	5.6	4.3
Total	**$ 592.8**	**$ 512.5**	**$ 428.4**

Long-Term Obligations

The County's projected outstanding General Fund secured long-term principal bonded debt as of June 30, 2023, and projected as of June 30, 2024, are presented in the table above.

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

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

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

The County first used COPs in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has used various lease-backed transactions, both COPs and LRBs, to fund the County's major capital requirements. The County currently has COPs and LRBs outstanding, the proceeds of which were used to fund the construction of various justice facilities, the Edgemoor Skilled Nursing Facility, the County Operations Center, the County Administration Center Waterfront Park, the Cedar Kettner Development Project Parking Structure, and the County's newest financing for the Youth Transition Campus. These bonds are the first Green Bonds issued by the County of San Diego totaling $49.06 million par value. As of June 30, 2023, the County is anticipated to have $228.9 million of COPs and LRBs outstanding.

Taxable Pension Obligation Bonds (POBs)

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

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

shortening of the final maturity to Fiscal Year 2026-27. As of June 30, 2023, the County is anticipated to have $278.0 million of taxable POBs outstanding.

In November 2018, San Diego County voters approved Measure C, which amended the County Charter to include Section 800.1, Pension Stabilization, requiring any funds appropriated for pension stabilization to be used for pension-related liabilities. To manage overall pension costs, the County implemented a pension stabilization strategy, wherein a portion of GPR is set aside each year to mitigate any significant changes in retirement costs. In the subsequent fiscal year, the unused amounts of these annual set-asides are committed as fund balance in the General Fund, specifically to support the portion of POB payments that had been paid by GPR in prior years. Portions of this fund balance commitment will be appropriated each year and will serve as an alternative to GPR as a funding source for POB costs. Fiscal Year 2017–18 is the first year that these committed amounts were used, and portions will be appropriated each year until the final maturity of the POBs.

Redevelopment Successor Agency Tax Allocation Bonds (TABs)

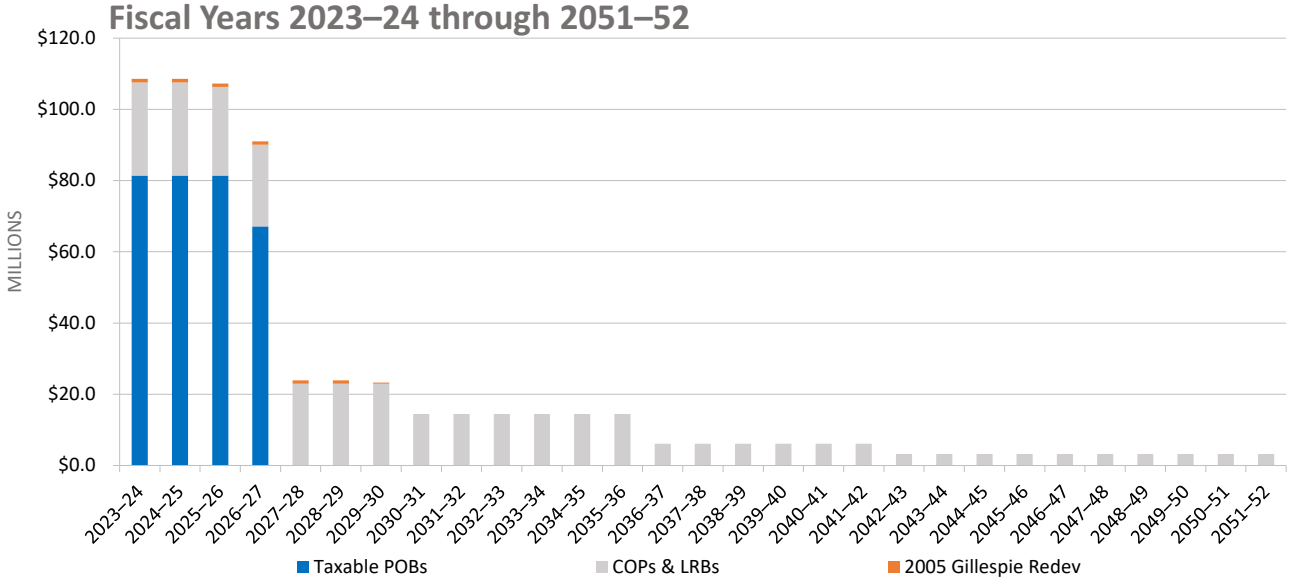
TABs are limited obligations issued by the former Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to projects within its redevelopment areas. The Agency was formed on October 14, 1974, pursuant to Redevelopment Law, and effective February 1, 2012 was dissolved by the State legislature. Any outstanding TABs of the Agency are now limited obligations of the County of San Diego Successor Agency, which now manages the assets, repays the debts, and fulfills other obligations that were previously attributable to the Agency. An initial series of TABs was issued on September 12, 1995, as limited obligations of the Agency in the amount of $5.1 million for the construction of public improvements at the Gillespie Field Airport located on the Gillespie Field Redevelopment Project Area, which was one of the Agency's two redevelopment project areas. On December 22, 2005, the Agency issued $16.0 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans from the County Airport Enterprise Fund were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and interest payments of approximately $1.0 million; the final maturity of the 2005 TABs is in December 2029.

General Obligation Bonds (GO Bonds)

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

The Long-Term Debt Obligations chart shows the County’s scheduled long-term obligation payments through final maturity of Fiscal Year 2051-52 as of June 30, 2023, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The Outstanding County Financings table details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings as of June 30, 2023.

Long-Term Debt Obligations[1]
Fiscal Years 2023–24 through 2051–52



[1]Represents principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2023. Details of these obligations are provided in the Outstanding County Financings table below.

Outstanding County Financings (in thousands)

	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2014 Edgemoor and RCS Refunding, issued September 2014	2029	$ 93,750	$ 50,540
2016 COC Refunding, issued March 2016	2035	105,330	79,845
2019 Justice Facility Refunding	2025	19,450	7,785
2020 CAC Waterfront Park Refunding, issued November 2020	2041	21,910	20,585
2020 Cedar and Kettner Development Refunding, issued November 2020	2041	23,815	21,865
2021 Youth Transition Campus, issued December 2021	2051	49,060	48,290
Total Certificates of Participation and Lease Revenue Bonds		$ **313,315**	$ **228,910**
Taxable Pension Obligation Bonds			
Series 2004	2024	$ 454,113	$ 109,000
Series 2008	2027	$ 343,515	168,990
Total Pension Obligation Bonds		$ **797,628**	$ **277,990**
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2029	$ 16,000	$ 5,550
Total Tax Allocation Bonds		$ **16,000**	$ **5,550**

This table reflects the County's outstanding financings as of June 30, 2023.

Short-Term Obligations

During the ordinary course of business, local governments, including the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. To mitigate these cash flow imbalances, the County may borrow cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within 12 to 13 months of the date of issuance and are, therefore, considered short-term obligations. The County has not issued TRANs on its own behalf for the past ten fiscal years.

Conduit Issuances

In previous years, the County has assisted qualified nonprofit and for-profit entities to access tax-exempt financing for projects that provide a public benefit, contribute to social and economic growth and improve the overall quality of life to the residents of the San Diego region. In these financings, the County is a conduit issuer whereby it issues tax-exempt long-term bonds on behalf of the qualifying entity. That entity, the conduit borrower, is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is secured by the borrower, and is not considered to be a debt of the County. As of June 30, 2023, the County will have three outstanding conduit issuances and has not issued a conduit financing since 2015.

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

County of San Diego

Public Safety Group

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Public Safety Group Summary & Executive Office

Mission Statement

To support the public safety and well-being of all by providing equitable, sustainable, and community-orientated services.

Vision Statement

A county where residents are safe and protected and have confidence in the criminal justice system. Individuals are held accountable, victims of crime are supported, and disproportionality and disparities are eliminated. Proven strategies are implemented to prevent criminal justice system involvement and recidivism. Communities are able to prepare for, respond to, and recover from natural disasters and other emergencies.

Group Description

The Public Safety Group (PSG) provides leadership throughout the region in public safety services, criminal justice administration, emergency preparedness and response, child support, and public accountability. Partnering with the community and stakeholders, the Group Office works to improve violence prevention and intervention and to reduce justice system involvement and recidivism. The PSG departments operate both independently and collaboratively to support the region by ensuring a fair and equitable justice system in the investigation, defense and prosecution of crimes and through services for victims, housing adult offenders and youth in county facilities, and supervising and supporting clients in the community. PSG departments also provide programs and services promoting opportunities for youth and young adults. In the unincorporated area, PSG also provides fire protection and emergency medical services and services to protect animals.

PSG Departments

- District Attorney
- Sheriff
- Animal Services
- Child Support Services
- Office of Emergency Services
- Medical Examiner
- Probation
- Public Defender
- San Diego County Fire

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. This framework guides operational planning along with core management principles of strategic planning, operational accountability, enterprisewide collaboration, and employee connection. These initiatives support the County's Mission: "Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workplace."

Public Safety Group Priorities

The departments of the PSG collectively support the County's Strategic Initiatives, which are designed to span the entire organization and extend across groups for all departments to see their work contributing to the overall success of the region, all in support of the County's vision of "A just, sustainable, and resilient future for all."

Public Safety Group departments seek to serve and protect all residents while advancing racial and social equity. PSG is taking a data-driven approach to addressing crime, promoting justice, and identifying and reducing barriers to equity. The District Attorney's Office will develop and implement a shelter bed network mobile application for quickly connecting people experiencing homelessness to emergency shelter. Improvements are planned for the South County Family Justice Center that will provide enhanced victim trauma recovery services. Additionally, the District Attorney's Office will also engage community-based provider(s) to expand their Juvenile Diversion Program by implementing the Transitional Age Youth Diversion Initiative (TAYDI) for youth aged 18-24. This program seeks to ensure equitable access to diversion, intervention, and other services for all San Diego communities regardless of zip code. The Sheriff's Department will expand technology deployment in county jails to better enhance health services to incarcerated people, finalize and

implement remaining policies to achieve compliance with the National Commission on Correctional Health Care standards in pursuit of accreditation, and establish an Americans with Disabilities Act (ADA) Compliance Unit to better provide incarcerated people with reasonable accommodations for their disabilities. The Sheriff's Department will continue working on infrastructure projects in aging jails to provide a secure and humane environment for incarcerated people that supports their rehabilitation, access to services, and overall well-being. The Department of Animal Services will break ground on a new shelter facility in Santee, designed to provide accessible, comprehensive animal care and control services to everyone in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets countywide. The Department of Child Support Services will partner with law enforcement agencies to address organized criminal enterprises engaging in the skimming/scamming theft of State nutrition and cash benefits to prevent further loss to recipients, as well as proactively identify unknowing victims and assist victims with recovering lost benefits. The Medical Examiner will gather epidemiology information to address public health issues and partner with agencies to alert the community on cause and manner of death patterns and trends. The Department is also adding staff to address the continued increase in accidental overdose deaths and general caseload. The Office of Emergency Services will implement and define qualifications to certify appropriate training and experience for Emergency Operations Center personnel to increase organizational excellence. The Probation Department will partner with San Diego County Fire to develop a Fuels/Fire Crew Program to provide youth in long-term custody with training and work experience in projects related to fuel reduction and other fire related services and be eligible for employment upon release. The Probation Department also continues to renovate living spaces at the East Mesa Juvenile Detention Facility to be more homelike, trauma-informed, and comfortable, in addition to completing phase two construction at the Youth Transition Campus in Kearny Mesa. The Public Defender will support the implementation of the Senate Bill (SB) 1338, Community Assistance, Recovery & Empowerment (CARE) Act program, in partnership with the Health and Human Services Agency, County Counsel, the Superior Court, and other community partners to provide diversion from higher or more restrictive levels of care. San Diego County Fire and Emergency Medical Services will continue to improve the quality and accessibility of pre-hospital care by enhancing patient care through a new service delivery model called Community Paramedicine. That means in part they will implement an option for 9-1-1 system ambulance transport for select patients to go to outpatient mental health or sobering services instead of hospital emergency departments. San Diego County Fire will also continue efforts to facilitate the strategic implementation of a new ambulance transportation service delivery model to reduce health disparities in the region and will implement the Home Hardening Program to retrofit, harden, and create defensible space for homes at high risk to wildfires. The Public Safety Group Executive Office gathered data and engaged the community to gather information and guidance about the impact of gun violence in neighborhoods. Recommendations from the effort will be implemented as directed by the Board of Supervisors. The Public Safety Group will also continue to focus on Prevention, Diversion, and Reentry planning and investments, collectively under the umbrella of Alternatives to Incarceration.

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - The Sheriff's Department will expand technology deployment in county jails to better enhance health services to incarcerated people; finalize and implement remaining policies to achieve compliance with the National Commission on Correctional Health Care standards in pursuit of accreditation; and establish an Americans with Disabilities Act (ADA) Compliance Unit to better provide incarcerated people with reasonable accommodations for their disabilities and to assist the department in creating locations accessible to those with disabilities.
  - Encouraging the use of countywide Mobile Crisis Response Teams and Crisis Stabilization Units when it is an appropriate alternative to a law enforcement response, in coordination with 9-1-1 systems and law enforcement agencies.
  - The Department of Child Support Services will address issues surrounding the homeless population by identifying innovative ways to improve customer service to homeless participants including outreach and referral processing.
  - The Medical Examiner will gather epidemiology information to address public health issues, including overdose deaths, and partner with agencies to alert the community on patterns and trends.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - The District Attorney will engage community-based provider(s) to implement the Transitional Age Youth Diversion Initiative (TAYDI), which seeks to ensure equitable access to diversion, intervention, and other services for all San Diego communities regardless of zip code. TAYDI will address barriers and impacts of justice system involvement for young people through engagement and partnership with community-based organizations to address root causes of criminogenic factors and thus prevent further crime and victimization.

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - The Probation Department will lead the Homeless Outreach Motivation & Empowerment (HOME) program to address the unique needs of clients on Post Release Community Supervision who face housing instability by collaborating with partners and the community to identify and implement comprehensive plans to address clients' needs.
  - The Probation Department will also continue to operate the Community Transition Center that provides comprehensive re-entry services to clients transitioning from prison and jail to the community while also serving as an alternative to incarceration for clients on supervision who need additional support.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Promote continued opportunities for virtual customer service practices to reduce vehicle miles traveled by customers.
  - Support plans for conversion of fleet to hybrid/electric vehicles to reduce fuel use (or greenhouse gas emissions).
  - San Diego County Fire will continue to monitor all vegetation treatments to lands to ensure compliance with the California Environmental Quality Act.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - The Probation Department will continue partnering with Health and Human Services Agency Self Sufficiency Social Workers in regional probation offices to assist and support clients and families in moving towards self-sufficiency and stability by providing them with access to social services, including Medi-Cal, CalFresh and CalWORKs.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Provide additional staff and skilled volunteers who will train and volunteer to assume disaster response or recovery roles (Emergency Operations Center responders, 2-1-1 operators, shelter workers/managers, and recovery support).

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - The District Attorney's Office will develop and implement a shelter bed network mobile application for connecting people experiencing homelessness to emergency shelter.
  - Based on data, best practices research, a needs assessment, surveys and community listening sessions staff will implement recommendations for community-based gun violence reduction and disruption programs approved by the Board of Supervisors.
  - The District Attorney's Office will open a South County Family Justice Center which will provide enhanced victim trauma recovery services to include but not limited to counseling, a restraining order clinic, case management and forensic medical services.
  - Encourage partnership and participation from all law enforcement and emergency medical services with the "Leave Behind Naloxone Program" aimed at providing life-saving medication into our communities.
  - The San Diego region's crime rates are among the lowest in the United States and we will continue to practice crime prevention and interruption strategies that support and sustain community safety. Work to address community safety will include:
    - Using data-driven strategies to focus on serious and/or violent crime to increase community safety.
    - Participating in collaborative policing with the community to address the ongoing threats of human trafficking, narcotics trafficking and organized criminal activity. PSG will begin a three-year pilot program to enhance services and support for human trafficking survivors by offering peer support navigators to strengthen connections to individualized services.
    - Building trusted and open partnerships with communities to address their public safety needs.
    - Using funding from a Proposition 47, *Safe Neighborhoods and Schools Act* grant, PSG and the Health and Human Services Agency will begin a three-year program to provide community care coordination and re-entry services to help incarcerated or recently incarcerated individuals as they exist the justice system and rebuild their lives by connecting clients with housing, services, and employment that will increase self-sufficiency, pave the way to permanent homes, and reduce recidivism.
  - Strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by identifying roads that would benefit the most (key evacuation corridors) from additional roadside clearance and clearing the vegetation along these critical routes.
- Communications: Create proactive communication that is accessible and transparent.

- The Department of Child Support Services will proactively identify unknowing victims of public benefit skimming/ scamming schemes to inform clients their benefits have been stolen so they can begin the process of recovering lost benefits.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - The Department of Animal Services will begin construction of a new shelter facility in Santee, designed to provide accessible, comprehensive animal care and control services to everyone in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets countywide. Groundbreaking is anticipated in Summer 2023 and shelter opening scheduled for Fall 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.
  - 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.
  - Create a more inclusive and equitable work environment, including for neurodivergent individuals and those with accessibility needs, and implement strategies to recruit from populations facing unique barriers or circumstances, such as veterans.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - The Public Defender will continue expanding implementation of a program that provides legal defense to immigrants facing removal proceedings.
  - The Office of Emergency Services will develop an implementation plan for the National Qualification System (NQS) program. NQS is a federal program that defines a process for certifying the qualifications of Emergency Operations Center personnel.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support services for victims.
  - PSG will work to implement Board of Supervisors' approved recommendations to reduce jail populations and maintain public safety through alternatives to incarceration. Short-term recommendations will be achieved, and additional mid and long-term planning will continue with stakeholders and community members.
  - PSG and the Health and Human Services Agency's Self-Sufficiency Services will support the expansion of Medi-Cal enrollment of justice-involved individuals in local youth and adult detention and reentry facilities to ensure they will have access to medical care, behavioral health care, and social care services.

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - The Probation Department will continue to provide pretrial services, including monitoring and community-based services, to support judicial officers in making pretrial release decisions that impose the least restrictive conditions to address public safety and that support defendants in returning to court for their proceedings.
  - Both the District Attorney and Public Defender will diligently address cases of clients affected by recent legislative changes to ensure clients receive the full benefit of the law and to safeguard community trust and safety.
  - The Public Defender will support the implementation of the SB 1338, *Community Assistance, Recovery & Empowerment* (CARE) Act program by October 1, 2023, in partnership with the Health and Human Service Agency, County Counsel, the Superior Court, and other community partners to provide diversion from higher or more restrictive levels of care for individuals who meet specific CARE Act criteria by creating a new pathway for legal representation, behavioral health care, support, and linkage to available housing.

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
  - The Probation Department will update the interior design and furnishings of the Youth Development Academy units at the East Mesa Juvenile Detention Facility so that the physical space supports positive youth development, provides functional space to meet programming goals and encourages pro-social interactions between staff and youth.
  - The Sheriff's Department will enhance connections to health and social services workers through homeless outreach to provide a more comprehensive and equitable outreach approach that includes wrap-around services.
  - The Probation Department and San Diego County Fire will partner to develop a Fuels/Fire Crew Program to provide incarcerated youth in long-term custody with training and

work experience with projects related to fuel reduction and other fire related services and be eligible for employment upon release.

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
  - Invest in public safety facilities to further improve safety and services by:
    - Beginning construction of a new fire station to replace the Jacumba Fire Station #43 and the San Diego County Animal Shelter.
    - Initiating feasibility/engineering studies for the Emergency Operations Center/Sheriff Communications Center and Vista Detention Facility.
    - Initiating the planning for a new Ramona Sheriff Station.
    - Completing construction of East Otay Mesa Fire Station and Youth Transition Campus (Phase II).
    - Continuing the renovation and modernization of George Bailey Detention Facility and East Mesa Juvenile Detention Facility.

Related Links

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

- www.sandiegocounty.gov/public_safety

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

Staffing

Increase of 2.00 staff years.

- Increase of 1.00 staff year to support the coordination and administration of the Proposition 47, *Safe Neighborhoods and Schools Act* grant program approved by the Board of Supervisors on September 27, 2022 (Item #2).
- Increase of 1.00 staff year to support the Public Safety Group on Board-directed and new initiatives, special projects, and legislative programs.

Expenditures

Net increase of $9.9 million.

- Salaries & Benefits—increase of $0.4 million due to required retirement contributions, negotiated labor agreements and the addition of 2.00 staff years.
- Services & Supplies—net increase of $5.4 million primarily to due to county property insurance, information technology and groupwide supported projects.
- Other Charges—decrease of $0.8 million due to the completion of the Hall of Justice debt service payment and to align payments to the court for enhanced collection activities.
- Expenditure Transfer & Reimbursements—decrease of $2.2 million in expenditure reimbursements due to completion of prior year projects. Since these are transfers of expenditures, it has the effect of a $2.2 million increase in total expenditures.
- Operating Transfers Out—increase of $2.7 million.
  - Increase of $4.6 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, to fund regional law enforcement services and public safety focused services, information technology, facility costs, fleet, and other operational costs.
  - Decrease of $1.0 million in the Courthouse Construction Fund due to the completion of debt service payments.
  - Decrease of $0.5 million in Penalty Assessment transfers to the Criminal Justice Facility Construction Fund.
  - Decrease of $0.4 million in Criminal Justice Facility Construction Fund due to the completion of debt service payments.

Revenues

Net increase of $9.9 million.

- Fines, Forfeitures & Penalties—increase of $0.2 million.
  - Increase of $0.9 million for collections in Contribution for Trial Courts.
  - Decrease of $0.7 million for collections in penalty assessment revenues due to the completion of the Hall of Justice debt service.
- Revenue From Use of Money & Property—increase of $0.3 million for interest revenues on penalty assessment fund.
- Intergovernmental Revenues—increase of $19.6 million.
  - Increase of $15.9 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
  - Increase of $3.2 million in Contribution for Trial Courts due to Assembly Bill (AB) 199, *Committee on Budget, Courts* for criminal fees backfill related to revenue loss from the implementation of AB 177, *Public Safety*.
  - Increase of $0.5 million in reimbursements from Local Revenue Fund 2011, Community Corrections Subaccount.
    - $0.6 million for Human Trafficking Peer Support Navigator program.
    - $0.1 million match for Proposition 47, *the Safe Neighborhoods and Schools Act* grant.
  - Offset by a decrease of $0.2 million due to the completion of one-time project in prior year.
- Charges For Current Services—decrease of $2.0 million for collections in Contribution for Trial Courts.

- Miscellaneous Revenues—increase of $0.1 million for Human Trafficking Peer Support Navigator program.
- Other Financing Sources—decrease of $0.5 million in Criminal Justice Facility Construction Fund due to the completion of the debt service payments.
- Fund Balance Component Decrease—increase of $6,828 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of $101,052 is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- Use of Fund Balance—decrease of $13.4 million. A total of $57.2 million is budgeted.
  - $57.2 million in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, for costs related to regional law enforcement services and public safety focused services such as information technology, facility costs, fleet, and other operational costs.
- General Purpose Revenue—increase of $5.6 million for required retirement contributions, negotiated labor agreements and groupwide supported projects.

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

Net decrease of $33.0 million is primarily in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act* of 1993, due to completion of one-time support to regional law enforcement services in prior year.

Group Staffing by Department

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Public Safety Executive Office	14.00	15.00	17.00	13.3	17.00
District Attorney	1,006.00	1,026.00	1,050.00	2.3	1,050.00
Sheriff	4,695.00	4,727.00	4,742.00	0.3	4,742.00
Animal Services	61.00	62.00	63.00	1.6	63.00
Child Support Services	461.00	461.00	424.00	(8.0)	424.00
Office of Emergency Services	21.00	33.00	36.00	9.1	36.00
Medical Examiner	60.00	66.00	77.00	16.7	77.00
Probation	1,009.00	1,034.00	1,039.00	0.5	1,039.00
Public Defender	442.00	532.00	547.00	2.8	547.00
San Diego County Fire	65.00	59.00	60.00	1.7	60.00
Total	**7,834.00**	**8,015.00**	**8,055.00**	**0.5**	**8,055.00**

Group Expenditures by Department

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Public Safety Executive Office	$ 431,629,601	$ 523,970,003	$ 533,871,736	1.9	$ 500,843,154
District Attorney	233,777,064	249,367,633	295,236,220	18.4	280,104,818
Sheriff	1,073,925,362	1,163,076,923	1,192,418,589	2.5	1,195,622,657
Animal Services	9,564,853	9,720,040	9,894,202	1.8	9,942,315
Child Support Services	47,354,733	53,814,497	57,218,788	6.3	57,218,788
Office of Emergency Services	7,947,354	9,581,610	10,486,729	9.4	10,865,830
Medical Examiner	13,253,485	14,776,414	17,521,632	18.6	18,409,842
Probation	236,808,223	261,445,834	277,218,328	6.0	274,754,113
Public Defender	110,538,085	126,927,934	133,603,801	5.3	139,045,171
San Diego County Fire	82,753,301	88,220,699	110,474,292	25.2	103,970,812
Total	**$ 2,247,552,061**	**$ 2,500,901,587**	**$ 2,637,944,317**	**5.5**	**$ 2,590,777,500**

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Public Safety Executive Office	14.00	15.00	17.00	13.3	17.00
Total	**14.00**	**15.00**	**17.00**	**13.3**	**17.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Public Safety Executive Office	$ 12,574,899	$ 14,051,932	$ 19,096,176	35.9	$ 19,212,357
Penalty Assessment	3,917,082	3,621,075	3,128,950	(13.6)	3,128,950
Criminal Justice Facility Construction	2,994,066	1,194,869	812,075	(32.0)	812,075
Courthouse Construction	705,934	1,005,131	—	(100.0)	—
Public Safety Proposition 172	344,229,267	438,770,494	443,388,632	1.1	410,243,869
Contribution for Trial Courts	67,208,353	65,326,502	67,445,903	3.2	67,445,903
Total	**$ 431,629,601**	**$ 523,970,003**	**$ 533,871,736**	**1.9**	**$ 500,843,154**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 3,445,103	$ 4,086,941	$ 4,468,706	9.3	$ 4,608,735
Services & Supplies	8,701,351	10,529,657	15,912,470	51.1	14,888,622
Other Charges	70,765,748	71,086,187	70,289,853	(1.1)	70,289,853
Expenditure Transfer & Reimbursements	—	(3,195,401)	(1,000,000)	(68.7)	—
Operating Transfers Out	348,717,399	441,462,619	444,200,707	0.6	411,055,944
Total	**$ 431,629,601**	**$ 523,970,003**	**$ 533,871,736**	**1.9**	**$ 500,843,154**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Fines, Forfeitures & Penalties	$ 10,660,449	$ 8,371,804	$ 8,597,931	2.7	$ 8,597,931
Revenue From Use of Money & Property	250,000	247,000	563,950	128.3	563,950
Intergovernmental Revenues	312,568,753	371,413,438	391,006,357	5.3	402,532,918
Charges For Current Services	10,675,798	8,014,327	5,991,922	(25.2)	5,991,922
Miscellaneous Revenues	—	—	100,000	—	100,000
Other Financing Sources	788,132	492,125	—	(100.0)	—
Fund Balance Component Decreases	87,715	94,224	101,052	7.2	87,660
Use of Fund Balance	35,997,886	70,619,308	57,153,712	(19.1)	12,482,388
General Purpose Revenue Allocation	60,600,868	64,717,777	70,356,812	8.7	70,486,385
Total	**$ 431,629,601**	**$ 523,970,003**	**$ 533,871,736**	**1.9**	**$ 500,843,154**

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

District Attorney

Mission Statement

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

Department Description

The Office of the District Attorney serves the citizens of San Diego County by seeking justice through the prosecution of criminal violations of state law and county ordinances, protecting crime victims and maintaining safe neighborhoods in the 18 cities and the unincorporated areas of San Diego County. Six office locations serve more than 3.3 million residents and help keep San Diego one of the safest urban counties in the United States. The Office of the District Attorney employs evidence-based crime prevention strategies to reduce crime and also assists over 15,000 victims of crime annually; offering comprehensive services and innovative programs that aid in addressing harm and promoting justice. Protection is also provided to communities through the investigation and prosecution of consumer and insurance fraud, and violations of environmental protection laws.

To ensure these critical services are provided, the Office of the District Attorney has 1,050.00 staff years and a budget of $295.2 million.

2023–24 Anticipated Accomplishments

Equity

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

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Evaluated and created a plan for conversion of fleet vehicles to hybrid/electric vehicles.
  - Installed filtered water bottle refill stations where feasible.
  - Continued to work with local law enforcement agencies to implement the e-Submission Portal, a system that allows local law enforcement agencies to reduce the use of paper and upload case information directly to the District Attorney's Office.

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

- Expanded the use of technology to reduce the number of paper files retained and stored.
- Began implementation of the conversion plan of fleet vehicles to hybrid/ electric vehicles with the purchase of eight plug-in hybrids and one electric vehicle.

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.
  - Implemented a restraining order clinic on site at One Safe Place: The North County Family Justice Center. The clinic prepared and filed restraining orders for victims of abuse, violence, stalking, harassment, and exploitation.

- Continued partnership with SoCal Safe Shelter Collaborative to provide victims of domestic violence, sexual assault, and human trafficking an online referral and shelter bed availability alert system. The alert system located open shelter beds and when none were available, a hotel stay was provided to ensure victims were removed from immediate danger while awaiting housing availability.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Initiated Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence related trauma.
  - Continued to partner with the San Diego Office of Education to expand the Handle with Care program throughout San Diego County. Handle with Care allowed first responders to inform school administrators, without violating privacy, when a child experienced a traumatic event so schools can appropriately support the child during the school hours.

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 participate in the Elder Justice Task Force and accompanying awareness campaign that supported the San Diego County Elder and Dependent Adult Abuse Blueprint through a public outreach and education campaign, investigation and prosecution of increasing financial fraud crimes against seniors.
  - Through the Hate Crimes Unit, continued to host community outreach and awareness platform with the aim of reducing hate crimes in the region while also giving victims an avenue to report hate crimes directly to prosecutors so perpetrators could be held accountable.
  - Implemented Senate Bill 775, *Felony murder: resentencing* which authorizes a person convicted of murder, attempted murder, or manslaughter whose conviction is not final to challenge the validity of that conviction upon direct appeal.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Continued the Data Driven Justice Initiative which aims to reduce recidivism and maintain public safety by analyzing available data to aid in aligning justice, supportive services, and other systems to address risk factors and equity in access to services.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
  - Collaborated with justice partners and community to initiate Homeless Enhanced Legal Program (HELP), a pilot court intervention project for justice involved individuals experiencing homelessness.
  - Developed a countywide diversion option for transition age youth accused of felony crimes. The program is based in restorative justice principles, and other practices focused on addressing the underlying cause of any unsafe behaviors.
  - Collaborated with business community to develop protocols that address the impacts of retail theft on businesses and public safety.

2023–25 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Engage community-based provider(s) to implement the Transitional Age Youth Diversion Initiative (TAYDI), which seeks to ensure equitable access to diversion, intervention, and other services for all San Diego communities regardless of zip code. TAYDI will address barriers and impacts of justice system involvement for young people through engagement and partnership with community-based organizations to address root causes of criminogenic factors and thus prevent further crime and victimization.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continue to review and convert fleet vehicles to hybrid/electric vehicles as more charging stations become available.
  - Develop and implement a strategy to reduce the number and costs of paper files retained and stored offsite.
  - Create an implementation strategy for the modernization of the DA case management system to gain efficiencies and transparency in accessing case management information, and ongoing savings related to reduced use of paper.

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.

- Develop and implement a shelter bed network mobile application for connecting people experiencing homelessness to emergency shelter.
- Initiate tenant improvements for the South County Family Justice Center that will provide enhanced victim trauma recovery services to include but not limited to counseling, restraining order clinic, case management and forensic medical services.
- Continue partnership with SoCal Safe Shelter Collaborative to provide victims of domestic violence, sexual assault, and human trafficking an online referral and shelter bed availability alert system. The alert system searches for open shelter beds and if none are available, a hotel stay is provided to ensure victims are removed from immediate danger while awaiting housing availability. Additional resources are available to support victims with basic necessities while in crisis.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Continue Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence related trauma.

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.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Collaborate with the San Diego Regional Anti-Hate Crime coalition, which leads hate crime intelligence meetings with our law enforcement partners, and educates law enforcement agencies and community groups about hate crimes. Continue to host community outreach and awareness platform with the aim to reduce hate crimes in the region while also giving victims an avenue to report hate crimes directly to prosecutors so perpetrators can be held accountable.
  - Empower the community to report hate crimes through online submission form or call to the hotline number to report suspected hate crimes.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Continue to participate in the Elder Justice Task Force and accompanying awareness campaign that supports the San Diego County Elder and Dependent Adult Abuse Blueprint through a public outreach and education campaign, investigation and prosecution of increasing financial fraud crimes against seniors.
  - Implement State Bill 483, *Sentencing: resentencing to remove sentencing enhancements* allowing previously sentenced individuals to petition for a resentencing.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Conduct data analyses relative to the Racial Justice Act which allows persons with convictions prior to January 1, 2021, to petition the court and seek relief if racial bias was proven to be present in their case.
  - Provide training to regional law enforcement officers on best practices of de-escalation tactics with a focus on intervening during mental health crises.
- 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 collaboration with justice partners and community to implement Homeless Enhanced Legal Program (HELP), a pilot court intervention project for justice involved individuals experiencing homelessness. This program is aimed at addressing the intersection of homelessness and public safety.
  - Continue to collaborate with the business community to develop protocols that address the impacts of retail theft on businesses and public safety.

Related Links

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

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

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Total grant and other revenues dedicated to consumer fraud activities (in millions)[1]	$17.3	$14	$17	$16	$16
Total number of victims served by the District Attorney's Victim Assistance Program[2]	12,240	12,000	17,000	16,000	16,000
Achieve a conviction on felony cases (defendants) prosecuted[3]	89% of 13,577	90%	90% of 11,685	90%	90%
Recidivism rate for participants adult diversion programs[4, 5]	N/A	8%	6% of 27	8%	8%
Recidivism rate for participants youth diversion programs[4, 5]	N/A	8%	8% of 145	8%	8%

Table Notes

[1] This goal was exceeded due to unanticipated increases in grant funding from the California Department of Insurance for multiple insurance fraud prosecution programs.

[2] This goal was exceeded due to the number of victims seeking assistance at the newly opened North County Family Justice Center – One Safe Place.

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

[4] "Recidivism" refers to the number of graduates that get charged with a new crime within 12 months. Percentage represents recidivism rate of total participants who completed program.

[5] In Fiscal Year 2022–23, recidivism rate was tracked by adult/youth to better reflect the increase in diversion programs.

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

Staffing

Net increase of 24.00 staff years.

- General Criminal Prosecution—net increase of 27.00 staff years.
  - Increase of 9.00 staff years to support the new South County Family Justice Center.
  - Increase of 6.00 staff years to support SB 483, *Sentencing: resentencing to remove sentencing enhancements*.
  - Increase of 6.00 staff years to support new crime prevention and diversion initiatives.
  - Increase of 4.00 staff years due to transfers from Juvenile Court to meet operational needs.
  - Increase of 2.00 staff years to support the Homeless Enhanced Legal Program.
- Juvenile Court—net decrease of 6.00 staff years.
  - Decrease of 4.00 staff years due to transfers to General Criminal Prosecution to meet operational needs.
  - Decrease of 2.00 staff years due to transfers to District Attorney Administration to support administrative requirements of new crime prevention and diversion initiatives.
- District Attorney Administration—net increase of 3.00 staff years.
  - Increase of 1.00 staff year to support information sharing and communications needs.
  - Increase of 2.00 staff years due to transfers from Juvenile Court to support administrative requirements of new crime prevention and diversion initiatives.

Expenditures

Net increase of $45.9 million.

- Salaries & Benefits—net increase of $14.4 million due to required retirement contributions, negotiated labor agreements, the addition of 24.00 staff years offset by salary savings from projected staffing vacancies.
- Services & Supplies—net increase of $6.2 million.
  - Increase of $3.5 million in contracted services to support the Transitional Age Youth Diversion Initiative, Community Justice Initiative, tattoo removal, and digitizing records.
  - Increase of $0.8 million related to lease payments.

- Increase of $1.5 million in technology services for modernization of the District Attorney's Case Management System.
- Increase of $0.4 million for share of Public Liability Internal Service Fund costs.

- Capital Assets/Land Acquisition—net increase of $25.0 million.
  - Increase of $17.0 million for one-time tenant leasehold improvements for the South County Family Justice Center facility.
  - Increase of $8.0 million for one-time tenant leasehold improvements for expansion of the North County Family Justice Center facility.
- Expenditure Transfer & Reimbursements—decrease of $0.3 million associated with the reimbursement of expenditures for one-time negotiated salary and benefits payments. Since this is a reimbursement, it has a net effect of $0.3 million increase in total expenditures.

Revenues

Net increase of $45.9 million.

- Intergovernmental Revenues—increase of $4.8 million.
  - Increase of $4.0 million in reimbursements from Community Corrections Subaccount for the addition of 8.00 staff years to support services for Homeless Enhanced Legal Program ($0.4 million), for new SB 483, *Sentencing: resentencing to remove sentencing enhancements* legislation ($1.1 million), to support services for Transitional Age Youth Diversion Initiative ($2.0 million), Community Justice Initiative ($0.3 million) and tattoo removal ($0.2 million).
  - Increase of $0.5 million in Crime Victim Assistance to support the Victim Assistance Program.
  - Increase of $0.3 million from the California Department of Insurance to support Insurance Fraud Prosecution.
- Other Financing Sources—net increase of $33.7 million in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, to support local public safety functions.
  - $17.5 million allocation of one-time funding for tenant improvements and facility costs for the South County Family Justice Center.
  - $8.4 million allocation of one-time funding to complete expansion of One Safe Place: The North County Family Justice Center.
  - $7.7 million increase ($6.6 million in one-time and $1.1 million in ongoing funding) to support negotiated labor agreements and retirement contributions previously funded with General Purpose Revenue; and to support general prosecution and investigations.
  - $2.5 million increase in one-time funding to support the modernization of the District Attorney's Case Management System.
  - $2.2 million increase for the addition of 16.00 staff years to support new initiatives and expansion of services.
  - $1.0 million increase in one-time funding for digitization of official records.
  - $1.0 million increase in one-time funding to support provisional general prosecution and investigation.
  - $1.0 million increase in one-time funding to support services for the South County Family Justice Center.
  - Offset by $7.6 million decrease due to the completion of one-time projects.
- Fund Balance Component Decreases—net increase of $0.6 million. A total of $6.5 million is budgeted.
  - Increase of $0.8 million for one-time negotiated salary and benefits payments.
  - Decrease of $0.2 million to support a portion of departmental cost of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- Use of Fund Balance—a decrease of $3.2 million due to prior year one-time salary and benefit payments. A total of $1.2 million is budgeted.
  - $1.2 million in Asset Forfeiture funds to support law enforcement activities.
- General Purpose Revenue Allocation—increase of $10.0 million to partially offset increases for required retirement contributions and negotiated labor agreements.

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

Net decrease of $15.1 million due to the completion of one-time projects, offset by required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
General Criminal Prosecution	641.00	672.00	699.00	4.0	699.00
Specialized Criminal Prosecution	260.00	249.00	249.00	—	249.00
Juvenile Court	50.00	50.00	44.00	(12.0)	44.00
District Attorney Administration	55.00	55.00	58.00	5.5	58.00
Total	**1,006.00**	**1,026.00**	**1,050.00**	**2.3**	**1,050.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
General Criminal Prosecution	$ 149,091,441	$ 166,193,685	$ 201,280,532	21.1	$ 180,335,587
Specialized Criminal Prosecution	59,650,310	58,709,135	65,624,406	11.8	70,071,851
Juvenile Court	12,142,264	11,231,160	13,246,458	17.9	13,986,749
District Attorney Administration	11,743,049	12,083,653	13,934,824	15.3	14,560,631
District Attorney Asset Forfeiture Program	1,150,000	1,150,000	1,150,000	—	1,150,000
Total	**$ 233,777,064**	**$ 249,367,633**	**$ 295,236,220**	**18.4**	**$ 280,104,818**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 197,974,159	$ 212,350,820	$ 226,735,707	6.8	$ 239,290,836
Services & Supplies	33,630,835	35,114,004	41,267,811	17.5	38,551,085
Other Charges	2,211,594	2,211,594	2,266,594	2.5	2,266,594
Capital Assets Software	50,000	50,000	50,000	—	50,000
Capital Assets/Land Acquisition	—	—	25,000,000	—	—
Capital Assets Equipment	481,500	481,500	481,500	—	481,500
Expenditure Transfer & Reimbursements	(571,024)	(840,285)	(565,392)	(32.7)	(535,197)
Total	**$ 233,777,064**	**$ 249,367,633**	**$ 295,236,220**	**18.4**	**$ 280,104,818**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Intergovernmental Revenues	$ 24,114,171	$ 26,760,111	$ 31,508,677	17.7	$ 33,738,499
Charges For Current Services	1,370,000	1,393,312	1,393,312	—	1,393,312
Miscellaneous Revenues	3,266,330	3,339,203	3,339,203	—	4,739,203
Other Financing Sources	68,975,794	81,977,515	115,735,484	41.2	83,889,445
Fund Balance Component Decreases	5,913,613	5,903,778	6,485,176	9.8	5,720,942
Use of Fund Balance	11,755,198	4,385,154	1,150,000	(73.8)	1,150,000
General Purpose Revenue Allocation	118,381,958	125,608,560	135,624,368	8.0	149,473,417
Total	**$ 233,777,064**	**$ 249,367,633**	**$ 295,236,220**	**18.4**	**$ 280,104,818**

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

Sheriff

Mission Statement

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

Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles and a population of over 3.3 million. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department operates seven detention facilities, eighteen patrol stations, a crime laboratory, and an array of support operations necessary to provide full law enforcement services for the County of San Diego. The department's over 4,700 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Primary police services are provided to 960,917 county residents, including those in nine contract cities. The department was responsible for booking arrestees and releasing incarcerated people, ensuring court appearances, and providing necessary daily care for about 4,055 incarcerated people per day in 2022. The Sheriff's detention facilities processed 50,705 unduplicated bookings in 2022. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for the execution, service and return of all writs, warrants, and temporary restraining orders.

To ensure these critical services are provided, the Sheriff's Department has 4,742.00 staff years and a budget of $1.2 billion.

2022–23 Anticipated 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.
  - Continued to make progress towards achieving National Commission on Correctional Health Care (NCCHC) accreditation. These improvements encompass physical, mental, and behavioral health in order to make intentional enhancements to the service delivery provided to clients in custody. The department has fully onboarded the correctional healthcare provider Naphcare during this fiscal year and is committed to improving care coordination for individuals entering and leaving custody. incarcerated people are disproportionately at risk for negative health outcomes and face challenges accessing services both before and after incarceration. Ensuring the provision of quality health care while in custody benefits the incarcerated person's health and wellness trajectory. The department is finalizing the remaining policies necessary to meet the NCCHC standards and anticipates these policies and standards to be operational in 2023.

  - The Homeless Assistance Resource Team (HART) offers connections for unhoused individuals to health and social services workers who deliver wrap-around services. HART deputies conducted 335 outreach operations throughout the County and assisted the Department of Public Works with eight cleanup operations. In addition to outreach operations, HART visited 595 locations and contacted 1,472 unhoused individuals. Through collaboration with Equus and the County, 209 unhoused persons were provided housing. A Public Health Nurse partnered with HART in delivering 40 doses of Naloxone, 7 COVID-19 vaccines, 6 Flu vaccines, 2 Hepatitis A vaccines, and 2 Monkey Pox vaccines during the outreach operations.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
  - A plan was created and implemented for conversion of 27 percent of Sheriff's fleet to hybrid/electric vehicles.
  - Expanded opportunities for virtual delivery of customer service and engagement experiences during the fiscal year.

- Delivered Academia del Alguacil, the Sheriff's Spanish Academy, in a hybrid model with both virtual and in-person sessions; understanding that time and distance traveled factor into the level of participation.
- Increased use of telemedicine, which brings an added time efficiency to healthcare delivery for incarcerated people while reducing the need for transportation.
- Developed a new Carried Concealed Weapons application that reduces the need for delivery of physical documents to be submitted.
- Launched the Calls for Service public webpage, which shows active events across Sheriff's jurisdictions. The information on the webpage is taken from the Computer-Aided Dispatch (CAD) system every 5 minutes and published to the public page. The webpage provides the date and time of the CAD incident, event type, approximate location (hundred block or cross streets), community, service area, and the event number.
- Evaluated and updated 239 forms via the Department Forms Committee in 2022. These forms included formatting to include the use of electronic signature, electronic submission, and updated information to align with organizational changes.

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

- Implementation of a plan for conversion of fleet to hybrid/electric vehicles has been in progress for 27% fleet conversion to hybrid vehicles by Fiscal Year 2026-27, which totals 365 vehicles. The department currently has 61 Hybrid/Patrol Hybrid Electric Vehicle (PHEV) in its fleet. The department is awaiting delivery of additional 67 vehicles purchased for Fiscal Year 2022-23, which includes 36 PHEVs.
- Several units in the department, including Licensing, Personnel, and the Medical Liaison Unit, are utilizing Doculynx to convert paper records and files into electronic filing and management system. These units have operations and functions that are document intensive, and the conversion decreases the need for physical space for file storage and increases the space available for staff to complete the ever-increasing workload required of these units.
- The Sheriff's Reentry Services Division is participating with other County partners on a couple of sustainability projects. These projects focus on community food production along with food waste and recovery. The goal is to develop food waste collection and onsite composting and recovery in line with Senate Bill (SB) 1383, *Short-lived climate pollutants: methane emissions: dairy and livestock: organic waste: landfills*, which requires counties to take the lead collaborating with the jurisdictions located within the county in planning for the necessary organic waste recycling. Both the Sheriff's Reentry and Food Services Divisions have been working collaboratively and have begun to develop onsite composting infrastructure and to enhance the farm-to-table efforts.
- As part of the Sheriff's reentry programming, the Grossmont Adult School provides hands-on instruction in horticulture, landscape maintenance, greenhouse operations, organic land care, hardscaping, nursery management, carpentry, wood working, irrigation, and other green industry skill sets, as well as job readiness programs. Participants in the landscaping and gardening program graduate with certifications and college credits on landscape maintenance, irrigation, landscape construction, and horticulture from the Carpenters Union, Grossmont-Cuyamaca College and Grossmont Adult Education. Vegetables grown in the gardens are used in the Sheriff's Reentry Services Culinary Arts Programs using a farm-to-table model at both the East Mesa Reentry and Las Colinas Detention and Reentry Facilities. The Landscape program at Las Colinas Detention Reentry Facility (LCDRF) recently added hydroponic gardens to its curriculum. The plants grow 50 percent faster using the hydroponic system and use 70 percent less water than a conventional soil garden. There are also significantly reduced levels of pests and diseases.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change Extend programs and engagement with our underserved and diverse communities.
  - Extended programs and engagement with our underserved and diverse communities.
  - Hosted a third Sheriff's Spanish Academy and held the graduation in December 2022. Academia del Alguacil, the Sheriff's Spanish Academy, is a multi-week program in partnership with the San Diego County Office of Education - Migrant Education program. It is designed as a relationship-building program to help provide equity in educating our Spanish-speaking community about law enforcement procedures and available resources in San Diego County. Although there have been 30-40 graduates per academy, there has been up to 60 participants in the class sessions.
  - The RESPECT Project held its fall academy graduating 14 male participants and 5 female participants. During the summer, RESPECT participants and graduates were able to access daily programming and enrichment activities as the RESPECT facility was open five days a week during the afternoon with several workshops, activities, and field trips scheduled daily. Field trips included a trip to the USS Midway, U.S. Army National Guard, local beaches, sporting

events, and work readiness programs. Families of participants were also offered support through mentoring, employment support, food and financial assistance, tutoring, physical fitness, counseling, and other after-school enrichment. The department's Juvenile Services Group diverted approximately 230 juveniles during 2022.
  - Camp LEAD (Leadership, Equity, Access and Diversity) was also held three times in 2022, with approximately 10 deputy sheriffs attending the three-day camps. Each Camp LEAD had between 30-50 students at each event.
  - The first *Tacos with the Community* event was hosted by Northgate Gonzalez Markets in Vista and Fallbrook during the Hispanic Heritage Month 2022. This event was designed to bring together the community along with their local law enforcement to further build on their relationship.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, and community preparedness and regional readiness to respond to a disaster.
  - Over the past two years, the department's Crime Prevention Specialists have been working with communities to reinstitute, revamp, and reinvigorate the Neighborhood Watch Program. As of December 2022, there were 125 active Neighborhood Watch Programs with membership and participation from the communities in the Sheriff's jurisdiction.

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.
  - Recruited and retained diverse representation of sworn and professional personnel that reflects demographics of our region.
  - As of January 2023, the department had 4,027 employees with the following demographic breakdown: 43% White, 33% Hispanic/Latino, 16% Asian, 6% Black/African American, 2% Native Hawaiian/Other Pacific Islander, and 0.5% American Indian/Alaska Native. In addition to the sworn classifications hired as deputies, the department had 148 professional staff classifications with three new classifications created for increased career path opportunities and recruiting.
  - Pursued a variety of recruitment strategies to meet our applicants where they are. This included physically bringing the tests to the applicants through web-based applications, providing an offer to candidates who passed their Pre-Investigation Questionnaire, continuing to expand participation at both virtual and in-person events, wide array of advertising, and engaging all employees to be recruiters.

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.
  - Supported communities impacted by family violence through proactive outreach, partnering with the District Attorney, and actively referring victims to services.
  - In July 2022, One Safe Place opened to serve domestic violence victims in our communities. The One Safe Place Care Coordinator estimates that the department has provided 50 of the 115 law enforcement referrals through January 13, 2023.
  - Held the first in person (since COVID-19) Domestic Violence Awareness month opening event at the Balboa Park Ballroom. There were approximately 25 advocacy groups who held booths and provided information to the public. The event also honored the eight +1 victims of domestic violence homicide from 2021. The +1 identifier are persons killed during the domestic violence incident such as a spouse, partner, family member, bystander, etc.
  - The Domestic Violence Coordinator participated in the National Association of Women's Judges Success Inside and Out Event. The event was centered toward incarcerated women and had breakout groups with different subject matter experts.
  - Continued to dedicate a Domestic Violence Coordinator to ensure department training, awareness, and outreach is conducted as part of the department operations. The Coordinator's work included giving a presentation at the CARE (Community, Action, Resource Engagement) Center Community Resource Fair in National City; attending the 24th Annual Native American Health and Wellness Conference hosted by the Southern Indian Health Council; and providing a presentation to the Women's Resource Center in Oceanside. The presentation was part of the 40-hour training for new domestic violence advocates. There were about 10 advocates in the training.
- 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.
  - Detention facility healthcare is continually being enhanced, most recently by implementing evidence-based, medication assisted treatment (MAT) for opioid use disorders and working with Behavioral Health Services on effective care coordination for patients returning to the community. MAT was officially implemented on January 13, 2023. The full program is being delivered at Vista Detention Facility, with other facilities continuing components of sobriety and substance disorder treatments.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Expand technology deployment in county jails to better enhance health services to incarcerated people.
  - Enhance connections for at-risk individuals to health and social services workers through homeless outreach to offer wrap-around services.
  - Finalize and implement remaining policies to achieve compliance with the National Commission on Correctional Health Care standards in pursuit of accreditation.
  - Establish an Americans with Disabilities Act (ADA) Compliance Unit to better provide incarcerated people with reasonable accommodations for their disabilities and to assist the department in creating locations accessible to those with disabilities.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Continue progress on infrastructure improvements in county jails to provide a secure and humane environment for incarcerated people that supports their rehabilitation, access to services, and overall well-being while in-custody.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainability facility construction or maintenance and hazard mitigation.
  - Continue to execute buy-plan for conversion of fleet to hybrid/electric vehicles.
  - Expand opportunities for virtual delivery of customer service and engagement experiences to reduce vehicle miles traveled by clients/customers.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change Extend programs and engagement with our underserved and diverse communities.
  - Extend programs and engagement with our underserved and diverse communities.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, and community preparedness and regional readiness to respond to a disaster.
  - Encourage partnership and participation from all law enforcement and emergency medical services with the "Leave Behind Naloxone Program" aimed at providing life-saving medication into our communities.

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 career seminars to current employees to encourage professional growth and provide opportunities for advancement.
  - Continue to recruit and retain diverse representation of sworn and professional personnel that reflects demographics of our region.
  - Implement the department's Wellness Unit to better support the physical, mental, and emotional health of Sheriff's employees.
  - 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. 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.

Related Links

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

- www.sdsheriff.net

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Homeless Service Referrals[1]	N/A	2,500	2,700	2,700	2,700
Converted Sheriff's Fleet[2]	N/A	5.0%	5.0%	10%	10%

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Community Engagement Events[3]	N/A	1,200	1,300	1,300	1,300
Number of New Recruits[4]	N/A	350	420	450	450
Public Calls for Service[5]	222,358	223,000	215,000	215,000	215,000
Family Violence Victim Assistance[6]	N/A	100	100	100	100

Table Notes

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

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

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

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

[5] Calls for service reflect the demand for law enforcement services by the public. Though it is not tied to a specific future Operational Plan goal, it provides a measure for the overall Strategic Initiative of Community with Safety being prioritized by ensuring that services are provided to victims of crime or harassment and potentially lowering the likelihood of victimization through threat awareness and response.

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

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

Staffing

Net increase of 15.00 staff years.

- Detention Services Bureau—net increase of 5.00 staff years.
  - Increase of 4.00 staff years to prepare, plan, implement and support California Advancing and Innovating Medi-Cal (CalAIM) Providing Access and Transforming Health (PATH) for adult justice involved population.
  - Increase of 3.00 staff years to support the increased workload from the expansion of services for Alternatives to Incarceration programs.
  - Decrease of 2.00 staff years due to the restructuring efforts in mental health staffing at detention facilities, offset by addition of staff to review medical records and to establish an Americans with Disabilities Act (ADA) Coordination Unit to better provide incarcerated people with reasonable accommodations for their disabilities.
- Law Enforcement Services Bureau—increase of 24.00 staff years.
  - Increase of 19.00 staff years due to transfers from the Management Services Bureau (11.00) and the Office of the Sheriff (10.00) and transfers to the Human Resource Services Bureau (2.00) based on operational needs.
  - Increase of 4.00 staff years for law enforcement services requested by contract cities and school districts.
  - Increase of 1.00 staff year for additional leadership and management of the crime lab.
- Human Resource Services Bureau—increase of 9.00 staff years.
  - Increase of 7.00 staff years to implement the department's Wellness Unit to better support the physical, mental, and emotional health of Sheriff's employees.

- Increase of 2.00 staff years due to transfers from the Law Enforcement Services Bureau based on operational needs.

- Management Services Bureau—net decrease of 14.00 staff years.
  - Decrease of 11.00 staff years due to transfers to the Law Enforcement Services Bureau based on operational needs.
  - Decrease of 4.00 staff years to permanently reduce staff held vacant due to the economic impacts of the COVID-19 pandemic.
  - Increase of 1.00 staff year to lead the department's cyber security effort.
- Sheriff's ISF/IT Bureau—increase of 1.00 staff year to install, repair, and maintain a wide variety of electronic security and related electronic security systems.
- Office of the Sheriff—decrease of 10.00 staff years due to transfers to the Law Enforcement Services Bureau based on operational needs.

Expenditures

Net increase of $29.3 million.

- Salaries & Benefits—net increase of $44.2 million.
  - Increase of $74.3 million due to required retirement contributions and negotiated labor agreements.
  - Increase of $4.0 million due to the addition of 15.00 staff years as described above and for operational needs.
  - Decrease of $30.0 million to reflect positions that are anticipated to be vacant and to leverage attrition; to create budget capacity to support existing County and public safety priorities; and to support increases in Internal Service Fund (ISF) costs.
  - Decrease of $4.1 million due to prior year one-time negotiated salary and benefit payments.
- Services & Supplies—net increase of $17.0 million.
  - Increase of $26.9 million for increased costs for Public Liability insurance, Facilities Management ISF, Fleet Services ISF, Property Insurance and Information Technology (IT) projects.
  - Increase of $3.4 million to support CalAIM PATH for adult justice involved population, to support the expansion of services for Alternatives to Incarceration programs and to provide contracted services for a Peer Reentry Leadership Academy.
  - Increase of $1.5 million for professional detention facility cleaning.
  - Increase of $1.3 million primarily in Professional & Specialized Services related to contracts for educational and psycho-social programs associated with the Incarcerated Peoples' Welfare Fund.
  - Increase of $0.9 million in the Asset Forfeiture Funds to align the budget with anticipated actuals for projects that are permissible according to the guide to equitable sharing and the Health and Safety Code 11489.
  - Increase of $0.6 million for medical testing and supplies.
  - Increase of $0.5 million in sales of commissary goods to incarcerated people housed within detention facilities.
  - Increase of $0.4 million in start-up costs due to the addition of 15.00 staff years as described above.
  - Increase of $0.3 million in Professional & Specialized Services for consultant costs related to the Regional Communication System (RCS).
  - Decrease of $11.5 million for costs of one-time projects in Fiscal Year 2022-23.
  - Decrease of $6.7 million for prior year one-time costs related to State and federal homeland security initiatives.
  - Decrease of $0.6 million due to the termination of the Unsheltered Feeding Program memorandum of agreement.
- Other Charges—increase of $7.5 million.
  - Increase of $5.6 million to support the comprehensive medical and mental health services contract.
  - Increase of $1.9 million due to increased costs for planned replacement vehicle purchases.
- Capital Assets Equipment—net decrease of $11.9 million.
  - Decrease of $16.1 million due to the completion of Fiscal Year 2022-23 one-time purchases of equipment including a twin-engine firefighting helicopter.
  - Increase of $1.3 million for communication equipment and a transportable radio facility.
  - Increase of $1.1 million for helicopter replacement parts, equipment, and tools.
  - Increase of $0.9 million related to State and federal homeland security initiatives.
  - Increase of $0.9 million for toxicology instrumentation related to the California Highway Patrol (CHP) Cannabis Tax Fund Grant Program and for analysis equipment related to the DNA Backlog Reduction Program.
- Expenditure Transfer & Reimbursements—net decrease of $0.8 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of a $0.8 million increase in total expenditures.
  - Decrease of $1.0 million associated with centralized General Fund support that partially offset costs related to the replacement of the JIMS ($2.7 million). The decrease is partially offset by an increase in support for helicopter replacement parts and training ($1.4 million) and to partially offset one-time negotiated salaries and benefits payments ($0.3 million).
  - Increase of $0.1 million for law enforcement security related to a North Coastal community-based crisis stabilization unit within the City of Vista supported by the Health and Human Services Agency.
  - Increase of $0.1 million associated with reimbursement for RCS Network Operating Costs.
- Operating Transfers Out—net decrease of $28.3 million.

- Decrease of $29.5 million related to prior one-time funds to support improvements to the George Bailey Detention Facility.
- Decrease of $0.2 million related to the Department of General Services Fleet Services ISF for the one-time purchase of vehicles.
- Increase of $1.4 million related to transfers between the Jail Commissary Enterprise Fund, Incarcerated Peoples' Welfare Fund and General Fund.

Revenues

Net increase of $29.3 million.

- Licenses Permits & Franchises—decrease of $0.2 million in anticipated license fees to align the budget with anticipated actuals.
- Fines, Forfeitures & Penalties—decrease of $3.2 million.
  - Decrease of $2.5 million due to a decrease in planned expenditures for the Cal-ID program.
  - Decrease of $0.6 million in Sheriff's Warrant Automation Trust Fund revenue due to the elimination of criminal administrative fees pursuant to Assembly Bill (AB) 177, *Public safety*.
  - Decrease of $0.1 million due to a decrease in reimbursement from the Sheriff's Disbursement Fee Trust Fund associated with vehicle replacement and maintenance costs.
- Intergovernmental Revenues—increase of $9.4 million.
  - Increase of $5.9 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to increase in reimbursable staffing and to support Alternatives to Incarceration programs.
  - Increase of $3.5 million from the Department of Health Care Services CalAIM PATH for adult justice involved population to support implementation of pre-release Medi-Cal enrollment and suspension processes.
  - Increase of $2.0 million from the Board of State and Community Corrections for the Officer Wellness and Mental Health Grant to reimburse costs for establishing a Wellness unit and for the Proposition 47, *Safe Neighborhoods and Schools Act* grant for diversion programs.
  - Increase of $0.7 million in grant revenue related to the DNA Backlog Reduction Program.
  - Increase of $0.6 million due to AB 199, *Committee on Budget, Courts* for criminal fees backfill related to revenue loss from the implementation of AB 177, *Public safety*.
  - Increase of $0.6 million from the California Department of Public Health for the Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases, Detection and Mitigation of COVID-19 in Confinement Facilities to detect and mitigate the spread of COVID-19 in confinement facilities.
  - Increase of $0.4 million in revenue primarily from the Vista Unified School District and Guajome Schools to add a School Resource Officer.
  - Decrease of $4.3 million related to State and federal homeland security initiatives.
- Charges For Current Services—increase of $1.0 million.
  - Increase of $0.8 million due to negotiated salaries and benefit costs and service adjustments for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd District Agricultural Association and tribes.
  - Increase of $0.2 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Special Account and Supplemental Trial Court Security.
- Miscellaneous Revenues—net increase of $3.0 million.
  - Increase of $2.4 million due to an increase in planned expenditures reimbursed from the RCS Trust Fund.
  - Increase of $1.4 million due to an anticipated increase in sales of commissary goods to incarcerated people housed within detention facilities.
  - Decrease of $0.8 million due to the termination of the Unsheltered Feeding Program memorandum of agreement.
- Other Financing Sources—net decrease of $28.4 million.
  - Decrease of $29.8 million due to an increase in projected receipts ($11.1 million) offset by a decrease in the use of fund balance available for one-time projects ($40.9 million) in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement and detention services. A total of $15.2 million one-time fund balance is budgeted, including $5.7 million to partially fund ongoing negotiated labor agreements, $4.2 million for planned replacement vehicle purchases, and $5.3 million to support IT, wireless radio, and various one-time projects.
  - Increase of $0.8 million due to an increase in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Incarcerated Peoples' Welfare Fund.
  - Increase of $0.6 million due to funds to be transferred from the Incarcerated Peoples' Welfare Fund and the Sheriff's Jail Commissary Enterprise Fund to the General Fund.
- Fund Balance Component Decreases—increase of $1.5 million to partially offset one-time negotiated salary and benefit payments. A total of $21.5 million is budgeted.
  - $20.0 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.
  - $1.5 million for one-time negotiated salary and benefit payments.

- Use of Fund Balance—decrease of $11.0 million. A total of $6.0 million is budgeted.
  - $3.3 million in the Incarcerated Peoples' Welfare Fund to support core services.
  - $2.6 million in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund as described above.
  - $0.1 million in various Countywide 800 MHz CSA funds for costs related to one-time support of NextGen infrastructure, consultant, and network operating costs.
- General Purpose Revenue Allocation—increase of $57.2 million due to required retirement contributions, negotiated labor agreements offset by decreases to leverage attrition and vacancies to support existing County and public safety priorities.

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

No significant changes. Net increase of $3.2 million primarily due to anticipated salary and benefit increases partially offset by decreases due to the removal of prior year one-time costs.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Detention Services	2,392.00	2,396.00	2,401.00	0.2	2,401.00
Law Enforcement Services	1,433.00	1,449.00	1,473.00	1.7	1,473.00
Sheriff's Court Services	377.00	378.00	378.00	—	378.00
Human Resource Services	132.00	132.00	141.00	6.8	141.00
Management Services	314.00	314.00	300.00	(4.5)	300.00
Sheriff's ISF / IT	15.00	16.00	17.00	6.3	17.00
Office of the Sheriff	32.00	42.00	32.00	(23.8)	32.00
Total	**4,695.00**	**4,727.00**	**4,742.00**	**0.3**	**4,742.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Detention Services	$ 436,237,478	$ 451,315,219	$ 478,328,755	6.0	$ 498,098,872
Law Enforcement Services	334,150,092	366,555,693	365,561,959	(0.3)	351,096,518
Sheriff's Court Services	71,420,819	75,086,608	75,929,594	1.1	79,474,497
Human Resource Services	34,404,507	36,825,544	40,150,413	9.0	39,546,877
Management Services	47,626,007	51,285,490	51,332,124	0.1	49,564,997
Sheriff's ISF / IT	127,430,667	159,549,723	154,725,764	(3.0)	153,666,547
Office of the Sheriff	8,385,040	10,034,304	9,874,313	(1.6)	9,969,828
Sheriff's Asset Forfeiture Program	2,400,000	1,700,000	2,600,000	52.9	—
Jail Commissary Enterprise Fund	7,123,292	5,923,326	7,335,724	23.8	7,451,670
Sheriff's Incarcerated Peoples' Welfare Fund	4,467,410	4,526,225	6,317,225	39.6	6,531,474
Countywide 800 MHZ CSA's	280,050	274,791	262,718	(4.4)	221,377
Total	**$ 1,073,925,362**	**$ 1,163,076,923**	**$ 1,192,418,589**	**2.5**	**$ 1,195,622,657**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 810,105,138	$ 835,484,959	$ 879,671,391	5.3	$ 913,459,630
Services & Supplies	221,194,431	221,510,815	238,538,599	7.7	217,572,885
Other Charges	34,747,814	60,077,217	67,548,235	12.4	65,041,089
Capital Assets Equipment	5,741,522	21,137,212	9,266,751	(56.2)	849,022
Expenditure Transfer & Reimbursements	(11,547,701)	(9,236,503)	(8,372,927)	(9.3)	(6,874,985)
Operating Transfers Out	13,684,158	34,103,223	5,766,540	(83.1)	5,575,016
Total	**$ 1,073,925,362**	**$ 1,163,076,923**	**$ 1,192,418,589**	**2.5**	**$ 1,195,622,657**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Licenses Permits & Franchises	$ 579,979	$ 579,979	$ 409,183	(29.4)	$ 409,183
Fines, Forfeitures & Penalties	8,814,747	8,948,541	5,781,375	(35.4)	1,554,018
Revenue From Use of Money & Property	1,147,816	1,104,601	1,075,775	(2.6)	1,077,028
Intergovernmental Revenues	94,530,446	101,050,764	110,459,202	9.3	78,313,590
Charges For Current Services	177,474,502	182,526,567	183,541,342	0.6	188,346,299
Miscellaneous Revenues	15,290,321	12,859,305	15,875,581	23.5	12,713,921
Other Financing Sources	249,898,056	323,063,156	294,649,492	(8.8)	290,610,524
Fund Balance Component Decreases	20,061,387	20,061,387	21,534,298	7.3	20,061,387
Use of Fund Balance	26,828,868	16,997,515	5,980,381	(64.8)	3,551,474
General Purpose Revenue Allocation	479,299,240	495,885,108	553,111,960	11.5	598,985,233
Total	**$ 1,073,925,362**	**$ 1,163,076,923**	**$ 1,192,418,589**	**2.5**	**$ 1,195,622,657**

Animal Services

Mission Statement

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

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Historically, approximately 6,500 animals from the unincorporated area of the county enter DAS' two shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the county. All animals with treatable or manageable medical or behavioral conditions receive the high-quality care they need to thrive and be placed with adopters or rescue partners. DAS does not euthanize for time or space and has a dedicated staff of expert veterinary professionals providing the highest standards of care to our sheltered animals.

To ensure these critical services are provided, DAS has 63.00 staff years and a budget of $9.9 million.

2022–23 Anticipated Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Provided more than 700 subsidized spay/neuter surgeries to underserved pet owners, exceeding the goal of 400 due to overwhelming public need and a regional shortage of affordable, accessible spay/neuter services. This effort will continue to reduce unplanned litters and prevent related shelter intake while supporting constituents experiencing financial hardship.
  - The goal to promote and conduct pet vaccination, licensing, and microchipping clinics for constituents in the department's top underserved communities in collaboration with internal and external partners at least once per quarter, based on need, with a goal of 200 microchips provided at each event was not met as originally drafted. Offsite events were replaced with in-shelter clinics due to higher-than-normal staff vacancy rates for a significant portion of the fiscal year. However, DAS provided more than 700 free microchips, as well as licensing and vaccinations as needed, to DAS spay/neuter clients experiencing financial hardship at our Bonita and Carlsbad shelter locations.
  - The goal of deploying mobile veterinary services to at least five underserved areas within the community identified as having the greatest need for spay/neuter and basic wellness services was not met due to delays in the procurement process and systemic supply chain issues affecting delivery of the mobile surgical unit.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Evaluated current usage rates of DAS physical facilities to identify and repurpose unused/underused space. DAS has consolidated staff offices in each of its two shelters to include employee hoteling spaces, remote work where appropriate, and repurposed unused or underused space to improve animal care and housing.
  - Successfully completed the procurement process to update the department's case management system to increase efficiency and functionality and transition more services to online/paperless options, reducing client vehicle miles traveled. The new case management system is scheduled for implementation in late Summer 2023.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Identified additional staff and skilled volunteers who will assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter

workers/managers, and recovery support). DAS recruited and facilitated training for 26 new disaster and emergency response volunteers this fiscal year.

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

- Explored options and cost for installation of solar panels, battery back-up, and potential for an all-electric building during construction of the new shelter facility in Santee, scheduled to be complete in Fall 2024. This will be an ongoing part of the planning process throughout 2023, with LEED Gold and Zero Net Energy certification goals planned for the facility.
- Evaluated current fleet and will pursue hybrid/electric options for any new purchases and for replacement of existing vehicles at end of useful life. Due to the customized nature of Animal Control vehicles, electric vehicles are not yet available that meet the Department's needs; however, all other applicable fleet vehicles (SUVs, trucks) will be replaced with electric vehicles at the end of their useful life.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Due to delays in procurement and data security verification processes, the goal to use the new case management system's improved reporting capabilities to analyze community and DAS' operational data, including intake and outcome data and to identify areas of greatest need for targeted community support and outreach, was not met. Anticipated implementation of the new case management system is late Summer 2023.
  - Continued work on the project plan to increase the department's ability to provide resources to the community with the construction of a new shelter facility in Santee, designed to provide accessible, comprehensive animal care and control services to all constituents in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets countywide. A Design/Build Entity was selected through the County's Request for Proposal process in late 2022, with groundbreaking anticipated in mid- 2023 and shelter opening scheduled for Fall 2024.
  - Ensured that 88% (4,921 of 5,592) of sheltered dogs, cats and rabbits are reunited with their owner, adopted into a new home or transferred to a rescue partner, effectively meeting national standards and best practices for companion animal sheltering. This goal was not met as a result of increased shelter inventory and longer-than-normal lengths of stay for sheltered animals as pandemic pet returns have increased and shelter intakes are currently outpacing outcomes. DAS maintains its 0% euthanasia rate for all healthy or treatable animals and does not euthanize for time or space.
  - Responded to 91% (5,403 of 5,938) of patrol calls on time according to department protocols, ensuring that community needs are addressed promptly and in order of priority level. DAS calls are triaged and prioritized in order of urgency to ensure that emergencies are addressed quickly and efficiently and that all animal welfare concerns reported to the department are investigated in a timely manner. This goal was not met due to staff shortages in DAS' Animal Control Officer and Supervising Animal Control Officer classifications for significant portions of Fiscal Year 2022-23 and the lengthy training required to prepare new officers for the field. DAS has dual-filled positions and increased the number of Animal Control Officer training academies from one to two per year to remedy these gaps.

2023–25 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Provide at least 500 grant and trust fund subsidized spay/neuter surgeries to underserved pet owners. This effort will continue to reduce unplanned litters and prevent related shelter intake while supporting individuals experiencing financial hardship.
  - Ensure that all clients receiving subsidized spay/neuter services for their pets also receive a free microchip for permanent pet identification (minimum of 500 microchips).
  - Complete procurement of mobile veterinary surgical unit and develop a plan to deploy to underserved areas within the community identified as having the greatest need for spay/neuter and basic wellness services.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Fully implement and train staff in the use of the department's new case management system to increase efficiency and functionality and transition more services to online/paperless options, reducing client vehicle miles traveled.
  - Continue to explore options and cost for installation of solar panels, battery back-up, and potential for an all-electric building during construction of the new shelter facility in Santee, scheduled to be complete in Fall 2024. This will

be an ongoing part of the planning process throughout 2023, with LEED Gold and Zero Net Energy certification goals planned for the facility.
  - Continue to evaluate current fleet and pursue hybrid/electric options for any new purchases and for replacement of existing vehicles at end of useful life. Due to the customized nature of Animal Control vehicles, electric vehicles are not yet available that meet the Department's needs; however, all other applicable fleet vehicles (SUVs, trucks) will be replaced with electric vehicles at the end of their useful life.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Provide additional staff and at least 25 new skilled volunteers who will train and volunteer to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support).

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Use the new case management system's improved reporting capabilities to analyze community and DAS' operational data, including intake and outcome data by animal species, age and type, to identify areas of greatest need for targeted community support and outreach.
  - Continue to increase resources to the community with the construction of a new shelter facility in Santee, designed to provide accessible, comprehensive animal care and control services to everyone in the unincorporated area, improving outcomes for animals and promoting the health and well-being of people and their pets. Countywide Groundbreaking anticipated in Summer 2023 and shelter opening scheduled for Fall 2024.
  - Ensure that 90% of sheltered dogs, cats and rabbits are reunited with their owner, adopted into a new home or transferred to a rescue partner, effectively meeting national standards and best practices for companion animal sheltering.
  - Respond to 98% of patrol calls on time, ensuring that community needs are addressed promptly and in order of priority level. DAS calls are prioritized in order of urgency to ensure emergencies are addressed quickly and all animal welfare concerns reported to the department are investigated in a timely manner.

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.

Related Links

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

- www.sddac.com

Follow DAS on Facebook at:

- www.facebook.com/sddac

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Provide subsidized spay/neuter surgeries to underserved pet owners[1, 2]	N/A	400	703	500	500
Provide free-to-the-public pet microchipping (per event)[1, 3]	N/A	200	703	N/A	N/A
Provide free-to-the-public pet microchipping[4]	N/A	N/A	N/A	500	500
Deploy mobile veterinary services unit to underserved communities[1, 5]	N/A	5	0	N/A	N/A
New Emergency/Disaster response volunteers recruited & trained[6]	N/A	25	26	25	25

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Sheltered dogs, cats and rabbits either adopted, reunited with owners, or transferred to rescue partners[7]	N/A	90%	88% of 5,592	90%	90%
On-time patrol response[8]	N/A	98%	91% of 5,938	98%	98%

Table Notes

[1] This measure was added for Fiscal Year 2022–23 to support the department's commitment to improving the health and well-being of pets and their people in underserved areas of the community.

[2] This measure was not met as offsite events were replaced with in-shelter clinics due to higher-than-normal staff vacancy rates for a significant portion of the fiscal year. Through in-shelter clinics, DAS provided more than 700 free microchips, as well as licensing and vaccinations as needed, to clients experiencing financial hardship.

[3] This measure will be discontinued in Fiscal Year 2023–24 and replaced with a measure that is based on the total number of free-to-the-public pet microchips provided rather than a per event total.

[4] This measure was added for Fiscal Year 2023–24 to reflect the total number of free-to-the-public pet microchips provided to the community.

[5] This measure was not met due to delays in the procurement process and systemic supply chain issues affecting vendors' ability to produce customized mobile surgical units in a timely manner. This measure will be discontinued in Fiscal Year 2023–24 to complete the procurement process and will be revisited once the mobile veterinary unit becomes operational.

[6] This measure was added for Fiscal Year 2022–23 to help support the county's response and recovery during times of disaster.

[7] This measure was added for Fiscal Year 2022–23 to expand a previous measure to include rabbits as well as the transferring of animals to rescue partners.

[8] Calls for service are triaged and prioritized in order of urgency to ensure that emergencies are addressed quickly and efficiently and that all animal welfare concerns reported to the department are investigated in a timely manner.

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

Staffing

Increase of 1.00 staff year.

- Increase of 1.00 staff year to coordinate the intake to placement program.

Expenditures

Net increase of $0.2 million.

- Salaries & Benefits—increase of $0.2 million due to required retirement contributions, negotiated labor agreements and the addition of 1.00 staff year offset by salary savings based on projected staffing vacancy.
- Services & Supplies—increase of $0.2 million primarily for facilities maintenance, property insurance and utilities charges.
- Other Charges—increase of $0.2 million for the purchase of five new patrol vehicles.
- Expenditure Transfer & Reimbursements—increase of $0.4 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of $0.4 million decrease in total expenditures. A total of $0.4 million is budgeted.
  - $0.4 million associated with the centralized General Fund support for one-time items:
    - $0.2 million for the purchase of patrol vehicles.
    - $0.2 million for program coordination and other operational costs.

Revenues

Net increase of $0.2 million.

- Charges for Current Services—increase of $0.2 million due to increased charges for multiple animal services fees.
- Miscellaneous Revenues—decrease of $0.1 million due to completion of one-time projects.
- Fund Balance Component Decreases—increase of $47,437. A total of $232,502 budgeted.
  - $180,862 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.
  - $51,640 to support one-time salary and benefits payments.

- Use of Fund Balance—decrease of $0.2 million for prior year one-time salary and benefits payments. There is $0 budgeted.
- General Purpose Revenue Allocation—increase of $0.3 million for required retirement contributions, negotiated labor agreements, and the addition of 1.00 staff year.

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

No significant changes.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Animal Services	61.00	62.00	63.00	1.6	63.00
Total	**61.00**	**62.00**	**63.00**	**1.6**	**63.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Animal Services	$ 9,564,853	$ 9,720,040	$ 9,894,202	1.8	$ 9,942,315
Total	**$ 9,564,853**	**$ 9,720,040**	**$ 9,894,202**	**1.8**	**$ 9,942,315**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 7,010,244	$ 7,459,052	$ 7,675,525	2.9	$ 8,142,464
Services & Supplies	2,274,609	2,260,988	2,408,386	6.5	2,458,016
Other Charges	—	—	198,000	—	198,000
Expenditure Transfer & Reimbursements	—	—	(387,709)	—	(856,165)
Operating Transfers Out	280,000	—	—	—	—
Total	**$ 9,564,853**	**$ 9,720,040**	**$ 9,894,202**	**1.8**	**$ 9,942,315**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Licenses Permits & Franchises	$ 520,290	$ 553,800	$ 569,482	2.8	$ 569,482
Fines, Forfeitures & Penalties	160	160	200	25.0	200
Charges For Current Services	189,691	208,175	363,988	74.8	363,988
Miscellaneous Revenues	192,281	485,399	364,139	(25.0)	14,139
Fund Balance Component Decreases	191,187	185,065	232,502	25.6	180,862
Use of Fund Balance	736,338	186,446	—	(100.0)	—
General Purpose Revenue Allocation	7,734,906	8,100,995	8,363,891	3.2	8,813,644
Total	**$ 9,564,853**	**$ 9,720,040**	**$ 9,894,202**	**1.8**	**$ 9,942,315**

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

Child Support Services

Mission Statement

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

Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. Federal and State law governs the department, with oversight by the California Department of Child Support Services. DCSS collaborates with families, governmental agencies and community resources to support the long-term well-being of our customers' children. The organization is committed to establishing and enforcing court orders for financial and medical support for these children, while taking into account the changing needs of both parents. DCSS encourages self-sufficiency and provides resources and options throughout the life of the case. With approximately two-thirds of its caseload receiving cash assistance at some point, the Bureau of Public Assistance Investigations unit provides efficient oversight of public assistance programs administered through the County of San Diego. Many of its customers also receive Child Support Services. The unit conducts timely and fair investigations to safeguard the integrity of public assistance programs and ensuring benefits go to the region's residents in need. The unit strives to prevent fraud from occurring by delivering training and outreach to both their Health and Human Services partners as well as the community they serve. The department's mission aligns with its day-to-day work providing services that benefit all customers.

To ensure these critical services are provided, Child Support Services has 424.00 staff years and a budget of $57.2 million.

2022–23 Anticipated 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.
  - Identified innovative ways to improve customer service to homeless participants including outreach and referral processing at events such as Homeless Court, Veteran's Village Stand Down, and Homeless Resource Fairs with the District Attorney.

  - Opened three college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood. This fell short of the goal of opening ten accounts. This may have been due in part to ScholarShare 529's Matching Grant Program ending on December 31, 2022.
  - In partnership with the San Diego County Library, awarded 13 scholarships to enable participants to earn a high school diploma improving employment opportunities and aiding in breaking the cycle of intergenerational poverty. The goal of five scholarships was exceeded due to an in-person promotional event and continued monthly social media campaigns.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Established parentage on 99% (44,225 of 44,600) of children in the caseload to better establish eligibility for child support, including health insurance benefits.
  - Achieved 89% (52,995 of 59,748) of open cases with an administrative order to facilitate the equitable care of children sustained and supported by both parents. This fell short of the goal of 91% due to statewide policy changes that resulted in an unforeseen increase in applications, causing a surge in opened cases without filed court orders.
  - Increased the percentage of current support collected to current support owed to 69% ($127 million of $185 million), but fell short of the goal of 71% due to mandatory minimum wage increases in California which resulted in higher calculations of current support owed on certain cases and parents' inability to cope with that increase due to adverse impacts of inflation.
  - The average annual dollar amount of collections per case was $4,243, falling short of the goal of $4,400 due to adverse effects of inflation.

- Maintained total amount of current support and arrears distributed to families at $182 million exceeding the goal of $179 million to increase the financial, emotional, and physical well-being of children.
- Maintained the percentage of cases not paying current support at 12% (3,937 of 32,810) to ensure all children are equally supported by both parents and to help obligors from accumulating future child support debt.
- Collected $3.94 in child support for every $1.00 spent on operations, exceeding the goal of $3.75, further illustrating the child support program effectiveness.

Sustainability

Short-term commitments:

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Increased from 19% to 25% the number of staff (116 of 461) trained to assume Disaster Service Worker (DSW) roles for disaster response and recovery.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continued to promote expanded opportunities for customers to participate in virtual interviews and educational webinars, expanding their use, and reducing vehicle miles traveled by customers.
  - Trained new and existing staff regarding zero waste recycling and set up signage throughout office spaces reminding staff of recycling and waste reduction practices.
  - Evaluated and created a plan for conversion of fleet to hybrid/ electric vehicles.

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

- Implemented an electronic filing system for programs and work products to reduce paper use and waste in accordance with County's retention policies.
- Converted 13 of 18 (72%) existing fleet vehicles due for replacement to hybrid/electric.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Continued to partner with County departments and community organizations such as the San Diego Workforce Partnership and Jewish Family Service of San Diego, to improve collaboration to reduce agency time and increase self-sufficiency for young parents under the age of 21 and foster care youth by offering services, education, and resources.
  - Opened the National City office one Saturday every month for customers who could not visit a department office during the week due to work schedules, childcare issues, or other commitments.
  - Extended service hours later in the evening through phone and live chat and offered more ways to contact the Department to maximize opportunities for customers to reach Child Support Services.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Partnered with the Public Defender and District Attorney, in person and virtually, to address intergenerational poverty and homelessness among customers.
  - Continued to expand and create partnerships with community organizations, such as Equus, Center for Employment Opportunities, and Jewish Family Service of San Diego, to offer customers services and resources that have a direct impact on improving quality of life for parents and children. Equus and Jewish Family Service of San Diego agreed to have representatives on site to provide information to customers about employment, childcare programs, and other social services. Partnered with the District Attorney's Office to have staff onsite at the One Safe Place facility to help victims of domestic violence and partnered with the Public Defender to help their clients who also have a child support order.
  - Continued to expand the partnership with the San Diego Bar Association, the Superior Court Family Support Division, the Family Law Facilitator, and other partners to share the benefits of opening a child support case with future customers through the Fast Track Case Opening process.
  - To ensure equity, continued to verify all child support orders established by Family Court or from another state include an order for health insurance.
- Communications: Create proactive communication that is accessible and transparent.
  - Adopted a data driven approach to communications by promoting services and resources through email flyers, social media and a redesigned public facing website to raise awareness of the Child Support program.

Empower

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

- Expanded staff education by holding semi-annual transparent discussions and webinars facilitated by the District Attorney, Big Brothers/Big Sisters, and San Diego County Library, to understand various cultures and continue to embrace and celebrate the diversity of the child support team and the customers we serve.
- Invited customers to the offices and/or to appear virtually, near the onset of a potential child support case to set expectations and shorten the timeline for establishing child support orders.
- With a large percentage of the caseload consisting of black, indigenous, and people of color (BIPOC), the department recognizes the cultural differences and unique needs of the diverse population it serves. Utilizing trainings and resources, staff approach case work through an equitable lens and with cultural humility to better serve the large percentage of BIPOC customers.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Strengthened the customer service culture to ensure a positive customer experience by using data to identify and understand the demographics of those served by the department and deliver customer service training.
  - Explored the use of new media platforms for customers with a focus on co-parenting, parenting alone, and available programs and resources to support family self-sufficiency and provided educational webinars on these topics to customers.
  - Expanded the use of virtual chat platforms and business tools such as digital signatures, and document e-filing to interact with customers from their chosen location, place, and time to improve the customer experience.
  - Developed and delivered customer service training that aids staff in seeing casework from the customer perspective to improve service delivery.
  - Created and hosted three Community Fair events for staff on virtual platforms which highlight DCSS partners to enhance and strengthen employee knowledge of available services for case participants.

Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
  - Through the Justice Involved Parents & Children (JIPC) team, employed restorative justice practices by serving families with current and formerly incarcerated participants by providing resources, such as employment and debt reduction programs, that will empower them and contribute to their well-being.
  - Explored new partnerships with detention and social service agencies that serve incarcerated individuals, including offering mentorships to children of this population. This effort resulted in the establishment of a partnership with Vista Community Clinic that serves incarcerated individuals and their families.
  - Made DCSS more accessible for parents on probation or parole, by building a relationship with the Probation Department and Sheriff's Detention Facilities. JIPC collaborates with these departments through communication and cooperation that facilitates a close working relationship between departments.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Address issues surrounding the homeless population by identifying innovative ways to improve customer service to homeless participants including outreach and referral processing.
  - Revise awareness campaigns of the College Savings Account program to generate participation for at least five dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood.
  - Collaborate with the San Diego County Library to award at least eight scholarships to enable participants to earn a high school diploma improving employment opportunities and aid in breaking the cycle of intergenerational poverty.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Establish parentage on 97% of children in the caseload to better establish eligibility for child support, including health insurance benefits.
  - Achieve 90% of open cases with an administrative order to facilitate the equitable care of children and to ensure that children are sustained and supported by both parents.
  - Maintain the percentage of current support collected to current support owed at or above 70% to make child support a reliable source of income for families.
  - Increase the average annual dollar amount of collections per case to $4,300 to ensure that children are financially sustained, increasing their opportunities for physical and emotional enrichment.

- Maintain total amount of current support and arrears distributed to families at or above $179 million to increase the financial, emotional, and physical well-being of children.
- Maintain the percentage of cases not paying current support at 12% or lower to ensure all children are equally supported by both parents and to help obligors from accumulating future child support debt.
- Collect $3.75 in child support for every $1.00 spent on operations, further illustrating the child support program is a good investment.

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Promote the importance of serving as a Disaster Service Worker (DSW) to increase the percentage of staff in designated DSW roles with revised awareness campaigns.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continue to promote and expand opportunities of virtual customer interviews, provide webinars on child support and parenting topics, and other customer service practices to reduce vehicle miles traveled by customers.
  - Provide new training course regarding zero waste recycling to new employees and existing staff. Create updated signage throughout office spaces reminding staff of recycling and waste reduction practices.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Maintain virtual options for extended hours in the evening and offer more ways to contact the Department to ensure that all customers can reach us at a time and in a way that works best for them.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Partner with organizations that specialize in fatherhood-related initiatives to ensure entire family unit is supported.
  - Collaborate with County departments to streamline the process for victims reporting and recovering wrongly diverted benefits.
- Communications: Create proactive communication that is accessible and transparent.
  - Continue to use a data driven approach to using communications channels to engage and maintain open dialogue with the community by communicating services and resources.
  - Identify victims of skimming/scamming fraud to provide resources for expedited recovery of lost benefits and educate them on how to protect their information and public assistance benefits from future theft.
  - Proactively identify unknowing victims of new EBT skimming/scamming schemes to inform them their benefits have been stolen so they can begin the process of recovering lost benefits.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Expand the use of communications channels to engage and maintain open dialogue with the community by communicating services and resources.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains its best.
  - Develop and implement a leadership academy for new supervisors to enhance departmental leadership.
  - Maintain and enhance staff on-boarding training to ensure all new DCSS staff receive an overview of the program before their third day with the department.
  - Offer a training series on understanding neurodiverse individuals and create opportunities for neurodiverse individuals in the workplace.
  - Develop and implement strategies to promote diversity, belonging, and inclusiveness.
  - 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.

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.
  - Partner with law enforcement agencies to address organized criminal enterprises engaging in EBT theft to prevent further loss to recipients.

- Establish or strengthen partnerships with mentorship programs that serve families of incarcerated individuals, including guidance to children of this population.
- Make DCSS more accessible for parents on probation or parole, by sustaining a relationship with the region's criminal justice partners through the department's Justice Involved Parents and Children (JIPC) team.

Related Links

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

- www.sandiegocounty.gov/dcss

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Current support collected (federal performance measure #3) (in millions)[1]	67% of $181.7	71%	69% of $185	70%	70%
Cases with an enforceable order (federal performance measure #2)[1]	88% of 59,998	91%	89% of 59,748	90%	90%
Total Collections (in millions)[1]	$182	$179	$182	$179	$181
Maintain or lower the percentage of cases not paying current support	11% of 36,131	12%	12% of 32,810	12%	12%
Increase the annual average dollar amount of collections per case	$4,405	$4,400	$4,243	$4,300	$4,300
Increase the number of staff trained to assume Disaster Service Worker roles[2]	N/A	25%	25% of 461	25%	25%

Table Notes

[1] There are four federal performance measures that are nationally defined measures subject to incentives for the State if certain goals are met at the Statewide level. These include:
1) Establishment of Paternity
2) Cases with an Enforceable Child Support Order
3) Collections on Current Support
5) Cost Effectiveness of the Program

[2] This was a new measure for Fiscal Year 2022–23 to increase the number of staff trained to volunteer to assume Disaster Service Worker (DSW) roles for disaster response and recovery.

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

Staffing

Net decrease of 37.00 staff years.

- Decrease of 37.00 staff years in Production Operations to align operations with reduced caseload and current State and federal funding. There is no impact to service delivery.
- Decrease of 3.00 staff years in Recurring Maintenance & Operations due to a transfer of 2.00 staff years to the Bureau of Public Assistance Investigations to support case management system upgrades and reporting and 1.00 staff year to Legal Services to support Queue Management System implementation.
- Increase of 1.00 staff year in Legal Services due to a transfer from Recurring Maintenance & Operations to support Queue Management System implementation.
- Increase of 2.00 staff years in Bureau of Public Assistance Investigations due to a transfer from Recurring Maintenance & Operations to support case management system upgrades and reporting.

Expenditures

Net increase of $3.4 million.

- Salaries & Benefits—increase of $0.3 million due to negotiated labor agreements offset by the decrease of 37.00 staff years.
- Services & Supplies—increase of $1.0 million due to contracted services and minor equipment.

- Other Charges—decrease of $0.6 million in capital lease interest payments align budget with projected amount.
- Capital Assets Equipment—decrease of $0.3 million to align with vehicle purchases.
- Expenditure Transfer & Reimbursements—decrease of $3.0 million to reflect projected vacant and modified positions. Since this is a transfer of expenditures, it has a net effect of $3.0 million increase in total expenditures.

Revenues

Net increase of $3.4 million.

- Intergovernmental Revenues—increase of $3.4 million based on additional allocation provided by the California Department of Child Support Services.

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

No significant changes.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Production Operations	345.00	342.00	305.00	(10.8)	305.00
Recurring Maintenance and Operations	12.00	15.00	12.00	(20.0)	12.00
Legal Services	32.00	33.00	34.00	3.0	34.00
Bureau of Public Assistance Investigation (BPAI)	72.00	71.00	73.00	2.8	73.00
Total	**461.00**	**461.00**	**424.00**	**(8.0)**	**424.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Production Operations	$ 38,074,886	$ 44,509,392	$ 47,422,712	6.5	$ 46,828,837
Administrative Services	1,076,876	444,082	499,996	12.6	499,996
Recurring Maintenance and Operations	1,453,954	1,983,694	1,905,300	(4.0)	2,050,261
Legal Services	6,749,017	6,877,329	7,390,780	7.5	7,839,694
Total	**$ 47,354,733**	**$ 53,814,497**	**$ 57,218,788**	**6.3**	**$ 57,218,788**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 48,957,347	$ 55,367,502	$ 55,624,453	0.5	$ 55,851,839
Services & Supplies	10,464,167	10,309,290	11,303,263	9.6	11,193,635
Other Charges	750,000	652,000	60,893	(90.7)	43,523
Capital Assets Equipment	155,000	617,000	269,000	(56.4)	269,000
Expenditure Transfer & Reimbursements	(12,971,781)	(13,131,295)	(10,038,821)	(23.6)	(10,139,209)
Total	**$ 47,354,733**	**$ 53,814,497**	**$ 57,218,788**	**6.3**	**$ 57,218,788**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Intergovernmental Revenues	$ 46,243,617	$ 53,492,076	$ 56,896,367	6.4	$ 56,896,367
Charges For Current Services	1,111,116	322,421	322,421	—	322,421
General Purpose Revenue	—	—	—	—	—
Total	**$ 47,354,733**	**$ 53,814,497**	**$ 57,218,788**	**6.3**	**$ 57,218,788**

Office of Emergency Services

Mission Statement

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

Department Description

The Office of Emergency Services (OES) coordinates the overall county response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among the 18 incorporated cities in the region and the County of San Diego that provides for the coordination of plans and programs countywide to ensure the protection of life and property. The County of San Diego OES is certified with the Emergency Management Accreditation Program. Certification is based on 66 standards of excellence.

To ensure these critical services are provided, the Office of Emergency Services has 36.00 staff years and a budget of $10.5 million.

2022–23 Anticipated Accomplishments

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Updated and enhanced the San Diego County Multi-Jurisdictional Hazard Mitigation Plan and integrated climate change effects on regional, natural and human-caused disasters, increased public awareness of hazards, created decision tools for emergency managers, communicated grant funding opportunities, and assisted with the development of local policies.
  - Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at least once a quarter.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Managed and trained County Disaster Service Workers to assume disaster response or recovery roles. The number of disaster service workers trained for the Ready Disaster Service Worker (Ready DSW) program, formerly referred to as the Advanced Recovery Initiative, increased by 3% (1,262 to 1,300). OES continued to evaluate the need to expand current Ready DSW roles to increase resiliency. The Ready DSW program trains County staff to assist with local assistance centers, shelters, emergency operation centers, emergency animal shelters and act as 2-1-1 operators during and after large scale disasters.

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

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

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Updated and enhanced the San Diego Operational Area Emergency Operations Plan consistent with the Whole Community Approach to Emergency Management, which is fully inclusive of all stakeholders and communities. The

plan also describes a comprehensive emergency management system which provides for a coordinated response to natural and human caused disasters.
- Enhanced community preparedness, particularly in underserved communities, by developing two multi-lingual public outreach campaigns to increase the number of SD Emergency mobile application downloads by 6% (208,291 to 220,789) overall.
- Conducted four regional exercises with external partners to improve OES's overall coordination, collaboration, and response to a widespread natural or human-caused disaster. Developed and implemented a regional Full-Scale Exercise to strengthen preparedness, mitigation, response, and recovery capabilities.

2023–25 Objectives

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Manage and train at least 50 new County Disaster Service Workers to assume disaster response or recovery roles for the Ready Disaster Service Worker program (Ready DSW). Evaluate whether to expand the current Ready DSW roles to increase resiliency. The Ready DSW program trains County staff to assist in the operation of local assistance centers, emergency shelters, emergency operation centers, emergency animal shelters, and act as 2-1-1 operators during and after large scale disasters.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Enhance community preparedness, particularly to underserved communities, and contribute to an increase in the overall number of SD Emergency mobile application downloads by 5% by producing two multi-lingual public outreach campaigns.
  - Direct four regional exercises with external partners to improve OES' overall coordination, collaboration, and response to a widespread natural or human-caused disaster. Develop and coordinate a regional Tabletop Exercise to strengthen preparedness, mitigation, response, and recovery capabilities.
- 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.
  - Translate the Personal Disaster Plan for People Who May Need Assistance into all identified threshold languages including Somali, Arabic, Chinese (Mandarin), Korean, Persian, Spanish, Tagalog, and Vietnamese.
- 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.
  - Host four opportunities for the public to engage and provide input on various plans, programs, and/or processes used throughout preparedness, response, recovery, and mitigation phases of emergency management.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Expand staff skillsets by providing and encouraging professional development opportunities through education, training, conferences, and seminars to enhance customer service and continuity of operations.
  - 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.
  - Develop an implementation plan for the National Qualification System (NQS) program. NQS is a federal program that defines a process for certifying the qualifications of Emergency Operations Center personnel.
  - Create an implementation strategy for new ideas and positive practices from the report on National Equity and Sustainability Practices in Emergency Management Operations to increase organizational excellence.

Related Links

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

- www.sandiegocounty.gov/oes
- www.AlertSanDiego.org
- www.AlertSD.org

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative[1]	0% (1,313 to 1,262)	3%	3% (1,262 to 1,300)	N/A	N/A
Number of County disaster service workers trained through the Ready Disaster Service Worker program[2]	N/A	N/A	N/A	50	50
Percentage increase of SD Emergency mobile application downloads	7% (314,512 to 336,459)	5%	6% (208,291 to 220,789)	5%	5%
Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region's disaster readiness[3]	4	4	4	N/A	N/A
Number of countywide exercises (full-scale, functional or tabletop) directed to continue San Diego County region's disaster readiness[4]	N/A	N/A	N/A	4	4
Number of public opportunities for input and engagement on OES plans, programs, and processes[5]	N/A	N/A	N/A	4	4
Number of multi-lingual public outreach campaigns.[6]	N/A	N/A	N/A	2	2

Table Notes

[1] This goal was not met in Fiscal Year 2021–22 due to operational impacts caused by the COVID-19 pandemic that resulted in a decrease of trained disaster service workers. This measure will be discontinued in Fiscal Year 2023–24 and replaced with a measure that reflects new project branding and goals for disaster service worker training.

[2] This is a new measure for Fiscal Year 2023–24, to reflect updated project branding and goals for disaster service worker training.

[3] This measure will be discontinued in Fiscal Year 2023–24 and replaced with a measure that promotes a more unified approach to exercise development.

[4] This is a new measure for Fiscal Year 2023–24 to more accurately reflect the Office of Emergency Services' goal of promoting a unified regional approach to exercise development.

[5] This is a new measure for Fiscal Year 2023–24 to reflect the Office of Emergency Services' commitment to providing opportunities for public input and engagement on plans, programs, and processes.

[6] This is a new measure for Fiscal Year 2023–24 to reflect the Office of Emergency Services' commitment to ensuring disaster preparedness and emergency information is made available to the community in multiple languages.

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

Staffing

Increase of 3.00 staff years.

- Increase of 3.0 staff years as a result of reorganization efforts to centralize fiscal, contracts, and finance functions by transferring staff from San Diego County Fire to Office of Emergency Services.

Expenditures

Net increase of $0.9 million.

- Salaries & Benefits—increase of $1.0 million due to required retirement contributions, negotiated labor agreements and the transfer of staff from San Diego County Fire to Office of Emergency Services offset by projected salary adjustments to reflect staffing vacancies.
- Services & Supplies—increase of $0.7 million for one-time major maintenance projects.
- Expenditure Transfer & Reimbursements—increase of $0.8 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of $0.8 million decrease in total expenditures. A total of $1.3 million is budgeted.

- $1.3 million associated with the centralized General Fund support for one-time items:
  - $0.8 million for major maintenance projects.
  - $0.5 million for emergency full scale/tabletop exercises, County Security Initiative IT Analyst, and other operational costs.

Revenues

Net increase of $0.9 million.

- Intergovernmental Revenues—increase of $0.1 million in Emergency Management Performance Grant.
- Miscellaneous Revenues—decrease of $0.2 million associated with the recategorization of revenue to Other Financing Sources.
- Other Financing Sources—increase of $0.4 million from San Diego County Fire Protection District and County Service Areas to reimburse administrative staff costs supporting San Diego County Fire activities and the recategorization of revenue from Miscellaneous Revenues.
- Fund Balance Component Decreases—increase of $18,467. A total of $155,297 is budgeted.
  - $136,830 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.
  - $18,467 to support one-time salary and benefits payment.
- Use of Fund Balance—decrease of $0.1 million due to completion of one-time projects in prior year. There is $0 budgeted.
- General Purpose Revenue Allocation—increase of $0.7 million for required retirement contributions, negotiated labor agreements and for the transfer of 3.00 staff years from San Diego County Fire to Office of Emergency Services.

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

No significant changes. Increase of $0.4 million for anticipated required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Office of Emergency Services	21.00	33.00	36.00	9.1	36.00
Total	**21.00**	**33.00**	**36.00**	**9.1**	**36.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Office of Emergency Services	$ 7,947,354	$ 9,581,610	$ 10,486,729	9.4	$ 10,865,830
Total	**$ 7,947,354**	**$ 9,581,610**	**$ 10,486,729**	**9.4**	**$ 10,865,830**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 3,135,065	$ 5,123,269	$ 6,117,325	19.4	$ 6,337,029
Services & Supplies	2,971,063	3,206,318	3,899,697	21.6	2,773,698
Other Charges	1,841,226	1,771,473	1,755,103	(0.9)	1,755,103
Expenditure Transfer & Reimbursements	—	(519,450)	(1,285,396)	147.5	—
Total	**$ 7,947,354**	**$ 9,581,610**	**$ 10,486,729**	**9.4**	**$ 10,865,830**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Fines, Forfeitures & Penalties	$ —	$ 90,000	$ 90,000	—	$ 90,000
Intergovernmental Revenues	4,638,319	4,472,500	4,538,617	1.5	4,633,528
Charges For Current Services	274,882	247,460	247,460	—	247,460
Miscellaneous Revenues	—	200,000	—	(100.0)	—
Other Financing Sources	—	267,545	667,545	149.5	717,545
Fund Balance Component Decreases	88,656	136,830	155,297	13.5	136,830
Use of Fund Balance	904,140	63,716	—	(100.0)	—
General Purpose Revenue Allocation	2,041,357	4,103,559	4,787,810	16.7	5,040,467
Total	**$ 7,947,354**	**$ 9,581,610**	**$ 10,486,729**	**9.4**	**$ 10,865,830**

Medical Examiner

Mission Statement

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

Department Description

The Department of the Medical Examiner provides medicolegal forensic death investigation services for the citizens of San Diego County, as mandated by State law. In 2022, the Medical Examiner had initial jurisdiction over about 38% of the 29,100 deaths that were registered in the county, or 11,151 cases. Ultimately, 39% of those cases were further investigated to determine cause and manner of death, and often, to confirm the identity of the decedent. Statistical information on sudden and unexpected deaths is provided to research institutions, other government agencies and the public, aiding community understanding of health and safety risks and trends. Committed to service, education and research, the department performs scene investigations, autopsies and external examinations, medical case reviews, toxicology testing, and administrative support to certify deaths according to State mandates. In addition, the department is accredited to train future forensic pathologists and partners with medical schools and hospitals to educate medical students and resident pathologists.

To ensure these critical services are provided, the Department of the Medical Examiner has 77.00 staff years and a budget of $17.5 million.

2022–23 Anticipated 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.
  - Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends.
  - Contributed to the County's efforts at reducing the number of deaths caused by overdose by collaborating and sharing data with organizations such as the San Diego County

Methamphetamine Strike Force, San Diego Prescription Drug Abuse Task Force, District Attorney's Office, and County Public Health and Behavioral Health Services. In addition, the Medical Examiner in partnership with HHSA's Public Health Officer sent informational letters to prescribers whose patients' deaths were related to opioid toxicity. This was a follow-on effort to a research project published in Science in 2018 which showed decreases in opioid prescriptions by physicians following receipt of such letters after the opioid-related death of one of their patients.
  - Contributed to research efforts in traumatic brain injury and sudden deaths due to genetic causes by providing tissue samples to academic research organizations, with family consent.
  - Contributed to death prevention efforts by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Review Committee, the Domestic Violence Death Review Team, the Elder and Dependent Adult Death Review Team, the Medical Examiners and Coroners Alert Project (MECAP) and the National Missing and Unidentified Persons System.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Communicated with departmental staff on a quarterly basis information about the County's sustainability initiative, including sustainability opportunities for improvement and successes.
  - Incorporated information on sustainability policies, plans, and practices into orientation material for all employees, volunteers and contractors working for the department.

- Promoted and used the San Diego County Reutilization Program so that property could be reused by other County departments or disposed of through auction, competitive bid, or recycling.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Adapted and improved capabilities to respond to mass fatality incidents in the county, by establishing a process to provide staff for a Family Assistance Center; determining expedited methods for identification and cause and manner of death information for non-natural deaths; further developing plans to assist with the community's fatality storage capabilities; and participating in countywide disaster planning and exercises during the fiscal year.

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

- Identified strategies to expand virtual customer service which includes future plans to increase the use of mail and shipping of decedents' personal effects to next-of-kin and implement an electronic payment option for Family-requested autopsies, reducing the need of next-of-kin to physically travel to the Medical Examiner.
- Identified strategies to implement an electronic filing system for human resources to reduce paper use and waste in accordance with County's retention policies.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Assisted in the healing process of those who have lost a loved one by providing timely and compassionate service and sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
    - Notified 91% (3,916 of 4,323) of next of kin for identified Medical Examiner cases within 24 hours, exceeding the goal of 90%.
    - Completed 87% (3,796 of 4,346) of investigative reports in 60 days or less, exceeding the goal of 85%.
    - Completed 2% (58 of 2,919) of toxicology reports in 60 days or less, which did not meet the goal of 97% due to the continued increase in accidental overdose deaths and general caseload increase. Since 2018, the toxicology laboratory has handled a 30% increase in cases requiring toxicological analysis, with the number of accidental overdose deaths with fentanyl increasing by 785% alone. In the upcoming fiscal year, the department is adding additional staff to support the sustained increase in deaths attributable to accidental drug overdose.
    - Completed 50% (2,159 of 4,346) of examination reports in 60 days or less, which did not meet the goal of 90% due to increased caseload as new examinations were prioritized over completing reports for examinations already performed.
    - Provided 97% (7,923 of 8,166) of case report requests within seven days or less, exceeding the goal of 95%.
  - Completed 30% (35 of 117) of homicide examination reports in 60 days or less, which did not meet the goal of 90% due to the continued increase in caseload. Over the past five years, the department has experienced a 34% increase in overall caseload, which has caused delays in report completion. In the upcoming fiscal year, the department is adding staff to support continued caseload growth.
  - Continued providing a guideline questionnaire on death reporting criteria to physicians and hospital/care facility staff for 100% of deaths reported by phone.
  - Enabled timely funeral services for families by making 99.6% (3,855 of 3,872) of bodies ready for release in seven days or less, exceeding the goal of 97%.
  - Identified 83% (972 of 1,177) of John and Jane Does within 72 hours, exceeding the goal of 80%.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - The Medical Examiner continues to be a be a leader in governmental transparency by continuing to publish death statistical information on the County's open data portal and expanding the information it makes readily accessible to the community by establishing an interactive webpage that allows case information to be researched by decedent name and other demographic information.
  - Updated media interest cases on website within 12 hours of incident in 100% of cases.

Justice

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

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Gather epidemiology information to address public health issues and partner with agencies to alert the community on cause and manner of death patterns and trends.
  - Contribute to the County's efforts at reducing the number of deaths caused by overdose by collaborating and sharing data with organizations such as the San Diego Substance Use and Overdose Prevention Taskforce, District Attorney's Office, and County Public Health and Behavioral Health Services. In addition, the Medical Examiner in partnership with HHSA's Public Health Officer will continue to send informational letters to prescribers whose patients' deaths were related to opioid toxicity.
  - Contribute to research efforts in traumatic brain injury and sudden deaths due to genetic causes by providing tissue samples to academic research organizations, with family consent.
  - Contribute to death prevention efforts by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Review Committee, the Domestic Violence Death Review Team, the Elder and Dependent Adult Death Review Team, the Medical Examiners and Coroners Alert Project (MECAP) and the National Missing and Unidentified Persons System.

Sustainability

Short-term commitments:

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Continue to adapt and improve capabilities to respond to mass fatality incidents in the county, establishing or providing staff for a Family Assistance Center, as well as providing identification and cause and manner of death information for non-natural deaths; and assisting with the community's fatality storage capabilities in the event of mass natural fatalities; and participating in all possible countywide planning and exercises during the fiscal year.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Begin the process of expanding virtual customer service by increasing use of mail and shipping decedent's personal effects to next-of-kin and implementing an electronic payment option for family-requested autopsies, reducing the need of next-of-kin to physically travel to the Medical Examiner.
  - Implement an electronic filing system for human resources to reduce paper use and waste in accordance with County's retention policies.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Assist in the healing process of those who have lost a loved one by providing timely and compassionate service and enabling the timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
    - Notify 90% of next of kin for identified Medical Examiner cases within 24 hours.
    - Complete 85% of investigative reports in 60 days or less.
    - Complete 97% of toxicology reports in 60 days or less.
    - Complete 90% of examination reports in 60 days or less.
    - Provide 95% of case report requests within seven days or less.
    - Perform 90% of postmortem examinations within 48 hours.
  - Complete 90% of homicide examination reports in 60 days or less.
  - Continue providing a guideline questionnaire on death reporting criteria to physicians and hospital/care facility staff for 100% of deaths reported by phone.
  - Enable timely funeral services for families by making 97% of bodies ready for release in seven days or less.
  - Identify 80% of John and Jane Does within 72 hours.
  - 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 Medical Examiner will be a leader in governmental transparency by continuing to publish death statistical information on the County's open data portal and maintaining its webpage with individual decedent information search capability.
  - Update media interest cases on website within 12 hours of incident in 100% of cases.

Justice

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

Related Links

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

- www.sandiegocounty.gov/me

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Bodies ready for release in seven days or less[1]	99.7% of 3,936	97%	99.6% of 3,872	97%	97%
Investigative reports completed in 60 days or less[1]	71% of 4,405	85%	87% of 4,346	85%	85%
Toxicology reports completed in 60 days or less[1, 2]	61% of 3,064	97%	2% of 2,919	97%	97%
Examination reports completed in 60 days or less[1, 2]	59% of 3,936	90%	50% of 4,346	90%	90%
Homicide examination reports completed in 60 days or less[1, 2]	29% of 143	90%	30% of 117	90%	90%
Next-of-kin notification completed in 24 hours or less, upon next of kin being identified[1]	97% of 6,466	90%	91% of 4,323	90%	90%
Case reports completed in seven days or less[1]	97% of 8,210	95%	97% of 8,166	95%	95%
Postmortem examinations performed within 48 hours[1, 3]	N/A	N/A	N/A	90%	90%

Table Notes

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

[2] This goal was not met due to the continued increase in accidental overdose deaths and general caseload increase.

[3] This is a new measure for Fiscal Year 2023–24 to assist in the healing process of those who have lost a loved one by providing timely and compassionate service.

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

Staffing

Increase of 11.00 staff years.

- Increase of 11.00 staff years to address the continued increase in accidental overdose deaths and general caseload:
  - 5.00 staff years in Toxicology.
  - 3.00 staff years in Exam Room.
  - 2.00 staff years in Pathology.
  - 1.00 staff year in Administration.

Expenditures

Net increase of $2.7 million.

- Salaries & Benefits—increase of $2.8 million due to required retirement contributions, negotiated labor agreements and the addition of 11.00 staff years.
- Services & Supplies—increase of $0.4 million primarily for property insurance and facilities maintenance.

- Capital Assets Equipment—increase of $1.0 million due to one-time purchase of toxicology equipment and instruments and new vehicles.
- Expenditure Transfer & Reimbursements—increase of $1.5 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of $1.5 million decrease in expenditures. $0.5 million associated with the centralized General Fund support for one-time items:
  - $0.4 million for decedent transportation service contracts
  - $0.1 million for investigation vehicles
  - $1.0 million for one-time support to purchase toxicology equipment and instruments.

Revenues

Net increase of 2.7 million.

- Fund Balance Component Decreases—increase of $0.1 million. A total of $336,515 is budgeted.
  - Increase of $46,504 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.
  - Increase of $57,626 for one-time negotiated salary and benefit payments.
- Use of Fund Balance—decrease of $0.2 million due to prior year one-time negotiated salary and benefit payments. There is $0 budgeted.
- General Purpose Revenue Allocation—increase of $2.8 million due to the addition of 11.00 staff years, required retirement contributions, negotiated labor agreements and for decedent transportation services.

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

Net increase of $0.9 million primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Decedent Investigations	60.00	66.00	77.00	16.7	77.00
Total	**60.00**	**66.00**	**77.00**	**16.7**	**77.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Decedent Investigations	$ 13,253,485	$ 14,776,414	$ 17,521,632	18.6	$ 18,409,842
Total	**$ 13,253,485**	**$ 14,776,414**	**$ 17,521,632**	**18.6**	**$ 18,409,842**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 9,402,261	$ 11,085,903	$ 13,836,363	24.8	$ 15,100,466
Services & Supplies	3,601,224	3,690,511	4,130,271	11.9	3,309,376
Capital Assets Equipment	250,000	—	1,020,939	—	—
Expenditure Transfer & Reimbursements	—	—	(1,465,941)	—	—
Total	**$ 13,253,485**	**$ 14,776,414**	**$ 17,521,632**	**18.6**	**$ 18,409,842**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Charges For Current Services	$ 153,000	$ 183,000	$ 179,000	(2.2)	$ 183,000
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Fund Balance Component Decreases	244,326	232,385	336,515	44.8	278,889
Use of Fund Balance	1,237,103	186,771	—	(100.0)	—
General Purpose Revenue Allocation	11,618,056	14,173,258	17,005,117	20.0	17,946,953
Total	**$ 13,253,485**	**$ 14,776,414**	**$ 17,521,632**	**18.6**	**$ 18,409,842**

Probation

Mission Statement

Through Probation team members and client-centered partnerships, we will stand in our values and become innovative through evidence-based and best practices in continuum of care, supervision, accountability, and a restorative practice philosophy within a culture of caring in promoting public safety.

Department Description

The Probation Department supports community safety by working with County departments, criminal justice agencies and community partners to supervise and rehabilitate youth and adults in the justice system. The department assists crime victims by educating them on their rights, securing restitution and holding clients accountable. During Fiscal Year 2022–23, a weekly average of 8,110 adults and 459 youth were under probation supervision. With a continued focus on supporting young people, their families and all persons under supervision, the department has two service areas- Youth Development and Community Support Services (YDCSS) and the Adult Reintegration and Community Supervision Services (ARCSS).

YDCSS fully supports youth and their families with evidence-based practices that focus on rehabilitation, trauma-informed care and positive youth development. YDCSS provides community outreach, prevention and intervention programs to strengthen families, increase youth resiliency, and avoid justice system involvement for youth at risk of entering the justice system. These programs were created in collaboration with County criminal justice partners, the Superior Court, law enforcement, education partners and community leaders.

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

To ensure these critical services are provided, the Probation Department has 1,039.00 staff years and a budget of $277.2 million.

2022–23 Anticipated 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.
  - Expanded the tracking of race/ethnicity for client and program outcomes to identify disparities in service delivery and performance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Continued implementing the Equity and Inclusion Strategic Plan which serves as a guide to our continued commitment to fostering an inclusive environment for both employees and the communities we serve.
  - Regularly convened the Equity and Inclusion Committee consisting of staff members from diverse racial/ethnic backgrounds, work experiences and classifications to identify areas for potential improvement; modifications to policies and procedures; and ways to promote and support cultural awareness and competency. With guidance provided by the Equity and Inclusion Committee, the department implemented a standardized approach to reviewing all new policies through an equity lens and developed more inclusive and equitable approaches to case planning with youth based on their input and individualized needs.
  - Provided a robust training and technical assistance program in partnership with Tribal STAR that encourages probation officers to build collaborations that improve outcomes for American Indian youth in the juvenile justice system.
  - Implemented the Blue Courage Inclusive Leadership training so that staff embrace diversity and inclusiveness both organizationally and in our communities through a safe and

productive environment for respectful dialogue that encourages a path towards acceptance and understanding.

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Provided interim housing to over 1,000 adult clients on supervision and used Housing and Resource Navigators with lived experience to provide peer-to-peer outreach to help clients transition to safe and secure housing while increasing self-sufficiency by removing barriers to housing stability through career development, social service enrollment and advocacy.

Sustainability

Short-term commitments:

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

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

- Made progress toward converting ten fleet vehicles to hybrid/electric. During this fiscal year, three fleet vehicles due for replacement were converted, with plans to convert remaining vehicles, as they are due for replacement, to hybrid/electric vehicles while eliminating the purchase of gas-only vehicles.
- Established a community garden at the Youth Transition Campus so youth can learn and experience the benefits of local food sourcing.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Convened Youth Advisory Councils in the Achievement Centers so that participants can shape the program design and develop a diverse schedule of activities for after-school programming.
  - Continued hosting public-facing meetings and participated in over 75 community engagement events that provided information and public forums to increase access for individuals, including those with lived experience, to use their voice to impact change.
  - As part of the implementation of Performance-based Standards, conducted surveys of youth in the facilities and their families to better understand their experiences and help staff work with them more successfully.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Ensured that 96% (328 of 342) of clients on juvenile supervision completed their probation without new sustained law violations, exceeding the goal of 82% by ensuring that programs and services for youth are aligned with national best practices and that youth have access to a broad spectrum of services and support in the community.
  - Ensured that 87% (3,536 of 4,072) of clients on adult supervision completed their probation without being convicted of new crimes, exceeding the goal of 72% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.
  - Ensured that 93% (260 of 280) of clients on Mandatory Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 84%.
  - Ensured that 70% (632 of 898) of clients on Post Release Community Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 60%.
  - In alignment with the County's Comprehensive Harm Reduction Strategy, the department expanded the Naloxone distribution program by equipping all regional offices with Naloxone kits and educational materials for distribution to adults requesting them.
  - Implemented the Youth Development Academy that provides programs and services to youth transferred from State facilities to the County in response to Senate Bill 823, *Juvenile Justice Realignment*.

- Implemented the Mandt System training that teaches juvenile justice staff how to safely interact with youth to prevent and de-escalate emergency situations by using positive behavior reinforcement, trauma-informed practices, and building healthy relationships in environments that are physically, emotionally, and psychologically safe.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Collaborated with the Health & Human Services Agency in the development of the Southeastern Live Well Center where Probation staff will be co-located to promote the well-being of justice-involved clients through access to a variety of health and community services.
  - Celebrated the 10th year anniversary of the Community Transition Center that provides comprehensive re-entry services to clients transitioning from prison and jail to the community while also serving as an alternative to incarceration for clients on supervision who need additional support.
  - Linked 100% (646) of clients on Post Release Community Supervision to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 95%.
  - Linked 100% (212) of clients on Mandatory Supervision to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 95%.
  - Linked 100% (122) of youth supervised as high-risk to community-based services, exceeding the goal of 95%.
  - Collaborated with the Health & Human Services Agency to implement CalAIM which will enable clients to enroll in and receive services that focus on continuity of care during re-entry and enhanced care coordination.

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 ongoing support to staff through the Wellness and Peer Support Programs to ensure that employees have the tools needed to address their physical, mental, emotional health and well-being.
  - Implemented the Knowledge Management System that provides a centralized delivery and repository system for staff to receive, acknowledge and retrieve policies and procedures.
  - Provided training sessions in the Art of Mindfulness and Self Compassion that teaches staff how they can practice mindfulness and self-compassion in their home, work, and everyday life to handle difficult emotions and transform relationships.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Ensured the integrity of programs by continuing to implement the Standardized Program Evaluation Protocol that utilizes a validated, data-driven rating system for determining how well programs for justice-involved youth match the research on the effectiveness of programs for reducing recidivism.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Ensured that 34% (312 of 919) of clients on Post Release Community Supervision successfully completed supervision within 12 months, falling short of the goal of 45% due to changes in justice system processing related to the COVID-19 pandemic.
  - Relaunched an initiative that focuses on using incentives and interventions as behavior modification strategies that are evidence-based during interactions with clients on community supervision to help them to achieve better outcomes.

- 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.
  - Supported family and community engagement so that 88% (2,661 of 3,010) of youth in custody received visits each month to improve youth outcomes through stronger support systems, family visitation and community engagement, exceeding the goal of 75% by expanding the use and tracking of video visitation.
  - Ensured that 98% (374 of 380) of youth enrolled in the Alternatives to Detention program successfully completed the program without any new sustained law violations, exceeding the goal of 92%.
  - Provided healing-centered, trauma-informed and culturally responsive arts instruction to youth in facilities based on their input with instructors that include formally justice-involved individuals.
  - Implemented the Supervised Own Recognizance (SOR) Release program that provides pretrial monitoring and needs assessment in collaboration with Community Peer Supports who refer clients to services and support their engagement in social services, employment assistance, housing, mental health, education, drug treatment, parenting classes, anger management and transportation services.

2023–25 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Increase membership of the Equity and Inclusion Committee and expand its involvement in community engagement activities.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Provide adults on community supervision, including those who are re-entering the community from prison and jail, with interim housing and access to residential treatment facilities when appropriate.
  - Continue operating the Homeless Outreach Motivation & Empowerment (HOME) program to address the unique needs of clients on Post Release Community Supervision who face residential instability by collaborating with partners and the community to identify and implement comprehensive plans to address the clients' needs for residential stability.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Collaborate with community-based agencies to provide workforce development services and support to adults on community supervision to enhance their opportunities for economic growth.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continue to convert additional fleet vehicles to hybrid/electric as they need to be replaced, while eliminating the purchase of gas-only vehicles.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Continue employing a team of Health & Human Services Agency Self Sufficiency Social Workers in regional probation offices to assist and support our clients and families in moving towards self-sufficiency and stability by providing them with access to social services, including Medi-Cal, CalFresh and CalWORKs.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region.
  - Provide staff who will train and volunteer to assume disaster response or recovery roles.

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.
  - Gather input from the community, including individuals with lived experience, in the development of the Community Corrections Partnership Plan, which provides a framework for San Diego County Justice Partners and stakeholders to plan, monitor and report on the results of the County's criminal justice system.
  - Conduct focus groups with youth on probation to better understand their experiences from the perspective of equity, diversity and inclusion.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Link 95% of clients on Post Release Community Supervision to appropriate intervention services to improve the likelihood of completing probation without being convicted of new crimes.
  - Link 95% of clients on Mandatory Supervision to appropriate intervention services to improve the likelihood of completing probation without being convicted of new crimes.
  - Link 95% of youth supervised as high-risk to community-based services to improve the likelihood of completing probation without new sustained law violations.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Ensure that 75% of clients on adult supervision complete their probation without being convicted of new crimes.
  - Ensure that 86% of clients on Mandatory Supervision complete their supervision without being convicted of new crimes.
  - Ensure that 60% of clients on Post Release Community Supervision complete their supervision without being convicted of new crimes.
  - Ensure that 85% of clients on juvenile supervision complete their probation without new sustained law violations.

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 hosting monthly "Conversations with the Chief" at different Probation sites to allow staff to participate in open discussions with Chief Nelson, promoting staff engagement and investing in our workforce.

- 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.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect and support and services for victims.
  - Ensure that 45% of clients on Post Release Community Supervision successfully complete supervision within 12 months.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Ensure that adult probationers on general caseloads are supervised according to their assessed risk levels and that overrides to be supervised at higher levels do not exceed 15% for all races/ethnicities based on best practice guidelines.
  - Ensure that the decision to detain youth is based on the results of the structured decision-making tool and that overrides to detain youth, including youth of color, are not higher than 15% based on best practice guidelines.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice-involved individuals to contribute to the region.
  - Support family and community engagement so that 80% of youth in custody receive visits each month to improve youth outcomes through stronger support systems, family visitation and community engagement.
  - Ensure that 94% of youth enrolled in the Alternatives to Detention program successfully complete the program without any new sustained law violations.
  - Update the interior design and furnishings of the Youth Development Academy units at the East Mesa Juvenile Detention Facility so that the physical space supports positive youth development, provides functional space to meet programming goals and encourages pro-social interactions between staff and youth.
  - Partner with San Diego County Fire to develop a Fuels/Fire Crew Program to provide incarcerated youth in long-term custody with training and work experience with projects related to fuel reduction and other fire related services and be eligible for employment upon release.

Related Links

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

- www.sandiegocounty.gov/probation

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Clients on adult supervision who complete their probation without being convicted of a new crime[1]	86% of 4,143	72%	87% of 4,072	75%	75%
Clients on juvenile supervision who complete their probation without a new law violation[2]	98% of 520	82%	96% of 342	85%	85%
Youth supervised as high risk linked to community-based services[3]	N/A	95%	100% of 122	95%	95%
Visitation rate for youth in custody[4]	73% of 2,539	75%	88% of 3,010	80%	80%
Successful completion of the Alternatives to Detention Program	98% of 434	92%	98% of 380	94%	94%

Table Notes

[1] The department exceeded the goal of 72% by supervising clients according to their assessed risk levels and focusing services on higher risk clients.

[2] The department exceeded the goal of 82% by ensuring that programs and services for youth are aligned with national best practices and that youth have access to a broad spectrum of services and support in the community.

[3] This measure was added for Fiscal Year 2022–23 to increase the number of youth supervised as high risk who are linked to community-based services as part strength-based intervention plans.

[4] The department exceeded the goal of 75% by expanding use and tracking of video visitation.

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

Staffing

Net increase of 5.00 staff years primarily associated with the Pretrial Services Program and the Youth Development Academy. Other staffing changes reflect a department reorganization in which the Administration and Training units, which were previously assigned to the operational divisions, are consolidated within Department Administration with no impact to service delivery.

- Department Administration—net increase of 107.00 staff years due to transfer of 56.00 staff years from Adult Reintegration & Community Services, 3.00 staff years from Youth Detention & Development, and 48.00 staff years from Youth Development & Community Support Services associated with the department reorganization, including 73.00 staff years for Administration and 34.00 staff years for Training.
- Adult Reintegration & Community Supervision Services—net decrease of 52.00 staff years.
  - Decrease of 56.00 staff years due to a transfer to Department Administration associated with the department reorganization.
  - Increase of 2.00 staff years due to a transfer from Youth Development & Community Support Services based on operational needs.
  - Increase of 2.00 staff years for the Pretrial Services Program, funded by the Judicial Council of California.
- Youth Detention & Development—net increase of 2.00 staff years.
  - Increase of 3.00 staff years for the Youth Development Academy, funded by the Juvenile Justice Realignment Block Grant.
  - Increase of 2.00 staff years due to a transfer from Youth Development and & Community Support Services based on operational needs.
  - Decrease of 3.00 staff years due to a transfer to Department Administration associated with the department reorganization.
- Youth Development & Community Support Services—net decrease of 52.00 staff years.
  - Decrease of 48.00 staff years due to a transfer to Department Administration associated with the department reorganization.
  - Decrease of 2.00 staff years due to a transfer to Adult Reintegration & Community Supervision Services based on operational needs.
  - Decrease of 2.00 staff years due to a transfer to Youth Detention & Development based on operational needs.

Expenditures

Net increase of $15.8 million.

- Salaries & Benefits—increase of $12.6 million due to the addition of 5.00 staff years described above, required retirement contributions and negotiated labor agreements offset by salary savings related to projected staffing vacancies.
- Services & Supplies—increase of $6.3 million.
  - Increase of $3.8 million to support the Youth Development Academy.
  - Increase of $2.5 million for increased facilities management costs.
- Other Charges—decrease of $3.1 million.
  - Decrease of $2.3 million due to a reduced number of youths in foster care.
  - Decrease of $0.8 million due to the closure of the California Division of Juvenile Justice (DJJ) as part of the implementation of SB 823, *Juvenile Justice Realignment*. Prior to this closure, the Probation Department incurred costs related to the care and supervision of youth at facilities operated by the DJJ.
- Expenditure Transfer & Reimbursements—decrease of $2.6 million in expenditure reimbursements primarily due to the completion of one-time major maintenance projects. Since this is a transfer of expenditures, it has a net effect of $2.6 million increase in total expenditures.
- Operating Transfers Out—decrease of $2.6 million due to the completion of one-time capital major maintenance projects.

Revenues

Net increase of $15.8 million.

- Intergovernmental Revenues—net increase of $9.8 million.
  - Increase of $8.3 million from the Juvenile Justice Realignment Block Grant for the Youth Development Academy.
  - Decrease of $1.8 million in federal Title IV-E foster care administrative funding due to a reduced number of youths in foster care.
  - Increase of $1.3 million in Local Revenue Fund 2011, Community Corrections Subaccount due to an increase in reimbursable staffing costs.
  - Increase of $0.9 million in Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount to support youth rehabilitation programs and supervisory services.
  - Increase of $0.9 million in funds related to the Youthful Offender Block Grant to support youth rehabilitation programs and supervisory services.
  - Increase of $0.2 million for the Pretrial Services Program.

- Other Financing Sources—net increase of $2.5 million due to available Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional public safety services and operational needs.
- Fund Balance Component Decrease—increase of $64,638. A total of $4.3 million is budgeted.
  - $4.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
  - $0.2 million for one-time negotiated salary and benefit payments.
- Use of Fund Balance—decrease of $0.6 million for one-time prior year salary and benefit payments. A total of $0.1 million is budgeted.
  - $0.1 million in Asset Forfeiture funds to support law enforcement purposes permissible by the guide to equitable sharing and Health and Safety Code 11489.
- General Purpose Revenue Allocation—increase of $4.0 million for required retirement contributions and negotiated labor agreements.

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

Net decrease of $2.5 million. This is primarily due to the completion of one-time projects for the Pretrial Services Program and one-time facilities maintenance projects.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Adult Reintegration&Com Serv	433.00	450.00	398.00	(11.6)	398.00
Youth Detention & Development	376.00	385.00	387.00	0.5	387.00
Youth Development & Com Serv	197.00	196.00	144.00	(26.5)	144.00
Department Administration	3.00	3.00	110.00	3,566.7	110.00
Total	**1,009.00**	**1,034.00**	**1,039.00**	**0.5**	**1,039.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Adult Reintegration&Com Serv	$ 104,945,080	$ 124,233,909	$ 116,381,148	(6.3)	$ 108,773,888
Youth Detention & Development	67,308,565	74,469,133	86,310,082	15.9	89,626,204
Youth Development & Com Serv	61,278,843	61,591,560	50,993,159	(17.2)	51,621,038
Department Administration	3,173,735	1,049,232	23,431,939	2,133.2	24,630,983
Probation Asset Forfeiture Program	100,000	100,000	100,000	—	100,000
Probation Incarcerated Peoples' Welfare Fund	2,000	2,000	2,000	—	2,000
Total	**$ 236,808,223**	**$ 261,445,834**	**$ 277,218,328**	**6.0**	**$ 274,754,113**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 142,922,695	$ 146,742,161	$ 159,347,883	8.6	$ 167,719,555
Services & Supplies	85,872,841	106,022,438	112,325,219	5.9	101,084,917
Other Charges	10,330,000	10,330,000	7,230,000	(30.0)	7,230,000
Expenditure Transfer & Reimbursements	(2,317,313)	(5,194,765)	(2,584,774)	(50.2)	(1,280,359)
Operating Transfers Out	—	3,546,000	900,000	(74.6)	—
Total	**$ 236,808,223**	**$ 261,445,834**	**$ 277,218,328**	**6.0**	**$ 274,754,113**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Revenue From Use of Money & Property	$ 2,000	$ —	$ —	—	$ $—
Intergovernmental Revenues	106,140,900	130,247,239	140,076,773	7.5	127,108,532
Charges For Current Services	2,691,000	16,000	7,000	(56.3)	7,000
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Other Financing Sources	31,878,061	34,884,196	37,398,477	7.2	41,318,916
Fund Balance Component Decreases	4,331,772	4,228,905	4,293,543	1.5	4,091,910
Use of Fund Balance	5,809,564	729,413	102,000	(86.0)	102,000
General Purpose Revenue Allocation	85,953,926	91,339,081	95,339,535	4.4	102,124,755
Total	**$ 236,808,223**	**$ 261,445,834**	**$ 277,218,328**	**6.0**	**$ 274,754,113**

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

Public Defender

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Public Defender has 547.00 staff years and a budget of $133.6 million.

2022–23 Anticipated 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.
  - Completed 90% (2,088 of 2,320) of mental health treatment plans for referred individuals about to be released from custody within two weeks.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Provided Fresh Start assistance to 2,600 clients, exceeding the goal of 2,000 due to implementation of internal initiatives and new laws where automatic expungement occurs with some misdemeanor cases.
  - Achieved relief for 95% (2,475 of 2,600) of Fresh Start conviction relief petitions, exceeding the goal of 90%.

Sustainability

Short-term commitments:

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

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

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

Community

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

- Received 60,000 hours of volunteer service.
- The goal to form this fiscal year's Youth Council, comprised of high school students representing high schools throughout the county, was not met due to COVID-19 related operational impacts.

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 annual diversity and implicit bias training for all staff, supervisors, and managers.

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.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 99% (198 of 200) of requests, exceeding the goal of 90%.
  - Maintained the number of elapsed days between admission and sentencing in 100% of juvenile cases at 28 days or less, when doing so benefited the client, so that rehabilitation was accelerated.
  - Resolved 82% (17,220 of 21,000) misdemeanor cases prior to trial when doing so benefitted the client more than engaging in litigation, falling short of the 90% goal due to operational impacts caused by the COVID-19 pandemic.
  - Resolved 62% (9,300 of 15,000) of felony cases prior to preliminary hearing when doing so benefitted the client more than engaging in litigation, exceeding the 60% goal.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Diligently provided post-conviction relief to clients affected by recent legislative changes to ensure they received the full benefit of the law and safeguarded community trust that the Public Defender's office will advocate for clients after their case is over and when new laws are enacted.
  - Completed the pilot period of the legal representation program for detained immigrants appearing in immigration court and collected and presented information on the activities and outcomes of the program.

2023–25 Objectives

Equity

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

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Implement a plan for conversion of fleet to hybrid/ electric vehicles by replacing 26 older vehicles with hybrid vehicles.
  - Continue to promote and use the San Diego County Reutilization Program, which manages the disposition of County surplus personal property so that property can be reused by other County departments or disposed of through auction, competitive sealed bid or recycling.
  - Finalize review of office and cleaning supply protocols with procurement staff and contract managers and assess whether some products can be replaced with sustainable alternatives.
  - Continue to expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers by collaborating with our justice partners.
  - Continue to train additional staff to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support).

Community

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

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Provide diversity and implicit bias training for all staff, supervisors, and managers on an annual basis.
  - Complete an officewide diversity assessment to determine the level of openness and appreciation of individual differences within the department.

- 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.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for at least 90% of requests.
  - Maintain the number of elapsed days between admission and sentencing in 100% of juvenile cases at 28 days or less, when doing so benefits the client, so that rehabilitation is accelerated.
  - Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation.
  - Resolve 60% of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Diligently provide post-conviction relief to those clients affected by recent legislative changes to ensure they get the full benefit of the law and to safeguard community trust that the Public Defender's office will advocate for clients after their case is over and when new laws are enacted.
  - Support the implementation of the Senate Bill (SB) 1338, *Community Assistance, Recovery & Empowerment (CARE) Act* program by October 1, 2023, in partnership with the Health and Human Service Agency, County Counsel, the Superior Court, and other community partners to provide diversion from higher or more restrictive levels of care for individuals who meet specific CARE Act criteria by creating a new pathway for legal representation, behavioral health care, support, and linkage to available housing.

Related Links

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

- www.sandiegocounty.gov/public_defender

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
% of mental health treatment plans completed for referred individuals about to be released from custody within two weeks.[1]	84% of 1,352	90%	90% of 2,320	90%	90%
Number of clients served by Fresh Start[2]	2,719	2,000	2,600	2,000	2,000
% of Fresh Start clients conviction relief petitions granted[2]	99.8% of 2,283	90%	95% of 2,600	90%	90%
Total volunteer hours	50,341	60,000	60,000	60,000	60,000
Juvenile record requests sealed	95% of 487	90%	99% of 200	90%	90%
Number of elapsed days between admission and sentencing of juvenile cases, when appropriate, to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	86% of 26,696	90%	82% of 21,000	90%	90%
Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	59% of 18,134	60%	62% of 15,000	60%	60%

Table Notes

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

[2] The Fresh Start Comprehensive Criminal Record Relief Program is designed to help eligible community members with post-conviction relief to reduce barriers to employment, education, housing and community resources. Deputy Public Defenders review criminal history and develop detailed Fresh Start case plan and seek appropriate method of conviction relief. The goal of assisting 2,000 clients was exceeded due to a greater than anticipated number of eligible individuals.

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

Staffing

Increase of 15.00 staff years.

- Net increase of 6.00 staff years in the Primary Public Defender.
  - Increase of 2.00 staff years in Community Corrections for investigative and paralegal support.
  - Increase of 1.00 staff year in Parole Revocation Trust Fund for indigent defense.
  - Increase of 12.00 staff years in SB 1338, *Community Assistance, Recovery and Empowerment (CARE) Act* activities funded by the State.
  - Decrease of 5.00 staff years due to transfer to Alternate Public Defender.
  - Decrease of 2.00 staff years due to transfer to Multiple Conflicts Office.
  - Decrease of 2.00 staff years due to transfer to Administration.
- Increase of 5.00 staff years in Alternate Public Defender due to transfer from Primary Public Defender.
  - Increase of 1.00 staff year for clerical support.
  - Increase of 1.00 staff year for investigative support.
  - Increase of 2.00 staff years for indigent defense.
  - Increase of 1.00 staff year for paralegal support.
- Increase of 2.00 staff years in Multiple Conflicts Office due to transfer from Primary Public Defender for paralegal support.
- Increase of 2.00 staff years in Administration due to transfer from Primary Public Defender to support finance and various administrative activities.

Expenditures

Net increase of $6.7 million.

- Salaries & Benefits—increase of $5.9 million due to the addition of 15.00 staff years, required retirement contributions and negotiated labor agreements offset by salary savings from projected staffing vacancies.
- Services & Supplies—increase of $0.4 million primarily to support Information Technology projects and increases in rent and leases.
- Expenditure Transfer & Reimbursements—decrease of $0.4 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of $0.4 million increase in total expenditures. A total of $1.1 million is budgeted.
  - $0.7 million associated with centralized General fund to support one-time items:
    - $0.5 million for temporary help.
    - $0.2 million for activities related to Penal Code 3051, Youthful Offender Parole Hearing & 1437 Felony Murder Rule Retro.
  - $0.4 million for activities related to Defense Transition Unit.

Revenues

Net increase of $6.7 million.

- Intergovernmental Revenues—increase of $3.2 million primarily due to SB 1338, *Community Assistance, Recovery & Empowerment (CARE) Act*, Local Revenue Fund 2011, Community Corrections Subaccount and parole revocation reimbursements.
- Miscellaneous Revenues—decrease of $2.1 million due to reduction in reimbursements from the Indigent Defense Trust Fund.
- Fund Balance Component Decreases—increase of $0.8 million. A total of $3.3 million is budgeted.
  - Increase of $0.3 million to support a portion of departmental costs of 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.
  - Increase of $0.5 million for one-time negotiated salary and benefit payments.
- Use of Fund Balance—decrease of $1.7 million due to completion of prior year projects. A total of $0 is budgeted.
- General Purpose Revenue Allocation—increase of $6.5 million due to required retirement contributions and negotiated labor agreements.

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

Net increase of $5.4 million primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Primary Public Defender	364.00	442.00	448.00	1.4	448.00
Office of Assigned Counsel	5.00	4.00	4.00	—	4.00
Alternate Public Defender	47.00	55.00	60.00	9.1	60.00
Multiple Conflicts Office	10.00	12.00	14.00	16.7	14.00
Administration	16.00	19.00	21.00	10.5	21.00
Total	**442.00**	**532.00**	**547.00**	**2.8**	**547.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Primary Public Defender	$ 73,640,185	$ 89,278,297	$ 92,051,267	3.1	$ 97,042,326
Office of Assigned Counsel	9,910,182	9,572,946	8,774,740	(8.3)	8,909,337
Alternate Public Defender	10,679,962	12,527,730	14,046,656	12.1	15,123,013
Multiple Conflicts Office	2,324,712	2,852,304	3,151,125	10.5	3,357,798
Administration	13,983,044	12,696,657	15,580,013	22.7	14,612,697
Total	**$ 110,538,085**	**$ 126,927,934**	**$ 133,603,801**	**5.3**	**$ 139,045,171**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 90,669,913	$ 107,301,307	$ 113,245,434	5.5	$ 119,310,533
Services & Supplies	21,002,130	20,837,585	21,189,903	1.7	21,006,647
Other Charges	377,000	300,000	238,949	(20.4)	238,949
Expenditure Transfer & Reimbursements	(1,510,958)	(1,510,958)	(1,070,485)	(29.2)	(1,510,958)
Total	**$ 110,538,085**	**$ 126,927,934**	**$ 133,603,801**	**5.3**	**$ 139,045,171**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Intergovernmental Revenues	$ 2,108,980	$ 7,037,176	$ 10,200,407	45.0	$ 7,884,943
Miscellaneous Revenues	2,062,140	2,062,140	—	(100.0)	—
Fund Balance Component Decreases	2,590,016	2,590,016	3,336,283	28.8	2,874,110
Use of Fund Balance	7,000,000	1,703,734	—	(100.0)	—
General Purpose Revenue Allocation	96,776,949	113,534,868	120,067,111	5.8	128,286,118
Total	**$ 110,538,085**	**$ 126,927,934**	**$ 133,603,801**	**5.3**	**$ 139,045,171**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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San Diego County Fire

Mission Statement

Provide coordinated, sustainable, and equitable fire protection and emergency medical services to save lives, protect property, and promote the highest quality of living.

Department Description

San Diego County Fire (SDCF) delivers comprehensive fire protection and emergency medical services across 1.59 million acres of unincorporated San Diego County. Operating under the philosophy of "One Team, One Mission", leadership is united under the Fire Chief, who oversees fire service and operations, and the Director, who oversees the administrative support to San Diego County Fire.

In the last five years, the department has more than doubled in size: increasing the number of first responder personnel, the number of career-staffed fire stations, and the level of services provided to the communities within the San Diego County Fire Protection District (SDCFPD) through implementation of a cohesive pre-fire strategy focused on public education, defensible space inspections, structure hardening, fuels management projects and protecting evacuation corridors, in addition to the continued administration of the Volunteer Reserve Firefighter Program.

The Emergency Medical Services (EMS) Office is the Board of Supervisors designated Local Emergency Medical Services Agency (LEMSA) and is responsible for oversight, coordination, and integration of the activities of public and private agencies, hospitals, specialty care centers and other stakeholders to deliver timely, high quality emergency medical services and specialty care to the community. This includes providing medical direction and management of the EMS system to assure compliance with State statutes and regulations, the issuance of Emergency Medical Technician certifications and paramedic accreditation to practice within the LEMSA and managing contracts for ambulance transportation in areas where the County has the responsibility for delivering this service.

To ensure these critical services are provided, San Diego County Fire has 60.00 staff years and a budget of $110.5 million.

2022–23 Anticipated Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Expanded the Community Health and Injury Prevention (CHIP) initiative by completing Phase 1 of Community Paramedicine to enhance responsiveness to the changing environment and community needs by focusing on underserved areas of the region through close collaboration with the Health and Human Services Agency (HHSA).
  - Continued to make evidence-based, data driven decisions – using dashboards and other visual displays to analyze and interpret data from first responders, ambulances, emergency departments, and other healthcare systems to ensure critical healthcare resources remain available for all county residents and visitors.
  - Conducted quality assurance reviews of the emergency medical services delivery system evaluating compliance with State regulation and local policy to ensure high quality prehospital services are provided to the public.
  - Reviewed hospital specialty care centers (Trauma, Stroke, Cardiac/STEMI, and EMS-C) and evaluated compliance with program requirements ensuring high quality health care services to the public.
  - Supported the dissolution of the Borrego Springs Fire Protection District and annexation of territory into the SDCFPD, providing rural residents equitable access to structural fire protection and emergency medical services that save lives and protect property.
  - Partnered with the Sheriff's department to expand the distribution of Naloxone as part of a Comprehensive Harm Reduction Plan to help fight the illicit fentanyl crisis. In addition, expanded data analysis related to substance use and opioid-related drug overdoses to help fight the growing number of opioid overdoses in the region.
  - Continued to participate in the Love Your Heart campaign in February 2023, partnering with Live Well partners to host events and provide no-cost blood pressure screenings. This year the EMS Bureau also provided take home blood

pressure monitors, and COVID-19 antigen tests at seven open house events, using data from the Healthy Places Index to focus on communities most disproportionately impacted by health and racial inequities.

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Maintained program compliance with the State requirements by completing 100% (53) annual inspections in every building used as a public or private school for compliance with building standards within the service area of the SDCFPD.
  - Maintained program compliance with the State requirements by completing 100% (100) annual inspections in every building used as a hotel, motel, lodging house, apartment house or residential care facility for compliance with building standards within the service area of the SDCFPD.
  - Completed a comprehensive update of the County's Fire Mitigation Fee Program, ensuring local fire agencies participating in the development impact fee program continue to receive revenue from new development to maintain the level of structural fire protection and emergency medical services within their jurisdictional boundaries.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Supported the emerging needs and long-term sustainability of capital assets by developing the San Diego County Fire Strategic Facility Plan for future maintenance and facilities replacement.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Evaluated and created a plan for conversion of fleet to hybrid/ electric vehicles, including a comprehensive analysis of gas-powered and diesel units (including large equipment, trucks, and generators).
  - Conducted a review of paper consumption and implemented double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails. Further review of paper consumption will be conducted to determine if additional actions are necessary.
  - Replaced 50% of leaf blowers and other gas-powered tools with zero-emission equipment, including the replacement of hydraulic extrication tools with battery-powered rescue tools on County fire trucks. In addition, the department has formed a Standardization Committee to monitor and track future purchases of zero-emission equipment.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Conducted all vegetation treatments to lands, whether by hand crew, mechanized application or prescribed burn, in accordance with the California Environmental Quality Act (CEQA).
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Identified 11 staff who will train and volunteer to assume disaster response or recovery roles through the County's Ready Disaster Service Worker (Ready DSW) program, formerly known as the Advanced Recovery Initiative (ARI).
  - Responded to the growing need for fire protection and emergency medical services in the unincorporated areas of the County by beginning construction of the East Otay Mesa Fire Station in July 2022. This facility, expected to come online in Fall 2023, will be used for firefighter quarters, training, storage, and community education functions.
  - Continued to expand the SDCF Community Emergency Response Team (CERT) with a focus on ensuring the program is inclusive, equitable and integrates the full diversity of our population. Year-end accomplishments include:
    - Created five new community-based teams in Alpine, Julian, Warner Springs, Ramona and Borrego Springs, modeled after the success of the southern division.
    - Expanded SDCF CERT's overall membership by 48 volunteers.
    - Hosted 29-outreach events, reaching 1,012 residents with training and emergency preparedness information.
    - Offered Spanish language Community Emergency Response Team courses in partnership with the Alertar y Preparar LISTOS organization.
    - Provided emergency preparedness training at adult day care facilities for individuals with access and functional needs.
    - Had 24 CERT volunteers complete a Neighborhood Evacuation Team (NET) training with County Office of Emergency Services (OES) to be able to work with residents who may need assistance to complete their Personal Disaster Plans.

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

- Purchased ten plug-in hybrid/electric vehicles and implementing the plan for conversion of fleet.
- Implementing an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with the County's retention policies.

Community

- Engagement: Inspire civic engagement by providing informa-

tion, 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.

- Recruited 20 Volunteer Reserve Firefighters through expanded outreach efforts, including 12 public events. The Volunteer Reserve Firefighter outreach program strengthens diversity and ensures the program reflects the many communities within the unincorporated area. The goal to recruit 25 Volunteer Reserve Firefighters was not met as some candidates qualified and were hired into full-time positions with CAL FIRE or other fire protection agencies.

- 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.
  - Engaged 14 communities on evacuation planning to identify primary, secondary, alternative and emergency options. This work advances a multi-year effort to create and maintain customized evacuation maps and guides. The goal of four community engagements was exceeded due to expanded community outreach and engagement activities.
  - Provided Wildland Urban Interface training classes to four at-risk communities within the service area of the SDCFPD.
  - Strengthened wildfire protection in existing and future communities by creating new or treating existing fuel breaks in six communities, exceeding the goal of four to increase wildfire protection in vulnerable communities and improve defensibility and tactical firefighting options, and reduce fire spread to surrounding wildlands.
  - Strengthened evacuation readiness and the ability for emergency personnel to respond to wildfires by treating approximately 100 of 200 identified lane miles of key evacuation corridors and clearing the vegetation along these roads up to 20 feet. The vegetation was treated through a combination of hand crew, mechanized application, or application of long-term fire retardant. Goal of 200 lane miles was not met due to required environmental review and extensive time to establish new contracts with vegetation management companies to perform the work.
  - Ensured 75% (2,250 of 3,000) of credentialing of emergency medical services professionals is completed within two business days to ensure the public is assisted by appropriately trained and Local Emergency Medical Services Agency approved personnel.
  - Conducted site visits at Emergency Medical Technician and Paramedic training programs for quality assurance and verification of adherence to the requirements of Title 22 of the California Code of Regulations related to prehospital emergency medical services.
  - Inspected private ambulances and non-emergency medical transportation vehicles to ensure safety and quality of medical transportation to the public.
  - Continued to develop the Home Hardening Program to retrofit, harden, and create defensible space for homes at high risk to wildfires. This program targets high social-vulnerable communities and provides financial assistance to qualifying low-and moderate-income households. The pilot phase of the program began in 2022, with Dulzura as the first pilot community.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Implemented the review of ambulance transportation service delivery models for San Diego County to reduce health disparities in the region. The future service delivery model has the potential to support enhanced patient care, additional firefighting resources in our most vulnerable communities, and to reduce long-term costs for taxpayers.
  - Continued collaboration with HHSA, County Library, and other public and private partners to complete installation of residential lock boxes at or near the front door of 100 at-risk individuals, exceeding the goal of 50 due to increased community outreach, to provide efficient fire protection services by allowing first responder access to homes during an emergency.
  - Reduced the potential for fire spread from wildland to structures and vice versa by performing defensible space inspections on 55,002 parcels, maintaining a three-year cycle and benefiting not only the homeowner but the neighbors, responders, and surrounding lands. Furthermore, the program achieved a 93% (51,111 of 55,002) voluntary compliance rate with defensible space standards on all parcels inspected, exceeding the goal of 90%.
- Communications: Create proactive communication that is accessible and transparent.
  - Enhanced the San Diego County Fire website to support a regional public wildfire information strategy. This effort involved a working group attending a two-day training on digital content management.
  - Conducted three stakeholder forums to facilitate Community Paramedicine and Triage to Alternate Destination program development falling short of the goal of five stakeholder forums due to unexpected delays faced by the California Emergency Medical Services Authority in adopting the final Community Paramedicine and Triage to Alternate Destination Regulations, with the final issuance of statewide regulations occurring in November 2022.
  - Submitted annual Emergency Medical Services (EMS) Plan to the State Office, Emergency Medical Services Authority (EMSA) as required to provide communication/information to the public regarding services provided in San Diego County.

- Completed the EMS Office Strategic Plan to implement and monitor future activities. The development process involved collaboration with stakeholders to evaluate internal capacity and external context, and to strategize future goals, objectives and activities.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Established additional Heli-Hydrants and HeloPods to support aerial firefighting capabilities and partnered with local fire protection and municipal water agencies to provide additional water sources for the region's firefighting helicopters.
  - Partnered with San Diego Gas & Electric (SDG&E) to jointly conduct 225 power line pole inspections and 50 tree inspections for possible violations of the Public Resource Codes 4292 & 4293, which requires all electric utilities in California to prune or clear vegetation close to energized electrical equipment, structures, and high-voltage power lines for public safety and electric system reliability. Any violations found were immediately corrected.
  - Received a Community Leadership Award by the Hospital Association of San Diego and Imperial Counties in recognition of the EMS Office's regional Health Services Capacity Task Force. The task force provides leadership to collaboratively address challenges experienced in the entire continuum of care, from first responders to hospital to outpatient and rehabilitation to community care.
  - Established an agricultural and livestock pass (Ag Pass) program in the unincorporated area, in coordination with multiple County departments, to allow vetted commercial livestock and agricultural operators in fire-prone communities to protect animals and crops while preserving their livelihoods. Approximately 100 passes have been issued since Phase I of the program began in September 2022. Phase II of the program will begin in Spring 2023.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Improved emergency planning and implemented tools to enhance incident management, situational awareness, and fire pre-planning, specifically Internet Alerting and continued upgrades to the Regional Geographic Information System Public Safety Database.
  - Maintained a public protection classification rating of 3/3x based on a comprehensive evaluation of fire suppression capabilities by the Insurance Services Office. This rating, based on a scale of 1 to 10, with 1 representing an exemplary fire suppression program and 10 indicating the program does not meet minimum criteria, measures the fire preparedness of a community based on water supply, emergency communications and community risk reduction practices. Insurance companies can use these ratings as a factor for setting the insurance premiums for property owners within the San Diego County Fire Protection District. Improved scores in the service area may support homeowners to be eligible for lower insurance rates.
  - Provided exceptional emergency services by responding to 90% (1,232 of 1,369) of emergency calls within the "Total Response Time" standard for rural and 90% (2,631of 2,924) for outlying areas. In the urban area, 60% (1,489 of 2,481) of emergency calls were responded to within the "Total Response Time" standard, falling short of the goal of 90% due to the high concentration of urban responses in the community of Otay Mesa, which the department is currently serving from a temporary location outside the service area. It is anticipated that response times will improve upon completion of the East Otay Mesa Fire Station in Fall 2023.
  - Improved community safety by responding to 70% (5,672 of 8,103) of emergency incidents with the "Response Force" standard associated with the optimal number of firefighters required to mitigate the emergency safely and effectively, falling short of the goal of 90% due to the increase in demand for resources shared throughout the region. To ensure the goal is met in the future, the department has adopted a standard of three personnel daily on all fire engines to ensure an adequate initial response to a call for service, with additional staffing on Truck and Rescue apparatus and engine companies that serve communities adjacent to municipal departments.

2023–25 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Continue the Community Health and Injury Prevention (CHIP) initiative to expand health services and community education to areas that lack health care facilities and transportation through further development of the Community Paramedicine program to help patients avoid unnecessary trips to hospital emergency rooms and provide frequent 911 users help with case-management and public health resources.

Sustainability

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

- Implement plan to replace fleet vehicles with hybrid/electric vehicles where possible. Evaluate all future vehicle purchases for an electric vehicle option.
- Collaborate with the Department of General Services to explore opportunities to enhance the availability of Electric Vehicle charging infrastructure in the unincorporated areas.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Continue to monitor all vegetation treatments to lands, whether by hand crew, mechanized application or prescribed burn, to ensure compliance with the California Environmental Quality Act.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Continue to identify additional staff who will train and volunteer to assume disaster response or recovery roles through the County's Ready Disaster Service Worker program.
  - Respond to the growing need for fire protection and emergency medical services in the unincorporated areas of the County by completing the construction of the East Otay Mesa Fire Station. The facility is anticipated to be completed by Fall 2023, and will be used for firefighter quarters, training, storage, and community education functions. Additionally, Jacumba Fire Station #43 is undergoing plans for relocation and replacement to expand the capabilities of the facility and provide better coverage to the community.
  - Continue to expand the SDCF Community Emergency Response Team with a focus on ensuring the program is inclusive, equitable and integrates the full diversity of our population. These efforts include the Alertar y Preparar LISTOS Program to meet the needs of primarily Spanish-speaking families.

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 development of the Volunteer Reserve Firefighter (VRFF) Program, recruiting 20 Volunteer Reserve Firefighters through 12 public outreach events. The department will implement new goals and performance measures based on a comprehensive evaluation of the VRFF Program.
  - Enhance the ability of the department to mitigate wildfire hazards by partnering with the Probation Department to develop a Fuels/Fire Crew Program to provide incarcerated youth in long-term custody with training and work experience with projects related to fuel reduction and other fire related services to facilitate their eligibility for employment upon release.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Engage with at least four communities on evacuation planning, working together to identify primary, secondary, alternative, and emergency options, continuing a multiyear effort to create and maintain customized evacuation maps and guides, to further public education in this critical area.
  - Provide Wildland Urban Interface (WUI) training classes to at least four at-risk communities within the service area of the SDCFPD.
  - Strengthen wildfire protection in existing and future communities by creating new or treating existing fuel breaks in at least four communities per year to improve defensibility and tactical firefighting options, and reduce fire spread to surrounding wildlands.
  - Strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by identifying 200 lane miles of key evacuation corridors and clearing the vegetation along these roads up to 20 feet.
  - Ensure 75% of credentialing of emergency medical services professionals is completed within two business days to ensure the public is assisted by appropriately trained and Local Emergency Medical Services Agency approved personnel.
  - Continue to develop the Home Hardening Program to retrofit, harden, and create defensible space for homes at high risk to wildfires. This program targets high social-vulnerable communities and provide financial assistance to qualifying low-and moderate-income households. The program will be expanding to the communities of Potrero during the year 2023, and Campo during the year of 2024.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Continue efforts to facilitate the strategic implementation of a new ambulance transportation service delivery model to reduce health disparities in the region. The future service delivery model is scheduled to become effective in late 2023.
  - Continue collaboration with HHSA, County Library, and other public and private partners to complete installation of residential lock boxes at or near the front door of at least 50 at-risk individuals to provide efficient fire protection services by allowing first responder access to homes during an emergency.

- Reduce the potential for fire spread from wild land to structures and vice versa by performing defensible space inspections on one-third (34,000 parcels) of the total homes in the SDCFPD annually, maintaining a three-year cycle and benefiting not only the homeowner but the neighbors, responders, and surrounding lands and achieve a 90% voluntary compliance rate with defensible space standards on all parcels inspected.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Continue to implement Phase II of the agricultural and livestock pass program in the unincorporated area, in coordination with multiple County departments, to allow vetted commercial livestock and agricultural operators in fire-prone communities to protect animals and crops while preserving their livelihoods.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Provide exceptional emergency services by responding to 90% of emergency calls within the “Total Response Time” standard for the regional category (urban, rural, and outlying) identified in the San Diego County Fire Standards of Cover.
  - Improve community safety by responding to 75% of emergency incidents with the "Response Force" standard associated with the optimal number of firefighters required to mitigate the emergency safely and effectively, as described in the San Diego County Fire Standards of Cover.

- 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.

Related Links

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

- www.sdcountyfire.org

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Perform fire inspections at Group E occupancies within SDCPFD boundaries[1]	100% of 63	100%	100% of 53	N/A	N/A
Perform fire inspections at Group R occupancies and associated sub-categories within SDCPFD boundaries[1]	100% of 89	100%	100% of 100	N/A	N/A
Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events	9	12	12	12	12
Conduct stakeholder forums specific to Community Paramedicine/Triage to Alternate Destination to share information and promote success of agency applications and implementation[2]	N/A	5	3	N/A	N/A
Credential rate of emergency medical services personnel within 2 business days[3]	N/A	75%	75% of 3,000	75%	75%
Voluntary compliance rate with defensible space standards on all parcels inspected[4]	N/A	90%	93% of 55,002	90%	90%
Installation of residential lock boxes to support timely access by County Fire during emergencies[5]	N/A	N/A	N/A	50	50
Respond to emergency calls within the 8:00 minute “Total Response Time” standard for Urban areas[6]	53% of 2,481	90%	60% of 2,481	90%	90%

Performance Measures	2021-22 Actuals	2022-23 Adopted	2022-23 Estimated Actuals	2023-24 Recommended	2024-25 Recommended
Respond to emergency calls within the 13:00 minute "Total Response Time" standard for Rural areas	88% of 1,369	90%	90% of 1,369	90%	90%
Respond to emergency calls within the 23:00 minute "Total Response Time" standard for Outlying areas	89% of 2,924	90%	90% of 2,924	90%	90%
Response rate of emergency incidents with the optimal number of firefighters associated with the "Response Force" standard[7]	69% of 8,103	90%	70% of 8,103	75%	75%

Table Notes

[1] In accordance with California Health & Safety Code section 13146.4, this measure represents San Diego County Fire's compliance with California Health and Safety Code 13146.2, which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a public or private school for compliance with building standards and California Health and Safety Code 13146.3, which requires all fire departments that provide fire protection services to perform annual inspections in every building used as a hotel, motel, lodging house, apartment house, and certain residential care facilities for compliance with building standards. This measure will be discontinued in Fiscal Year 2023-24, as department compliance is reported to the Board of Supervisors in an annual board letter.

[2] This was a new measure for Fiscal Year 2022–23 to accurately reflect the operational goal of supporting the Strategic Goal of Community by focusing on improving communication and community partnerships. The goal of 5 stakeholder forums was not met due to unexpected delays faced by the California Emergency Medical Services Authority (EMSA) in adopting the final Community Paramedicine and Triage to Alternate Destination Regulations. The statewide regulations were issued in November 2022. This measure will be discontinued in Fiscal Year 2023–24 and replaced with a measure that reflects efforts by San Diego County Fire's Community Risk Reduction Division to support the Strategic Goal of Community through programs and services that enhance the community through increasing the well-being of residents.

[3] This was a new measure for Fiscal Year 2022–23 to accurately reflect the operational goal of supporting the Strategic Goal of Community by improving safety for all communities by ensuring the public is assisted by appropriately trained and Local Emergency Medical Services Agency (LEMSA) approved personnel.

[4] This was a new measure for Fiscal Year 2022–23 to accurately reflect the operational goal of supporting the Strategic Goal of Community by increasing the well-being of residents and environment by working with homeowners to achieve voluntary compliance with defensible space standards.

[5] This is a new measure for Fiscal Year 2023–24 to accurately reflect efforts by San Diego County Fire's Community Risk Reduction Division to support the Strategic Goal of Community through programs and services that enhance the community through increasing the well-being of residents through continued collaboration with the Health and Human Services Agency (HHSA), County Library, and other public and private partners to complete the installation of residential lock boxes.

[6] The goal was not met due to the high concentration of urban responses in the community of Otay Mesa, which the department is currently serving from a temporary location outside the service area. It is anticipated that response times will improve upon completion of the East Otay Mesa Fire Station in Fall 2023.

[7] The goal was not met due to the increase in demand for resources shared throughout the region. In Fiscal Year 2023–24, the goal will be adjusted from 90% to 75% to more accurately reflect the ongoing performance levels of the department. To ensure the goal is met in future years, the department has adopted a standard of three personnel daily on all fire engines to ensure an adequate initial response to a call for service, with additional staffing on Truck and Rescue apparatus and engine companies that serve communities adjacent to municipal departments.

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

Staffing

Net increase of 1.00 staff year.

- Decrease of 3.00 staff years due to the transfer of San Diego County Fire staff to Office of Emergency Services to centralize fiscal, contracts, and finance functions.
- Increase of 2.00 staff years for Opioid Overdose Mapping and Application Program.

- Increase of 2.00 staff years for comprehensive review and implementation of the Base Station Hospital System, and Local Emergency Medical Services Information System (LEMSIS) data analysis.

Expenditures

Net increase of $22.3 million.

- Salaries & Benefits—increase of $0.7 million for required retirement contributions, negotiated labor agreements and the addition of 4.00 staff years. This is offset by the transfer of 3.00 staff years to the Office of Emergency Services and projected salary adjustments to reflect staffing vacancies.
- Services & Supplies—net increase of $14.0 million.
  - Increase of $14.7 million to continue level of support to fire and emergency medical services in San Diego County Fire Protection District (SDCFPD).
  - Increase of $2.8 million for contracted services for the Community Risk Reduction's Roadside Vegetation Management and Climate Investment Fire Prevention programs.
  - Increase of $1.4 million to support ambulance services in SDCFPD.
  - Increase of $1.0 million for fire and emergency rescue equipment purchases.
  - Increase of $0.7 million associated with various Internal Service Fund (ISF) charges and operational costs.
  - Increase of $0.5 million for defensible space inspection services.
  - Increase of $0.3 million for Community Health Program.
  - Increase of $0.3 million for Volunteer Reserve Firefighter Program.
  - Decrease of $6.7 million associated with the dissolution of County Service Area (CSA) 69 which transferred services to City of Santee and Lakeside Fire Protection District.
  - Decrease of $1.0 million in contracted services due to the recategorization of expenditures related to the distribution of Emergency Medical Services (EMS) Maddy Trust Fund to other agencies.
- Other Charges—increase of $1.0 million related to the recategorization of expenditures related to EMS Maddy Trust Fund for the distribution to other agencies.
- Capital Asset Equipment—increase of $3.6 million for fire apparatuses and equipment purchases.
- Expenditure Transfer & Reimbursements—increase of $0.9 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of $0.9 million decrease in total expenditures. A total of $4.9 million is budgeted.
  - $4.5 million associated with centralized General Fund to support one-time expenditures:
    - $2.2 million for major maintenance projects.
    - $1.8 million for the replacement of fire apparatuses.
    - $0.3 million for radio replacements.
    - $0.1 million for fire station network support.
    - $0.1 million for the installation of HeloPods.
  - $0.2 million to provide Fire Crew trainings as part of the Youth Development Academy in Probation Department.
  - $0.2 million to provide ambulance services in Otay Mesa.
- Operating Transfers Out—increase of $3.9 million to fund one-time apparatuses and fire equipment purchases.

Revenues

Net increase of $22.3 million.

- Taxes Current Property—net increase of $4.6 million.
  - Increase of $5.4 million in property tax collections in the SDCFPD.
  - Decrease of $0.8 million associated with the dissolution of CSA 69.
- Taxes Other Than Current Secured—increase of $2.6 million in special tax collections in the SDCFPD.
- Fines, Forfeitures & Penalties—decrease of $0.8 million in EMS Maddy Trust Fund penalty assessment funds to align with continuous decrease in collections.
- Revenue From Use of Money & Property—decrease of $0.2 million in interest revenues due to the dissolution of CSA 69.
- Intergovernmental Revenues—net increase of $0.5 million.
  - Increase of $2.6 million in Climate Investment Fire Prevention Grant for Community Risk Reduction fuel reduction and evacuation readiness program.
  - Increase of $0.8 million in CAL FIRE Grant.
  - Increase of $0.7 million in resident ambulance transports in CSA 17.
  - Increase of $0.6 million in Medi-Cal Administrative Activities (MAA) to support Emergency Medical Services operations.
  - Decrease of $3.7 million in ambulance transports due to the dissolution of CSA 69.
  - Decrease of $0.5 million due to the ending of American Rescue Plan Act (ARPA) funding for COVID-19 ambulance response, testing and vaccination contracted services.
- Charges For Current Services—net decrease of $3.3 million.
  - Decrease of $4.4 million in special benefit fees and non-resident ambulance transports due to the dissolution of CSA 69.
  - Increase of $0.7 million in ambulance transports in SDCFPD.
  - Increase of $0.3 million in non-resident ambulance transports in CSA 17.
  - Increase of $0.1 million in credentialing fees.
- Other Financing Sources—increase of $3.7 million associated with operating transfer from SDCFPD for one-time fire apparatuses and equipment purchases.

- Fund Balance Component Decreases—increase of $0.5 million. A total of $0.6 million is budgeted.
  - $0.4 million for fire and emergency rescue equipment purchases.
  - $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.
- Use of Fund Balance—increase of $2.7 million. A total of $5.4 million is budgeted to provide fire and emergency medical services.
  - $3.1 million from Fire Protection Districts.
  - $1.2 million from County Service Areas.
  - $1.0 million from East Otay Mesa CFD 09-01 Special Tax B.
  - $0.1 million from Rural CFD 04-01 Special Tax A.
- General Purpose Revenue Allocation—increase of $12.0 million primarily to provide ongoing resources to support fire and emergency medical services, for required retirement contributions, negotiated labor agreements, and the net addition of 1.00 staff year.

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

Net decrease of $6.5 million due to the completion of one-time purchases and projects, offset by required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
San Diego County Fire	65.00	59.00	60.00	1.7	60.00
Total	**65.00**	**59.00**	**60.00**	**1.7**	**60.00**

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
San Diego County Fire	$ 65,077,515	$ 64,169,244	$ 82,266,652	28.2	$ 79,038,114
San Diego County Fire Protection District	3,201,939	9,096,245	20,010,245	120.0	16,595,245
County Service Areas - Emergency Services	14,473,847	14,955,210	8,197,395	(45.2)	8,337,453
Total	**$ 82,753,301**	**$ 88,220,699**	**$ 110,474,292**	**25.2**	**$ 103,970,812**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Salaries & Benefits	$ 9,860,539	$ 10,291,905	$ 10,974,720	6.6	$ 11,643,328
Services & Supplies	70,343,621	78,708,487	92,664,279	17.7	90,126,470
Other Charges	195,000	195,000	1,219,145	525.2	1,156,647
Capital Assets Equipment	1,485,000	1,530,000	5,108,000	233.9	370,000
Expenditure Transfer & Reimbursements	(215,300)	(4,065,300)	(4,938,331)	21.5	(487,112)
Operating Transfers Out	1,084,441	1,560,607	5,446,479	249.0	1,161,479
Total	**$ 82,753,301**	**$ 88,220,699**	**$ 110,474,292**	**25.2**	**$ 103,970,812**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Taxes Current Property	$ 5,134,491	$ 8,505,477	$ 13,101,000	54.0	$ 13,201,000
Taxes Other Than Current Secured	50,530	72,398	2,715,000	3,650.1	2,716,000
Licenses Permits & Franchises	223,115	246,340	246,340	—	246,340
Fines, Forfeitures & Penalties	3,433,231	3,348,000	2,547,000	(23.9)	2,547,000
Revenue From Use of Money & Property	396,218	427,452	265,000	(38.0)	259,000
Intergovernmental Revenues	7,948,556	7,777,458	8,260,478	6.2	8,383,757
Charges For Current Services	10,560,952	11,862,325	8,578,009	(27.7)	8,664,009
Miscellaneous Revenues	2,045,523	506,200	464,902	(8.2)	464,902
Other Financing Sources	262,455	262,455	3,987,455	1,419.3	832,455
Fund Balance Component Decreases	97,268	173,350	650,000	275.0	173,350
Use of Fund Balance	4,536,028	2,773,016	5,424,540	95.6	1,729,098
General Purpose Revenue Allocation	48,064,934	52,266,228	64,234,568	22.9	64,753,901
Total	**$ 82,753,301**	**$ 88,220,699**	**$ 110,474,292**	**25.2**	**$ 103,970,812**

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County of San Diego

Health and Human Services Agency

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Health and Human Services Agency Summary

Vision Statement

A region that is building better health, living safely, and thriving to advance a just, sustainable, and resilient future for all.

Mission Statement

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

Agency Description

The Health and Human Services Agency (HHSA) is an integrated health, housing, and social service organization designed to advance opportunities for all San Diegans to live well and contribute to the vision of a region that is Building Better Health, Living Safely, and Thriving. As recovery continues from the health, emotional, and economic impacts of the COVID-19 pandemic, the Agency remains committed to providing regional leadership focused on improving lives. Local and national recognition for its leadership underscores HHSA's critical role in delivering vital health, housing, and social services to about 1.2 million customers, approximately one in every three county residents.

In managing its service delivery systems as an integrated model, HHSA achieves its mission and ongoing successes through use of its guiding principles. These include the County of San Diego Strategic Initiatives of Equity, Sustainability, Community, Empower, and Justice; the HHSA Mission, Vision, and Values; and the Live Well San Diego *vision that supports these initiatives for a region that is Building Better Health, Living Safely, and Thriving. Together, they represent the foundation of the HHSA Strategic Plan, also known as the* ***Agency Promise****—which highlights what we do best every day:* ***Advancing Opportunities for All San Diegans to Live Well****.*

The Agency Promise was launched in 2022 when HHSA strategic planning and decision-making efforts were unified through an Agency Playbook, a framework developed to advance the efficiency and effectiveness of service delivery systems for the best possible outcomes. It contains strategic initiatives aligned with the County of San Diego's priorities and cascades down to each HHSA department and division. The goal is to deliver ever-improving value to HHSA customers and meaningfully contribute to a region that is building better health, living safety, and thriving.

This Agency Promise is delivered through an integrated service delivery network consisting of the following services:

- **Aging & Independence Services (AIS)**—protect over 69,000 older adults and people with disabilities from abuse and neglect through various programs to help keep them safe in their own homes.
- **Behavioral Health Services (BHS)**—treat nearly 108,000 residents through mental health and alcohol and other drug services to assist individuals and families, including those who are homeless, to achieve stability and mental and emotional well-being.
- **Child and Family Well-Being (CFWB)**—integrate multiple child and family serving systems, including First 5 San Diego, Child Welfare Services, and other Health and Human Services Agency departments, under one umbrella to deliver both prevention and protection services. Effective July 1, 2023, CFWB will be established within HHSA to strengthen families through the earliest intervention services to enhance child well-being, prevent child abuse and neglect and ensure an equitable approach to reducing child maltreatment.
- **Homeless Solutions and Equitable Communities (HSEC)**—ensure that County services are best positioned to address equity and homelessness effectively, with particular attention paid to operational efficiency, data use, and collaboration with external partners.
- **Housing & Community Development Services (HCDS)**—provide housing assistance and community improvements that benefit low- and moderate-income persons.
- **Medical Care Services (MCS)**—improve the health and wellness of San Diego County residents by ensuring equitable access to a high-quality, sustainable medical care delivery system that is inclusive and addresses the needs of our most vulnerable citizens.
- **Public Health Services (PHS)**—promote health and wellness, healthy behaviors, and access to quality care; prevent injuries, disease, and disabilities; and protect against public

health threats, such as the ongoing COVID-19 virus circulation, foodborne outbreaks, environmental hazards, and disasters.

- **Self-Sufficiency Services (SSS)**—assist over one million children, adults, and seniors in connecting to federal and State services to meet basic needs, such as medical health insurance, supplementary food assistance and cash aid.

HHSA optimizes the use of resources and ensures compliance with federal, State, local, and County requirements through a robust centralized Administrative Support Division. HHSA also actively works with its 18 citizen advisory boards and commissions and participates in over 160 community advisory groups to provide the right services to the right people, at the right time, for the best possible outcome.

HHSA provides these services directly and indirectly with 8,233.50 HHSA employees (staff years) located across 54 facilities, over 350 contracted providers, and hundreds of volunteers committed to providing excellent customer service and a budget of $3.2 billion derived from federal, State, and local funding.

Strategic Framework and Alignment

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

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

Health and Human Services Agency Departments

- Administrative Support
- Aging & Independence Services
- Behavioral Health Services
- Child and Family Well-Being
- County Successor Agency
- Homeless Solutions and Equitable Communities
- Housing & Community Development Services
- Medical Care Services
- Public Health Services
- Self-Sufficiency Services

Health and Human Services Agency Priorities

The services described below are just a few examples of how HHSA prioritizes the health, safety, and quality of life for residents, particularly those experiencing some of the most significant difficulties.

Equity

HHSA continues to work with the hardest-to-reach and most vulnerable populations to ensure all residents have equitable access to opportunities to enhance wellbeing. Critical to this effort is aligning shared goals across departments, such as equitable access to services, which helped propel the County of San Diego to one of the top counties in COVID-19 vaccination rates, including success in communities where residents are more vulnerable to poor health outcomes. A focus on cultural responsiveness will continue to be foundational to HHSA programs. This includes efforts of the Office of Immigration and Refugee Affairs, which will be an essential partner in opening a Welcome Center as a service hub for refugees and asylum seekers. The Welcome Center incorporates lessons learned from community listening sessions and best practices in working with the refugee community.

Sustainability

HHSA is committed to promoting a resilient economy, environment, and region while protecting future generations' abilities to flourish and thrive. To this end, the Agency has developed an

HHSA Sustainability Plan with each department identifying specific efforts, such as converting our fleet to more electric vehicles and incorporating remote work into workplace policies. These efforts are being shared through regular communications that highlight sustainability-related program updates, successes, and opportunities for improvement and to reduce disparities for current and future generations. To ensure resilient and engaged employees, HHSA will tap into the learning culture and focus on knowledge-sharing efforts across the Agency, such as financial training, risk reviews, and quality improvement projects to support better-informed decisions.

Community

HHSA strives to strengthen and invigorate communities with opportunities for all to grow, connect, and thrive. The Agency strengthens collaborations with community stakeholders and local municipalities through inclusive efforts designed to ensure that everyone's voices are heard and our actions meet the community's needs in programs and resources. Moving forward, the Agency will continue increasing transparency of operational needs and financial status so the community can understand, and contribute to, the decisions being made. Additionally, HHSA will continue engaging the community and hiring and deploying Community Health Workers. This new class of workers will serve as trusted messengers for harder-to-reach communities, strengthening partnerships and community engagement to address community needs. These approaches will lead to tangible outcomes, such as shaping the new Child and Family Well-Being Department so it can best focus on upstream prevention efforts and holistic community engagement.

Empower

HHSA is committed to engaging employees so they feel valued, have a sense of belonging, and are motivated to work together toward one vision. The Agency achieves this by embedding learning into daily work and developing relevant information for informed decision-making, putting employees in a better position to understand and anticipate customer needs. HHSA has prioritized the importance of investing in and maintaining a competent, diverse, and high-performance work environment. In addition, HHSA is committed to boosting employee engagement and increasing their awareness of how their contributions lead to the success of our Agency priorities. A new Employee Communication and Engagement campaign will ensure all HHSA employees understand their critical role in achieving the Agency's strategic outcomes (Agency Promise).

Justice

HHSA will continue to work with the hardest-to-reach and most vulnerable populations to reduce disparities for all children and families, allowing all people to have access to fair and equitable services and inclusive opportunities to create healthy environments for everyone to live, learn and work. Central to this is addressing inequities with the Justice-Involved population by coordinating with partners and ensuring access to health-related services which will then improve the community's overall health and well-being.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

- www.SanDiegoCounty.gov/HHSA

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

- www.LiveWellSD.org

For additional information about COVID-19, go to:

- https://www.coronavirus-sd.com/

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

Overview

The Health and Human Services Agency's (HHSA) Fiscal Year 2023–24 recommended budget includes appropriations of $3.2 billion, a net increase $376.9 million or 13.4% from the Fiscal Year 2022–23 Adopted Budget. This budget reflects additional resources, including investments in workforce, to respond to continued growth in safety net programs and implement new State programs, and continues investments across departments to advance County priority areas.

Salaries & Benefits are up $77.8 million due to negotiated labor increases and the addition of 354.00 staff years across all departments in HHSA. A significant number of these positions are to address growth in safety net caseloads, with almost one third of the positions dedicated to direct services staff in Self-Sufficiency Services (SSS) to continue to deliver essential safety net services and address workload impact associated with expiration of COVID-19 federal and State flexibilities. Additionally, positions are added again this year to respond to continued growth in the In-Home Supportive Services (IHSS) and Adult Protective Services programs. There are also positions to implement new required programs and services, including the Community Assistance, Recovery and Empowerment (CARE) Act and the Opioid Settlement Framework, as well as positions to continue to move County priority areas forward including resources to support upstream prevention efforts in the Child And Family Well-Being department.

Services & Supplies are up by $183.0 million, driven by costs in BHS to increase treatment capacity and expand access to improve outcomes and costs to support the enactment of the

CARE Act and Opioid Settlement Framework. There are increases to reflect recent actions taken by the Board including wage increases as part of the negotiated Memorandum of Understanding for IHSS caregivers and Board action to approve another infusion of $25.0 million into the Innovative Housing Trust Fund (IHTF) to increase the region's inventory of affordable housing. Additionally, there are continued investments to build upon priority areas, including a sustained focus on homeless services and work to expand compassionate emergency solutions for housing. There is also an increase in employment support for CalWORKs and CalFresh recipients to provide additional services and to align with increased caseload.

Other Charges are up $103.5 million to align with the State mandated grant increases and support increased caseload trends in safety net programs. Increases in the remaining major object budgetary accounts are up by a net $12.6 million and primarily reflect adjustments for costs funded outside of the HHSA General Fund, one-time projects and costs, and to align the Operating Transfer Out account associated with IHSS Public Authority adjustments for increased health benefits to align with anticipated caseload growth and to align with the new MOU.

Staffing

Increase of 354.00 staff years

- Increase of 113.00 staff years to continue to deliver essential safety net services to residents timely, effectively and efficiently. Self-Sufficiency Services anticipates seeing a significant impact in workload on existing caseload associated with the COVID-19 federal and State waivers expiring.
- Increase of 58.00 staff years to support enactment of required behavioral health services associated with CARE Act implementation including direct client services and administrative support and oversight.
- Increase of 37.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads associated with the rapid growth of our older adult population in the region to continue to deliver essential services timely, effectively, and efficiently to support the provision of services to aged, blind, and disabled members of the community enabling them to maximize their independence in the home of their choice.
- Increase of 19.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals that allow for more intense, person-centered responses to investigations, with the goal of allowing vulnerable adults to live well and have increased overall safety for their future and meet the State enhancement requirement.
- Increase of 18.00 staff years to support the Board of Supervisors adopted Opioid Settlement Framework (October 25, 2022, Minute Order 20) and Overdose Data to Action (OD2A) grant efforts.
- Increase of 18.00 staff years for finance and operational support and oversight and enhanced direction to the growing mental health and substance use disorder services.
- Increase of 15.00 staff years to ensure the continued safety and supervision of youth entering Foster Care and those in placement transition residing at the Polinsky Children's Center (PCC).
- Increase of 14.00 staff years across various administrative support departments to support operational needs in compliance, human resources, facilities, and IT support.
- Increase of 12.00 staff years to support the last half of the phased transition of the Immunization Program from contractor to in-house.
- Increase of 10.00 staff years in Public Administrator/Public Guardian to address continued growth in caseloads and ensure the services continue to address the social detriments of health by being accessible, capable of meeting the needs of a diverse population and with the intent to equitably distribute services to those most in need.
- Increase of 6.00 staff years in Child & Family Well-Being to align the County's child abuse and neglect prevention efforts and support implementation of Family First Prevention Services Act (FFPSA).
- Increase of 6.00 staff years associated with the expansion of Family Finding, Engagement and Support to strengthen family connection and provide resource family approval options.
- Increase of 6.00 staff years to oversight and administrative support in Public Conservator.
- Increase of 6.00 staff years to address increased nursing staffing level needs, quality assurance, and in-service education requirements at the Edgemoor Distinct Part Skilled Nursing Facility.
- Increase of 5.00 staff years for increased direct client services to address increased service needs at County operated mental health clinics.
- Increase of 3.00 staff years to support CalFresh Healthy Living program in planning and conducting nutrition and physical activity, educational sessions in diverse settings, including organizing workshops, activities, and engagement with English language-learner participants in historically disadvantaged communities.
- Increase of 2.00 staff years to support Medical Care Services (MCS) clinical leadership that will provide clinical expertise and consultation across County programs.
- Increase of 2.00 staff years to support the program implementation and coordination of service provider contracts under the Proposition 47 Grant Program providing a comprehensive set of services for justice involved populations.
- Increase of 1.00 staff year supporting the Stability Voucher and Housing Choice Voucher (HCV) program to administer and issue additional vouchers awarded to Housing Authority.

- Increase of 1.00 staff year to the Office of Child and Family Strengthening to further commitment and implementation of multifaceted strategies that build on family strengths and connect families to evidenced-based services, support visitation, parent education and expands services which will ultimately improve outcomes for youth and families in San Diego county.
- Increase of 1.00 staff year to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
- Increase of 1.00 staff year at the San Diego County Psychiatric Hospital to provide additional support of nursing staff and operations.

Expenditures

Net increase of $376.9 million

- Salaries & Benefits—increase of $77.8 million primarily for negotiated labor agreements and staffing changes noted above partially offset by a one-time reduction in costs for existing vacancies tied to labor market conditions.
- Services & Supplies—net increase of $183.0 million.
  - Increase of $29.3 million for mental health treatment services for adults. Program being enhanced include assertive community treatment, outpatient services, case management, family support services, and others. Increases will provide additional services to meet growing needs for adults living with mental health conditions in our community.
  - Increase of $25.0 million for affordable housing projects supported by the Innovative Housing Trust Fund to increase the region’s inventory of affordable housing for low-income residents and provide options for persons experiencing homelessness.
  - Increase of $18.1 million for the County's IHSS Maintenance of Effort (MOE) as a result of the recently negotiated Memorandum of Understanding (MOU) increasing wages for IHSS caregivers and the annual statutory 4% increase in the County's share of program costs.
  - Increase of $16.9 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus group and includes a transfer of $6.9 million from Other Charges to reflect a technical State payment process change for benefits to foster youth.
  - Increase of $10.9 million for Crisis Diversion services including continued expansion of the Mobile Crisis Response Team (MCRT). MCRTs are deployed to support individuals experiencing a behavioral health crisis, as an alternative to law enforcement involvement.
  - Increase of $9.5 million for Substance Use Disorder (SUD) outpatient, withdrawal management, residential, and recovery services. The increases to SUD services will enhance capacity countywide.
  - Increase of $9.5 million primarily in employment and training program costs for California Work Opportunity and Responsibility to Kids (CalWORKs) and CalFresh Employment and Training (CFET) programs.
  - Increase of $8.8 million for 41 sub-acute (long-term care) beds, including 28 Skilled Nursing Facilities (SNF)/ Special Treatment Programs (STP) beds and 13 Institutions for Mental Disease (IMD) beds, in alignment with the behavioral health optimal care pathway (OCP) model. Increasing appropriations for subacute beds supports enhanced care pathways across the behavioral health continuum of care.
  - Increase of $8.0 million for the delivery of mental health treatment for clients referred through the CARE Act civil court process.
  - Increase of $6.9 million primarily to support efforts to promote food security and senior nutrition, increase senior nutrition infrastructure in San Diego, and support services and other aging programs associated with the efforts on Older Californians Act - Modernization (MOCA), Older Adults Recovery and Resilience, and Older American Act (OAA) allocation increase.
  - Increase of $6.6 million for the Public Liability Insurance Premium.
  - Increase of $5.3 million for prevention programs and community awareness efforts, including public messaging, suicide prevention, and family-based prevention services.
  - Net increase of $5.0 million for the annualization of prior year behavioral health contract increases that were operationalized during Fiscal Year 2022–23.
  - Increase of $4.7 million for various behavioral health operational costs, including facility improvement projects, and County Counsel costs for increased legal support and CARE Act implementation.
  - Increase of $4.6 million to support various housing activities including affordable housing development and first-time homebuyer program funded by Permanent Local Housing Allocation (PLHA) revenue.
  - Increase of $4.1 million for Opioid Settlement Framework efforts to include public health messaging, emergency department relay, and emergency room drug checking program.
  - Increase of $3.9 million to align with anticipated spending on the Info Line 211 Access Support contract primarily due to expansion of services to support the Access Call Center with additional call agents and associated technology.
  - Increase of $3.2 million primarily to support expansion of public health programs and activities including emergency preparedness, Immunization Coalition outreach, CDC

Health Disparities contract, California Home Visiting Program (CHVP), Healthcare Associate Infections Program and CDPH Childhood Lead Poisoning Prevention Program.
- Increase of $3.2 million for behavioral health support services for clubhouses, care coordination, supportive employment, and short-term bridge housing.
- Increase of $3.1 million for the implementation of the Proposition 47 Grant program which will support a comprehensive service design including substance use disorder treatment, case management, connections to housing and employment, and supportive services for persons convicted of misdemeanor offenses.
- Increase of $2.5 million for workforce enhancement to include workforce training and psychiatry residency programs.
- Increase of $2.4 million in CalWORKs programs related to family stabilization referral services, homeless prevention, and services providing housing stability for families experiencing homelessness.
- Increase of $2.3 million in HUD entitlement programs to align with the anticipated Fiscal Year 2023–24 funding plan.
- Increase of $2.3 million tied to the implementation of LGBTQ Homeless Services/Housing to provide resources and support for vulnerable populations identifying as LGBTQ and experiencing or at risk of homelessness.
- Increase of $2.3 million to expand access to digital connectivity and technology among older adults and adults with disabilities, funded with the Home and Community Based Services Access to Technology grant (ATT).
- Increase of $2.0 million for implementation of the Prevention Hub to help families navigate needed prevention support and services to address and decrease the number of families coming to the attention of the child welfare system and Juvenile Probation.
- Increase of $1.8 million for the Career Pathways for Foster Youth program to provide employment and career support services for current and former youth.
- Increase of $1.4 million for operating costs associated with two Safe Parking sites tied to Compassionate Emergency Housing Solutions efforts.
- Increase of $1.3 million for Afghan Refugee Support Services to align with new federal funding.
- Increase of $1.1 million for implementation of the Providing Access and Transforming Health Supports Justice-Involved (PATH JI) grant which will support the creation of an automated process to identify and enroll individuals in Medi-Cal while in custody.
- Increase of $1.1 million for Youth Services to include increased mental health services for transition age youth.
- Increase of $0.7 million for the No Cost Senior Transportation program which provides on-demand transportation for older adults aged 60 and over who were disproportionately impacted by COVID-19 pandemic.
- Increase of $0.5 million for Child Care Bridge to increase and strengthen childcare provider capacity.
- Increase of $0.4 million tied to a collaborative effort with the Department of General Services (DGS) to administer properties available for affordable housing development.
- Increase of $0.3 million to expand housing and service supports for people at risk of or experiencing homelessness funded by one-time Housing and Disability Advocacy Program (HDAP) Targeted Strategic Investment revenue.
- Increase of $0.3 million for the Flexible Housing Pool which provides flexible funding to support immediate lease-ups as well as dedicated trained staff to serve as the region's primary centralized landlord liaison providing a range of activities to recruit and retain landlords and to match participants to available rental units.
- Increase of $0.1 million for IT project to operate and maintain the Rental Assistance Case Management System.
- Increase of $0.1 million for an HHSA Outreach application software cost to improve ability to connect trained outreach workers with people experiencing homelessness.
- Increase of $0.1 million for Coordinated Eviction program contracts that will provide legal services, housing counseling, and outreach and prevention services to people experiencing or at risk of homelessness, funded through the County's ARPA Framework.
- Decrease of $11.9 million associated with prior year one-time HOME-ARP funding to address the needs of persons experiencing homelessness or are at risk of homelessness by providing much needed funding for the development of affordable housing.
- Decrease of $10.0 million tied to the completion of the one-time Emergency Housing City Partnership program to acquire shelters or locations to serve the homeless population.
- Decrease of $4.7 million primarily tied to the completion of prior year one-time homelessness investments.

♦ Other Charges—net increase of $103.5 million.
- Net increase of $90.1 million in various benefit payments administered by Self-Sufficiency Services including CalWORKs, Child Care Program Stage One, General Relief, Family Stabilization, and Cash Assistance Program from Immigrants (CAPI) to align with increased costs primarily tied to State mandated grant increases and caseload trends.
- Increase of $14.2 million tied to restoration of benefits primarily to CalFresh customers impacted by EBT skimming incidents fully funded by the State.
- Increase of $9.5 million in various benefit payments administered by Child & Family Well-Being including Adoptions and Approved Relative Caregiver (ARC) to primarily align with caseload trends and increased grant

amounts and for Complex Care Capacity Building services to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
- Increase of $0.2 million for costs to provide essential resources for APS clients.
- Net decrease of $9.9 million in Foster Care to reflect a transfer to Services & Supplies due to a technical budget adjustment to align with a payment process change for benefits to foster youth in San Pasqual Academy and aligning with caseload trends.
- Decrease of $0.6 million in HUD entitlement programs to align with the anticipated Fiscal Year 2023–24 funding plan. HUD entitlement funds provide for a variety of services and projects throughout the County, including community improvement projects, affordable housing, services for persons experiencing homelessness, and housing and related services for persons with HIV/AIDS.

- Capital Assets Software—net increase of $1.2 million.
  - Increase of $1.0 million for the Electronic Health Record system implementation which will allow for California Children Services to provide higher quality and safer care for clients.
  - Increase of $0.2 million to develop an expandable data management system to track tobacco retailer, fee payments, and compliance with the County's Tobacco Retail Licensing Ordinance.
- Expenditure Transfer & Reimbursements—net decrease of $5.8 million. Since this is a transfer of expenditures, it has a net effect of a $5.8 million increase in appropriations.
  - Net decrease of $8.4 million associated with centralized General Fund support for the following:
    - Decrease of $10.0 million primarily associated with a shift in funding source for the expanded County's Hotel/Motel voucher program to centralize efforts for homelessness programs in the unincorporated area.
    - Decrease of $10.0 million tied to the completion of the one-time Emergency Housing City Partnership program to acquire shelters or locations to serve the homeless population.
    - Increase of $6.0 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus group.
    - Increase of $3.7 million to fund Major Maintenance Capital Outlay Fund (MMCOF) and fund MMIP previously funded with use of fund balance.
    - Increase of $1.9 million associated with centralized General Fund support for one-time costs for negotiated labor agreement.
  - Increase of $2.6 million associated with increased Justice related costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group.
- Operating Transfers Out—net increase $5.7 million.
  - Increase of $6.6 million to align costs associated with IHSS Public Authority to continue support of IHSS priorities and increased health benefits to align with anticipated caseload growth & to align with the new MOU.
  - Increase of $0.1 million increase to align Gillespie Field Bond Principal and Interest payments to Fiscal Year 2023–24 Recognized Obligation Payment Schedule and projected Debt Service Reserve transfers.
  - Decrease of $1.0 million tied to MMCOF for various facility projects.

Revenues

Net increase of $376.9 million

- Taxes Other than Current Secured—increase of $0.1 million tied to State Prop 10 tobacco tax in support of First 5 Refugee Family Support Services.
- Fines, Forfeitures & Penalties—decrease of $0.8 million to align to anticipated revenue for Physician Provider Payment Expenditures.
- Intergovernmental Revenues—net increase of $331.7 million.
  - Increase of $94.3 million in State and federal revenue funding in safety net programs to align with estimated benefit payments and caseload for CalWORKs.
  - Net increase of $67.5 million in federal and State mental health services funding driven by increased mental health services.
  - Increase of $74.5 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services. This includes $51.8 million in one-time realignment funding, composed of $39.8 million in ongoing operations and $12.0 million in one-time projects.
  - Increase of $29.2 million primarily in social services State and federal revenue associated with increased staffing, operating costs, and allocation increases.
  - Increase of $15.1 million primarily in IHSS federal and State revenue tied to the increases in health benefit contributions due to caseload growth and to support the increase in staff years and Services & Supplies.
  - Increase of $16.1 million to reflect State, Mental Health Services Act, and federal Short Doyle funding to support CARE Act program expenditures.
  - Net increase $15.6 million to reflect funding under the County's ARPA Framework to support the RHAP, LGBTQ Homeless Services/Housing, Compassionate Emergency Housing Solutions Safe Parking operations to address homelessness, the Career Pathways for Foster Youth and

Child Care Bridge programs, No Cost Senior Transportation program and for collaborative effort with the DGS to pursue properties available for affordable housing development.

- Increase of $8.7 million in federal and State aging program revenues to continue to promote food security and senior nutrition, expand access to digital connectivity and technology among older adults, and increase senior nutrition infrastructure in San Diego.
- Increase of $7.7 million in federal and State SUD services funding driven by increased reimbursable units of services projections.
- Increase of $4.6 million in State Permanent Local Housing Allocation (PLHA) revenue to align with anticipated allocation.
- Net increase of $4.2 million primarily in various public health federal and State funding to support increases in staff years, Salaries & Benefits and Services & Supplies.
- Increase of $3.5 million in Proposition 47 grant revenue to fund estimated Salaries & Benefits and Services & Supplies referenced above.
- Increase of $2.0 million in State Block Grant funding to support the Prevention Hub as noted above.
- Increase of $1.7 million in HUD entitlement programs to align with the anticipated Fiscal Year 2023–24 funding plan.
- Increase of $1.1 million in State grant funding for the PATH Justice-Involved initiatives.
- Increase of $0.9 million in federal Overdose Data to Action (OD2A) grant to help support the staff years noted above.
- Increase of $0.5 million in State Veteran's Subvention revenue tied to an allocation increase to support Office of Military & Veterans Affairs operations.
- Increase of $0.4 million in funding from the City of San Diego for the Recovery Bridge Center.
- Increase of $0.3 million of HDAP Targeted Strategic Investment State revenue to fund estimated expenditures referenced above.
- Increase of $0.3 million in California Emergency Solutions and Housing Program (CESH) State grant to fund the Flexible Housing Pool.
- Increase of $0.2 million in APS expansion allocation tried to caseload growth.
- Increase of $0.1 million in Housing Authority administrative revenue to support Stability and HCV program administration increases in Salaries & Benefits and Services & Supplies.
- Decrease of $11.9 million tied to the completion of one-time federal funding of HOME-ARP revenue.
- Decrease of $4.9 million primarily tied to the completion of one-time State funding for homelessness investments.

- Charges For Current Services—net decrease of $0.7 million.
  - Net decrease of $0.5 million in Institutional Care Hospital Charges.
  - Decrease of $0.2 million due to completion of prior year one-time Perinatal Equity Initiative Medical Campaign.
  - Decrease of $0.1 million tied to a decline in recovered Low Income Health Program reimbursement payments.
  - Increase of $0.1 million due to Pharmacy medication dispensing fee revenue previously with Behavioral Health Services .
- Miscellaneous Revenue—net increase of $30.9 million.
  - Increase of $25.0 million from the Innovative Housing Trust Fund established by the Board of Supervisors to fund affordable housing projects to increase the region's inventory of affordable housing.
  - Increase of $5.9 million in Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse.
- Other Financing Sources—net increase of $0.1 million in Operating Transfers In to fund increase in Gillespie Field Bond payments and projected Debt Service Reserve transfers as noted above.
- Use of Fund Balance—net decrease of $5.6 million. A total of $13.4 million is budgeted to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- General Purpose Revenue Allocation—Increase of $21.2 million for negotiated labor agreements.

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

Net decrease of $12.2 million primarily due to increases in salaries and benefit costs for retirement contributions and negotiated labor agreements and health benefit contributions for IHSS eligible home care workers tied to growth in IHSS paid service hours offset by completion of one-time projects.

Group Staffing by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Self–Sufficiency Services	2,613.00	2,732.00	2,845.00	4.1	2,845.00
Aging & Independence Services	492.00	613.00	651.00	6.2	651.00
Behavioral Health Services	1,113.50	1,207.50	1,332.50	10.4	1,332.50
Child and Family Well–Being	1,531.00	1,630.00	1,670.00	2.5	1,670.00
Public Health Services	837.00	730.00	764.00	4.7	764.00
Medical Care Services Department	—	222.00	215.00	(3.2)	215.00
Administrative Support	383.00	433.00	438.00	1.2	438.00
Housing & Community Development Services	130.00	156.00	156.00	—	156.00
Homeless Solutions and Equitable Communities	185.00	156.00	162.00	3.8	162.00
Total	**7,284.50**	**7,879.50**	**8,233.50**	**4.5**	**8,233.50**

Group Expenditures by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Self–Sufficiency Services	$ 611,506,801	$ 647,198,095	$ 786,018,439	21.4	$ 800,699,748
Aging & Independence Services	248,178,272	238,543,105	282,656,156	18.5	297,491,412
Behavioral Health Services	817,606,006	899,482,616	1,021,045,711	13.5	993,011,813
Child and Family Well–Being	415,958,698	442,378,091	456,858,494	3.3	472,506,585
Public Health Services	377,769,263	221,548,394	228,243,782	3.0	232,815,404
Medical Care Services Department	—	44,008,645	48,025,797	9.1	48,845,836
Administrative Support	201,826,965	176,017,955	184,384,893	4.8	194,845,768
Housing & Community Development Services	113,762,906	84,339,184	99,461,517	17.9	70,721,706
Homeless Solutions and Equitable Communities	47,996,243	53,901,692	77,560,043	43.9	61,112,608
County Successor Agency	7,752,948	7,700,172	7,765,176	0.8	7,765,176
Total	**$ 2,842,358,102**	**$ 2,815,117,949**	**$ 3,192,020,008**	**13.4**	**$ 3,179,816,056**

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Administrative Support

Mission Statement

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

Department Description

Administrative Support contains multiple divisions that work together to ensure HHSA services are delivered in a professional, cost-effective, efficient, and cohesive manner while focusing on exceptional customer service. These divisions also liaison with their respective County departments to enhance communication, leverage best practices and ensure compliance and ethical standards are met. The primary services provided by each division include:

- **Agency Executive Office**—guide the HHSA enterprise to meet the needs of individuals, families, and communities by setting vision, aligning HHSA goals and initiatives with County priorities, facilitating collaboration with internal and external partners, and continually upholding excellence in all business operations.
- **Agency Compliance Office**—ensure policies, procedures, and program delivery comply with State, federal and local requirements, as well as identify and facilitate operational opportunities for improved efficiencies, system integrity, and service delivery.
- **Agency Contract Support**—perform financial and contract administration reviews for compliance with federal, State, and local funding requirements; and identify best practices to promote continuous improvement in procurement and contract administration to support fiscal stability, solvency, and organizational excellence.
- **Financial & Support Services Division**—provide efficient use of resources, financial planning, forecasting, and claiming for fiscal stability and facility management.
- **Human Resources**— Recruit and retain a skilled, adaptable, and diverse HHSA workforce that delivers superior services.
- **Management Information Support**—support programs with information management and technology.
- **Office of Strategy and Innovation**—advance the Live Well San Diego vision and Agency operations through strategic planning, communication support, legislative and policy analysis, process evaluation, and innovation management.

- **Tobacco Settlement Funds**—support Board Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, a comprehensive tobacco control strategy to build better health through prevention and health promotion activities that encourage a tobacco-free lifestyle.

Effective July 1, 2023, First 5 San Diego was transferred to Child and Family Well-Being to enhance the alignment of the integrated functions within the Agency.

To ensure HHSA service regions and departments can provide critical and essential services, Administrative Support has 438.00 staff years and a budget of $184.4 million.

2022–23 Anticipated 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.
  - Provided 82% (14,000 of 17,000) of First 5 children in Home Visiting and Quality Early Learning Education programs comprehensive developmental screenings before they enter school to help detect concerns at an early age when interventions are most effective and less expensive.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-term: Communicated with employees about sustainability program updates, successes, and opportunities for improvement at a minimum of once a quarter through HHSA Sustainability Task Force, staff meetings, and emails. HHSA Sustainability Task Force includes represen-

tatives from all HHSA departments and meets monthly to discuss activities and share updates from the County Sustainability
  - Began to look into feasibility of measurement of objectives at the group level to inform next steps.
  - Mid-term: Hired a departmental sustainability program manager to coordinate activities across HHSA to ensure alignment with priorities and maximize effective and efficient use of time and resources.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Collaborated with the Department of General Services to develop a plan to convert shared HHSA vehicles to hybrid/electric vehicles with the goal of maximizing their usage and reducing the County's carbon footprint.
  - Long-term: Continued implementing remote and hybrid work environments to reduce emissions and office footprints through desk sharing and creating work hub space. Initiated efforts to reduce the existing HHSA facility carbon footprint in partnership with the Department of General Services to optimize the usage of existing County-owned occupied, and leased facilities.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provided 92% (6,000 of 6,500) of First 5 parents' or caregivers' educational services to increase their knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Home Visiting and Quality Early Learning Education programs.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Achieved an average rating of three or higher (one to four scale) as part of the annual Contractor Satisfaction Survey for overall Contractor satisfaction with the HHSA contracting experience.
  - Coordinated and attended eight financial trainings on budgetary topics affecting program operations, such as funding streams and fiscal impacts on service delivery. Improved financial competency of staff and management by conducting these presentations on funding and financial issues that affect operations and service delivery. These trainings provided staff with the knowledge to make better-informed decisions.
  - Ensure 100% of HHSA service departments issue the Customer Experience survey to all Agency customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.
  - Continued supporting HHSA departments and divisions in recruiting and retaining a skilled, adaptable, diverse, and supported workforce by focusing on creative solutions to attract talent, such as implementing NeoGov Onboard to bring on new employees and same-day hiring for a variety of classifications to streamline the hiring process.
  - The Live Well Employee Survey was paused due to the COVID-19 pandemic. Employee engagement efforts are continued through an HHSA Employee Communication campaign and Agency Promise of HHSA employees that are engaged, feel valued, have a sense of belonging, and are motivated to work.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Conducted a minimum of 40 comprehensive financial reviews of HHSA contractors to ensure they complied with standards and financial controls. Each review tested financial material and contractor financial systems, activities, and processes to help ensure contractors comply with contractual obligations and that the County maintains fiscal integrity.
  - Conducted 15 Quality Assurance (QA) reviews of HHSA contract administration and fiscal records to ensure adherence to contracting policies and procedures per funding source requirements. These reviews identify best practices and areas of improvement to maintain program and fiscal integrity.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Trained a minimum of 300 HHSA contract administration and fiscal staff based on contracting policies and procedures under funding source requirements. The training fosters new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Completed an Agencywide programmatic compliance risk review to inform the HHSA Risk Footprint, which provides advisory guidance on aligning resources through identified best practices and opportunities for alignment and contributing to a highly productive workforce environment.
  - Provided 155,000 Live Well San Diego unique visitors (LiveWellSD.org) access to timely and relevant information to expand the reach of Live Well San Diego. Efforts included promoting access to the Live Well San Diego Open Performance portal and other community-level data to engage partners and stakeholders in identifying and

addressing community needs proactively through available demographic, economic, behavioral, and health information.

2023–25 Objectives

Equity

- Cultural Responsiveness: Cultivate inclusion, diversity, equity, and anti-racism through culturally responsive efforts that address inequities in the workforce and community.
  - Ensure 100% of HHSA procurements reflect principles of cultural responsiveness to evaluate offerors' ability to provide culturally responsive services to the targeted population(s), as appropriate, via review of Procurement Planning Forms. ACS will help to make sure that an equity lens is applied when procurements for HHSA services are developed and procured by working with HHSA Procurement teams to ensure criteria to evaluate offerors' ability to provide culturally responsive services to the targeted population(s) is included in Request for Proposals (RFPs).

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Long-term: Continue implementing remote and hybrid work environments to reduce emissions and office footprints through desk sharing and creating work hub space. Assess HHSA office space to identify opportunities to maximize and/or reduce the existing facility footprint.
  - Ensure staff in charge of purchasing receive training on Environmentally Preferable Purchasing.

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.
  - As part of the annual Contractor Satisfaction Survey, achieve an average rating of three or higher (scale is one to four) for overall Contractor satisfaction with the HHSA contracting experience by strengthening customer partnerships and engagement.
  - Coordinate and attend eight trainings on financial and budgetary topics affecting program operations, such as funding streams and fiscal impacts on service delivery. These trainings help to improve the financial competency of staff and management and provide staff with the knowledge to make better-informed decisions.
  - 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.
  - Conduct a minimum of 40 comprehensive financial reviews of HHSA contractors to ensure they comply with standards and financial controls. Each review tests financial material and contractor financial systems, activities, and processes to help ensure contractors comply with contractual obligations and that the County maintains fiscal integrity.
  - Conduct 15 Quality Assurance (QA) reviews of HHSA contract administration and fiscal records to ensure adherence to contracting policies and procedures per funding source requirements. These reviews identify best practices and areas of improvement to maintain program and fiscal integrity.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Train a minimum of 300 HHSA contract administration and fiscal staff based on contracting policies and procedures under funding source requirements. The training fosters new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Provide 155,000 Live Well San Diego unique visitors (LiveWellSD.org) access to timely and relevant information to expand the reach of Live Well San Diego. Efforts include promoting access to the Live Well San Diego Open Performance portal and other community-level data to engage partners and stakeholders in identifying and addressing community proactively needs through available demographic, economic, behavioral, and health information.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

For additional information about COVID-19, go to:

- https://www.sandiegocounty.gov/coronavirus.html

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

- www.LiveWellSD.org

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
First 5 children receiving a comprehensive developmental screening [1]	70% of 20,053	82% of 17,000	82% of 17,000	N/A	N/A
First 5 parents with the knowledge and capacity to help their children enter school as active learners [1]	100% of 6,277	92% of 6,500	92% of 6,500	N/A	N/A
Average rating for contractors' satisfaction with contracting experience	3.6	3	3	3	3
HHSA financial literacy events	8	8	8	8	8
County staff understanding of how their work contributes to Live Well San Diego [2]	N/A	70%	N/A	N/A	N/A
Comprehensive financially focused review for HHSA contractors	48	48	40	40	40
Quality Assurance reviews of contracting policies and procedures completed for HHSA departments	15	15	15	15	15
Staff Trained on Contract Administration	489	300	300	300	30
Unique visitors to the Live Well San Diego website	147,490	155,000	155,000	155,000	155,000

Table Notes

[1] These performance measures have been moved to the Child and Family Well-Being section.

[2] The Live Well Employee Survey was paused due to the COVID-19 pandemic. Employee engagement efforts are continued through an HHSA Employee Communication campaign and Agency Promise of HHSA employees that are engaged, feel valued, have a sense of belonging, and are motivated to work. As a result this performance measure is being retired.

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

Staffing

Net increase of 5.00 staff years

- Increase of 14.00 staff years across various administrative support departments to support operational needs in compliance, human resources, facilities, and IT support.
- Increase of 3.00 staff years to support the implementation of *Community Assistance, Recovery, and Empowerment (CARE) Act*.
- Increase of 1.00 staff years due to a transfer from Behavioral Health Services for operational needs.
- Increase of 1.00 staff years due to a transfer from Aging & Independence Services for operational needs.
- Decrease of 14.00 staff years due to a transfer of First 5 to Child and Family Well-Being (CFWB) to establish the Child and Family Strengthening program that will provide the opportunity to integrate resources, programs, and services to support families and increase protective factors.
- Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

Expenditures

Net increase of $8.4 million

- Salaries & Benefits—net increase of $4.2 million primarily due to required retirement contributions, negotiated labor agreements and increase of 5.00 staff years noted above.
- Services & Supplies—net increase of $8.9 million.
  - Increase of $6.4 million for the Public Liability Insurance Premium.
  - Net increase of $1.7 million in operating costs associated with increased staffing, security guard services, and facilities costs.
  - Increase of $0.6 million for Major Maintenance Improvement Projects (MMIP) across facilities.
  - Increase of $0.3 million for one-time CDC Health Disparities funding which will primarily support the *Live Well San Diego* Youth Sector, community engagement to reduce heart disease, and promote menstrual equity.
  - Increase of $0.1 million for the Live Well Center for Innovation and Leadership (LWCIL) initiative.

- Decrease of $0.2 million due to a transfer of the Gang Prevention program from the Agency Executive Office (AEO) to Homeless Solutions and Equitable Communities (HSEC).

- Expenditure Transfer & Reimbursement – net increase of $3.8 million in centralized General Fund support. Since this is a transfer of expenditures, it has a net effect of $3.8 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
  - Increase of $3.7 million to fund Major Maintenance Capital Outlay Fund (MMCOF) and Major Maintenance Improvement Projects (MMIP) previously funded with use of fund balance.
  - Increase of $0.1 million associated with one- time costs for negotiated labor agreement.
- Operating Transfers Out—net decrease of $0.9 million to MMCOF for various facility projects.

Revenues

Net increase of $8.4 million

- Intergovernmental Revenues—net increase of $8.5 million.
  - Increase of $4.3 million in realignment revenues, including available funding based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs. These funds will support increases in Salaries & Benefits and Services & Supplies.
  - Increase of $3.3 million in social services administrative revenue to align with Salaries & Benefits and Services & Supplies as noted above.
  - Increase of $0.3 million in one-time CDC Health Disparities grant as noted above.
  - Net increase of $0.3 million in California Department of Public Health (CDPH) Future of Public Health funding to support increases in Salaries & Benefits as noted above.
  - Increase of $0.3 million to reflect State, Mental Health Services Act, and federal Short Doyle funding to support CARE Act program expenditures.
- Charges for Current Services—net decrease of $2.5 million due to the transfer of First 5 to Child and Family Well-Being.
- Other Financing Sources—net decrease of $0.2 million in Securitized Tobacco Settlement funds due to a transfer of the Gang Prevention to Homeless Solutions and Equitable Communities.
- Use of Fund Balance—decrease of $0.4 million. A total of $13.4 million is budgeted to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- General Purpose Revenue Allocation—net increase of $3.0 million primarily for increases in Public Liability Insurance Premium, Salaries & Benefits and operating costs noted above.

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

Net increase of $10.5 million is the result of an increase in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements and an increase in Expenditures Transfer & Reimbursements associated with prior year one-time funds offset by completion of one-time facility projects.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Agency Executive Office	21.00	26.00	31.00	19.2	31.00
Agency Contract Support	25.00	26.00	26.00	—	26.00
Financial Services Division	191.00	196.00	201.00	2.6	201.00
Human Resources	86.00	91.00	94.00	3.3	94.00
Management Support	26.00	34.00	40.00	17.6	40.00
Proposition 10	14.00	14.00	—	(100.0)	—
Office of Military & Veterans Affairs	20.00	—	—	—	—
Office of Strategy and Innovation	—	46.00	46.00	—	46.00
Total	**383.00**	**433.00**	**438.00**	**1.2**	**438.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Agency Executive Office	$ 66,622,494	$ 28,631,810	$ 30,035,816	4.9	$ 30,392,614
Agency Contract Support	4,417,238	4,801,813	5,057,776	5.3	5,327,029
Financial Services Division	47,919,769	46,821,254	53,397,354	14.0	62,833,961
Human Resources	14,287,096	15,701,964	16,625,715	5.9	17,363,394
Management Support	46,842,040	51,388,609	52,372,633	1.9	51,713,093
Proposition 10	2,211,308	2,407,609	—	(100.0)	—
Office of Military & Veterans Affairs	4,214,382	—	—	—	—
Office of Strategy and Innovation	—	10,952,258	11,582,961	5.8	11,903,039
Tobacco Settlement Fund	15,312,638	15,312,638	15,312,638	—	15,312,638
Total	**$ 201,826,965**	**$ 176,017,955**	**$ 184,384,893**	**4.8**	**$ 194,845,768**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 49,085,717	$ 61,719,740	$ 65,937,000	6.8	$ 70,108,779
Services & Supplies	134,601,337	100,680,577	109,621,351	8.9	109,624,351
Expenditure Transfer & Reimbursements	(841,727)	(6,200,000)	(10,036,096)	61.9	—
Operating Transfers Out	18,981,638	19,817,638	18,862,638	(4.8)	15,112,638
Total	**$ 201,826,965**	**$ 176,017,955**	**$ 184,384,893**	**4.8**	**$ 194,845,768**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 1,900,000	$ 1,900,000	$ 1,900,000	—	$ 1,900,000
Intergovernmental Revenues	151,667,770	117,293,785	125,808,438	7.3	147,401,783
Charges For Current Services	22,019,552	22,617,954	20,121,000	(11.0)	20,121,000
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	—	250,000	—	(100.0)	—
Fund Balance Component Decreases	2,370,714	2,370,714	2,370,714	—	2,370,714
Use of Fund Balance	19,912,638	13,860,275	13,412,638	(3.2)	13,412,638
General Purpose Revenue Allocation	3,856,291	17,625,227	20,672,103	17.3	9,539,633
Total	**$ 201,826,965**	**$ 176,017,955**	**$ 184,384,893**	**4.8**	**$ 194,845,768**

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Aging & Independence Services

Mission Statement

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

Department Description

Aging & Independence Services (AIS) is the federally-designated regional Area Agency on Aging (AAA) and the focal point on matters concerning older persons and persons with disabilities, which is an essential resource for over 780,000 County residents aged 60 and older, a population that is expected to reach an estimated 910,000 by 2030. As such, AIS provides assistance, information, referral, and support to nearly 69,000 older adults, persons with disabilities, and their family members to help keep them safe in their homes through the following services. AIS services include, but are not limited to:

- **In-Home Supportive Services (IHSS)**—provide access to home-based and caregiver services.
- **Adult Protective Services (APS)**—investigate allegations of abuse and neglect of older and dependent adults and provide connections to resources that may assist them.
- **Senior Health and Social Services**—improve the nutritional and social health of older adults in need through approximately 1.5 million meals and health promotion and prevention programs such as assisted transportation, multi-purpose senior centers, and caregiver support.
- **Community Engagement**—collaborate with the community and a network of more than 7,000 stakeholders to increase engagement opportunities and connections to the community for older adults through home visits, educational events – both virtual and in-person and 11 community committees that work on goals focused on health, fall prevention, caregiver support, housing, transportation, social participation, and dementia.
- **Public Administrator (PA), Public Guardian (PG), and Public Conservator (PC)**—receive over 1,900 referrals to serve the most vulnerable older and dependent adults.
  - The Public Administrator is appointed by San Diego Probate Court as a personal representative to protect the estates of individuals who die without a will or an appropriate person to function as an administrator.
  - The Public Guardian acts as the appointed legal guardian of older and dependent adults whom the San Diego Superior Court has determined lack the capacity to care for themselves and/or manage their finances due to a major neurocognitive disorder.

  - On October 11, 2022 (3), the Board of Supervisors shifted the oversight of the Public Conservator to Behavioral Health Services.

The Aging Roadmap is the Regional Plan that actively engages residents to guide County service delivery efforts and ensure services meet the community's needs. The Aging Roadmap was developed with extensive input from hundreds of older adults and their advocates through community feedback sessions and stakeholder interviews. It was launched on September 24, 2019, when the San Diego County Board of Supervisors (Board) directed County staff to implement the Aging Roadmap in partnership with community-based organizations, hospital partners, and County departments. The Aging Roadmap includes community teams composed of residents, community-based organizations, businesses, and county staff working toward an age-friendly region. The Roadmap's priority areas include health and community support, housing, social participation, transportation, dementia, caregiver support, safety, preparedness and response, the silver economy, and the medical and social services system. These priority areas align and advance the HHSA strategic plan, also known as the Agency's Promise, and the County's Strategic Plan.

To deliver these critical and essential services, AIS has 651.00 staff years, numerous volunteers, and a budget of $282.7 million.

2022–23 Anticipated 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.

- Completed 90% (14,904 of 16,560) of IHSS initial eligibility determinations for home-based caregiver services within 45 days, so individuals remain safely in their own homes, exceeding the State performance expectation of 80% completion in 90 days.
- Completed 99% (34,630 of 34,980) of IHSS reassessments for home-based caregiver services timely (every 12 months) so older adults and persons with disabilities received the appropriate level of care to remain safely in their own homes, exceeding the State performance expectation of 80% completion every 12 months.
- Provided 1,500,000 meals to older adults to help address food insecurity and social isolation.

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Ensured 98% (98 of 100) of Feeling Fit Club participants surveyed reported that they had increased energy, felt better overall, or were more able to conduct activities of daily living. A survey was given to at least 100 Feeling Fit Club participants.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-term: Replaced ten identified computer towers at AIS with more energy-efficient desktop computers and promoted additional opportunities to save electricity and be more energy efficient within AIS facilities. Efforts included reviewing office equipment to reduce underutilized printers and computers, focusing on ordering eco-conscious office supplies, and increasing energy-efficient options as opportunities for updates occur.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Mid-term: Continued to support remote and hybrid work environments to reduce vehicle emissions and department footprint. Department efforts included condensing AIS operations to 5560 Overland Ave, 3rd floor, using smart conference rooms and laptops with remote connectivity, and increasing drop-in workstations and desk and office sharing. Reduced vehicle miles traveled by approximately 20% by transitioning to telework/hybrid schedules with AIS staff telecommuting 2–3 times per week.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - Short-term: Continued efforts to provide a sustainable opportunity for families to enjoy and interact with their natural environment and access fresh fruits and vegetables through a community garden for kinship families. On November 12, 2022, the County of San Diego and YMCA staff, in addition to kinship families, installed the Kinship Family Garden at the Copley-Price YMCA. On December 10, 2022, the first cycle of vegetable planting began.
  - Long-term: Supported the development of five new community change projects such as walking groups, active transportation initiatives, safer intersections, and sidewalks conducive to wheelchairs and walkers to reduce vehicle miles traveled and enhance healthy living for older adults and persons with disabilities.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Short-term: Distributed 1,000 online Disaster Preparation Guides, an easy-to-use resource guide to help the community, including older adults, people with disabilities, and anyone with access or functional needs, better prepare for emergencies or disasters.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Provided 77% (6,545 of 8,500) of older adult abuse and dependent adult abuse victims with supportive services such as housing and relocation services, referrals to in-home assistance, legal services, or ongoing case management.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Visited 100% (84 of 84) of skilled nursing facilities (SNFs) quarterly, which provides medical care by the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.
  - Visited 75% (433 of 577) of Residential Care Facilities for the Elderly (RCFE), which do not provide medical care, quarterly by the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Answered 80% (56,000 of 70,000) of calls to the AIS Call Center, which performs centralized intake for various programs in under five minutes.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Conducted 99% (8,667 of 8,755) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.
  - Completed 92% (414 of 450) of initial assessments for grave disability within ten days by the Public Conservators Office.
  - Filed 100% (50 of 50) of PA/PG accountings concerning all estate assets and liabilities with the Probate Court within 90 days of established guidelines and provided information necessary for proper oversight of conservatorship and decedent affairs.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Complete 90% (14,220 of 15,800) of initial eligibility determinations for home-based caregiver services through IHSS within 45 days so individuals can remain safely in their homes, exceeding the State performance expectation of 80% completion in 90 days.
  - Ensure 97% (34,532 of 35,600) of IHSS reassessments for home-based caregiver services are completed every 12 months, so older adults and persons with disabilities continue to receive the appropriate level of care to remain safely in their own homes. This exceeds the State performance expectation of 80% completion every 12 months.
  - Provide 1,200,000 meals to older adults to help address food insecurity and social isolation.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Ensure 75% (75 of 100) of Feeling Fit Club participants surveyed report that they have increased energy, feel better overall, or are more able to conduct activities of daily living. A survey will be given to at least 100 Feeling Fit Club participants.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Promote opportunities to save electricity and be more energy efficient within Aging & Independence Services facilities. This includes reviewing office equipment to reduce underutilized printers and computers, focusing on ordering eco-conscious office supplies, and increasing energy-efficient options as opportunities for updates occur (i.e., laptops vs. computer towers).
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Mid-term: Continue to support remote and hybrid work environments to reduce vehicle emissions and department footprint. Department efforts will include using smart conference rooms and laptops with remote connectivity and increasing the use of drop-in workstations and desk and office sharing.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - Continue expanding the garden for kinship families to provide a sustainable opportunity for families to enjoy and interact with their natural environment and access fresh fruits and vegetables.
  - Long-term: Support environmental community change to enhance healthy living for older adults and reduce vehicle miles traveled by supporting walking groups, active transportation initiatives, safer intersections, and sidewalks conducive to wheelchairs and walkers.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Provide 64% (5,440 of 8,500) of older adult abuse and dependent adult abuse victims with supportive services such as housing and relocation services, referrals to in-home assistance, legal services, or ongoing case management.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Visit 100% (84 of 84) of skilled nursing facilities (SNFs), which provide medical care, quarterly by the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.
  - Visit 90% (519 of 577) of Residential Care Facilities for the Elderly (RCFE), which do not provide medical care, quarterly by the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Answer 80% (48,000 of 60,000) of calls to the AIS Call Center, which performs centralized intake for various programs in under five minutes.
  - 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.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Conduct 97% (8,492 of 8,755) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.
  - File 100% (50 of 50) of PA/PG accountings concerning all estate assets and liabilities with the Probate Court within 90 days of established guidelines and provide information necessary for proper oversight of conservatorship and decedent affairs.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For additional information on the programs offered by Aging & Independence Services:

- https://www.sandiegocounty.gov/content/sdc/hhsa/programs/ais.html

For additional information on Residential Care Facilities for the Elderly (RCFEs) and facility scores:

- https://choosewellsandiego.org/

For additional information on the Alzheimer's Project:

- http://www.sdalzheimersproject.org

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2022–23 Recommended	2023–24 Recommended
Initial IHSS assessments certified timely (Within 45 Days)	83% of 15,789	90% of 15,400	90% of 16,560	90% of 15,800	90% of 15,800
Annual IHSS assessments recertified timely (within 45 days)	99% of 31,997	97% of 34,100	99% of 34,980	97% of 35,600	97% of 35,600
Meals to older adults who are home-bound or in congregate care[1]	2,132,235	1,000,000	1,500,000	1,200,000	1,200,000
Feeling Fit participants reporting better overall health[2]	96% of 100	75% of 100	98% of 100	75% of 100	75% of 100
Vulnerable Adults with Supportive Services[3]	74% of 7,059	64% of 5,700	77% of 5,700	64% of 5,700	64% of 5,700
Skilled Nursing Facilities visited quarterly	100% of 85	100% of 86	100% of 84	100% of 84	100% of 84
Residential Care Facilities visited quarterly[4]	75% of 577	90% of 591	75% of 577	90% of 577	90% of 577
AIS Call Center calls answered under 5 minutes[5]	78% of 78,103	80% of 55,000	80% of 70,000	80% of 60,000	80% of 60,000
Face-to-face APS investigations conducted within 10 days of referral[6]	99% of 7,443	97% of 5,800	99% of 8,755	97% of 8,755	97% of 8,755
Timely PA/PG Accountings Filed with Probate Court within 90 days	100% of 42	100% of 50	100% of 50	100% of 50	100% of 50
PC initial assessments completed within 10 days[7]	97% of 450	N/A	N/A	95% of 450	95% of 450

Table Notes

[1] In Fiscal Year 2022–23, the number of meals served exceeded the anticipated measure due to an influx of one-time-only funding.

[2] In Fiscal Year 2022–23, this performance measure was exceeded due to increased satisfaction with the variety of program offerings (hybrid, virtual, and in-person), making it easier for participants to attend. However, a minimum performance level of 75% follows standardized threshold levels.

[3] On 1/1/22, the age requirement for APS was lowered to 60, providing longer-term case management and resulting in a 25% increase in APS caseloads.

[4] In Fiscal Year 2022–23, the reduced number of Ombudsman volunteers resulted in fewer facilities visited than anticipated.

[5] In Fiscal Year 2022–23, there was a lower AIS call center volume compared to last Fiscal Year, which could be due to fewer COVID-19-related calls received.

[6] In Fiscal Year 2022–23, the APS caseload increased by over 25%, increasing face-to-face APS investigations. This performance measure was exceeded due to the growing older adult population, leading to increased APS caseloads. On 1/1/22, the age requirement for APS was lowered to 60, providing longer-term case management.

[7] On October 11, 2022 (3), the Board of Supervisors shifted the oversight of the Public Conservator to Behavioral Health Services.

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

Staffing

Net increase of 38.00 staff years

- Increase of 37.00 staff years in the In-Home Support Services (IHSS) program to address continued growth in caseloads associated with the rapid growth of our older adult population in the region to continue to deliver essential services timely, effectively and efficiently to support the provision of services to aged, blind, and disabled members of the community enabling them to maximize their independence in the home of their choice.

- Increase of 19.00 staff years in the Adult Protective Services (APS) program to meet continued growth in referrals that allow for more intense, person-centered responses to investigations, with the goal of allowing vulnerable adults to live well and have increased overall safety for their future and meet the State enhancement requirement.
- Increase of 10.00 staff years in Public Administrator/Public Guardian to address continued growth in caseloads and ensure the services continue to address the social detriments of health by being accessible, capable of meeting the needs of a diverse population and with the intent to equitably distribute services to those most in need.
- Decrease of 27.00 staff years due to transfer of the Public Conservator to Behavioral Health Services for more seamless delivery of services and to align clinical oversight and management of services in support of adults with serious mental illness. This also follows a series of court-related mental health actions implemented over the years and will allow Behavioral Health Services to be optimally situated in anticipation of the mandated implementation of Senate Bill 1338, *Community Assistance, Recovery & Empowerment (CARE) Act*, which will require close collaboration across care teams.
- Decrease of 1.00 staff year due to a transfer to Financial & Support Services Division to meet operational needs.

Expenditures

Net Increase of $44.1 million

- Salaries & Benefits—increase of $10.9 million primarily for negotiated labor agreements and staffing changes noted above offset by one-time salary savings associated with challenges in the labor market tied to hard-to-fill positions and longer period of time to hire.
- Services & Supplies—increase of $26.6 million.
  - Increase of $18.1 million for the County's IHSS Maintenance of Effort (MOE) as a result of the recently negotiated Memorandum of Understanding (MOU) increasing wages for IHSS caregivers and the annual statutory 4% increase in the County's share of program costs.
  - Increase of $6.9 million primarily to support efforts to promote food security and senior nutrition, increase senior nutrition infrastructure in San Diego, and support services and other aging programs associated with the efforts on Older Californians Act – Modernization (MOCA), Older Adults Recovery and Resilience, and Older American Act (OAA) allocation increase.
  - Increase of $2.3 million to expand access to digital connectivity and technology among older adults and adults with disabilities, funded with the Home and Community Based Services Access to Technology grant (ATT).
  - Increase of $0.7 million for the No Cost Senior Transportation program, which provides on-demand transportation for older adults aged 60 and over who were disproportionately impacted by COVID-19 pandemic.
  - Increase of $0.3 million for increased costs for IHSS Public Authority fraud investigation costs to align with estimated caseload.
  - Decrease of $1.4 million tied to a transfer of the Adult Protective Services (APS) Home Safe program to Homeless Solutions and Equitable Communities to provide housing support to seniors and adults with disabilities who are experiencing or at risk of homelessness.
  - Decrease of $0.3 million in operating costs associated with the transfer of staff years for Public Conservator to Behavioral Health Services noted above.
- Other Charges–increase of $0.2 million for costs to provide essential resources for APS clients.
- Expenditure Transfer & Reimbursements—increase of $0.1 million associated with centralized General Fund support for one-time costs for negotiated labor agreement. Since this is a transfer of expenditures, it has the effect of $0.1 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfer Out—increase of $6.6 million to align costs associated with IHSS Public Authority to continue support of IHSS priorities and increased health benefits to align with anticipated caseload growth & to align with the new MOU.

Revenues

Net increase of $44.1 million

- Intergovernmental Revenues—increase of $43.0 million.
  - Increase of $19.3 million primarily in IHSS federal and State revenue tied to the increases in health benefit contributions due to caseload growth and to support the increase in staff years and Services & Supplies noted above.
  - Increase of $18.1 million in one-time Realignment revenue to fund the IHSS MOE increases noted above.
  - Increase of $8.7 million in federal and State aging program revenues continue to promote food security and senior nutrition, expand access to digital connectivity and technology among older adults, and increase senior nutrition infrastructure in San Diego.
  - Increase of $0.7 million to reflect funding under the County's ARPA Framework for the No Cost Senior Transportation program noted above.
  - Increase of $0.2 million in APS expansion allocation tied to caseload growth.
  - Decrease of $2.6 million in Realignment tied to the transfer of the Public Conservator to Behavioral Health.
  - Miscellaneous Revenues—decrease of $0.1 million based on historical trend.

- Decrease of $1.4 million in Adult Protective Services State Revenue due to transfer of appropriations to Homeless Solutions and Equitable Communities (HSEC) for the APS Home Safe program noted above.

- Miscellaneous Revenues—decrease of $0.1 million tied to the transfer of allocations to Intergovernmental Revenues to align with funding sources.
- Use of Fund Balance—decrease of $0.3 million. There is no amount budgeted.
- General Purpose Revenue Allocation—increase of $1.5 million.
  - Increase of $3.4 million to partially offset increased Salaries & Benefits costs.
  - Decrease of $1.9 million due to transfer of the Public Conservator to BHS.

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

Net increase of $14.8 million is the result of an increase in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements and health benefit contributions for IHSS eligible home care workers tied to growth in IHSS paid service hours offset by completion of one-time projects for aging programs.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
In-Home Supportive Services	229.00	289.00	325.00	12.5	325.00
Senior Health and Social Services	41.00	45.00	45.00	—	45.00
Protective Services	136.00	179.00	199.00	11.2	199.00
Administrative and Other Services	29.00	30.00	43.00	43.3	43.00
Public Administrator/ Guardian/Conservator	57.00	70.00	39.00	(44.3)	39.00
Total	**492.00**	**613.00**	**651.00**	**6.2**	**651.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
In-Home Supportive Services	$ 144,600,074	$ 158,426,337	$ 191,726,721	21.0	$ 210,341,477
Senior Health and Social Services	64,853,405	26,425,019	34,406,898	30.2	29,877,143
Protective Services	22,169,256	33,003,986	37,359,576	13.2	39,571,956
Administrative and Other Services	7,296,037	9,301,444	12,785,246	37.5	10,871,312
Public Administrator/ Guardian/Conservator	9,259,500	11,386,319	6,377,715	(44.0)	6,829,524
Total	**$ 248,178,272**	**$ 238,543,105**	**$ 282,656,156**	**18.5**	**$ 297,491,412**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 61,475,010	$ 76,583,963	$ 87,471,402	14.2	$ 95,834,071
Services & Supplies	151,568,520	121,405,483	147,969,996	21.9	151,150,563
Other Charges	253,236	253,236	467,128	84.5	467,128
Expenditure Transfer & Reimbursements	(955,412)	—	(104,351)	—	—
Operating Transfers Out	35,836,918	40,300,423	46,851,981	16.3	50,039,650
Total	**$ 248,178,272**	**$ 238,543,105**	**$ 282,656,156**	**18.5**	**$ 297,491,412**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 57,772	$ 57,772	$ 57,772	—	$ 57,772
Fines, Forfeitures & Penalties	172,489	172,489	172,489	—	172,489
Revenue From Use of Money & Property	85,000	85,000	85,000	—	85,000
Intergovernmental Revenues	228,610,857	212,797,985	255,838,202	20.2	263,017,421
Charges For Current Services	830,000	730,000	730,000	—	730,000
Miscellaneous Revenues	2,023,150	2,023,150	1,963,150	(3.0)	1,963,150
Other Financing Sources	100,000	420,000	420,000	—	420,000
Use of Fund Balance	—	317,964	—	(100.0)	—
General Purpose Revenue Allocation	16,299,004	21,938,745	23,389,543	6.6	31,045,580
Total	**$ 248,178,272**	**$ 238,543,105**	**$ 282,656,156**	**18.5**	**$ 297,491,412**

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Behavioral Health Services

Mission Statement

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

Department Description

Behavioral Health Services (BHS) advances the HHSA mission by providing essential mental health and substance use disorder services to individuals of all ages, including those experiencing justice involvement and/or homelessness.

In Fiscal Year 2022–23, BHS continued efforts to accelerate the transformation of the Behavioral Health Continuum of Care (COC) by enhancing, expanding, and innovating the array of behavioral health services available through collaboration with justice partners, hospitals, community health centers, community-based providers, and residents. This includes establishing regionally distributed services and infrastructure to ensure individuals have access to the appropriate level of behavioral health care that meets their unique needs long term. It is guided by data, focused on equity, and designed to increase collaboration within and outside government. The broad aim of the Continuum of Care strategy applies to all ages in that integrated and preventative services are the key to improved outcomes over time and should be tailored in ways that reduce health disparities.

The Behavioral Health Continuum of Care has served nearly 105,000 San Diego County residents annually over the last three years in four critical roles as follows:

- ***As a contractor** working with community partners to provide* mental health and substance use disorder services via a coordinated system of care that includes approximately 350 contracts and 300 individual fee-for-service providers.
- **As a direct service provider** through County-operated programs, including adult outpatient services, case management services, care coordination services, and adult and children's forensics services, along with the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF), which provide 24/7 inpatient care to the community's most vulnerable individuals.
- **As a health plan** that serves as the Specialty Mental Health Plan for individuals enrolled in Medi-Cal who have serious mental health conditions.
- **As a public health entity** that advances the region's behavioral health at a population level.

BHS remains committed to accelerating critical bodies of work to achieve the vision of transforming the system from one driven by a crisis to one rooted in chronic and continuous care and prevention achieved through the regional distribution and coordination of services, and integration with primary healthcare, to keep people connected, stable, and healthy. The following three interrelated strategic pillars support the BHS vision:

- Continued integrating a population health approach into the behavioral health system to ensure equitable access to services for all residents.
- Continued refinement of key metrics across behavioral health services, in alignment with nationally recognized best practices, to ensure data-driven clinical design, optimal oversight, and meaningful client outcomes.
- Advancing strategies and tactics to achieve the Triple Aim: 1) improve the health of populations, 2) enhance the experience and outcomes of individuals, and 3) reduce per capita costs of care.

BHS continues to prioritize access to and the delivery of high-impact and client-centered services designed to prevent and divert individuals from more intensive levels of care and connect them with ongoing community-based care and housing.

Services provided across the Behavioral Health Continuum of Care include but are not limited to, those listed below with numbers reflecting the end of the Fiscal Year 2021–22:

- **Access and Crisis Line**—answer more than 83,000 calls annually, providing crisis intervention and referrals using licensed clinical staff, and began taking calls for the new 9–8–8 national crisis number.
- **Acute Inpatient Psychiatric Services**—provide 24/7 inpatient psychiatric care in a hospital setting and connection to step-down services through 60 inpatient beds at the San Diego County Psychiatric Hospital and 542 licensed inpatient beds

for adults and 11 dedicated beds for Medi-Cal and unfunded children and youth with additional beds through contracted providers.

- **Adult Recovery Centers (RCs)**—Provide over 5,600 individuals with outpatient substance use disorder treatment and recovery services and service connections to support recovery.
- **Adult Residential Facilities (ARF)/Residential Care Facility for the Elderly (RCFE)**—provide care, supervision, and additional rehabilitative services and support through 242 beds in a home-like setting to individuals concurrently receiving community-based specialty mental health services and/or fee-for-service (FFS) psychiatry services to divert them from unnecessary use of higher-level resources dedicated for individuals.
- **Adult Residential Treatment Facilities**—provide community-based specialty licensed mental health services through 81 short-term crisis residential treatment beds and 22 transitional residential treatment beds as an alternative to acute psychiatric hospitalization and institutional care.
- **CARE Court Services**—The Community Assistance, Recovery & Empowerment (CARE) Court services include, but are not limited to, outreach and engagement, clinical evaluation, service coordination, and behavioral health treatment services for individuals with serious mental illness who meet eligibility criteria and have a court ordered CARE plan, which may include treatment, housing, medication, and other social supports.
- **Collaborative Courts**—provide more than 500 individuals with court-directed substance use disorder and mental health treatment services as an alternative to incarceration.
- **Crisis Residential Services**—provide mental health services to nearly 1,800 adults experiencing a crisis and requiring treatment.
- **Crisis Stabilization Units (CSUs)**—provide short-term (less than 24 hours) services for more than 12,000 youth and adults experiencing a behavioral health crisis (this includes re-admissions). Five CSUs serve adults, with planning underway for an additional adult CSU in the East Region, and one CSU serves children and youth:
  - North Coastal Community-Based CSU in Vista.
  - North Coastal Live Well Health Center Community-Based CSU in Oceanside.
  - North Inland Hospital-Based CSU at the Palomar Hospital campus in Escondido.
  - South Region Hospital-Based CSU located at Bayview Behavioral Health Campus in Chula Vista.
  - San Diego County Psychiatric Hospital in Central San Diego.
  - Children's Community-Based Emergency Screening Unit.
- **Edgemoor Distinct Part Skilled Nursing Facility**—provide 24-hour, long-term skilled nursing care for individuals with complex medical needs who require specialized interventions from highly trained staff with a maximum bed capacity of 192. Awarded $16.8 million in competitive grant funding to construct a 12-bed Acute Psychiatric Unit within the existing Edgemoor Facility campus.
- **Friday Night Live Partnership**—engage youth in alcohol and drug prevention activities on 46 middle and high school campuses to develop peer-oriented partnerships that support positive and healthy choices, encourage community involvement, and provide opportunities for youth leadership development.
- **Full-Service Partnership (FSP) Programs**—embrace a "whatever it takes" approach to provide services for approximately 15,800 residents with a serious mental illness, including those who were homeless or at-risk of homelessness, through assertive community treatment and other intensive treatment services that include linkages to housing and employment services.
- **In-Home Outreach Team (IHOT) and Assisted Outpatient Treatment (AOT)**—offer services for people with mental illness who are resistant to treatment per Laura's Law. IHOT/AOT receives more than 600 referrals annually, with more than 400 individuals accepted into the programs.
- **Subacute Care**—provide care for individuals who are stepping down from acute psychiatric care or for individuals whose acuity may have intensified and need a higher level of care through 358 beds in Mental Health Rehabilitation Centers and Skilled Nursing Facilities (SNFs)/Special Treatment Programs, with an additional 49 SNF beds that have County SNF patches, or augmented rates, for psychiatric acuity.
- **Mobile Crisis Response Teams (MCRTs)**—provide community-based crisis interventions to individuals of all ages to reduce law enforcement interventions when clinically appropriate.
- **Office of the Public Conservator**—investigates approximately 1200 referrals for Lanterman-Petris Short (LPS) conservatorships to arrange placement and mental health treatment for adults who are gravely disabled due to a mental health condition and are incapable of accepting voluntary treatment, and whose family or others are not able and willing to meet these personal needs.
- **Pathways to Well Being**—connect approximately 1,400 youth involved in Child Welfare Services, as well as non-CWS involved youth receiving services in mental health treatment programs who have multi-system involvement (Probation, Education, Regional Centers, etc.) to services such as Intensive Care Coordination (ICC), Intensive Home-Based Services (IHBS), and the Child and Family Team (CFT).

- **Perinatal Recovery Centers**—offer outpatient substance use disorder (SUD) treatment and recovery services to more than 900 individuals, including gender-specific, trauma-informed specialized programming for pregnant and parenting women and adolescents and services for their young children.
- **Prevention and Early Intervention (PEI) Programs**—support mental health awareness, stigma reduction and discrimination toward individuals with mental health conditions, suicide prevention, and prevention services that support access to care at the earliest point of need.
- **Psychiatric Emergency Response Teams (PERT)**—pairs a clinician with a law enforcement officer to respond to 911 calls in which individuals are experiencing a behavioral health crisis to facilitate connection to behavioral health care, which included 11,600 crisis intervention incidents through 70 teams. Additionally, two PERT Emergency Medical Services (EMS), which pairs clinicians with EMS personnel, provide outreach and engagement to individuals with mental illness who frequently call 911 for medical services to link them to ongoing services, which included 165 community and engagement contacts annually.
- **Regional Substance Use Disorder (SUD) Prevention Programs**—leverage environmental prevention strategies, outreach and education, and media advocacy to collaborate with community groups, including youth, to change community conditions that contribute to alcohol and other drug-related problems affecting the quality of life in neighborhoods and communities.
- **San Diego County Psychiatric Hospital (SDCPH)**—provide 24/7 acute inpatient services to adults experiencing a mental health crisis to support them in stabilizing and moving to a less restrictive level of care. SDCPH served over 6,400 adults through psychiatric evaluations and more than 1,800 persons through inpatient services, including psychiatric evaluations, crisis intervention, and/or acute treatment.
- **School-Based Mental Health Services**—known as SchooLink, offer outpatient mental health treatment in more than 400 designated schools throughout the county. Additionally, the new Screening to Care initiative was developed in partnership with school districts to address the mental health treatment needs of middle school students across the county regardless of insurance status.
- **Short-Term Residential Therapeutic Programs (STRTPs)**—offer a therapeutic environment for more than 330 children and youth annually who are placed in a congregate care setting through a placing agency.
- **Stabilization, Treatment, Assessment, and Transition (STAT) Team**—support youth in Juvenile Detention facilities through a team of clinical staff using various therapeutic programs and support at collaborative courts serving youth.
- **Teen Recovery Centers (TRCs)**—provide outpatient substance use disorder treatment services to over 430 youth ages 12–17 through regionally-based clinic locations and approximately 16 school-based facilities. Services include treatment, including Medication Assisted Treatment (MAT), early intervention, peer support, recovery services, and family engagement using a harm reduction approach, offered throughout the county in urban and rural communities and include school-based early intervention screening and education and crisis intervention services.
- **Wraparound Programs**—provide individualized and intensive case management services to more than 350 children and youth with complex behavioral health needs.

Key bodies of work are as follows:

Services for Adults

- In September 2022, BHS brought forward the Behavioral Health Continuum of Care Optimal Pathways (OCP) model, a data-informed algorithm that quantifies optimal utilization across three key services areas, including community-crisis diversion, subacute care, and community-based care, and makes recommendations to recalibrate and expand services. The OCP model focuses on diversion to the least restrictive environment and opportunities to effectively serve individuals with medical, social, and environmental needs. The OCP model also demonstrates that establishing new services and dedicated infrastructure will remove barriers to care, reduce per capita cost, and connect individuals to the care they need to ensure wellness over the long term. In alignment with the OCP model, planning efforts are underway to develop the Central Region Community-Based Care Facility located on a vacant parcel of land in Hillcrest, along with the East County Community-Based Care Facility in the East Region of San Diego, both of which will be developed as adult residential facilities and residential care facilities for the elderly (RCFEs) that offer 24/7 care and supervision to Medi-Cal eligible individuals.
- BHS is partnering with Alvarado Hospital Medical Center to develop the Central Region Behavioral Health Hub at Alvarado Hospital to increase bed capacity by establishing 44 new Medi-Cal Managed Care Psychiatric Inpatient Services beds, an emergency psychiatric unit, and crisis stabilization services dedicated to serving individuals who are Medi-Cal eligible.

To support the preservation and development of critical behavioral health infrastructure, BHS pursued and was awarded grant funding of $15.8 million for non-competitive Community Care Expansion funding to preserve existing licensed residential adult and senior care facilities facing potential closure due to operating deficits or in need of physical repairs to comply with licensing standards.

Children, Youth, and Families

- According to the U.S. Department of Health and Human Services, one in five children 17 and under experience a mental or emotional disorder, with 50% of mental illness beginning around age 14. In September 2022, to support better upstream prevention of behavioral health conditions within children and youth, BHS outlined a broad strategy to strengthen and Innovate services for children and youth within three key domains – 1) family; 2) school; and 3) healthcare – that will be critical areas of focus to meet the growing needs of children and youth to build protective factors, promote resiliency, and well-being.
- For families, BHS will leverage new opportunities emerging through the State's Medi-Cal funding reform efforts to offer family therapy and dyadic treatment consistent with best evidence and in ways that are also always culturally responsive. BHS will continue building partnerships with cities and other organizations to provide enriching activities in safe environments, such as Park After Dark, fundamental to healthy development.
- To further support the behavioral health needs of children and youth in schools, the County collaborated with school districts to implement the Screening to Care program that provides behavioral health screening to middle school children countywide regardless of their insurance status. Based on their needs, the child is referred to the school community and classroom-based intervention, small group intervention, or treatment services offered in existing BHS SchooLink programs.
- In healthcare, the focus will be on integrating behavioral health into primary pediatric settings. In partnership with Rady Children's Hospital of San Diego, BHS continues planning to accelerate the construction of the Children's Behavioral Health Hub on County-owned property adjacent to Rady Children's Hospital. Located in the North Central region, the Rady Children's Behavioral Health Hub will be the first in San Diego County, offering a unique care environment that increases dedicated capacity to serve children and youth with behavioral health needs.

Harm Reduction Effort

BHS continues efforts to implement the strategies outlined in the County's Comprehensive Substance Use Harm Reduction Strategy, developed in collaboration with Public Health Services and Medical Care Services. Harm Reduction is a set of strategies and ideas to reduce the negative consequences of drug use. It includes a spectrum of strategies that meet people who use drugs "where they are" and address the conditions of use and the use itself. Additionally, the first installment of Opioid Settlement Funds was received in late 2022, and the County established the Opioid Framework to guide priorities for funds. Several key highlights within the Harm Reduction, include:

- Advancing work across the three domains outlined within the Opioid Settlement Framework, including healthcare integration, harm reduction and prevention, and social supports.
- Enhancing harm reduction and opioid overdose prevention public messaging and education efforts, including the launch of the Youth and Parent Illicit Fentanyl Awareness Campaign in December 2022.
- Expanding access to naloxone countywide, including focused efforts in rural areas, and installation of the first naloxone vending machine in the county.
- Operationalizing the first Community Harm Reduction Team (C-HRT) and C-HRT designated Safe Haven, which opened in December 2022 providing transitional low-barrier housing for adults and connection to services.

Additionally, BHS collaborates with other departments to support robust behavioral health care for individuals with justice involvement in the County, including custodial populations.

- Enhancing the capability of sobering services to serve higher acuity clients, including those with methamphetamine and poly-substance use, and providing successful care transitions.
- Medication-Assisted Treatment (MAT) services are offered in County jails, along with care coordination services and wellness checks that will support the individual long-term.
- Collaboration with the Public Safety Group to identify strategies and make recommendations to advance equity through alternatives to incarceration.

To deliver these critical services, BHS has 1,332.50 staff years, including medical professionals, and a budget of $1.0 billion that includes payments made to care providers.

On October 11, 2022 (3), the Board of Supervisors shifted the oversight of the Public Conservator to Behavioral Health Services.

2022–23 Anticipated 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.
  - Ensured 90% (1,620 of 1,800) of individuals admitted to the San Diego Psychiatric Hospital (SDCPH) were not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care.
  - Ensured 75% (1,950 of 2,600) of FSP/ACT program participants did not utilize emergency services while enrolled in the program. FSP/ACT services are the highest levels of outpatient care serving homeless individuals (or at risk of

homelessness) with a "whatever it takes, 24/7" approach to treatment, including housing and employment services.
- Ensured 80% (2,160 of 2,700) of individuals who completed residential crisis treatment were not readmitted to a crisis residential program or hospital within 30 days of discharge, supporting an individual's successful integration into the community.
- Tracked and analyzed connection to ongoing care for individuals discharged from a crisis stabilization unit with a referral to follow-up specialty mental health outpatient services to establish a baseline to align with national standards of follow-up care. Connection denotes completing at least one service encounter consistent with national Healthcare Effectiveness Data and Information Set (HEDIS) standards.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-Term: Supported and shared information to operationalize facility sustainability policies and procedures within County-owned and leased facilities, as directed by the Board of Supervisors, County leadership, and the Department of General Services.
  - Short-Term: Coordinated with contracted providers to implement sustainability policies and procedures, as directed by the Board of Supervisors, County leadership, and the Department of Purchasing and Contracting.
  - Short Term: Supported remote working for employees within the department, when possible, and reduced the departmental footprint and vehicle emissions by reviewing and evaluating job roles and office space to determine opportunities for remote working while balancing client and community needs for in-person service delivery.
  - Mid-Term: Encouraged contractors to evaluate the use of electric vehicles across contracted programs when procuring/leasing new vehicles to support the County's sustainable efforts.
  - Long-Term: Partnered with the Department of General Services to explore sustainable design and construction of new BHS capital projects. Upcoming renovations and constructions include the Central Region Behavioral Health Community Based Care Facility (formerly known as the Third Ave Behavioral Health Hub), East Region CSU, Bridge Recovery Center, Tri-City Psychiatric Health Facility, and the Edgemoor Acute Psychiatric Unit.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Diverted 80% (3,200 of 4,000) of individuals who received a service from a Mobile Crisis Response Team (MCRT) from a higher level of care. MCRTs provide non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce law enforcement interventions when clinically appropriate. MCRTs include clinicians, case managers, and peer support specialists who provide clinician-only crisis intervention, triage for the level of care needed, link to appropriate behavioral health services, and, if clinically indicated, transport to a crisis stabilization unit or crisis stabilization unit walk-in assessment center as appropriate.

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 35,000 community members with suicide prevention training to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empower community members to help connect others to needed services and lessen the likelihood of adverse outcomes.
- 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.
  - Diverted 50% (6,000 of 12,000) of individuals of all ages from psychiatric hospitalization through Psychiatric Emergency Response Teams (PERT) crisis intervention services by connecting individuals to appropriate behavioral health services. The PERT model pairs a clinician with law enforcement to ensure an appropriate response to an individual experiencing a behavioral health crisis and connection to appropriate behavioral health services.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Answered 95% (59,850 of 63,000) of calls to the Access and Crisis Line (ACL) within 60 seconds to provide timely access for individuals seeking behavioral health services. In Fall 2022 implemented and began accepting 9–8–8 calls, a national network of local crisis centers that provides free and confidential emotional support to people in a suicidal, mental health and/or substance use crisis, 24 hours a day, 7 days a week in the United States.

- Edgemoor Distinct Part Skilled Nursing Facility maintained five of five stars on the Centers for Medicare and Medicaid Services (CMS) Rating System. The CMS Five-Star Quality Rating System is a tool to help consumers select and compare skilled nursing care centers using standards that push the difficulty of achieving top-tier performance. Maintaining five stars ensures Edgemoor will remain in the top ten percent of skilled nursing facilities in California. Awarded $16.8 million of competitive grant funding to construct a 12-bed Acute Psychiatric Unit within the Edgemoor Facility campus.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Issued the Customer Experience survey to all BHS customers and achieved an average satisfaction rating of four (one to five scale). Developed and implemented an improvement plan in areas where the rating is lower than four.
- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Ensured 85% (7,055 of 8,300) of individuals seeking outpatient substance use disorder treatment were offered an appointment within the ten-day timeliness standard as measured by the Third Next Available Appointment (TNAA). TNAA is a nationally recognized industry standard that most closely reflects a program's true access time, as the first and second next available appointments might be due to client cancellation or another event that is not predictable or reliable.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Ensured 50% (1,100 of 2,200) of justice-referred clients discharged from a substance use treatment program with a referral were connected to another level of care within 30 days to ensure ongoing support and treatment.
  - Supported the Sheriff's Department in enhancing detention facility healthcare through implementing evidence-based, medication-assisted treatment for opioid use disorders and effective care coordination for patients entering detention facilities and returning to the community.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Ensure 90% (1,620 of 1,800) of individuals admitted to the San Diego Psychiatric Hospital (SDCPH) are not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care.
  - Ensure 75% (1,950 of 2,600) of FSP/ACT program participants do not utilize emergency services while enrolled in the program. FSP/ACT services are the highest levels of outpatient care serving homeless individuals (or at risk of homelessness) with a "whatever it takes, 24/7" approach to treatment, including housing and employment services.
  - Ensure 80% (2,160 of 2,700) of individuals who complete crisis residential treatment will not be readmitted to a crisis residential program or hospital within 30 days of discharge, supporting an individual's successful integration into the community.
  - Track and analyze connection to ongoing care for individuals discharged from a crisis stabilization unit with a referral to follow-up specialty mental health outpatient services to establish a baseline to align with national standards of follow-up care. Connection denotes completing at least one service encounter consistent with national Healthcare Effectiveness Data and Information Set (HEDIS) standards.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Implement a proactive and collaborative Clinical Design process to review 100 contracts, ensuring the services are data-informed, culturally responsive, evidence-informed, cost-effective, reflective of community needs, and expected to deliver high-quality care to individuals being served before implementation or procurement.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Support and share information to operationalize facility sustainability policies and procedures within County-owned and leased facilities, as directed by the Board of Supervisors, County leadership, and the Department of General Services.
  - Coordinate with contracted providers to implement sustainability policies and procedures, as directed by the Board of Supervisors, County leadership, and the Department of Purchasing and Contracting.
  - Support remote working for employees within the department, when possible, to reduce the departmental footprint and vehicle emissions by reviewing and evaluating job roles and office space to determine opportunities for remote working while balancing client and community needs for in-person service delivery.

- Mid-Term: Improve sustainability by encouraging contractors to evaluate the use of electric vehicles across contracted programs when procuring/leasing new vehicles.
- Long-Term: Partner with the Department of General Services to explore sustainable design and construction of new BHS capital projects. Upcoming renovations and constructions

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Divert 80% (3,200 of 4,000) of individuals who received a service from a Mobile Crisis Response Team (MCRT) from a higher level of care. MCRTs provide non-law enforcement, community-based crisis response designed to engage individuals in behavioral health services and reduce law enforcement interventions when clinically appropriate.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Provide training to 35,000 community members countywide to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empower community members to help connect others to needed services and lessen the likelihood of adverse outcomes.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Divert 50% (6,000 of 12,000) of individuals of all ages from psychiatric hospitalization through crisis intervention services provided by Psychiatric Emergency Response Teams (PERT) by connecting individuals to appropriate behavioral health services. The PERT model pairs a clinician with law enforcement to ensure an appropriate response to an individual experiencing a behavioral health crisis.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Answer 95% (59,850 of 63,000) of calls to the Access and Crisis Line (ACL) within 60 seconds to provide timely access for individuals seeking behavioral health services. Edgemoor Distinct Part Skilled Nursing Facility will maintain five of five stars on the Centers for Medicare and Medicaid Services (CMS) Rating System. The CMS Five-Star Quality Rating System is a tool to help consumers select and compare skilled nursing care centers using standards that push the difficulty of achieving top-tier performance. Maintaining five stars ensures Edgemoor will remain in the top ten percent of skilled nursing facilities in California.
  - 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
  - Issue the Customer Experience survey to all BHS customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Ensure 85% (7,055 of 8,300) of individuals seeking outpatient substance use disorder treatment are offered an appointment within the 10-day timeliness standard as measured by the Third Next Available Appointment (TNAA). TNAA is a nationally recognized industry standard that most closely reflects a program's true access time as the first and second next available appointments might be due to client cancelation or another event that is not predictable or reliable.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Ensure 50% (1,100 of 2,200) of justice-referred clients discharged from a substance use treatment program with a referral are connected to another level of care within 30 days to ensure ongoing support and treatment.
  - Complete 95% (428 of 450) of initial assessments for grave disability within ten business days by the Public Conservators Office.
  - Support the Sheriff's Department in enhancing detention facility healthcare through implementing evidence-based, medication-assisted treatment for opioid use disorders and effective care coordination for patients entering detention facilities and returning to the community.
  - Support the implementation of the *Community Assistance, Recovery & Empowerment (CARE)* Act program by October 1, 2023, in partnership with the Public Defender, County Counsel, the Superior Court, and other commu-

nity partners to provide diversion from higher or more restrictive levels of care for individuals who meet specific CARE Act criteria by creating a new pathway for behavioral health care, support, and linkage to available housing.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For information about mental illness, how to recognize symptoms, use local resources, and access assistance, go to:

- www.Up2SD.org

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
SDCPH patients not readmitted within 30 days	92% of 1,818	90% of 1,800	90% of 1,800	90% of 1,800	90% of 1,800
FSP/ACT participants who decreased use of emergency services	70% of 3,202	75% of 2,600	75% of 2,600	75% of 2,600	75% of 2,600
Individuals not readmitted to a crisis residential program and/or hospital within 30 days	83% of 1,787	80% of 2,700	80% of 2,700	80% of 2,700	80% of 2,700
Mobile Crisis Response Team Diversions from a higher level of care	92% of 1,878	80% of 4,000	80% of 4,000	80% of 4,000	80% of 4,000
Community members receiving suicide prevention training	29,736	35,000	35,000	35,000	35,000
PERT Interventions not resulting in hospitalization or incarceration	47% of 10,105	50% of 12,000	50% of 12,000	50% of 12,000	50% of 12,000
Access and Crisis Line answered within an average of 60 seconds	97% of 82,381	95% of 63,000	95% of 63,000	95% of 63,000	95% of 63,000
Edgemoor CMS Rating System	5	5	5	5	5
Individuals with an outpatient SUD appointment within 10 days per TNAA metric	94% of 13,289	85% of 8,300	85% of 8,300	85% of 8,300	85% of 8,300
Justice referred clients transferred to another level of care within 30 days of SUD discharge	50% of 2,567	50% of 2,200	50% of 2,200	50% of 2,200	50% of 2,200
PC initial assessments completed within 10 days[1]	97% of 450	98% of 450	92% of 450	95% of 450	95% of 450
Operationalize CARE Act and establish performance measures[2]	N/A	N/A	N/A	Yes/No	Yes/No

Table Notes

[1] On October 11, 2022 (3), the Board of Supervisors shifted the oversight of the Public Conservator to Behavioral Health Services.

[2] In Fiscal Year 2023–24, this performance measure was added to demonstrate implementation efforts towards the *Community Assistance, Recovery & Empowerment* (CARE) Act program.

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

Staffing

Net increase of 125.00 staff years

- Increase of 55.00 staff years to support enactment of required behavioral health services associated with Senate Bill 1338, *Community Assistance, Recovery & Empowerment (CARE) Act* implementation, including direct client services and administrative support and program oversight.
- Increase of 27.00 staff years due to a transfer from Aging & Independence Services for the shift in oversight of the Public Conservator to Behavioral Health Services, as approved by the Board of Supervisors on October 11, 2022 (3). This will allow for a more seamless delivery of services and align clinical oversight and management of services in support of adults with serious mental illness.
- Increase of 18.00 staff years for finance, grant development, community engagement, data science, and program oversight to support growing mental health and substance use disorder services.
- Increase of 8.00 staff years to support the Board of Supervisors adopted Opioid Settlement Framework and Overdose Data to Action (OD2A) grant efforts (October 25, 2022, Minute Order 20).
- Increase of 6.00 staff years to enhance program oversight and administrative support in Public Conservator.
- Increase of 6.00 staff years to address increased nursing staffing level needs, quality assurance, and in-service education requirements at the Edgemoor Distinct Part Skilled Nursing Facility.
- Increase of 5.00 staff years to support the delivery of direct client services and address increased service needs at County operated mental health clinics.
- Increase of 1.00 staff year at the San Diego County Psychiatric Hospital to provide additional oversight and support of nursing staff and operations.
- Decrease of 1.00 staff year due to transfer to Administrative Support to support operational needs.
- Additionally, staff were transferred among related programs within Behavioral Health Services to manage operational needs.

Expenditures

Net increase of $121.6 million

- Salaries & Benefits—net increase of $31.5 million due to the addition of staff years noted above, required retirement contributions and negotiated labor agreements.
- Services & Supplies—net increase of $92.7 million.
  - Increase of $29.3 million for mental health treatment services for adults. Program being enhanced include assertive community treatment, outpatient services, case management, clubhouses, family support services, and others. Increases will provide additional services to meet growing needs for adults living with MH conditions in our community.
  - Increase of $10.9 million for Crisis Diversion services, including continued expansion of the Mobile Crisis Response Team (MCRT). MCRTs are deployed to support individuals experiencing a behavioral health crisis, as an alternative to law enforcement involvement.
  - Increase of $9.5 million for Substance Use Disorder (SUD) outpatient, withdrawal management, residential, and recovery services. The increases to SUD services will enhance capacity countywide.
  - Increase of $8.8 million for 41 Subacute (long-term care) beds, including 28 SNF/STP beds and 13 IMD beds, in alignment with the behavioral health optimal care pathway (OCP) model. Increasing appropriations for subacute beds supports enhanced care pathways across the behavioral health continuum of care.
  - Increase of $8.0 million for the delivery of mental health treatment for clients referred through the CARE Act civil court process.
  - Increase of $5.3 million for prevention programs and community awareness efforts, including public messaging, suicide prevention, and family-based prevention services.
  - Net increase of $5.0 million for the annualization of prior year contract increases that were operationalized during Fiscal Year 2022–23.
  - Increase of $4.7 million for various operational costs, including facility improvement projects and County Counsel costs for increased legal support and CARE Act implementation.
  - Increase of $4.1 million for Opioid Settlement Framework efforts to include public health messaging, emergency department relay, and emergency room drug checking program.
  - Increase of $3.2 million for behavioral health support services for clubhouses, care coordination, supportive employment, and short-term bridge housing.
  - Increase of $2.5 million for workforce enhancement to include workforce training and psychiatry residency programs.
  - Increase of $1.1 million for youth services to include increased mental health services for transition age youth.
  - Increase of $0.3 million associated with the transfer of the Public Conservator program from Aging & Independence Services.

- Expenditure Transfer & Reimbursements—increase of $2.6 million associated with increased justice-related costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group. Since this is a reimbursement, it has the effect of $2.6 million decrease in appropriations.

Revenues

Net increase of $121.6 million

- Intergovernmental Revenue—increase of $126.5 million.
  - Net increase of $67.5 million in federal and State mental health services funding driven by increased mental health services.
  - Increase of $34.8 in Realignment revenue, including $2.6 million tied to the transfer of the Public Conservator program from Aging & Independence Services, to support Salaries & Benefits and enhanced contracted mental health and SUD services based on projected Statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services.
  - Increase of $15.8 million to reflect State, Mental Health Services Act, and federal Short Doyle funding to support CARE Act program expenditures.
  - Increase of $7.7 million in federal and State SUD services funding driven by increased reimbursable units of services projections.
  - Increase of $0.4 million in funding from the City of San Diego for the Recovery Bridge Center.
  - Increase of $0.3 million in federal Overdose Data to Action (OD2A) grant to help support the staff years noted above.
- Charges for Current Services—net decrease of $0.5 million primarily in one-time Intergovernmental Transfer (IGT) funded expenditures.
- Miscellaneous Revenues—increase of $5.1 million associated with increases to support the Opioid Settlement Framework.
- General Purpose Revenue Allocation—net decrease of $9.5 million reflecting an increased use of realignment revenue in BHS, allowing General Purpose Revenue to be shifted to support various HHSA programs.

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

Net decrease of $28.0 million is the result of a decrease in completion of one-time projects offset by an increase in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Alcohol and Other Drug Services	34.00	30.00	34.00	13.3	34.00
Mental Health Services	215.50	258.50	321.50	24.4	321.50
Inpatient Health Services	603.00	614.00	618.00	0.7	618.00
Behavioral Health Svcs Administration	261.00	305.00	359.00	17.7	359.00
Total	**1,113.50**	**1,207.50**	**1,332.50**	**10.4**	**1,332.50**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Alcohol and Other Drug Services	$ 171,197,906	$ 178,666,921	$ 196,781,682	10.1	$ 193,187,175
Mental Health Services	495,300,770	555,586,816	637,304,889	14.7	607,816,651
Inpatient Health Services	108,477,445	119,201,557	125,712,970	5.5	125,215,069
Behavioral Health Svcs Administration	42,629,885	46,027,322	61,246,170	33.1	66,792,918
Total	**$ 817,606,006**	**$ 899,482,616**	**$ 1,021,045,711**	**13.5**	**$ 993,011,813**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 148,933,029	$ 160,120,041	$ 191,585,874	19.7	$ 206,135,487
Services & Supplies	678,985,283	752,387,393	845,116,711	12.3	802,433,531
Other Charges	20,000	230,000	230,000	—	230,000
Capital Assets Equipment	186,500	186,500	186,500	—	186,500
Expenditure Transfer & Reimbursements	(10,518,806)	(13,441,318)	(16,073,374)	19.6	(15,973,705)
Total	**$ 817,606,006**	**$ 899,482,616**	**$ 1,021,045,711**	**13.5**	**$ 993,011,813**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 646,740,676	$ 751,908,533	$ 878,429,085	16.8	$ 876,470,795
Charges For Current Services	66,202,425	68,056,758	67,600,680	(0.7)	68,111,416
Miscellaneous Revenues	27,520,872	26,387,327	31,482,785	19.3	6,771,441
Other Financing Sources	8,400,000	9,400,000	9,400,000	—	9,400,000
Use of Fund Balance	30,274,801	—	—	—	—
General Purpose Revenue Allocation	38,467,232	43,729,998	34,133,161	(21.9)	32,258,161
Total	**$ 817,606,006**	**$ 899,482,616**	**$ 1,021,045,711**	**13.5**	**$ 993,011,813**

Child and Family Well-Being

Mission Statement

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

Department Description

On February 28, 2023 (21), the County of San Diego Board of Supervisors approved a reimagined Child and Family Well-Being (CFWB) department to support children and families. The new department will integrate multiple child and family serving systems, including First 5 San Diego, Child Welfare Services, and other Health and Human Services Agency departments, under one umbrella to deliver both prevention and protection services.

Effective July 1, 2023, CFWB will be established within HHSA to strengthen families through the earliest intervention services to enhance child well-being, prevent child abuse and neglect and ensure an equitable approach to reducing child maltreatment. Within CFWB are two offices to provide the following services with a holistic approach to engaging the community.

- **Office of Child Safety**—Includes services offered by the previous Child Welfare Services, such as identification, intervention, and treatment of child abuse and neglect.
  - A.B. and Jessie Polinsky Children's Center—provide 24-hour temporary emergency shelter to an average of 66 children each month for children, birth to 17 years of age, who are separated from their families for their own safety or when parents cannot provide care.
  - Child Abuse and Neglect Hotline—receive and respond to over 39,000 reports from the community about the safety and wellbeing of children, 24 hours a day, 7 days a week, representing nearly 67,000 children.
  - Core Operations—ensure the safety and wellbeing of children by assessing and investigating allegations of abuse or neglect, assisting families with developing plans to maintain children at home safely, and placing children in protective custody when they are unable to remain in their home safely. Social workers work closely with the courts and legal partners to provide services to reunify families, ensuring the child's well-being and safety are at the forefront.
  - Extended Foster Care (EFC)—provides continued foster care benefits and services to over 400 youth annually who are 18 to 21 years of age to help support the youth's transition toward adult independence.

  - Foster and Adoptive Resource Family Services (FARFS)—provide support services to resource families (a relative, a close family friend, and foster families) and work with them for recruitment and retention.
  - Resource Family Approval (RFA)—is a single unified, family-friendly, and child-centered process to foster and/or adopt a child/youth involved with CFWB and/or probation; and
  - San Pasqual Academy—provides a multi-purpose continuum of care to meet the diverse needs of youth. This includes comprehensive resources to a monthly average of 50 foster youth ages 12–19 with a stable and caring home, quality individualized education, and the skills needed for independent living. As a first-in-the-nation residential education campus, San Pasqual Academy provides strong linkages to permanent connections, transitional housing, and post-emancipation services. San Pasqual Academy is a unique placement option for County of San Diego dependents, 12 to 18 years old, and Non-Minor Dependents (NMDs) up to age 19 years.
- **Office of Child and Family Strengthening**—Includes prevention and early intervention services provided by the First 5 San Diego programs, childcare initiatives, and prevention efforts supported by the federal Family First Prevention Services Act (FFPSA) of 2018.
  - First 5 San Diego—promotes the health and well-being of young children and pregnant individuals during the most critical years of development, from prenatal to five years of age.
  - Child Care System—increases and strengthens childcare provider capacity and provides equitable access to the region's quality of early childhood education and care.
  - Prevention and Preservation Services—links families to prevention services so that all children are safe, all families are nurtured to build protective factors, and systems create equitable pathways to wellness.

To ensure these critical services are provided, CFWB has 1,670.00 staff years and a budget of $456.9 million, which includes assistance payments.

2022–23 Anticipated 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.
  - Placed 45% (765 of 1,700) of foster care children with a relative or close non-family member to reduce disparity, support stability, and minimize trauma to children by maintaining their connections to familiar environments and strengthening families, exceeding the statewide performance of 36%.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-Term: Communicated with employees regarding sustainability program updates, successes, and opportunities for improvement once a quarter through various two-way communication methods, including video content, leadership and executive meetings, digital newsletters, and the use of sustainability ambassadors.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-Term: Continued implementing remote and hybrid work environments to reduce vehicle emissions and departmental footprint by conducting an office space assessment to develop a robust, inclusive teleworking policy that incorporates teleworking hubs, smart conference rooms, and laptops with remote connectivity and technical connectivity support.
  - Mid-Term: Supported efforts to increase sustainability within all contracts by promoting and encouraging contractors to provide sustainable services and resources for children and families within their own communities and to employ individuals with lived experience.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Short-Term: Completed 62% (43,400 of 70,000) of calls to the Child Abuse Hotline and ensured timely assessments and response determination to meet families' needs to strengthen and improve capacities to protect their children.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Increased by 10% (1,600 to 1,760) the number of resource families ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, and wellbeing.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensured 92% (345 of 375) of children who returned home or entered legal guardianship did not reenter foster care within 12 months of going home through family strengthening and child abuse prevention efforts.
  - Ensured 35.2% (380 of 1,080) of children who were removed from the home due to safety concerns with parent(s), achieved permanency within 12 months to support family strengthening and maintained the federal standard of 35.2%.
  - Maintained 4.12 moves (or less) per 1,000 days for all foster children in care, meeting the federal standard for the rate of placement moves. Fewer placements minimize the trauma children experience and may help lessen the negative impact on their school performance.
  - Ensured that 100% of eligible residents at San Pasqual Academy received Independent Living Skills services to expand economic opportunities.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Issued the Customer Experience survey to all customers and achieved a minimum average satisfaction rating of four (one to five scale). Developed and implemented an improvement plan in areas where the rating is lower than four.

Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and the community at large, as well provide inclusive opportunities for justice-involved individuals to contribute to the region.
  - Screened 65% (780 of 1,200) of children ages 0–17 who were removed from the home and entered the foster care system under the supervision of the Juvenile Court, for mental health needs following the California State stan-

dards to support enhanced mental health services delivery for children and youth in out of home care. These efforts will ensure that children have access to trauma-informed mental health services.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Provide 82% (14,000 of 17,000) of First 5 children in Home Visiting and Quality Early Learning Education programs comprehensive developmental screenings before they enter school to help detect concerns at an early age when interventions are most effective and less expensive.
  - Place 45% (765 of 1,700) of foster care children with a relative or close non-family member to reduce disparity, support stability, and minimize trauma to children by maintaining connections to familiar environments and strengthening families, exceeding the statewide performance of 36%.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Communicate with employees regarding sustainability program updates, successes, and opportunities for improvement once a quarter through various two-way communication methods, including video content, leadership and executive meetings, digital newsletters, and the use of sustainability ambassadors.
  - Long-Term: Complete the transition of all CFWB case files to the Electronic Records Management System (ERMS), ensuring electronic use for reviewing, editing, scanning, and sending files and eliminating the need for paper files.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continue implementing remote and hybrid work environments to reduce vehicle emissions and departmental footprint by conducting an office space assessment to develop a robust, inclusive teleworking policy incorporating teleworking hubs, smart conference rooms, and laptops with remote connectivity and technical connectivity support.
  - Mid-Term: Support efforts to increase sustainability within all CFWB contracts by promoting and encouraging CFWB contractors to provide fiscally, culturally, and environmentally sustainable services and resources for children and families.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Complete 82% (53,300 of 65,000) calls to the Child Abuse Hotline and ensure timely assessments and response determination to meet families' needs to strengthen and improve capacities to protect their children.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Ensure 1,900 (from 1,760) resource families are ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, and wellbeing.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provide 92% (6,000 of 6,500) of First 5 parents' or caregivers' educational services to increase their knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Home Visiting and Quality Early Learning Education programs.
  - Ensure 92% (345 of 375) of children who return home or enter legal guardianship do not reenter foster care within 12 months of going home through family strengthening and child abuse prevention efforts.
  - Ensure 5% (380 of 1,080) of children removed from the home due to safety concerns with parent(s), achieve permanency within 12 months to support family strengthening, and maintain the federal standard of 35%.
  - Maintain 4.12 moves (or less) per 1,000 days for all foster children in care, meeting the federal standard for the rate of placement moves. Fewer placements minimize the trauma children experience and may help lessen the negative impact on their school performance.
  - Ensure that 100% of eligible residents at San Pasqual Academy receive Independent Living Skills services to expand economic opportunities.

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.

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.
  - Screen 100% (1,200) of children ages 0–17 who are removed from the home and enter the foster care system under the supervision of the Juvenile Court for mental health needs following the California State standards to support enhanced mental health services delivery for children and youth in out of home care. These efforts will ensure that children have access to trauma-informed mental health services.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- www.SanDiegoCounty.gov/HHSA

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

- www.LiveWellSD.org

For information about becoming a resource family, go to:

- www.sdcares4kids.com

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Foster care child placed with relative or close non-family member	49% of 1,665	45% of 1,700	45% of 1,700	45% of 1,700	45% of 1,700
First 5 Developmental Screenings[1]	N/A	N/A	N/A	82% of 17,000	82% of 17,000
Completed calls to the Child Abuse Hotline[2]	69% of 68,507	82% of 65,000	62% of 70,000	82% of 65,000	82% of 65,000
Resource Families ready and available to receive placement of foster children	1,819	1760	1760	1900	1900
Children who do not reenter foster care within 12 months of going home	92% of 336	92% of 375	92% of 375	92% of 375	92% of 375
Children achieving permanency within 12 months	26% of 928	40.5% of 1,080	35.2% of 1,080	35.2% of 1,080	35.2% of 1,080
Placement moves per 1,000 days for all children in Foster Care	4.4	4.12	4.12	4.12	4.12
Educational services to First 5 parents or caregivers[1]	N/A	N/A	N/A	92% of 6,500	92% of 6,500
Children removed from home who are screened for mental health needs[3]	N/A	100% of 1,200	65% of 1,200	100% of 1,200	100% of 1,200

Table Notes

[1] Effective Fiscal Year 2023–24, multiple child and family serving systems, including Child Welfare Services and First 5 San Diego were transferred to the Child and Family Well Being department, under one umbrella to deliver both prevention and protection services.

[2] In Fiscal Year 2022–23, this target was not met due to an unexpected increase in call volume and staffing shortages due to recruitment challenges. This measure reflects calls made to the child abuse hotline prior to being dropped by the caller. This did not impact the number of child abuse/neglect referrals made to the hotline.

[3] In Fiscal Year 2022–23, this target was not met due to a change in methodology, challenges with data management, and recruitment.

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

Staffing

Net increase of 40.00 staff years

- Increase of 15.00 staff years to ensure the continued safety and supervision of youth entering Foster Care and those in placement transition residing at the Polinsky Children's Center (PCC).
- Increase of 14.00 staff years due to a transfer from Administrative Support (First 5 San Diego) to establish the Child & Family Strengthening program that will provide the opportunity to integrate resources, programs, and services to support families and increase protective factors.
- Increase of 6.00 staff years to align the County's child abuse and neglect prevention efforts and support implementation of Family First Prevention Services Act (FFPSA).
- Increase of 6.00 staff years associated with the expansion of Family Finding, Engagement and Support to strengthen family connection and provide resource family approval options.
- Increase of 1.00 staff year to the Office of Child and Family Strengthening to further commitment and implementation of multifaceted strategies that build on family strengths and connect families to evidenced-based services, support visitation, parent education and expands services which will ultimately improve outcomes for youth and families in San Diego County.
- Increase of 1.00 staff year to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
- Decrease of 3.00 staff years due to a transfer to Homeless Solutions & Equitable Communities to support operational needs.

Expenditures

Net increase of $14.5 million

- Salaries & Benefits—net increase of $1.0 million primarily for negotiated labor agreements and staffing changes noted above offset by one-time salary savings associated with challenges in the labor market tied to longer period of time to hire.
- Services & Supplies—increase of $20.2 million.
  - Increase of $16.9 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus group and includes a transfer of $6.9 million from Other Charges to reflect a technical State payment process change for benefits to foster youth.
  - Increase of $2.0 million for implementation of Prevention Hub to help families navigate needed prevention support and services to address and decrease the number of families coming to the attention of the child welfare system and Juvenile Probation.
  - Increase of $1.8 million for the Career Pathways for Foster Youth program to provide employment and career support services for current and former youth.
  - Increase of $1.0 million in operating costs associated with staffing cost, security guard services, and facility costs.
  - Increase of $0.5 million for Child Care Bridge to increase and strengthen childcare provider capacity.
  - Decrease of $2.0 million associated with prior year one-time funding for Emergency Response.
- Other Charges—net decrease of $0.4 million.
  - Net decrease of $9.9 million in Foster Care benefit payments to reflect a transfer to Services & Supplies due to a technical budget adjustment to align with a payment process change for benefits to foster youth in San Pasqual Academy and aligning with caseload trends.
  - Increase of $5.4 million in Adoptions benefit payments to align with caseloads trends and increased grant amount.
  - Increase of $2.6 million in Complex Care Capacity Building services to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
  - Increase of $1.5 million in Approved Relative Caregiver (ARC) to align with caseload trends.
- Expenditure Transfer & Reimbursement—increase of $6.3 million associated with the centralized General Fund funding supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of a $6.3 million decrease in appropriations.
  - Increase of $6.0 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus.
  - Increase of $0.3 million for one-time negotiated labor agreements.

Revenues

Increase of $14.5 million

- Intergovernmental Revenue—increase of $5.2 million.
  - Increase of $8.1 million in Realignment revenue, including available funding based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human services programs. These funds will support increases in Salaries & Benefits, Services & Supplies and Other Charges noted above.

- Increase of $2.8 million in State revenue tied to the Complex Care Capacity Building grant to support Salaries & Benefits and Other Charges as noted above.
- Increase of $2.2 million to reflect funding under the County's ARPA Framework to support the Career Pathways for Foster Youth and Child Care Bridge programs.
- Increase of $2.0 million in State Block Grant funding to support the Prevention Hub as noted above.
- Decrease of $5.2 million primarily tied to one-time Family First Transition Act (FFTA) allocation to support the implementation of the Family First Prevention Services Act (FFPSA) to further its goals of providing proven services and supports that will prevent children from being placed in foster care.
- Decrease of $4.1 million tied to one-time State revenue for enhanced emergency response efforts.
- Net Decrease of $0.6 million in federal and State revenue to align with projected assistance payments.

- Charges for Current Services—increase of $2.5 million due to the transfer of First 5 revenue to align with First 5 administrative costs.
- Use of Fund Balance—decrease of $1.5 million. There is no amount budgeted.
- General Purpose Revenue Allocation—net increase of $8.3 million.
  - Increase of $4.3 million primarily associated with anticipated Salaries & Benefits increases due to negotiated labor agreements.
  - Increase of $4.0 million, partially reallocated from BHS, to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus group.

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

Net increase of $15.6 million is primarily the result of an increase in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements offset by completion of contract services with one-time funding.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Child Safety	1,345.00	1,465.00	1,504.00	2.7	1,504.00
CWS Eligibility	63.00	63.00	63.00	—	63.00
Child & Family Strengthening	—	—	14.00	—	14.00
Adoptions	123.00	102.00	89.00	(12.7)	89.00
Total	**1,531.00**	**1,630.00**	**1,670.00**	**2.5**	**1,670.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Child Safety	$ 234,263,756	$ 262,094,519	$ 278,297,763	6.2	$ 292,563,653
CWS Eligibility	5,628,764	6,171,021	6,604,659	7.0	7,051,209
CWS Assistance Payments	161,008,150	161,008,150	157,976,272	(1.9)	157,976,272
Child & Family Strengthening	—	—	2,518,618	—	2,707,324
Adoptions	15,058,028	13,104,401	11,461,182	(12.5)	12,208,127
Total	**$ 415,958,698**	**$ 442,378,091**	**$ 456,858,494**	**3.3**	**$ 472,506,585**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 179,800,258	$ 197,566,595	$ 198,595,519	0.5	$ 213,339,598
Services & Supplies	75,874,595	81,349,603	101,523,604	24.8	96,111,896
Other Charges	163,002,444	163,488,456	163,081,654	(0.2)	163,081,654
Expenditure Transfer & Reimbursements	(2,718,599)	(26,563)	(6,342,283)	23,776.4	(26,563)
Total	**$ 415,958,698**	**$ 442,378,091**	**$ 456,858,494**	**3.3**	**$ 472,506,585**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 681,211	$ 681,211	$ 681,211	—	$ 681,211
Intergovernmental Revenues	384,039,628	425,413,673	430,650,445	1.2	424,175,861
Charges For Current Services	1,464,490	1,464,490	3,961,444	170.5	3,961,444
Miscellaneous Revenues	187,510	187,510	187,510	—	187,510
Use of Fund Balance	—	1,565,578	—	(100.0)	—
General Purpose Revenue Allocation	29,585,859	13,065,629	21,377,884	63.6	43,500,559
Total	**$ 415,958,698**	**$ 442,378,091**	**$ 456,858,494**	**3.3**	**$ 472,506,585**

County Successor Agency

Mission Statement

Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Department Description

The County of San Diego Redevelopment Agency included two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment (RDA) Dissolution and subsequent court decision. AB 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expeditiously wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were created and authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in Housing & Community Development Services. All activities of the Successor Agency, including budgetary authority, are subject to approval by an Oversight Board.

Under Health & Safety Code (HSC) Section 34179, one consolidated seven-member successor agency oversight board became effective on July 1, 2018 to perform the functions of all other existing San Diego County area oversight boards. The County of San Diego acts as the administrator of the consolidated oversight board. HSC Section 34179 permits the County to recover startup and administrative costs from the Redevelopment Property Tax Trust Fund.

To ensure these required services are provided, the County Successor Agency has a budget of $7.8 million.

2022–23 Anticipated Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency
  - Continued to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
  - Conducted Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, then submit required materials to California State Department of Finance in a timely fashion.

2023–25 Objectives

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency
  - Continue to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
  - Conduct Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, then submit required materials to California State Department of Finance in a timely fashion.

Related Links

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

- www.sandiegocounty.gov/community/san-diego-county-oversight-board.html

For additional information about Gillespie Field, refer to:

- www.sandiegocounty.gov/dpw/airports/gillespie.html

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

Staffing

No staffing is included in the CAO Recommended budget.

Expenditures

Net increase of $0.1 million

- Services & Supplies—No significant changes.
- Other Charges—No significant changes.
- Operating Transfers Out—Net increase of $0.1 million to align Gillespie Field Bond Principal and Interest payments to Fiscal Year 2023–24 Recognized Obligation Payment Schedule and projected Debt Service Reserve transfers.

Revenues

Net increase of $0.1 million

- Taxes Other Than Current Secured—No significant changes.
- Other Financing Sources—Net increase of $0.1 million in Operating Transfers In to fund increase in Gillespie Field Bond payments and projected Debt Service Reserve transfers as noted above.

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

No significant changes.

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Successor Agency	$ 7,752,948	$ 7,700,172	$ 7,765,176	0.8	$ 7,765,176
Total	**$ 7,752,948**	**$ 7,700,172**	**$ 7,765,176**	**0.8**	**$ 7,765,176**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 20,000	$ 20,000	$ 20,000	—	$ 20,000
Other Charges	2,316,673	2,303,479	2,312,230	0.4	2,312,230
Operating Transfers Out	5,416,275	5,376,693	5,432,946	1.0	5,432,946
Total	**$ 7,752,948**	**$ 7,700,172**	**$ 7,765,176**	**0.8**	**$ 7,765,176**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Other Than Current Secured	$ 2,336,673	$ 2,323,479	$ 2,332,230	0.4	$ 2,332,230
Other Financing Sources	5,416,275	5,376,693	5,432,946	1.0	5,432,946
Total	**$ 7,752,948**	**$ 7,700,172**	**$ 7,765,176**	**0.8**	**$ 7,765,176**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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Homeless Solutions and Equitable Communities

Mission Statement

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

Department Description

The Department of Homeless Solutions and Equitable Communities (HSEC) advances the HHSA mission by providing resources and support to address the needs of traditionally under-resourced and vulnerable groups, immigrant and refugee communities, and people at risk of or experiencing homelessness. HSEC was created to achieve better coordination of existing and new County homeless and equitable community efforts and serve as a central point of collaboration for outside partners working together, ensuring equity among all San Diegans. Within HSEC are three offices:

- **Office of Homeless Solutions (OHS)**—coordinate services and community outreach to reduce homelessness by preventing at-risk individuals from becoming homeless and supporting those experiencing homelessness.
  - Collaborate with internal and external stakeholders on projects and agreements to expand compassionate emergency housing options countywide;
  - Expand direct homeless outreach and case management services utilizing a tailored regional approach;
  - Manage existing programs such as Housing our Youth, Community Care Coordination, and Domestic Violence Shelter Based Program Services while developing and implementing new programs such as the Coordinated Eviction Prevention Program, Specialized Funding for Imminent Needs, the HSEC Outreach App, and enhanced affirming services for people identifying as LGBTQ+; and
  - Collaborate with other County departments to bring in additional funding through various sources such as the Housing Disability Advocacy Program, Proposition 47 grant funding (in collaboration with the Public Safety Group), HomeSafe (in collaboration with Aging & Independence Services), and the Homeless Housing Assistance Program.
- **Office of Equitable Communities (OEqC)**—ensures equity among all San Diegans using a regional model to enhance community engagement and meet the needs of underserved communities.
  - Continue to strengthen, build, and foster relationships with community partners through the work of Regional Community Coordinators who represent each HHSA Region and also facilitate collaboration among the five Live Well San Diego Regional Community Leadership Teams (with North Coastal and North Inland combined);
  - Collaborate with the community to address equity and access through community outreach efforts and assisting with health education and social services navigation;
  - Strengthen the capacity of community health workers in the region by adding permanent County Community Health Worker positions within the department, who assist in increasing community awareness of communicable diseases by providing public education, prevention strategies, and navigation of key County resources while also promoting cultural and linguistically appropriate educational materials; and
  - Administer programs through the Community Action Partnership (CAP) that empowers economically disadvantaged communities to help residents thrive and supporting and overseeing the Resident Leadership Academy that empowers community leaders to develop knowledge, tools, and strategies to make positive changes at the neighborhood level.

- **Office of Immigrant and Refugee Affairs (OIRA)**—foster a welcoming community to new residents by serving as the regional expert and leader in immigrant and refugee affairs and as a hub for information, referrals, and resources.
  - Continue to address the anticipated influx of Afghanistan refugees into the County by working with Refugee Resettlement Agencies and other key stakeholders to coordinate and follow the Board approved response plan;
  - Expand refugee support services through nearly $2.5 million in grant funding; and
  - Operate a new Welcome Center in National City, focused on assisting immigrants and refugees on needed resources.

To ensure HHSA service regions and departments can provide critical and essential services, HSEC has 162.00 staff years and a budget of $77.6 million.

2022–23 Anticipated Accomplishments

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Ensured 44% (393 of 902) of Refugee Employment Services (RES) participants were engaged in unsubsidized employment to support self-sufficiency, consistent with federal reporting requirements.
  - Engaged community stakeholders to gather feedback and ideas for the development of a strategic plan and annual report focused on improving and potentially expanding existing immigrant and refugee programs.
- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Engaged 45,000 residents County-wide to provide outreach and education on health and social services through various community engagement efforts focused on creating positive change through equity, health, safety, economic inclusion, and access for all.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Short-term: Gained awareness of the community's needs by actively participating in the Food System Initiative Working Group and Food Security meetings and supported collaborations between programs that serve similar populations.
  - Short-term: Established the National City Welcome Center, which was developed through input gathered from stakeholders during four (4) community listening sessions, that will serve as a central location for the Office of Immigrant and Refugee Affairs to support the community with general questions and provide connections to County and community resources, including available legal resources.
  - Long-term: Expanded economic enhancement opportunities in low-income communities by providing over 18,000 community members with direct and indirect stabilization services such as food, utilities, clothing, and financial literacy to help reduce poverty and increase economic inclusion.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Short-term: Reduced staff commuting miles by offering a hybrid work schedule to all eligible employees and maintained, on average, a schedule of at least one (1) day of telework per week.
  - Mid-term: Implemented a policy for double-sided copying and printing of documents to ensure electronic use for reviewing, editing, scanning, and sharing files to limit paper consumption.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Ensured 0% (0 of 50) households avoided eviction and became stabilized in their housing through the Coordinated Eviction Prevention System Program.

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.
  - Ensured 76% (38 of 50) of veterans enrolled in the Community Care Coordination for Veterans program were immediately placed in a housing solution upon reentering the community from a County detention or reentry facility.
- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, vote, and experience to impact change.
  - Ensured 90% (75 of 83) of Resident Leadership Academy (RLA) participants graduated from the program by providing training and technical assistance to support community leaders in identifying and implementing community improvement projects that increase the health, safety, and well-being of their neighborhoods.
  - Increased community engagement efforts, leading to a 80% increase (1,443 to 2,600) in new newsletter subscribers receiving weekly regional targeted communications in each of the five HHSA Service Regions (with North Coastal and North Inland combined).
  - Hosted a Grandparents Raising Grandchildren family enrichment event at the San Diego Zoo and Safari Park and provided access to valuable resources to over 786 kinship family members.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensured 46% (138 of 300) youth and young adults up through the age of 24 who were experiencing homelessness or at risk of homelessness were permanently housed and have retained housing for at least six consecutive months through the Housing our Youth program.
  - Completed over 25,000 direct services outreach engagements countywide with persons experiencing or at risk of homelessness. These were duplicated contacts, as services are meant to build rapport.

- Connected over 3,000 individuals who were at risk of or were experiencing homelessness to public assistance such as access to food, medical insurance, and cash assistance.
- Developed the Magnolia Safe Parking Program in East County, which provides safe parking spaces for households living in their vehicles, as well as two daily meals, hygiene facilities, and case managers who have connected over 40% (23 of 58) of households exiting the program to a more stable housing option and community resources.
- Connected over 100 people experiencing homelessness within an encampment to shelter, housing, and other resources.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Established 150 new emergency beds through the Rosecrans Shelter in partnership with the Lucky Duck Foundation, the City of San Diego, Behavioral Health, Public Health, and Self-Sufficiency Services.
  - Expanded emergency housing options in the 18 incorporated cities through $10 million from the Capital Grants Emergency Housing Solutions Grant Program, to be implemented across six (6) local jurisdictions and nine (9) projects across the County and adding 439 new shelter beds and 85 parking spaces.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Developed baseline criteria and measures for direct outreach services by establishing metrics, dashboards, and regular reporting and evaluation for improvements.
  - Continue to maintain and update on a monthly and annual basis, the Countywide inventory of homeless and housing programs related to the County's Framework for Ending Homelessness, which includes expenditures, output, and outcomes.

2023–25 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.
  - Engage over 30,000 direct encounters with residents countywide to provide outreach and education on health and social services through various community engagement efforts focused on creating positive change through equity, health, safety, economic inclusion, and access for all.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Ensure 66% (594 of 900) of Refugee Employment Services (RES) participants are engaged in unsubsidized employment to support self-sufficiency, consistent with federal reporting requirements.
  - Improve and potentially expand existing immigrant and refugee programs by engaging community stakeholders in gathering feedback and ideas to develop focused priorities for the Office of Immigrant and Refugee Affairs Strategic Plan and annual report.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Provide over 600 encounters through the National City Welcome Center customers, in a culturally sensitive manner focused on economic inclusion and poverty reduction to welcome and support immigrants, refugees, and others.
  - Long-term: Ensure 14,000 residents receive direct and indirect stabilization services, including food, utilities, clothing, and financial literacy education through economic enhancement opportunities in low-income communities.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Mid-term: Decrease overall paper consumption by five percent by limiting paper consumption by implementing double-sided copying and printing document to ensure electronic use for reviewing, editing, scanning, and sending files to refrain from printing emails.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Ensure 75% (75 of 100) of households enrolled in the Coordinated Eviction Prevention System program avoid eviction and become stabilized in their housing.
  - Support 350 households in non-congregate shelters on any given night while they secure more permanent housing solutions.
  - Ensure 40% (26 of 65) of participants enrolled in the Magnolia Safe Parking Program for at least 30 days successfully exit to a more stable housing option.
  - Ensure 75% of participants enrolled in the Housing Disability Advocacy Program (HDAP) are connected to housing.

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 90% (90 of 100) of Resident Leadership Academy (RLA) participants graduate the program by providing training and technical assistance to support community leaders in identifying and implementing community improvement projects that increase their neighborhoods' health, safety, and well-being.
  - Provide 2,500 unique subscribers regionally focused cross-threaded information through the Community Newsletters focused on increasing engagement, strengthening, and invigorating communities for an opportunity to grow, connect and thrive.
- 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.
  - Place 90% (67 of 75) of veterans enrolled in the Community Care Coordination for Veterans program in a housing solution upon reentering the community from a County detention or reentry facility.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensure 50% of youth and young adult participants up through the age of 24 who are experiencing or at risk of homelessness are permanently housed through the Housing our Youth program.
  - Complete 20,000 direct services outreach engagements countywide with persons experiencing or are at risk of homelessness.
  - Connect 2,000 individuals who are at risk of or are experiencing homelessness to public assistance such as access to food, medical insurance, and cash assistance.

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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Provide an updated Countywide inventory of homeless and housing programs related to the County's Framework for Ending Homelessness, which includes monthly program updates and an annual inventory of expenditures, outputs, and outcomes.
  - Refine baseline criteria and measures for direct outreach services by establishing departmentwide metrics, dashboards, and regular reporting and evaluation for improvements.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For additional information about the Department of Homeless Solutions and Equitable Communities, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa/programs/hsec.html

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Outreach and education provided to residents[4]	N/A	9,000	45,000	30,000	30,000
Refugee Employment Services participants in unsubsidized employment[6]	51% of 1,002	66% of 600	44% of 902	66% of 900	66% of 900
Households avoiding eviction and having stable housing through the Coordinated Eviction Prevention System Program[8]	N/A	75% of 100	74% of 50	75% of 100	75% of 100
Households placed in non-congregate shelters on any given night[5]	N/A	N/A	N/A	350	350
Participants staying at least 30 days, exiting to a stable housing option through the Magnolia Safe Parking Program[5]	N/A	N/A	N/A	40% of 65	40% of 65
Participants housed through the Housing Disability Advocacy Program[5]	N/A	N/A	N/A	75%	75%
RLA Graduation Rate	N/A	90% of 100	91% of 114	90% of 100	90% of 100
Unique subscribers receiving regional Community Newsletters[1]	N/A	N/A	N/A	2,500	2,500
Veterans immediately housed through Community Care Coordination[2]	N/A	76% of 50	76% of 50	90% of 75	90% of 75
Youth and Young Adults permanently housed through the Housing Our Youth Program[7]	N/A	75% of 100	46% of 300	50%	50%
Outreach and engagements made to individuals at risk or experiencing homelessness[3]	N/A	20,000	25,000	20,000	20,000
Individuals at risk of or experiencing homelessness connected to public assistance.[9]	N/A	2,000	3,000	2,000	2,000

Table Notes

[1] In Fiscal Year 2023–24, this is a new measure to demonstrate focused efforts to inspire community engagement.

[2] In Fiscal Year 2023–24, the Veteran Community Care Coordination performance measure projection was increased to reflect an increase in community referrals.

[3] Engagements include duplicated individuals.

[4] This count includes duplicated individuals. In Fiscal Year 2022–23, this target was exceeded due to the launch of the new department with Community Health Workers and Community Health Worker Liaisons, an increase of outreach events, and impacts from the COVID-19 pandemic. In Fiscal Year 2023–24, the target is lowered due to the winding down of the COVID pandemic and resuming normal operations.

[5] In Fiscal Year 2023–24, this new measure demonstrates focused efforts to reduce homelessness.

[6] In Fiscal Year 2022–23, the target for refugee unsubsidized employment was not met due to an unexpected doubling of the program participants who had challenges gaining employment due to COVID-19 and United States Citizen Immigration Services employment authorization. In addition, COVID-19 affected employment rates for those within the service and hospitality industries and some participants do not have employment authorization cards, therefore they could not be employed.

[7] In Fiscal Year 2022–23, although the number of youth and young adults housed was exceeded, the target was not met due to challenges in tracking youth. In Fiscal Year 2023–24, this measure will align with the new goal of permanently housing, at minimum, 50% of participants.

[8] In Fiscal Year 2022–23, the projected target may not be met due to a delay in program implementation, which began officially in April 2023.

[9] In Fiscal Year 2022–23, target was exceeded due to the addition of new staff that expanded outreach and engagement efforts throughout the County, and increased partnerships with community stakeholders and local jurisdictions across all regions.

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

Staffing

Increase of 6.00 staff years

- Increase of 3.00 staff years due to the transfer from Child and Family Well-Being to support case management and community outreach efforts for safety net services and housing programs.
- Increase of 2.00 staff years to support the program implementation and coordination of service provider contracts under the Proposition 47 Grant Program providing a comprehensive set of services for justice involved populations.
- Increase of 1.00 staff years due to a transfer from Housing and Community Development Services to support case management and community outreach efforts for safety net services and housing programs.
- Additionally, staff were transferred among related programs within HSEC to manage operational needs.

Expenditures

Increase of $23.7 million

- Salaries & Benefits—increase of $2.3 million primarily due to negotiated labor agreements and additional staff years noted above.
- Services & Supplies—increase of $11.4 million
  - Increase of $9.4 million due to the transfer of the expanded County's Hotel/Motel voucher program or Regional Homeless Assistance Program (RHAP) from Housing and Community Development Services (HCDS) to centralize efforts for homelessness programs.
  - Increase of $3.1 million for the implementation of the Proposition 47 Grant program which will support a comprehensive service design including substance use disorder treatment, case management, connections to housing and employment, and supportive services for persons convicted of misdemeanor offenses.
  - Increase of $2.3 million tied to the implementation of LGBTQ Homeless Services/Housing to provide resources and support for vulnerable populations identifying as LGBTQ and experiencing or at risk of homelessness.
  - Increase of $1.4 million due to a transfer from Aging & Independence Services (AIS) of the Homesafe Program which provides housing support to seniors and adults with disabilities who are experiencing or at risk of homelessness.
  - Increase of $1.4 million for operating costs associated with two Safe Parking sites tied to Compassionate Emergency Housing Solutions efforts.
  - Increase of $1.4 million for operating costs associated with increased staffing, security guard services and facilities cost.
  - Increase of $1.3 million for Afghan Refugee Support Services to align with new federal funding.
  - Increase of $0.3 million to expand housing and service supports for people at risk of or experiencing homelessness funded by one-time Housing and Disability Advocacy Program (HDAP) Targeted Strategic Investment revenue.
  - Increase of $0.3 million for the flexible housing pool which secures rental units and creates a housing portfolio that allows individuals experiencing homelessness to quickly exit homelessness when they are matched to a unit that is paired with rental assistance and supportive services
  - Increase of $0.2 million tied to a transfer from Administrative Support for the Gang Prevention program which helps to address the negative impacts of gang activity on the health, safety and vitality of low-income communities in San Diego County.
  - Increase of $0.1 million for an HHSA Outreach application software to improve the ability to connect trained outreach workers with people experiencing homelessness.
  - Increase of $0.1 million to align with anticipated spending for Safety First Programs to support child passenger safety and pedestrian/bicycle safety.
  - Increase of $0.1 million for Coordinated Eviction program contracts that will provide legal services, housing counseling, and outreach and prevention services to people experiencing or at risk of homelessness, funded through the County's ARPA Framework.
  - Decrease of $10.0 million tied to the completion of the one-time Emergency Housing City Partnership program to acquire shelters or locations to serve the homeless population.
- Expenditure Transfer & Reimbursements—net decrease of $10.0 million associated with the centralized General Fund funding supported by resources in Countywide Finance Other. Since this is a transfer of expenditures, it has a net effect of a $10.0 million increase in appropriations for the following:
  - Decrease of $10.0 million tied to the completion of the one-time Emergency Housing City Partnership program to acquire shelters or locations to serve the homeless population.

Revenues

Increase of $19.4 million

- Taxes Other than Current Secured—increase of $0.1 million tied to State Prop 10 tobacco tax in support of First 5 Refugee Family Support Services.
- Intergovernmental Revenue—increase of $19.3 million.

- Increase of $12.3 million to reflect funding under the County's ARPA Framework to support the RHAP, LGBTQ Homeless Services/Housing, and Compassionate Emergency Housing Solutions Safe Parking operations to address homelessness.
- Increase of $3.5 million in Proposition 47 grant revenue to fund estimated Salaries & Benefits and Services & Supplies referenced above.
- Increase of $1.4 million in Homesafe Program State revenue to support expenditures noted above.
- Increase of $1.2 million in supplemental federal revenue to support Afghan Refugee Support Services.
- Increase of $0.3 million of HDAP Targeted Strategic Investment State revenue to fund estimated expenditures referenced above.
- Increase of $0.3 million in California Emergency Solutions and Housing Program (CESH) State grant to fund the Flexible Housing Pool.
- Increase of $0.3 million in social services State and federal administrative revenue to support increases in staffing and operating costs.

- Other Financing Sources—increase of $0.2 million in Securitized Tobacco Settlement funds associated with the Gang Prevention program transfer from Administrative Support.
- Use of Fund Balance—decrease of $0.2 million. There is no amount budgeted.
- General Purpose Revenue Allocation—increase of $4.2 million.
  - Increase of $3.2 million associated with Salaries & Benefits and operating cost increases noted above.
  - Increase of $1.0 million due to a transfer of the County's Hotel/Motel voucher program from HCDS to centralize efforts for homelessness programs.

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

Net decrease of $28.0 million is the result of a decrease primarily tied to completion of one-time projects offset by increases for in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Homeless Solutions and Equitable Communities Administration	10.00	14.00	16.00	14.3	16.00
Equitable Communities	42.00	53.00	54.00	1.9	54.00
Homeless Solutions	83.00	84.00	87.00	3.6	87.00
Immigrant and Refugee Affairs	5.00	5.00	5.00	—	5.00
Strategy and Innovation	45.00	—	—	—	—
Total	**185.00**	**156.00**	**162.00**	**3.8**	**162.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Homeless Solutions and Equitable Communities Administration	$ 2,699,626	$ 2,706,450	$ 3,609,591	33.4	$ 3,816,923
Equitable Communities	12,976,102	14,463,450	15,534,165	7.4	16,039,094
Homeless Solutions	20,187,885	33,428,024	53,261,230	59.3	37,325,399
Immigrant and Refugee Affairs	2,000,000	3,303,768	5,155,057	56.0	3,931,192
Strategy and Innovation	10,132,630	—	—	—	—
Total	**$ 47,996,243**	**$ 53,901,692**	**$ 77,560,043**	**43.9**	**$ 61,112,608**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 25,007,301	$ 21,369,152	$ 23,687,270	10.8	$ 25,574,109
Services & Supplies	25,361,314	44,732,540	56,107,631	25.4	35,538,499
Expenditure Transfer & Reimbursements	(2,372,372)	(12,200,000)	(2,234,858)	(81.7)	—
Total	**$ 47,996,243**	**$ 53,901,692**	**$ 77,560,043**	**43.9**	**$ 61,112,608**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Other Than Current Secured	$ —	$ —	$ 87,272	—	$ —
Licenses Permits & Franchises	654,000	654,000	654,000	—	654,000
Fines, Forfeitures & Penalties	38,232	38,232	38,232	—	38,232
Intergovernmental Revenues	30,319,458	40,633,230	59,934,563	47.5	43,574,400
Charges For Current Services	3,556,830	2,672,145	2,672,145	—	2,672,145
Miscellaneous Revenues	92,180	—	—	—	—
Other Financing Sources	—	—	250,000	—	250,000
Use of Fund Balance	5,040,940	177,450	—	(100.0)	—
General Purpose Revenue Allocation	8,294,603	9,726,635	13,923,831	43.2	13,923,831
Total	**$47,996,243**	**$53,901,692**	**$77,560,043**	**43.9**	**$61,112,608**

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MDCCCLI

Housing & Community Development Services

Mission Statement

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

Department Description

Housing and Community Development Services (HCDS) provides housing stability for low-income and vulnerable populations throughout the region, help improve neighborhoods through community development opportunities, and implements innovative housing initiatives. HCDS conducts significant community engagement and outreach in developing these programs and services. These services are funded by the U.S. Department of Housing and Urban Development, the State, and the County and carried out through the following programs:

Affordable Housing: *Increase affordable housing opportunities (to 6,164 units by 2024) for low-income and special needs residents to reduce homelessness and those at-risk of homelessness through the following programs.*

- **No Place Like Home (NPLH)**—provide funding to affordable housing developers to support the creation of Permanent Supportive Housing for persons experiencing homelessness with a serious mental illness;
- **County Innovative Housing Trust Fund (IHTF)**—increase affordable housing opportunities throughout San Diego County using local trust funds for the construction, acquisition, rehabilitation, and loan repayment of affordable multi-family rental housing;
- **HOME Investment Partnership (HOME)**—support the creation and preservation of multi-family affordable housing;
- **County Owned Excess Properties**—increase affordable housing opportunities for low-income and special needs populations using existing County-owned excess property;
- **Permanent Local Housing Allocation (PLHA)**—funding for the acquisition, construction or rehabilitation of affordable multi-family housing targeting households earning at or below 60 percent of the area median income; and
- **Project-Based Vouchers (PBV)**—support permanent supportive housing development in the region by making Project-Based Housing Choice Vouchers available as ongoing operating subsidies.

Homeless Services: *Prevent and end homelessness through accessible housing and supportive services.*

- **Emergency Solutions Grant (ESG)**—provide rapid rehousing, emergency housing, street outreach, and homeless prevention to individuals and families experiencing or at-risk of experiencing homelessness;
- **Regional Hotel Assistance Program (RHAP)**—provide temporary housing for unsheltered individuals and families through local area hotels and motels while addressing the underlying issues causing their homelessness and eventually transitioning them into permanent and stable housing;
- **Local Rental Subsidy Program (LRSP)**—provides up to two years of rental assistance and case management services and allows stabilized hotel clients to transition into permanent housing; and
- **Veteran Affairs Supportive Housing (VASH)**—support homeless veterans by combining rental assistance through the Housing Choice Voucher (HCV), case management, and clinical services provided by the Department of Veterans Affairs (VA) at VA Medical Centers and community-based outreach clinics.

Community Development: *Enhance community infrastructure and facilities to provide a suitable and sustainable living environment through the following programs:*

- **Community Development Block Grant (CDBG)**—provides funding for affordable housing, community improvement, and public service projects such as improvements to community centers, development of parks and sidewalks, and food distribution programs;
- **Home Repair Program**—provide low-income homeowners grants and low-interest loans to make needed improvements that will enable them to remain in their homes; and
- **Housing Opportunities for People With AIDS/HIV (HOPWA)**—supports low-income people living with HIV/AIDS and their families by providing affordable housing opportunities, housing assistance, and supportive services.

Housing Authority: *HCDS also serves as the Housing Authority of the County of San Diego (HACSD), which provides monthly rental assistance for low-income families, emancipated youth, families participating in substance abuse treatment, and chronically homeless veterans through the following programs: (For more information, please see the Housing Authority budget).*

- **Section 8 Housing Choice Voucher Program**—provide long-term rental assistance to nearly 11,000 households each month, allowing very low-income families, veterans, the elderly, and the disabled to obtain decent, safe, and affordable housing;
- **Tenant-Based Rental Assistance**—provide short-term rental assistance for vulnerable populations that include persons experiencing homelessness in the county's unincorporated areas, families participating in the Child Welfare Services reunification program, youth transitioning out of the foster care system, and persons with HIV/AIDS; and
- **Public Housing**—provide 159 decent and safe rental housing units for eligible low-income families, the elderly, persons with disabilities, and agricultural workers.

To ensure these critical services are provided, Housing & Community Development Services has 156.00 staff years and a budget of $99.5 million.

2022–23 Anticipated 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.
  - Conducted 40 fair housing tests throughout the county with secret shoppers in rental units and proactively educated and engaged landlords in fair housing practices, laws, and regulations, which prohibit housing discrimination based on race or color, national origin, religion, sex, familial status, disability, and other protected classes.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Procured development partners to create 333 affordable housing units using two existing County-owned excess properties to increase affordable housing opportunities for low-income and special needs populations. The San Diego region faces a severe and chronic shortage of affordable housing units that directly impacts housing insecurity and housing cost burden for lower-income households. The redevelopment of excess County-owned property into affordable homes is a valuable option for increasing housing opportunities in the region.
  - Supported the County's Framework for Ending Homelessness by collaborating with other County departments, adding to the regional supply of dedicated affordable housing, increasing the production of deeply affordable units, and creating more diverse and accessible housing in resource-rich neighborhoods.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Awarded $107.8 million No Place Like Home (NPLH) funds to increase permanent housing for persons experiencing homelessness with serious mental illnesses through the construction, acquisition, and rehabilitation of supportive housing units.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Issued Notice of Funding Availability for 121 Project-Based Section 8 Vouchers (PBVs) to support the creation of affordable housing developments in the region. PBV developments spur the growth of new affordable units in high-opportunity areas, guarantee affordable units for decades, and provide supportive services to elderly and disabled populations.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Increased affordable housing opportunities for low-income and special needs populations by awarding two existing County-owned excess properties for developers to create affordable housing.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-Term: Replaced 50 of 482 out-of-date fixtures and appliances, including refrigerators, stoves, toilets, water heaters, and air conditioners at Public Housing sites with energy and water-efficient products/items.
  - Short-Term: Supported teleworking for employees within the department through hybrid schedules, shared workspaces, and online meetings and reduced departmental footprint and vehicle emissions.
  - Short-Term: Promoted proper recycling of e-waste such as printer and copier toner, cartridges, batteries, and lightbulbs, and by implementing policies to reduce the printing of documents such as double-sided copying and the electronic use for reviewing, editing, scanning, and sending files to reduce paper consumption.

- Mid-Term: Increased educational opportunities for Public Housing residents on sustainability practices, including water and energy saving.
- long-term: Improve sustainability by exploring opportunities to reduce paper communications to and from customers through paperless notifications and other transactions that could be handled through the online portal.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provided 665 veteran households rental assistance through the Veterans Affairs Supportive Housing (VASH) program. VASH program offers eligible homeless veterans, to whom the U.S. Department of Veterans Affairs refers, access to safe, decent, affordable housing through rental assistance.
  - Enrolled 450 new landlords to increase housing opportunities for individuals experiencing homelessness, low-income residents, and other vulnerable populations. This goal is part of a multi-year effort to increase the number of landlords on the interest list in the County's Housing Authority jurisdiction.
  - Offered and awarded two excess properties to developers to create affordable housing. Continue to procure affordable housing development partners for four excess County properties, three of which will be declared surplus in April 2023. The San Diego region faces a severe and chronic shortage of affordable housing units that directly impacts housing insecurity and housing cost burden for lower-income households. The redevelopment of excess County-owned property into affordable homes is a valuable option for increasing housing opportunities in the region.

2023–25 Objectives

Equity

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Provide 800 veteran households rental assistance through the Veterans Affairs Supportive Housing (VASH) program. VASH program provides eligible homeless veterans, to whom the U.S. Department of Veterans Affairs refers, access to safe, decent, and affordable housing through rental assistance.
  - Increase affordable housing opportunities using the Innovative Housing Trust Fund to construct, acquire, and rehabilitate affordable multifamily rental housing throughout San Diego County.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
  - Conduct 40 fair housing tests throughout the county by secret shoppers in rental units to proactively educate and engage landlords in fair housing practices, laws, and regulations, which prohibit housing discrimination based on race or color, national origin, religion, sex, familial status, disability, and other protected classes.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Support the County's Framework for Ending Homelessness by collaborating with other County departments, adding to the regional supply of dedicated affordable housing, increasing the production of deeply affordable units, and creating more diverse and accessible housing in resource-rich neighborhoods.
  - Maintain 90% (203 of 226) occupancy in units allocated at specific housing developments through the Project Based Voucher (PBV) program. PBVs are a component of the Housing Choice Voucher program, which provides permanent housing in the form of rental assistance to reduce homelessness among extremely low and low-income households.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, prompting economic sustainability for all.
  - Increase affordable housing opportunities for low-income and vulnerable populations using existing County-owned excess property.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Improve sustainability by exploring opportunities to reduce paper communications to and from customers through paperless notifications and other transactions that could be handled through the online portal.
  - Ensure energy and water-efficient purchases at Public Housing sites when renovating out-of-date fixtures and appliances such as refrigerators, stoves, toilets, water heaters, and air conditioners.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Engage 250 new landlords interested in renting to individuals experiencing homelessness, low-income residents, and other vulnerable populations. This goal is part of a multiyear effort to increase the number of landlords on the interest list in the County's Housing Authority jurisdiction.

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.
  - Facilitate quarterly DEI trainings and/or open discussion forums to empower the workforce, increase employee engagement, and promote diverse and equitable hiring practices.
  - 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.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For additional information about Housing and Community Development Services, refer to the website at:

- www.SanDiegoCounty.gov/sdhcd

Follow HCD on Facebook at:

- www.facebook.com/sdhcd

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Random fair housing compliance site tests	40	40	40	40	40
Maximize the IHTF to increase affordable housing[3]	N/A	N/A	N/A	Yes/No	Yes/No
PBV Unit Occupancy Rate[3]	N/A	N/A	N/A	90% of 226	90% of 226
VASH Veterans[1]	641	665	665	800	900
Landlords interested in renting to individuals experiencing homelessness, low-income residents, and other vulnerable populations.[2]	247	180	450	250	250

Table Notes

[1] Targets in Fiscal Years 2023–24 and 2024–25 are projected to increase due to enhanced regional coordination with local Veteran Affairs agencies.

[2] In Fiscal Year 2022–23, the target was exceeded due to increased outreach and enhanced incentives.

[3] These performance measures were introduced in Fiscal Year 2023–24 to demonstrate HCDS's efforts toward increasing affordable housing opportunities.

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

Staffing

No overall change in staff years

- Increase of 1.00 staff year supporting Stability Voucher and Housing Choice Voucher (HCV) program to administer and issue additional vouchers awarded to Housing Authority.
- Decrease of 1.00 staff year due to a transfer to Homeless Solutions and Equitable Communities (HSEC) to centralize efforts for homelessness programs in the unincorporated area.

Expenditures

Net increase of $15.1 million

- Salaries & Benefits—increase of $1.0 million primarily for negotiated labor agreements.
- Services & Supplies—net increase of $4.9 million.
  - Increase of $25.0 million for affordable housing projects supported by the Innovative Housing Trust Fund to increase the region's inventory of affordable housing for low-income residents and provide options for persons experiencing homelessness.
  - Increase of $4.6 million to support various housing activities including affordable housing development and first-time homebuyer program funded by Permanent Local Housing Allocation (PLHA) revenue.
  - Increase of $2.3 million to align with the anticipated Fiscal Year 2023–24 funding plan for HUD entitlement programs for projects and activities benefiting the community.
  - Increase of $0.4 million tied to a collaborative effort with the Department of General Services (DGS) to pursue properties available for affordable housing development.
  - Increase of $0.1 million tied to Public Liability Insurance Premium.
  - Increase of $0.1 million for operating costs associated with security guard services and facilities cost.
  - Increase of $0.1 million for project costs related to the Rental Assistance Case Management System.
  - Decrease of $15.0 million primarily tied to transitioning the County's Hotel/Motel Voucher program and local rental subsidy efforts to Homeless Solutions and Equitable Communities.
  - Decrease of $11.9 million associated with prior year one-time HOME-ARP funding to address the needs of persons experiencing or at risk of homelessness by providing much needed funding for the development of affordable housing.
  - Decrease of $0.9 million to align with completion of the California Emergency Solutions and Housing Program (CESH) State grant.
- Other Charges—decrease of $0.6 million in HUD entitlement programs to align with the anticipated Fiscal Year 2023–24 funding plan. HUD entitlement funds provide for a variety of services and projects throughout the County, including community improvement projects, affordable housing, services for persons experiencing homelessness, and housing and related services for persons with HIV/AIDS.
- Expenditure Transfer & Reimbursements—net decrease of $9.9 million associated with centralized General Fund support. Since this is a reimbursement, it has a net effect of a $9.9 million increase in appropriations for the following:
  - Decrease of $10.0 million associated with the expanded County's Hotel/Motel voucher program to centralize efforts for homelessness programs in the unincorporated area.
  - Increase of $0.1 million associated with the one-time cost for negotiated labor agreement.

Revenues

Net increase of $15.1 million

- Intergovernmental Revenues—net decrease of $10.0 million.
  - Decrease of $11.9 million tied to the completion of one-time federal funding of HOME-ARP revenue.
  - Decrease of $4.0 million primarily tied to the completion of one-time State funding for homelessness investments.
  - Decrease of $0.9 million in State CESH grant tied to the completion of the State grant.
  - Increase of $4.6 million in State PLHA revenue to align with anticipated allocation.
  - Increase of $1.7 million in HUD entitlement program to align with the anticipated Fiscal Year 2023–24 program revenue funding plan.
  - Increase of $0.4 million in County's ARPA Framework to support the collaborative effort with the Department of General Services (DGS) to pursue properties available for affordable housing development.
  - Increase of $0.1 million in Housing Authority administrative revenue to support Stability Voucher and HCV program administration increases in Salaries & Benefits and Services & Supplies.
- Miscellaneous Revenue—increase of $25.0 million from the Innovative Housing Trust Fund established by the Board of Supervisors to fund affordable housing projects to increase the region's inventory of affordable housing.
- Use of Fund Balance—decrease of $0.4 million. There is no amount budgeted.
- General Purpose Revenue Allocation—increase of $0.5 million.
  - Increase of $1.5 million associated with Salaries & Benefits and operating cost increases noted above.

- Decrease of $1.0 million due to a transfer of the County's Hotel/Motel voucher program to HSEC to centralize efforts for homelessness programs.

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

Net decrease of $28.7 million is the result of a decrease primarily tied to completion of one-time projects offset by increases for in salaries and benefits primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Housing & Community Development	130.00	156.00	156.00	—	156.00
Total	**130.00**	**156.00**	**156.00**	**—**	**156.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Housing & Community Development	$ 28,882,173	$ 46,132,562	$ 30,949,772	(32.9)	$ 30,709,961
County Successor Agency - Housing	28,500	28,500	28,500	—	28,500
HCD - Multi-Year Projects	84,852,233	38,178,122	68,483,245	79.4	39,983,245
Total	**$ 113,762,906**	**$ 84,339,184**	**$ 99,461,517**	**17.9**	**$ 70,721,706**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 16,478,815	$ 19,832,955	$ 20,840,995	5.1	$ 22,400,265
Services & Supplies	111,539,377	72,138,486	77,002,166	6.7	43,667,166
Other Charges	4,352,426	5,372,268	4,758,800	(11.4)	4,758,800
Expenditure Transfer & Reimbursements	(18,607,712)	(13,004,525)	(3,140,444)	(75.9)	(104,525)
Total	**$ 113,762,906**	**$ 84,339,184**	**$ 99,461,517**	**17.9**	**$ 70,721,706**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 4,591	$ 4,591	$ 4,591	—	$ 4,591
Intergovernmental Revenues	70,718,159	73,802,266	63,835,196	(13.5)	55,508,312
Charges For Current Services	3,000	3,000	3,000	—	3,000
Miscellaneous Revenues	33,788,511	2,006,183	27,006,183	1,246.1	2,006,183
Use of Fund Balance	3,902,064	381,131	2,064	(99.5)	2,064
General Purpose Revenue Allocation	5,346,581	8,142,013	8,610,483	5.8	13,197,556
Total	**$ 113,762,906**	**$ 84,339,184**	**$ 99,461,517**	**17.9**	**$ 70,721,706**

Medical Care Services

Mission Statement

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

Department Description

Medical Care Services (MCS) strives to ensure that San Diego County is home to America's premier local wellness delivery system with an emphasis on quality, equity, sustainability, and transparency. MCS uses a collaborative approach to identify and work on shared goals and actions with other County of San Diego business groups and the community. For example, MCS works with the following:

- The Public Safety Group and HHSA's Self-Sufficiency Services to support the expansion of Medi-Cal enrollment of justice-involved individuals in local youth and adult detention and reentry facilities to ensure they will have access to medical care, behavioral health care, and social care services.
- Staff across the County enterprise to assess the County's reproductive health services as a first step of the Board's initiative to strengthen access to reproductive health.
- Community partners to ensure their clients who qualify for the Home Visiting program receive a timely referral to the program so families can be connected with care and resources that promote healthy birth and childhood outcomes.

MCS is comprised of the following sections:

- **Clinical Leadership**—Provide clinical expertise and consultation across County programs, initiatives, and partnerships. MCS clinical leadership includes the County's Chief Medical Officer, Deputy Chief Medical Officer, Chief Pharmacy Officer, Chief Nursing Officer, Chief Pediatric Officer, Chief Geriatric Officer, Chief Dental Officer, and Justice-Involved Health Officer.
- **Nursing**—Provide direct clinical services at Public Health Centers, such as immunizations and deliver evidence-based primary prevention through home visiting programs to improve child health outcomes, reduce disparities, and increase the well-being of San Diego County residents. The Office of Nursing Excellence develops and implements evidence-based practice standards to ensure quality nursing care through professional development opportunities, quality improvement, and quality assurance activities.
- **Pharmacy**—Provide direct services for the San Diego County Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility, clinic services, and other programs. The MCS Pharmacy coordinates with County programs to implement best practices and ongoing staff development to ensure patient safety and access to medications in the County's pharmacies.

- **San Diego Advancing and Innovating Medi-Cal (SDAIM)**—California Advancing and Innovating Medi-Cal (CalAIM) is a multi-year initiative launched by the State Department of Health Care Services to improve the quality of life and health outcomes for Medi-Cal beneficiaries through whole-person care approaches and addressing social determinants of health. SDAIM is the local implementation of CalAIM, which strives to cultivate a more resilient, healthier region that fosters coordinated and equitable access to health and social services for Medi-Cal beneficiaries through a cross-sector collaborative approach within the County of San Diego and regionally. The four priorities of SDAIM are to: coordinate care, fortify the safety net, expand services, and innovate Medicaid.
- **Justice-Involved Health**—Coordinate with partners to address health-related concerns of the justice-involved population and the systems in which they access care. Health conditions are far more prevalent among the justice-involved population, whether physical or behavioral. Addressing the system of care and ensuring access to quality clinical services is essential to successful reentry, contributing to our community's overall health and well-being.
- **Older Adult Health**—Collaborate with County departments and community partners to assess needs, identify strategies and implement programs to support all people to age how and where they choose. The Chief Geriatric Officer works closely with the County of San Diego's Aging & Independence Services to achieve the Age Well San Diego vision, which encompasses San Diego's Age-Friendly and Dementia-Friendly Community initiatives and also strives for county-wide Age-Friendly Health System transformation in which

every older adult receives evidence-based care explicitly geared towards what matters most to the older adult and their family.

- **Pediatric Health**—Collaborate with County departments and community partners to identify strategies and implement programs to serve all children across the region. The Chief Pediatric Officer engages with local pediatric providers through the local chapter of the American Academy of Pediatrics as well as consults on numerous projects such as reducing childhood fatalities in collaboration with the County's Medical Examiner's Office, identifying strategies with County Behavioral Health Services to meet the needs of youth in mental health crisis, and serving as a Chair on the County's Future Generations Council with the mission to be champions for all future generations in San Diego County by actively working to integrate, align, and co-create solutions focused on improving their well-being
- **Oral Health**—Collaborate with other County departments and community partners to support the oral health of San Diego County's residents throughout their lifespans.

To ensure HHSA service regions and departments can provide critical and essential services, MCS has 215.00 staff years and a budget of $48.0 million.

2022–23 Anticipated 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.
  - Ensured 60% (2,040 of 3,400) of patient encounters included the pharmacy-based transition of care when admitted or discharged from the San Diego County Psychiatric Hospital or the Edgemoor Distinct Part Skilled Nursing Facility to improve patient outcomes. This was carried out by integrating a clinical pharmacy program to ensure pharmacists evaluate current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care. Target was not met due to the revision of processes to ensure patient encounters at admission and discharge received pharmacy-based transition of care.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and wellbeing through partnerships and innovation.
  - Initiated a multi-phase approach to facilitate SDAIM as the local implementation of CalAIM to transform and strengthen Medi-Cal through collaboration with Managed Care Plans, other County departments, and community partner organizations. In July 2022, community input was collected and integrated as the first phase of the Roadmap to ensure the diverse stakeholder perspectives were reflected in SDAIM priorities, defining roles, and identifying opportunities for collaboration and partnership. The second and third phases will include periodic updates to the Roadmap to reflect community priorities.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-Term: Collaborated with stakeholders to increase equitable access to pharmacy services in County Public Health Centers through a pilot project that uses automated patient medication dispensing machine technology to eliminate transportation barriers by providing medications onsite, resulting in increased access to medications and ensuring sustainability through low operating costs. Efforts to implement the automated patient medication dispensing system are ongoing and will continue in the next fiscal year.
  - Short-Term : Supported the implementation of SDAIM through the pursuit of funding opportunities for enhanced data exchange with Medi-Cal managed care plans. Funding will improve care coordination and better serve Medi-Cal beneficiaries in San Diego County.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families and the region.
  - Short-Term: Ensured a 4.8 or higher (on a scale of 0–5) overall satisfaction with the Public Health Nurse Residency and Nursing Essential Programs. Ensuring high-quality training is essential for maintaining a highly skilled nursing workforce that staffs the County's Public Health Centers, responds to public health emergencies, provides, in-home visitation services, and many other essential programs serving clients.

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.
  - Reached more than 80 individuals through five community engagement sessions to provide information about physical, behavioral, and social services available through CalAIM, answer questions, and collect feedback for future sessions. Open community sessions such as these create an environment of collaboration and recognition of shared goals for maximizing reach and impact for individuals with Medi-Cal.
- Quality of Life: Provide programs and services that enhance the community through increasing the wellbeing of our residents and our environments.

- Reviewed 98% (1,440 of 1,460) of Home Visiting Program referrals within one business day to ensure first-time mothers receive timely access to primary prevention, reduce disparities and improve child health outcomes. Linking first-time mothers with a nurse empowers them to feel prepared and supported to make positive, healthy choices and establish a solid foundation for years to come.
- Gathered community input on primary care needs in the North Coastal region to further understand the needs of clients and the community, reduce barriers to service delivery and expand access to primary care.

- Communications: Create proactive communication that is accessible and transparent.
  - Continued to engage with health professionals across the community through Health Professionals' Telebriefings, phone calls, emails, and newsletters to share the most relevant and essential information on access and services available to their clients and successfully engaged with 881 healthcare practices that serve residents of the most underserved communities in the county.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Advocated for passing the State of California Senate Bill 872, in partnership with the County Office of Economic Development and Government Affairs, to increase the accessibility of pharmacy services such as medication and counseling through community mobile pharmacy clinics.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Led the response to the Board of Supervisors' initiative to support care coordination for justice-involved individuals through funding and integrated data infrastructure by partnering with staff across the County enterprise, community representatives, and numerous feedback forums. These efforts are essential actions toward reducing health disparities and addressing social equity impacting the justice-involved population.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Ensure 95% (3,040 of 3,200) of patient encounters include pharmacy-based transition of care when admitted or discharged from the San Diego County Psychiatric Hospital or the Edgemoor Distinct Part Skilled Nursing Facility to improve patient outcomes. This will be carried out by integrating a clinical pharmacy program to ensure pharmacists evaluate current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Conduct Age-Friendly Walkthrough scans at 100% (8) MCS-supported sites to understand how clinical services are provided to older adults, focusing on processes to assess and act upon what matters most to each older adult, mobility, and medication considerations unique to older adults. These scans are an essential first step toward creating Age-Friendly policies and systems to support health equity and well-being in San Diego County's older adult population.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Conduct one financial analysis of Medical Care Services' programs to identify opportunities to increase revenue through seeking reimbursement for direct client services.
  - Collaborate with stakeholders to increase equitable access to pharmacy services in County Public Health Centers through a pilot project that uses automated patient medication dispensing machine technology to eliminate transportation barriers by providing medications onsite, resulting in increased access to medications and ensuring sustainability through low operating costs.
  - Mid-Term: Expand access to pharmacy services in at least one County Public Health Center through the automated patient medication dispensing machine pilot project.
  - Long-Term: Use data and information collected during the pilot project, develop a plan to expand the automated patient medication dispensing machine program to at least one additional County Public Health Center to ensure expanded access to pharmacy services.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Ensure nurses who attend the Public Health Nurse Residency and Nursing Essential Programs rated their overall satisfaction with the program as 4.65 or higher (on a scale of 0–5). Ensuring high-quality training is essential for maintaining a highly skilled nursing workforce that staffs

the County's Public Health Centers, responds to public health emergencies, provides in-home visitation services, and many other essential programs serving clients.

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.
  - Coordinate five forums with the community to educate about and listen to feedback on the initiative CalAIM. These forums are an opportunity for community partners and residents to speak directly with County staff on the challenges and opportunities around accessing CalAIM and impact the planning and implementation, with the ultimate goal of ensuring all qualified Medi-Cal enrollees may benefit from CalAIM to achieve positive health outcomes and well-being.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensure 90% (1,320 of 1,470) of families referred to the Home Visiting Program are contacted within one business day so they may receive timely access to primary prevention, reduce disparities and improve health outcomes. Linking families with a nurse empowers them to feel prepared and supported to make positive, healthy choices and establish a solid foundation for years to come.
- Communication: 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.
  - Ensure 100% (7) community engagement opportunities have translation or interpretation services, eliminating barriers to resident engagement with County services and programs.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Formalize a partnership between HHSA, public safety, healthcare, community partners, and consumer groups to collectively work on approaches to increase the utilization of CalAIM services by justice-involved individuals. CalAIM connects qualified individuals to physical, behavioral, and social care services to address social drivers of health, which ultimately will reduce disparities and disproportionality impacting justice-involved individuals.

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 four new resources to support the County's healthcare workers by providing access to the most relevant and up-to-date information to ensure client safety, best practices, and professional development.
  - 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.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Address health disparities and ensure equitable access to care for the justice-involved population by pursuing funding to increase pre-release Medi-Cal enrollment in local jails and youth detention and reentry facilities.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For additional information about Medical Care Services, refer to the website at:

- https://www.SanDiegoCounty.gov/content/sdc/hhsa/programs/mcsd.html

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Hospital Patients Receiving Pharmacy-Based Transitional Care[1, 2]	N/A	95% of 4,200	60% of 3,400	95% of 3,200	95% of 3,200
Overall Satisfaction Rate with PHN Residency and Nursing Essentials Program[1]	N/A	4.5	4.8	4.65%	4.65%
Nursing Home Visiting Referrals Reviewed Timely (within 1 business day)[1, 3]	N/A	100% of 1,400	98% of 1,460	N/A	N/A
Referred Families to Nursing Home Visiting Contacted Timely (within 1 business day)[3]	N/A	N/A	N/A	90% of 1,470	90% of 1,470

Table Notes

[1] Effective July 1, 2022, Medical Care Services (MCS) Department was established to oversee nursing and pharmacy operations, provide clinical expertise in an array of disciplines, and implement initiatives such as California Advancing and Innovating Medi-Cal (CalAIM) and Justice-Involved Health.

[2] Target was not met due to the revision of processes to ensure patient encounters at admission and discharge received pharmacy-based transition of care.

[3] The performance measure related to Home Visiting referrals reviewed timely was replaced with families contacted timely to provide a focus on healthcare accessibility.

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

Staffing

Net decrease of 7.00 staff years

- Decrease of 9.0 staff years due to a transfer to Public Health Services (PHS) for the Health Care for Children in Foster Care Program to provide care coordination for medical and dental needs.
- Increase of 2.00 staff years to support Medical Care Services clinical leadership that will provide clinical expertise and consultation across County programs.
- Additionally, staff were transferred among related programs within Medical Care Services to manage operational needs.

Expenditures

Net increase of $4.0 million

- Salaries & Benefits—net increase of $2.6 million.
  - Increase of $2.6 million primarily due to required retirement contributions, negotiated labor agreements, and staffing changes noted above.
- Services & Supplies—net increase of $1.6 million.
  - Increase of $1.1 million for implementation of the Providing Access and Transforming Health Supports Justice-Involved (PATH JI) grant which will support the creation of an automated process to identify and enroll individuals in Medi-Cal while in custody.
  - Increase of $0.6 million for one-time IT project upgrades associated with the Cerner Retail Pharmacy IT system, Persimmony database and Customer Relationship Management Tool.
  - Increase of $0.3 million to improve the access to, and coordination and delivery of, quality care through the California Home Visiting Program (CHVP).
  - Increase of $0.3 million to foster a healthy organizational climate for employees by utilizing consultant services through the one-time Pathway to Excellence Program.
  - Net decrease of $0.7 million for operating costs to align with the utilization of security guard services and facilities costs.
- Expenditure Transfer & Reimbursement—increase of $0.2 million associated with centralized General Fund support of one-time negotiated labor agreement. Since this is a transfer of expenditures, it has a net effect of $0.2 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $4.0 million

- Intergovernmental Revenues—net increase of $2.7 million.
  - Increase of $1.7 million in Realignment revenue to support Salaries & Benefits, based on projected statewide sales tax receipts and vehicle license fees that are dedicated to costs in health and human services programs.
  - Increase of $1.1 million in State grant funding for the PATH Justice-Involved initiatives.
  - Net decrease of $0.1 million in federal and State revenue to support the staffing changes and operating costs as noted above.
- Charges for Current Services— increase of $0.1 million due to Pharmacy medication dispensing fee revenue previously with Behavioral Health Services (BHS).
- Use of Fund Balance—net decrease of $0.2 million. There is no amount budgeted.
- General Purpose Revenue Allocation—net increase of $1.4 million to partially offset Salaries & Benefits noted above.

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

Net increase of $0.8 million is primarily the result of an increase in salaries and benefits due to required retirement contributions and negotiated labor agreements offset by completion of one-time project.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Medical Care Services Admin	—	21.00	24.00	14.3	24.00
Nursing	—	164.00	153.00	(6.7)	153.00
Pharmacy	—	30.00	30.00	—	30.00
SDAIM	—	7.00	8.00	14.3	8.00
Total	**—**	**222.00**	**215.00**	**(3.2)**	**215.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Medical Care Services Admin	$ —	$ 5,294,421	$ 7,298,327	37.8	$ 7,337,680
Nursing	—	29,527,012	29,602,721	0.3	31,241,209
Pharmacy	—	7,762,546	7,945,617	2.4	8,029,480
SDAIM	—	1,424,666	3,179,132	123.1	2,237,467
Total	**$ —**	**$ 44,008,645**	**$ 48,025,797**	**9.1**	**$ 48,845,836**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ —	$ 34,817,219	$ 37,460,304	7.6	$ 39,918,565
Services & Supplies	—	9,191,426	10,752,271	17.0	8,927,271
Expenditure Transfer & Reimbursements	—	—	(186,778)	—	—
Total	**$ —**	**$ 44,008,645**	**$ 48,025,797**	**9.1**	**$ 48,845,836**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ 28,393,014	$ 31,084,478	9.5	$ 31,904,517
Charges For Current Services	—	7,994,098	8,120,073	1.6	8,120,073
Miscellaneous Revenues	—	3,959	15,459	290.5	15,459
Other Financing Sources	—	476,000	476,000	—	476,000
Use of Fund Balance	—	221,232	—	(100.0)	—
General Purpose Revenue Allocation	—	6,920,342	8,329,787	20.4	8,329,787
Total	**$ —**	**$ 44,008,645**	**$ 48,025,797**	**9.1**	**$ 48,845,836**

Public Health Services

Mission Statement

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

Department Description

Public Health Services (PHS), a nationally accredited public health department since May 2016, provides services that span all 10 Essential Public Health Services, addressing the root causes of priority health issues to advance health, equity, and well-being among all San Diego County residents. PHS strives to prevent injuries, disease, and disabilities; promote wellness, healthy behaviors, and access to quality care; and protect against public health threats, infectious disease epidemics, foodborne outbreaks, climate change, environmental hazards, and disasters.

Fulfilling the wide range of public health services responsibilities for local governments (California Code of Regulations, Title 17 Section 1276) is achieved through a multi-disciplinary and collaborative approach involving other County of San Diego business groups, health care provider networks, schools, businesses, community and faith-based partners, and residents. For example, PHS works with:

- The Land Use and Environment Group in developing the County's Climate Action Plan, updating the Environmental Justice and Safety Elements of the General Plan, and developing the County's Sustainability Plan.
- The Department of Environmental Health and Quality (DEHQ) to protect the public from foodborne illnesses, environmental hazards, and vector-borne diseases caused by West Nile and Zika viruses.
- The DEHQ and the Department of Animal Services to monitor and investigate rabies.
- The Office of Emergency Services and the San Diego County Fire to plan for, prepare, and respond to emergencies and natural disasters (e.g., Hazard Mitigation Planning, Partner Relay Program).
- Healthcare and community partners to address the elimination of HIV, hepatitis C, and Tuberculosis.

In Fiscal Year 2022–23, PHS has been engaged in the ongoing COVID-19 pandemic response, followed by Monkeypox (MPOX), and the Triple Pandemic (influenza, COVID-19, and respiratory syncytial virus). With COVID-19, the County successfully achieved a high vaccination rate. As of January 2023, over 80% of the eligible population was fully vaccinated and over 60% of

the eligible population was fully boosted. The County is applying innovative strategies developed during the COVID-19 pandemic to these other outbreaks and incidents to keep San Diegans safe and address inequities by focusing on communities at greatest risk.

The County has developed a collaborative network of healthcare providers, community partners, city municipalities, and representatives across prioritized sectors. A long-standing relationship with State and federal leaders helps ensure San Diego County has resources to provide equitable care and support. PHS organizes medical resources and manages capacity across the region; coordinates testing, including the County public health laboratory; and directs the reporting of disease and critical data. During the recent Triple Pandemic, the collaborative network of healthcare providers has been essential in supporting the medical system already overburdened with COVID-19 cases.

In all this work, PHS has been committed to focusing on health inequities to protect residents most vulnerable to poor health outcomes. During the COVID-19 response, culturally competent case investigation and contact tracing were key. This included a culturally competent disease investigation model (referred to as a community health worker or "promotora" model) that was adopted due to significant inequities in terms of the impact of COVID-19 on communities. This model has become standard practice. For the MPOX local health emergency declared in August 2022, special attention was made to enlist the LGBTQ+ community; a new sector was established and the County team met regularly with sector partners. Other activities include operating multiple sites for vaccine distribution and establishing new contracts to provide hands-on safety net services. With the ongoing low number of new cases, the local health emergency for MPOX was allowed to expire on November 10, 2022. As for the County's 3-year-long COVID-19 emergency declaration, the Public Health Officer announced

that this would end on February 28, 2023, although some activities, including vaccinating, will continue as long as the virus is still circulating.

PHS is making progress in strengthening its foundational capabilities, part of a public health framework called Foundational Public Health Services that was initially developed in 2013 and updated in February 2022. This framework has gained new traction in the post COVID-19 pandemic period, as indicated below:

- **Maintaining public health best practice standards.** These standards ensure staff are trained in the core competencies of public health professionals. PHS submitted its re-accreditation application in May 2022 and submitted documentation in October 2022. Maintenance of accreditation status is required every five years, however, due to the COVID-19 pandemic, eligible jurisdictions were allowed a one-year extension. PHS is leveraging several national and state grants to address workforce recruitment, retention, and challenges; strengthen capacities to improve health disparities to achieve health equity; and enhance the capacity of the public health laboratory.
- **Advancing major initiatives to combat infectious diseases**. These include the hepatitis C virus (HCV) and Tuberculosis (TB) elimination initiatives. The Board of Supervisors approved the initial planning phase of these initiatives in Fiscal Year 2018–19; the implementation plan for each initiative was approved in July of Fiscal Year 2021–22. Both initiatives were modeled after the Getting to Zero initiative – now in the seventh year of implementation – to end the HIV epidemic over the next decade. All three initiatives reflect comprehensive strategies, engage community partners, and align with national targets to eliminate these infectious diseases.
- **Joining the fight against the opioid epidemic.** As a Board of Supervisor priority, this action declared illicit fentanyl a public health crisis in June 2022. Efforts are in collaboration with PHS, Behavioral Health Services, Medical Care Services, and community partners through a cooperative agreement with the Centers for Disease Control and Prevention (CDC). Strategies include implementing surveillance to support prevention, promoting prescription drug monitoring programs, integrating State and local prevention and response efforts, establishing linkages to care, supporting providers and health systems, and academic detailing and trainings to improve opioid prescribing by physicians. In December 2022, the Board approved using Opioid Settlement and other funding for naloxone distribution and training and for improving the detection of overdose outbreaks.
- **Addressing health inequities by prioritizing childhood lead poisoning, HIV infection and sexually transmitted diseases (STDs).** Data for infant mortality, latent TB, and other conditions show significant disparities among different races and ethnicities, poverty levels, and communities. For example, the County participates in the statewide Perinatal Equity Initiative, launched in 2018, to help address poor birth outcomes and inequities among African-Americans through a community-driven campaign called "Black Legacy Now."
- **Building a strong foundation for measurement and analysis**. New tools, such as data visualization, will improve decision-making to enhance program effectiveness and demonstrate community impact. This features the Live Well Health and Wellbeing Data System, which is readily accessible to the public and provides continuous data monitoring through dashboards and scorecards. This also includes maintaining a Quality Improvement (QI) Program to engage staff in identifying performance problems and designing solutions.

PHS is committed to excellence across all services, as described here:

- **Prevention Services**—Facilitate approximately 14,000 child health screenings through the Child Health and Disability Prevention Program Gateway; assist in linking 250 pregnant women without prenatal care to providers; and provide 1,000 refugees with basic health assessments, screenings, and referrals. Implement chronic disease prevention by advancing innovative approaches to healthy communities through policy, systems, and environmental change.
- **Surveillance**—Receive and register approximately 550,000 new disease incidents of Hepatitis A and C, measles, HIV, gastrointestinal, and other diseases. Many of these disease incidents required additional investigation as part of routine operations or the response to COVID-19. Test approximately 80,000 specimens for diseases through the Public Health Laboratory. Maintain the Vital Records of all county residents, surpassing statewide timeliness expectations in processing more than 39,000 birth and 25,000 death certificates.
- **Infectious Disease Control**—Investigate and provide case management for about 240 active tuberculosis cases and conduct contact investigations, identifying over 3,000 contacts to infectious cases to interrupt the spread of disease. Provide over 3,000 residents with sexually transmitted disease prevention and clinical services.
- **California Children Services**—Provide case management services to almost 20,900 children with chronic illness and/or disabilities and their families and deliver over 18,000 hours of physical and occupational therapeutic services.
- **Public Health Preparedness and Response**—Support emergency preparedness for all types of disasters—natural and man-made; manage the Medical Operations Center of the County's Incident Command System in response to COVID-19 and local medical and health responses.

To ensure these critical services are provided, PHS has 764.00 staff years and a budget of $228.2 million.

2022–23 Anticipated 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.
  - Ensured 91% (1,529 of 1,680) of children in out-of-home placement received preventive health examinations to identify and treat medical issues per timeframe and target established by the State.
  - Ensured 80% (1,152 of 1,440) of children in out-of-home placement received dental examinations to identify and treat dental issues per the state's timeframes.
  - Ensured 78% (780 of 1,000) of refugees completed their health assessment within 90 days to identify health needs and facilitate access to the local health care system.
  - Immunized 100% (of 26,230) of children under 18 served at vaccination clinics at the Public Health Centers (PHCs) to protect them from diseases like measles and whooping cough. PHCs serve children who could not get an appointment with their medical provider in time to get school-required vaccines; some of these children may lack a medical home.
  - Ensured 95% (40 of 42) of infants served by the Black Infant Health (BIH) program had a normal birth weight (2,500 grams or more), higher than the 88% target, through services and supports to help parents develop life skills and learn strategies to reduce stress. Through the BIH program, PHS participates in the statewide Perinatal Equity Initiative, which raises awareness of and community involvement in addressing poor birth outcomes and inequities among African Americans.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Ensured 50% (130 of 260) of licensed tobacco retailers in the unincorporated area of San Diego County complied with youth access laws prohibiting sales to anyone under age 21. This new tobacco ordinance, which applies only in unincorporated areas, became effective on July 1, 2021, six months after being approved in December 2020.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-Term: Each quarter, sustainability program updates were delivered to PHS staff through senior staff meetings, the PHS newsletter, and other communications. A Sustainability Champion was chosen each quarter by staff to share practical sustainability tips for work and home with the PHS team.
  - Short-Term: Remote and hybrid work environments were implemented within all PHS programs. The only exception is clinics and other services in which there is a business imperative that staff works on-site and in-person. As a result, the office footprint and emissions for travel to and from office locations have significantly reduced.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Mid-Term: Implemented the Sustainable, Equitable, and Local Food Sourcing Program, reflecting the input of county foodservice operators and collecting baseline food procurement data. This will inform the development of the Board of Supervisor's Policy to support local, sustainable, equitable County food purchases, expected to go before the Board in December 2023.
  - Long-Term: Provided technical support to at least ten entities (community-based organizations, local coalitions, and cities) to increase their capacity for healthy and equitable planning. Examples of technical assistance provided included working with the Cities of Vista, Escondido, and Oceanside to inform the development of an active transportation policy, initiating placemaking changes (i.e., planning, designing, and management of public spaces) in North County, and creating safer routes for the City of Chula Vista.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Short-Term: Ensured 70% (133 of 190) of new staff completed mandatory training on the National Incident Management System (NIMS) and the Incident Command System (ICS) to enhance responsiveness to public health emergencies (number of online training sessions depends on the individual's level and role).

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Assisted two new (from 50 to 52) small to medium-sized food retailers to be assessed and recognized by the Live Well Community Market Program to increase the availability of healthy foods in underserved communities. Only two retailers were brought into the community market program this year, compared to the target of five, resulting in 52 markets altogether.
  - Connected 86% (30 of 35) of clients with newly confirmed HIV diagnoses to primary care within 30 days to improve health outcomes and reduce transmission of HIV, better than the 85% target. This is a key goal of the Getting to Zero initiative, a ten-year County initiative to end the HIV epidemic.

- Investigated 99% (168 of 170) of select communicable diseases reported (hepatitis A and meningococcal) within 24 hours of receipt of the report so steps can be taken to prevent the spread of the disease.
- Ensured 91% (218 of 240) of active TB cases were reported by the community to PHS within one business day from the start of treatment to prevent further transmission.
- Ensured 96% (230 of 240) of active tuberculosis cases were tested for HIV, per CDC guidelines, better than the 90% target and reflecting progress toward meeting the national TB program 2025 goal of 99%.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Maintained 100% compliance (nine different lab licenses and permits) with federal and State accrediting requirements at the PHS laboratory to protect community health and prevent the spread of disease.
  - Ensured 97% (4,633 of 4,800) of children with serious physical limitations, chronic health conditions, and diseases had their medical eligibility determined timely so they may receive timely medical coverage and family-centered care coordination.
  - Registered 95% (38,000 of 40,000) of birth certificates within ten days of birth to support accurate census data exceeding the Fiscal Year 2022–23 State goal of 90%.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence
  - Conducted eight quality improvement projects to engage staff in identifying and resolving barriers to success and advancing operational excellence through continuous improvement.
  - Conducted four training sessions on essential emergency response functions to ensure staff is prepared to respond to emergencies, which is also a federal and State priority due to the pandemic.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Ensure that 90% (1,530 of 1,700) of children in out-of-home placement receive preventive health examinations to identify and treat medical issues per timeframe and target established by the State.
  - Ensure that 90% (1,260 of 1,400) of children in out-of-home placement receive dental examinations to identify and treat dental issues per timeframes established by the State.
  - Ensure 90% (900 of 1,000) of refugees complete their health assessment within 90 days to identify health needs and facilitate access to the local healthcare system, as is the standard set by the California Refugee Program.
  - Immunize 99% (25,740 of 26,000) of children under 18 served at Public Health Centers (PHCs) vaccination clinics to protect them from diseases like measles and whooping cough. PHCs serve children who were unable to get an appointment with their medical provider in time to get school-required vaccines; some of these children may lack a medical home.
  - Ensure 88% (35 of 40) of infants served by the Black Infant Health program have a normal birth weight (2,500 grams or more). The Perinatal Equity Initiative was developed as an intervention in partnership with the community to raise awareness of poor birth outcomes and inequities among African Americans through services and supports to help parents develop life skills, learn strategies to reduce stress, and build social support in a culturally affirming environment and ultimately improving the health and legacy of the African American community in San Diego County.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Ensure 85% (221 of 260) of licensed tobacco retailers in the unincorporated area of San Diego County comply with youth access laws prohibiting sales to anyone under 21.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Communicate with employees about sustainability program updates, successes, and opportunities for improvement a minimum of once a quarter, at senior staff meetings and the PHS newsletter, and other internal communications.
  - Continue implementing remote and hybrid work environments to reduce emissions and the office footprint as PHS migrates to alternate and new facilities and maximize shared workspaces.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Mid-Term: Develop and implement a Board of Supervisor's Policy that supports Sustainable, Equitable, and Local food sourcing for the County of San Diego food service operations.

- Long-Term: Provide technical support to community-based organizations, local coalitions, and cities to increase their capacity for healthy and equitable planning, including growing natural landscaping where possible to reduce contributors to climate change.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Ensure 100% of permanent staff (those hired before December 31, 2019) complete mandatory training on the National Incident Management System (NIMS) and the Incident Command System (ICS) to enhance responsiveness to public health emergencies (number of online training sessions depends on individual's level and role).

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Connect 94% (33 of 35) of clients with newly confirmed HIV diagnoses to primary care within 30 days to improve health outcomes and reduce transmission of HIV. This is a key goal of the Getting to Zero initiative, a ten-year County initiative to end the HIV epidemic.
  - Confirm 100% (110) of individuals of childbearing potential who are diagnosed with any stage of syphilis have been screened for pregnancy status.
  - Investigate 100% (170) of reported cases of select communicable diseases (hepatitis A and meningococcal) within 24 hours of receipt of the report so steps can be taken to prevent the spread of the disease.
  - Ensure 98% (235 of 240) of active TB cases are reported by the community to Public Health Services within one business day from the start of treatment to prevent further transmission.
  - Ensure 95% (228 of 240) of active tuberculosis cases are tested for HIV, per CDC guidelines, working towards meeting the national TB program 2025 goal of 99%.

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.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits
  - Maintain 100% compliance (nine different lab licenses and permits) with federal and State accrediting requirements at the Public Health Services laboratory to protect community health and prevent the spread of disease.
  - Ensure 97% (4,633 of 4,800) of children with serious physical limitations, chronic health conditions, and diseases have their medical eligibility determined timely to ensure that these children receive timely coverage and family-centered care coordination. The performance target exceeds the State goal of 95% and is based on an audit of a sample of cases.
  - Register 95% (38,000 of 40,000) of birth certificates within ten days of birth to support accurate census data, representing best practice as the State recently adopted a more lenient 21-day timeline standard.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conduct ten quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success.
  - Conduct four training sessions on essential emergency response functions to ensure staff is prepared to respond to emergencies, which is also a federal and State priority due to the pandemic.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

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

- www.LiveWellSD.org

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- https://www.sandiegocounty.gov/hhsa/programs/phs/

For more information about the Live Well San Diego Community Health Improvement Assessment (CHA), Community Health Improvement Plans (CHIP), and Regional Results Summaries, go to:

- https://www.livewellsd.org/content/livewell/home/community/community-leadership-teams.html

For more information about Healthy Works, a component of Live Well San Diego, go to:

- https://www.livewellsd.org/content/livewell/home/Topics/

For more information about public health accreditation, go to:

- https://phaboard.org/

For health statistics and dashboards that describe health behaviors, diseases, and injuries for specific populations, health trends and comparison to national targets, go to:

- https://www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/

For additional information about the Top 10 Live Well San Diego Indicators and Data Portal, go to:

- https://www.livewellsd.org/content/livewell/home/data-results.html

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Timely Preventive Health Examinations for Children in Out-Of-Home Placements	92% of 1,720	90% of 1,750	91% of 1,680	90% of 1,700	90% of 1,700
Timely Dental Examinations for Children in Out-Of-Home Placements[1]	79.8% of 1,491	90% of 1,550	80% of 1,440	90% of 1,400	90% of 1,400
Refugees Completed the Health Assessment Process Within 90 Days[2]	73.7% of 476	90% of 650	78% of 1,000	90% of 1,000	90% of 1,000
Children With Age-Appropriate Vaccines[3]	100% of 16,345	99% of 16,000	100% of 26,230	99% of 26,000	99% of 26,000
Infants Served by Black Infant Health Program with a Normal Birth Weight	N/A	88% of 40	95% of 42	88% of 40	88% of 40
Tobacco Retailers in Compliance with Youth Access Laws[4]	N/A	85% of 330	50% of 260	85% of 260	85% of 260
Live Well Market Retailer Participants[5]	50	55	52	N/A	N/A
Clients With Newly Confirmed HIV Diagnosis with a Medical Visit Within 30 Days	85% of 35	85% of 35	86% of 35	94% of 35	94% of 35
Childbearing individuals diagnosed with syphilis screened for pregnancy status[6]	N/A	N/A	N/A	100% of 110	100% of 110
Selected Communicable Diseases Cases Contacted/ Investigations Initiated Within 24 Hours[7]	98.2% of 169	100% of 170	99% of 170	100% of 170	100% of 170
TB Cases Reported to PHS Within One Working Day from The Start of Treatment[8]	93.3% of 194	98% of 240	91% of 240	98% of 240	98% of 240
Active TB Cases Tested For HIV	97% of 197	90% of 240	96% of 240	95% of 240	95% of 240
PHS Laboratory Compliance	100%	100%	100%	100%	100%
CCS Medical Eligibility Determined Within Five Days	99% of 4,000	97% of 3,880	97% of 4,800	97% of 4,800	97% of 4,800
Birth Certificates Registered Within 10 Days Of Event	96.9% of 39,875	95% of 44,000	95% of 40,000	95% of 40,000	95% of 40,000
Quality Improvement Projects	10	8	8	10	10

Table Notes

[1] In Fiscal Year 2022–23, this performance is below target due to backlogs in routine dental exams, routine dental exams being pushed back due to priority urgent visits, long lead times for preventive appointments, and foster parents prioritizing other specialty appointments.

[2] The Refugee Health Assessment Program conducts health assessments for eligible refugees and those granted asylum, Cuban and Haitian entrants (parolees), those with Special Immigrant Visas, and victims of trafficking. In Fiscal Year 2022–23, performance is below target due to ongoing impact of the pandemic on refugee resettlement and health systems operations. However, for this reporting period (federal Fiscal Year 2021–2022 because of lagged data), the California Refugee Program received a federal waiver lifting the requirement to complete the assessment in 90 days.

[3] The number of children served at clinics has increased in Fiscal Year 2022–23 since more parents rely on Public Health Centers for vaccinations following the COVID-19 pandemic.

[4] In Fiscal Year 2022–23 efforts in enforcing the new tobacco ordinance requirements were delayed due to challenges in designing a system to collect fees and renew fee applications. This system is now in place, and the County is developing a fair and effective approach to enforcement, including a strong education and outreach component. The number of retailers to which the ordinance applies is an estimated 260, less than the original estimate of 330 because fewer retailers are eligible to apply for licenses than anticipated.

[5] In Fiscal Year 2022–23, only two retailers were brought into the community market program due to a significant decrease in funding. This measure will be discontinued in Fiscal Year 2023–24 due to the contract ending.

[6] This is a new performance measure in Fiscal Year 2023–24 due to a 1,200% increase in congenital syphilis cases in California from 33 cases in 2012 to 446 cases in 2019. This is the highest number of reported cases since 1993. Congenital syphilis can cause deformities, severe anemia, an enlarged liver and spleen, jaundice, or brain and nerve problems such as blindness or deafness.

[7] The number of diseases requiring investigations fluctuates from year to year. Hepatitis A and meningococcal disease were selected because they pose a high enough risk to require an immediate response. Shiga toxin-producing E. coli was removed from Fiscal Year 2020–21 immediate response investigations. COVID-19 investigations are not included here. The operational impacts of COVID-19 and MPOX help to explain why performance is slightly below target.

[8] Based on the results of the first two quarters, performance for timely TB reporting for Fiscal Year 2022–23 will likely continue to be below the target. However, most of the delayed reports occurred in the first quarter, were minimal (few days), and may still reflect the pandemic's impact on health system operations in early 2022.

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

Staffing

Net increase of 34.00 staff years

- Increase of 12.00 staff years to support the last half of the phased transition of the Immunization Program from Contractor to In-House.
- Increase of 10.00 staff years to support the Board of Supervisors adopted Opioid Settlement Framework (October 25, 2022, Minute Order 20) and Overdose Data to Action (OD2A) grant efforts.
- Increase of 9.00 staff years due to transfer of Public Health Nurses from Medical Care Services (MCS) to Maternal, Child, and Family Health Services for the Health Care for Children in Foster Care Program to provide care coordination for medical and dental needs.
- Increase of 3.00 staff years to support the CalFresh Healthy Living program in planning and conducting nutrition and physical activity, educational sessions in diverse settings, including organizing workshops, activities, and engagement with English language-learner participants in historically disadvantaged communities.
- Additionally, staff were transferred among related programs within PHS to manage operational needs.

Expenditures

Net increase of $6.7 million

- Salaries & Benefits—net increase of $8.5 million primarily for negotiated labor agreements and staffing increases noted above offset by one-time salary savings associated with challenges in the current labor market.
- Services & Supplies—net decrease of $2.4 million.
  - Decrease of $2.1 million tied to contracted immunization services transitioning to County's direct in-house operations.
  - Net decrease of $1.5 million primarily due to a reduction for prior year one-time costs associated with the Electronic Health Record project, Perinatal Equity Initiative Medical Campaign, Local Oral Health Program, SQL Server Database Storage, and X-Ray Films Digitization.
  - Decrease of $1.0 million tied to the completion of California Department of Public Health (CDPH) Infectious Disease Grant and tapering of associated contracted activities.
  - Increase of $0.5 million to institute service and maintenance agreements for lab instrumentation and equipment.
  - Increase of $0.4 million tied to Immunizations contracts to support health education, evaluation, and surge response for local emergency preparedness.
  - Increase of $0.4 million for operating costs associated with increased staffing and facilities related costs.
  - Increase of $0.3 million for the Healthcare Associate Infections Program to establish contracts for testing, training, filed work and site assessments for emerging infections.
  - Increase of $0.3 million for the CDPH Childhood Lead Poisoning Prevention Program Grant for the purpose of increasing awareness regarding the hazards of lead exposure, reducing lead exposure, and increasing the number of children assessed and appropriately blood tested for lead poisoning.

- Increase of $0.3 million tied to San Diego Immunization Coalition outreach, promotion, and events to increase immunization rates and raise awareness about vaccine-preventable diseases.

- Capital Assets Software—increase of $1.2 million.
  - Increase of $1.0 million for the Electronic Health Record system implementation which will allow for California Children Services to provide higher quality and safer care for clients.
  - Increase of $0.2 million to develop an expandable data management system to track tobacco retailer, fee payments, and compliance with the County's Tobacco Retail Licensing Ordinance.

- Expenditure Transfer & Reimbursements—increase of $0.6 million associated with centralized General Fund support for one-time costs for negotiated labor agreement. Since this is a transfer of expenditures, it has a net effect of a $0.6 million decrease in appropriations. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $6.7 million

- Intergovernmental Revenues—net increase of $4.3 million.
  - Increase of $3.9 million of federal and State funds to support increases in staff years, Salaries & Benefits and Services & Supplies as noted above.
  - Increase of $0.9 million in federal Health Care Program for Children in Foster Care revenue associated with the transfer of staff from Medical Care Services.
  - Increase of $0.7 million in Immunization Action Plan (IAP) grant funds to support Immunization activities as noted above.
  - Increase of $0.6 million in federal Overdose Data to Action (OD2A) grant to help support the staff years noted above.
  - Increase of $0.3 million for CDPH Childhood Lead Poisoning Prevention Program Grant to align with expenditures above.
  - Increase of $0.2 million in State Prop 56 tobacco tax to develop an expandable data management system to track tobacco retailer as noted above.
  - Decrease of $1.3 million in federal and State revenue tied to completion of prior year one-time cost projects for Electronic Health Record, Local Oral Health Program, SQL Server Database Storage, and X-Ray Films Digitization.
  - Decrease of $1.0 million tied to the completion of CDPH Infectious Disease Grant and tapering of activities as noted above.

- Charges For Current Services—decrease of $0.2 million due to completion of prior year one-time Perinatal Equity Initiative Medical Campaign.

- Miscellaneous Revenues—increase of $0.8 million in Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse.

- General Purpose Revenue Allocation—increase of $1.8 million to offset Salaries & Benefits increases noted above.

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

Net increase of $4.6 million is primarily the result of an increase in salaries and benefits due to required retirement contributions and negotiated labor agreements offset by completion of one-time projects.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Administration and Other Services	47.00	49.00	63.00	28.6	63.00
Bioterrorism	28.00	27.00	25.00	(7.4)	25.00
Infectious Disease Control	134.25	153.25	154.25	0.7	154.25
Surveillance	220.00	230.00	225.00	(2.2)	225.00
Prevention Services	94.00	122.00	148.00	21.3	148.00
California Childrens Services	141.75	148.75	148.75	—	148.75
Regional Public Health Services	152.00	—	—	—	—
Medical Care Services Division	20.00	—	—	—	—
Total	**837.00**	**730.00**	**764.00**	**4.7**	**764.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Administration and Other Services	$ 15,963,754	$ 15,429,267	$ 11,928,312	(22.7)	$ 12,479,861
Bioterrorism	5,645,250	7,255,521	7,468,501	2.9	7,773,791
Infectious Disease Control	39,113,829	43,756,879	46,415,302	6.1	46,858,769
Surveillance	222,917,336	84,843,330	85,118,878	0.3	86,390,807
Prevention Services	41,289,532	44,378,391	48,806,992	10.0	49,245,171
California Childrens Services	23,115,933	25,885,006	28,505,797	10.1	30,067,005
Regional Public Health Services	24,351,840	—	—	—	—
Medical Care Services Division	5,371,789	—	—	—	—
Total	**$ 377,769,263**	**$ 221,548,394**	**$ 228,243,782**	**3.0**	**$ 232,815,404**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 117,799,927	$ 108,282,022	$ 116,732,940	7.8	$ 124,651,741
Services & Supplies	237,954,294	94,803,412	92,405,703	(2.5)	90,685,703
Other Charges	2,748,228	2,748,228	2,748,228	—	2,748,228
Capital Assets Software	—	—	1,199,000	—	1,040,000
Capital Assets Equipment	20,673,646	15,714,732	15,714,732	—	13,689,732
Expenditure Transfer & Reimbursements	(1,406,832)	—	(556,821)	—	—
Total	**$ 377,769,263**	**$ 221,548,394**	**$ 228,243,782**	**3.0**	**$ 232,815,404**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 80,000	$ 80,000	$ 80,000	—	$ 80,000
Intergovernmental Revenues	341,536,855	198,223,840	202,564,451	2.2	207,136,073
Charges For Current Services	16,822,013	3,953,410	3,703,410	(6.3)	3,703,410
Miscellaneous Revenues	520,686	516,727	1,359,061	163.0	1,359,061
Other Financing Sources	5,612,638	3,566,638	3,566,638	—	3,566,638
General Purpose Revenue Allocation	13,197,071	15,207,779	16,970,222	11.6	16,970,222
Total	**$ 377,769,263**	**$ 221,548,394**	**$ 228,243,782**	**3.0**	**$ 232,815,404**

Self-Sufficiency Services

Mission Statement

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

Department Description

Self-Sufficiency Services (SSS) provides eligibility determination and case management services for State, federal and local public assistance to over one million residents to help low-income families and their children meet basic needs. Staff provides services throughout the County at eleven Family Resource Centers (FRC), two Community Resource Centers (CRC), and via phone/fax/internet at the Access Customer Service Call Center.

Self-Sufficiency Services ensures compliance with State and federal requirements by providing accurate and accessible data, program guidance, and enrollment information for frontline staff. SSS solicits engagement from the community through different venues such as outreach events and advisory boards.

SSS public assistance includes, but is not limited to:

- **Medi-Cal**—assists families in meeting their healthcare needs.
- **CalFresh**—helps eligible families buy food and improve their nutrition.
- **CalWORKs**—provide low-income families cash assistance to begin the path toward self-sufficiency.
- **Welfare to Work**—provide subsidized employment, financial support, and housing support to eligible families and pregnant or parenting teens.
- **County Medical Services**—provide medical care to uninsured indigent adult residents; and
- **General Assistance or General Relief**—provide relief and support to indigent adults not supported by their own means, other public funds, or assistance programs.
- **Office of Military & Veterans Affairs**—supports the nation's third-largest veteran population by connecting veterans and their families to benefits, counseling, and referral services.

To deliver these essential services, SSS has 2,845.00 staff years and a budget of $786.0 million, which includes assistance aid payments for residents.

2022–23 Anticipated 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.
  - Ensured 70,000 seniors received CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food insecure seniors.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Processed 96% (26,880 of 28,000) of CalWORKs applications timely, within 45 days, to help eligible families become more self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.
  - Conducted 34,000 office, online, or phone interviews with veterans and their dependents with benefits counseling, information, and referral services.
  - Processed 10,000 compensation, pension claims, and college fee waivers to allow veterans and their dependents to thrive by promptly facilitating access to needed benefits.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Short-Term: Ensured two-way communication with staff by increasing messaging to employees about sustainability program updates, successes, and opportunities for

improvement through the bimonthly Eligibility Newsletter and various staff meetings to ensure two-way communication with staff.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
  - Short-Term: Continued to implement and support remote work environments, such as telework and virtual meetings, to reduce travel, emissions, and office footprints by reviewing office space to identify opportunities for shared locations and consolidation of office space.
  - Short-Term: Increased community outreach, using the Live Well Mobile Office and promoted online services to County residents, reducing the need for individuals to travel to County locations, reducing emissions, and increasing equitable access to services.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Short-Term: Provided multiple ways to offer essential services, including electronic, telephonic, in person, and via outreach, to ensure equitable access to services. Work with community partners by creating flyers and sharing virtual announcements to increase public awareness of these efforts and upcoming outreach events.
  - Processed 91% (153,790 of 169,000) of Medi-Cal applications timely, within 45 days, a key metric required by the State and assisted families in meeting their health insurance needs. Target exceeds the State requirement of 90%.
  - Processed 92% (174,800 of 190,000) of CalFresh applications timely, within 30 days, to help eligible families and individuals buy food and improve their nutrition. Target exceeds the State requirement of 90%.

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.
  - Ensured 80,000 status reports and renewals were submitted electronically through Benefits CalWIN by enhancing customer service and promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically.
  - Issued the Customer Experience survey to all SSS customers and achieved a minimum average satisfaction rating of four (one to five scale). Developed and implemented an improvement plan in areas where the rating is lower than four.

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Increase to 70,000 the number of seniors that receive CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food-insecure seniors.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Process 96% (26,880 of 28,000) of CalWORKs applications timely, within 45 days, to help eligible families become more self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.
  - Ensure 35,000 office, online, or phone interviews are conducted with veterans and their dependents with benefits counseling, information, and referral services.
  - Process 10,100 compensation, pension claims, and college fee waivers to increase veterans and their dependent's access to needed benefits.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Increase messaging to employees about sustainability program updates, successes, and opportunities for improvement through the bimonthly Eligibility Newsletter and various staff meetings to ensure two-way communication with staff.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Mid-Term: Seek ideas and recommendations to support legislative policies and collaborate with the Social Services Advisory Board (SSAB) and external stakeholders to enhance services that allow residents to transition to self-sufficiency.
  - Long-Term: Improve access to Self-Sufficiency Programs in collaboration with SSAB by implementing the thirty recommendations from the County's assessment.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.

- Continue to implement and support remote work environments, such as telework and virtual meetings, to reduce travel, emissions, and office footprints by reviewing office space to identify opportunities for shared locations and consolidation of office space.
- Engage in more community outreach, including using the Live Well Mobile Office and promoting online services to County residents, reducing the need for individuals to travel to County locations, reducing emissions, and increasing equitable access to services.
- Long-Term: In collaboration with the Department of General Services, design new construction and major renovations following green policies wherever possible. Upcoming renovations and construction include the Live Well Center at Chula Vista and the new Ramona Community Resource Center.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continue to implement and support remote work environments, such as telework and virtual meetings, to reduce travel , emissions, and office footprints by reviewing office space to identify opportunities for shared locations and consolidation of office space.
  - Engage in more community outreach, including using the Live Well Mobile Office and promoting online services to County residents, reducing the need for individuals to travel to County locations, reducing emissions, and increasing equitable access to services.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Ensure 80,000 status reports and renewals are submitted electronically through Benefits CalWIN/BenefitsCal by enhancing customer service and promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically.
  - Issue the Customer Experience survey to all SSS customers and achieve a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas where the rating is lower than four.
  - 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.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, go to:

- https://www.sandiegocounty.gov/content/sdc/hhsa.html

For information about Live Well San Diego, go to:

- www.LiveWellSD.org

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Seniors on CalFresh[1]	76,695	50,000	70,000	70,000	90,000
Timely processing of CalWORKs applications	99% of 24,205	96% of 28,000	96% of 28,000	96% of 28,000	96% of 28,000
Veterans and dependents interviews for benefits counseling and referral services[2]	37,866	34,000	34,000	35,000	35,000
Veterans compensation and benefits claims processed[2]	13,587	10,000	10,000	10,100	10,100
Timely processing of Medi-Cal applications	91% of 146,555	91% of 169,000	91% of 169,000	91% of 169,000	91% of 169,000
Timely processing of CalFresh applications	98% of 234,472	92% of 190,000	92% of 190,000	92% of 190,000	92% of 190,000
Status reports submitted through Benefits CalWIN	95,955	80,000	80,000	80,000	80,000

Table Notes

[1]In Fiscal Year 2022–23, the projected number of seniors on CalFresh was exceeded due to an aggressive CalFresh and Medi-Cal outreach campaign in partnership with Community-Based Organizations to increase awareness of CalFresh benefits. Campaign efforts to help spread CalFresh awareness included personalizing information for seniors and expanding the use of the Live Well Mobile Office in outreach and enrollment events across several communities and sites, including those serving veterans and seniors.

[2]Effective July 1, 2022, the Office of Military and Veterans Affairs (OMVA) transferred to Self Sufficiency Services (SSS) to enhance the alignment of the integrated functions of SSS and OMVA.

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

Staffing

Net increase of 113.00 staff years

- Increase of 113.00 staff years to continue to deliver essential safety net services to residents timely, effectively and efficiently. Over the last 3 years, Self-Sufficiency Services has added over 419,616 in new participants to its programs and continues to receive a record high of new applications each month. This includes a 40.3% participation increase to CalFresh and a 43% increase to Medi-Cal. Both of these programs act as the main social safety net for low-income San Diegans combating food insecurity and allowing our most vulnerable to meet their health care needs. In addition, the increased staff years will also address workload impact associated with existing caseload due to the expiration of COVID-19 federal and State flexibilities.

Expenditures

Net increase of $138.8 million

- Salaries & Benefits—increase of $15.7 million primarily for negotiated labor agreements and staffing changes noted above, partially offset by a one-time reduction in costs for existing vacancies tied to labor market conditions.
- Services & Supplies—net increase of $19.2 million.
  - Increase of $9.5 million primarily in employment and training costs for California Work Opportunity and Responsibility to Kids (CalWORKs) and CalFresh Employment and Training (CFET) programs.
  - Increase of $3.9 million to align with anticipated spending on the Info Line 211 Access Support contract primarily due to expansion of services to support the Access Call Center with additional call agents and associated technology.
  - Increase of $3.4 million in one-time costs associated with the County's update of the Electronic Document Processing Platform.
  - Increase of $2.4 million in CalWORKs programs related to family stabilization referral services, homeless prevention, and services providing housing stability for families experiencing homelessness.

- Other Charges—net increase of $104.3 million.
  - Increase of $66.5 million in CalWORKs benefit payments to align with the State mandated grant increases and anticipated increase in caseload trends.
  - Increase of $14.2 million tied to restoration of benefits primarily to CalFresh customers impacted by EBT skimming incidents fully funded by the State.
  - Increase of $11.9 million in Child Care Program Stage One benefit payments to align with caseload trends and increased childcare provider costs.
  - Increase of $6.7 million in General Relief benefit payments to align with increased cost and caseload trends.
  - Increase of $1.9 million in Family Stabilization benefit payments to align with an allocation increase.
  - Increase of $1.6 million in Cash Assistance Program from Immigrants (CAPI) benefit payments to align with increased cost and caseload trends.
  - Increase of $1.5 million primarily in CalWORKs Welfare to Work benefit payments to align with caseload trends.
- Expenditures Transfer & Reimbursements—increase of $0.4 million associated with centralized General Fund support for one-time costs for negotiated labor agreements. Since this is a transfer of expenditure, it has a net effect of a $0.4 million decrease in appropriations.

Revenues

Net increase of $138.8 million

- Fines, Forfeitures & Penalties—decrease of $0.8 million to align to Physician Provider Payment expenditures and anticipated revenues.
- Intergovernmental Revenues—net increase of $132.1 million.
  - Increase of $65.5 million in State and federal revenue funding to align with estimated CalWORKs benefit payments.
  - Increase of $32.3 million primarily in social services State and federal revenue associated with increases in staffing, operating costs, and allocation increases tied to CalWORKs, CFET & family stabilization programs supporting increases in services noted above.
  - Increase of $14.2 million in State revenue funding tied to restoration of EBT benefits lost due to electronic theft.
  - Increase of $11.9 million in in State and federal revenue funding to align with estimated CalWORKs Child Care Stage One benefit payments.
  - Increase of $6.1 million in Realignment revenue to support increases Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated to costs in Health and Human Services programs.
  - Increase of $1.6 million in State revenue for CAPI.
  - Increase of $0.5 million in State Veteran's Subvention revenue tied to an allocation increase to support Office of Military & Veterans Affairs operations.
- Charges for Current Services—decrease of $0.1 million tied to a decline in recovered Low Income Health Program reimbursement payments.
- Use of Fund Balance—net decrease of $2.5 million. There is no amount budgeted.
- General Purpose Revenue Allocation—increase of $10.1 million.
  - Increase of $6.7 million to offset increase in General Relief. The existing general purpose revenue was reallocated from Behavioral Health Services.
  - Increase of $3.4 million to partially offset Salaries & Benefits and Services & Supplies increases noted above.

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

Net increase of $14.7 million is primarily the result of an increase in salaries and benefits due to required retirement contributions and negotiated labor agreements offset by completion of one-time projects.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Eligibility Operations Administration	280.00	—	—	—	—
Self-Sufficiency Administration	—	292.00	310.00	6.2	310.00
Regional Self-Sufficiency	2,333.00	2,418.00	2,513.00	3.9	2,513.00
Office of Military & Veterans Affairs	—	22.00	22.00	—	22.00
Total	**2,613.00**	**2,732.00**	**2,845.00**	**4.1**	**2,845.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Health Care Policy Administration	$ 6,723,323	$ 5,992,036	$ 5,583,457	(6.8)	$ 5,583,457
Eligibility Operations Administration	55,837,573	—	—	—	—
Self-Sufficiency Administration	—	62,483,925	65,151,816	4.3	65,356,505
Assistance Payments	295,484,170	285,310,166	417,927,755	46.5	415,427,755
Regional Self-Sufficiency	253,461,735	288,751,535	292,544,753	1.3	309,462,725
Office of Military & Veterans Affairs	—	4,660,433	4,810,658	3.2	4,869,306
Total	**$ 611,506,801**	**$ 647,198,095**	**$ 786,018,439**	**21.4**	**$ 800,699,748**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 258,364,414	$ 284,734,370	$ 300,473,524	5.5	$ 320,724,914
Services & Supplies	137,107,538	142,872,943	162,047,772	13.4	156,047,772
Other Charges	220,658,537	219,590,782	323,927,062	47.5	323,927,062
Expenditure Transfer & Reimbursements	(4,623,688)	—	(429,919)	—	—
Total	**$ 611,506,801**	**$ 647,198,095**	**$ 786,018,439**	**21.4**	**$ 800,699,748**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Fines, Forfeitures & Penalties	$ 3,800,000	$ 3,800,000	$ 3,000,000	(21.1)	$ 3,000,000
Revenue From Use of Money & Property	248,605	248,605	248,605	—	248,605
Intergovernmental Revenues	566,354,540	591,512,520	723,583,238	22.3	738,264,547
Charges For Current Services	270,000	270,000	170,000	(37.0)	170,000
Miscellaneous Revenues	1,792,677	1,792,677	1,792,677	—	1,792,677
Other Financing Sources	1,000,000	1,000,000	1,000,000	—	1,000,000
Use of Fund Balance	3,300,000	2,518,394	—	(100.0)	—
General Purpose Revenue Allocation	34,740,979	46,055,899	56,223,919	22.1	56,223,919
Total	**$ 611,506,801**	**$ 647,198,095**	**$ 786,018,439**	**21.4**	**$ 800,699,748**

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

County of San Diego

Land Use and Environment Group

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Land Use and Environment Group Summary & Executive Office

Mission Statement

The Land Use and Environment Group protects the health and safety of residents and visitors and preserves and enhances the natural and built environment by unifying the County's efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

Group Description

The Land Use and Environment Group (LUEG) protects and promotes an equitable, healthy environment for the 3.3 million residents and 35 million annual visitors of San Diego County with services such as food safety inspections or protecting consumers. When it comes to land use decisions, stormwater management, or roads, our services are limited to the unincorporated community. LUEG departments work collaboratively with constituents, community and advocacy groups, environment, economic, labor, workforce, and industry partners to improve water quality, encourage sustainable development that fosters viable and livable communities, and uplift under-resourced and environmental justice communities to have their voices part of the planning and decision-making process. We also preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure including parks and libraries and ensure compliance with local, State, and federal laws that protect the public's health, safety, and quality of life for current and future generations.

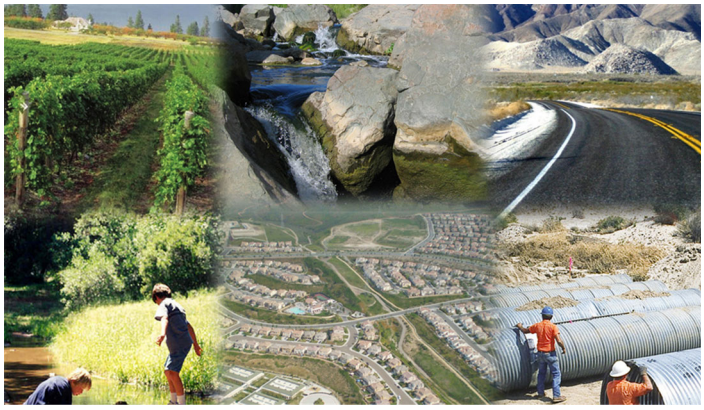
To ensure these critical services are provided, the Land Use and Environment Group has 2,081.75 staff years and a budget of $667.1 million.

Strategic Framework and Alignment

LUEG programs and services are centered around the County's Strategic Framework, which guides our work through the Strategic Initiatives of Sustainability, Equity, Empower, Community, and Justice. These initiatives, along with the County's Values of Integrity, Equity, Access, Belonging, Excellence, and Sustainability are at the core of what we do and help us toward our vision of a just, sustainable, and resilient future for all.

LUEG Departments

- Agriculture, Weights and Measures
- County Library
- Department of Environmental Health and Quality



- Parks and Recreation
- Planning & Development Services
- Public Works

Land Use and Environment Group Priorities

Sustainability

Office of Sustainability and Environmental Justice

Sustainability is core to the County's philosophy and is a primary focus for all LUEG programs. Our commitment to sustainable practices and solutions is reflected through our services across the region and is widely incorporated into internal County operations. From individual departmental sustainability plans that work to reduce our carbon footprint, to the innovative Regional Decarbonization Framework that will guide our region toward zero carbon emissions, LUEG tangibly contributes to climate action through comprehensive and data-driven solutions. Collectively, and with the County's new Office of Sustainability and Environmental Justice (OSEJ), our efforts strive to create a safe, resilient, and natural environment for current and future generations. This office advances sustainability, equity, and environmental justice in the communities that have been disproportionately impacted by environmental burdens and related health problems in the past. It is a uniquely positioned, regionally focused office serving the entire region, not just the unincorporated area, as well as serving as a liaison for internal County operations.

In response to the impacts to our region from a prolonged drought, OSEJ is leading a regionwide effort to assess drought management and water infrastructure actions to proactively address the increasing challenges of our region's reliance on water sources. We are conducting a comprehensive regional assessment of drought management and water infrastructure strategies to identify recommendations for projects that proac-

tively address the drought crisis, as well as consider risks and impacts that are caused by droughts, such as floods and fire. We will be collaborating with municipalities in the region, neighboring counties, agencies, and binational cities, as well as ensuring stakeholders, especially those most disproportionately impacted, are part of the process and the discussions along the way to implement coordinated and equitable strategies.

Regional Decarbonization Framework

Recognizing that climate change cannot be addressed in silos, and that we can achieve more if we all work together in the region, OSEJ is leading the development of the Integrated Regional Decarbonization Framework (Framework), which is a science-based approach to collaboratively identify our region's opportunities for greater climate action. The Integrated Framework has been formed in partnership with academic experts in climate and energy, workforce experts, and stakeholders. Each step of the way, staff ensured that social equity was a key consideration and that environmental justice communities were engaged in the process. The goal is to reach zero carbon emissions through changes in the areas of transportation, electricity, buildings, and land use by mid-century. The topics of natural climate solutions, and food systems & circular economy represent relatively small regional emissions but provide opportunities to reduce emissions through interconnected solutions. It is an Integrated Framework that includes a scientifically modeled Technical Report which includes a local policy analysis, Workforce Development Study, and the Implementation Playbook that can guide the region toward implementation. This visionary framework informs and serves as a resource for the separate development of the County's other sustainability initiatives such as the Climate Action Plan Update and enterprisewide departmental sustainability commitments.

Regional collaboration is the cornerstone of the Framework. The scale of this effort to tackle the climate crisis cannot be achieved in silos by an individual, business or government acting alone. Now with scientific reports that thread climate science with workforce development policies and implementation measures, our next steps set the path for a collaborative approach for regional climate action. This would be done in close partnership with community-based organizations and an equity-centered approach positions our region competitively for public and private investments, while ensuring our underserved communities are not left behind. The County is committed to working with local governments, agencies, tribal governments, labor, businesses, environmental and community-based organizations, and residents for the benefit of all area residents and visitors who deserve a more sustainable and equitable quality of life.

Departmental Sustainability Goals

In support of our sustainability goals, LUEG is leading an enterprisewide effort with each of the over 40 County departments (including Board of Supervisors' offices) in developing a data-driven sustainability plan to ensure their operations are aligned with County efforts to reduce our carbon footprint through greater recycling, lower energy use, and greater stewardship of our natural resources. This is a uniform approach for the organization, but each department's plan is unique in identifying new strategies to implement in the short, mid, and long-term to achieve more sustainable departmental operations. By ensuring the County's 19,800+ employees are working in ways that maximize sustainability, our improved operations will contribute to a healthier, resilient, and thriving community. As part of short-term implementation, LUEG departments have and will continue to convert existing gas-powered fleet vehicles that are due for replacement to electric vehicles (EV) including bookmobiles, install EV charging equipment at new parks where feasible, and assess options for installing solar panels and/or battery back-up for County road stations and wastewater facilities. Some mid- to longer term goals will be ready for implementation in Fiscal Year 2023–24, while new goals will continue to be assessed and researched for ongoing progress and momentum to reduce our carbon footprint. LUEG will continue guiding County departments in identifying and implementing long-term sustainability strategies as well as working on a data collection and monitoring tool to see how the County enterprise is progressing toward our goals.

In addition, LUEG led and implemented the County's Teleworking and Alternate Work Schedule Initiative, which is a great example of how a large employer like the County can make a tangible contribution to the creation of a more sustainable community. A part of this effort includes reviewing office spaces and identifying where shared spaces, or work hubs can be utilized which connects with our sustainability goals. Last year, LUEG teleworking saved more than 4.4 million miles of driving, which reduced 1,270 metric tons of emissions. This equates to the amount of electricity used by 247 average single-family homes in one year. We achieved this while continuing to deliver programs and services across the region and in the unincorporated area.

Updating the Climate Action Plan

LUEG is leading the preparation of the County's Climate Action Plan (CAP) Update and Supplemental Environmental Impact Report to reduce GHG emissions in the unincorporated areas and from County operations. The unincorporated community is home to over 500,000 residents, which makes it the second largest jurisdiction by population in the region and larger than the states of Rhode Island and Delaware combined in land area. Therefore, the CAP identifies specific actions the County will take to achieve greenhouse gas (GHG) reductions for our unincorporated communities and County facilities related to energy, the built environment and transportation, solid waste, water and wastewater, agriculture, and conservation. The County's updated CAP will be shaped by ongoing community input and based on the most current data. The spirit of the CAP is to

achieve bold and equitable climate action in tangible ways that are measurable and to ensure climate resiliency for generations to come. Our CAP team will work closely with the County's newly established Office of Sustainability and Environmental Justice to help identify the climate needs of environmental justice (EJ) communities in the unincorporated areas. The updated CAP will consider the input received from EJ communities and prioritize CAP measures that address those needs through climate investments. As part of the County's ongoing commitment to the environment, continued to implement the sustainability initiatives and programs identified in the 2018 CAP and released an annual monitoring report to show an estimated total of 230,000 metric tons of emissions reduced in 2022 through implementation of the 2018 CAP's 26 greenhouse gas reduction measures such as diverting solid waste, installing on-site renewable energy systems such as solar panels at our facilities, planting trees, and by acquiring and preserving open space and agricultural lands. This is equal to the emissions from nearly 43,500 gas powered vehicles driven for a full year.

Protecting Natural Resources

Protecting natural resources is one of the LUEG pillars. When it comes to water, we prevent pollution from entering storm drains through our Watershed Protection Program and by using trash capture devices. The County as a whole has invested approximately $200 million to stormwater run-off management over the past five years. In addition to public education, drainage facility cleaning, and a robust compliance inspection program, a key area of investment is green stormwater infrastructure, which includes the Green Streets program. These community projects maintain public infrastructure and provide environmental benefits. They reduce run-off to improve water quality, enhance pedestrian safety, and beautify neighborhoods through more green spaces. Thirty potential opportunities for green infrastructure projects have been identified, including many in historically underserved communities. For example, in Spring Valley we have a pilot project at Estrella Park that efficiently combines water quality treatment benefits and park improvements, including new walking trails, benches, a picnic area, drought-tolerant landscaping, a new parking lot, bicycle parking rack, an EV charging station, a staircase providing access to existing trails and amenities, and 400 feet of sidewalk to improve pedestrian access to the recently developed portions of the park, 24 trees (with the goal of 94) and automatic irrigation controllers to optimize water use and stop irrigation during a rain event.

LUEG also balances the needs of protecting and preserving natural resources, while providing access to open space. For example, the partnership between the County and the City of San Diego to increase connectivity with the San Diego River Park will be a vital project in creating a continuous trail system for walking, hiking, running, mobility, and equestrian use from Julian to the Pacific Ocean, spanning over 130 miles. San Diego county is one of the most biodiverse regions in the nation due to its large variety of plants, native bees, birds, reptiles, and mammals. We work to protect this valuable natural resource through the County's Multiple Species Conservation Program (MSCP), which preserves land, protects sensitive habitats, and maintains open space. These important protections have been in place since 1998 with the approval of the South County MSCP. Since then, the County has acquired, managed, or funded 8,300 acres of open space in South County. In addition, since 2001 the County has acquired and managed 7,500 acres for both the draft North County MSCP and the proposed East County MSCP. Collectively, the County owns and/or manages approximately 42,300 acres within all three MSCP areas and has invested $221 million ($125 million in County funds and $96 million in partner funds) toward the acquisition and stewardship of land across the San Diego region. Our work does not stop there. As more land is acquired, resources will be needed for the ongoing stewardship of these lands to preserve and protect habitat for endangered, threatened, and sensitive species. We are also developing a comprehensive native plant landscaping program in collaboration with experts and stakeholders in the region for public and private property in the unincorporated area to elevate the importance of our native plants.

LUEG also preserves agricultural land through the Purchase of Agricultural Conservation Easements (PACE) program which supports the local agricultural industry and the preservation of community character, with the goal of preserving approximately 443 acres of agricultural land each year. The protection of natural resources includes ensuring the region's $1.75 billion agricultural industry is safe from the spread of invasive pests, which can also have devastating effects on County parks and open spaces. Identifying, treating, and eradicating new pests takes resources, communication, and teamwork.

In the San Diego region, 219,874 acres of land is utilized by the agricultural industry for orchards, vineyards, and the cultivation of field and specialty crops. There are nearly 5,100 farms in the San Diego region, and approximately 70% are considered small, as they operate on less than 10 acres, while over 40% of our agricultural producers are women. Our county also has the highest concentration of organic farmers in the United States with more than 350 U.S. Department of Agriculture Certified Organic growers generating over $71 million in total annual organic product sales. The highest yielding crops grown in the San Diego region are cacti and succulents, nursery and cut flowers, avocados, oranges, lemons, and ornamental trees and shrubs. LUEG will continue to partner with stakeholders and the public to protect our agricultural industry and eradicate invasive pests in protection of this valuable natural resource.

Equity

Protecting and Promoting Public Health

Protecting and promoting the health and safety of residents is a key LUEG pillar. Whether it is protecting residents from the harmful effects of water pollution or monitoring and treating 1,500 known mosquito breeding sites to prevent disease, LUEG will continue to protect public health with an emphasis on underserved communities. We also collaborate closely with the Health and Human Services Agency to identify and respond to emerging public health risks and provide residents with education, resources, and opportunities to proactively protect their health and well-being.

We ensure safe beach and bay water by utilizing the best technology of sampling and testing to track water pollution and notify the public when it is not safe to enter the water. In 2022, a total of 6,000 recreational water samples were collected and evaluated across 70 miles of San Diego County coastline to protect beachgoers and their communities. The County's coastal water quality program is also the first in the nation to be approved by the U.S. Environmental Protection Agency to use a new rapid testing method that provides same day sampling results. The water running through the Tijuana River Valley is internationally known for its ongoing sewage and trash flows affecting water quality in the valley and beaches, and threatening community health in adjacent communities. To help protect people, LUEG tests and reports the water quality at nine South County beaches daily. We inform the public about conditions seven days a week through a community hot line, interactive website, social media, press releases, beach signage, and public notices of water contact advisories or closures.

LUEG led a comprehensive regional study that identified 27 potential projects to address the environmental, public health, and safety concerns stemming from cross-border sewage flows. LUEG departments have been able to utilize this study to secure federal and State funding for three priority projects. The County has also been at the forefront of bringing national attention to this issue by passing a joint resolution recommending federal action to eliminate cross-border flows, declaring pollution in the Tijuana River Valley a public health crisis, and regularly coordinating with officials at the federal, State, and local levels to ensure the South County community receives adequate funding to address these longstanding issues. Through these efforts, the region has already seen dedicated federal and State funding, including $300 million in federal funds appropriated through the U.S. Environmental Protection Agency and $20 million in State funds appropriated through the California Environmental Protection Agency. LUEG departments work with federal, State, and local stakeholders to ensure the designated funds result in water quality improvements, minimized flooding risks, and reduced beach closures in our South County communities.

We provide intergenerational programs through our parks and libraries that create interest in the environment and sustainability, encourage people to spend time outside and create opportunities for increased social interaction. Through the Story Trails program, parks and libraries place stories in English and Spanish along park trails to encourage reading and promote outdoor activities. The addition of several pickleball courts and community gardens at park locations throughout the County offers expanded opportunities to residents of all ages to be active and have a space for social and environmental connection.

LUEG also works to protect and promote public health by inspecting more than 4,000 public swimming pools, more than 15,000 food facilities, and over 460 facilities with radioactive materials/x-ray machines to protect the safety of the public, workers, and the environment. We also collect approximately 200 tons of household hazardous waste from residents in the unincorporated area to ensure safe disposal, as well as inspect solid waste, composting, and recycling facilities to ensure health and safety of surrounding communities. LUEG provides 24/7 emergency response to more than 400 radiological, biological, and chemical emergencies through its regionwide Hazardous Incident Response Team to quickly and efficiently address, investigate, and mitigate emergency hazardous situations to keep residents and visitors safe. LUEG also works to limit the public's exposure to industrial hazardous materials such as acids, chemicals, oil, and radioactive material. We do this through education and outreach, the permitting of 14,000 facilities, and conducting routine inspections of at least 7,500 facilities across the region on an annual basis.

Ensuring a robust food system is central to public health. LUEG helps to promote this by leading the Live Well San Diego Food System Initiative (FSI) and collaborating with County departments, community partners, and stakeholders to increase healthy food access, reduce wasted food, promote food donation, and improve food security in the region. Through collaboration, FSI strives to create a robust and resilient local food system that builds healthy communities, supports the economy, and enhances the environment. To provide safe food donation and improved food security in the region in 2022, LUEG had a total of 121 charitable feeding organizations registered and permitted.

Through our assessment of community needs, LUEG identifies opportunities to improve food access in underserved communities through outlets such as certified farmers markets and community supported agriculture organizations. By analyzing

different demographic databases, we identify locations where we need to improve equitable access to locally grown produce among communities in need.

Maintaining Consumer Confidence and Advancing Economic Opportunity

LUEG departments provide services that increase consumer confidence and create a fair and equitable marketplace. This includes regionwide inspections of more than 15,000 restaurants and food facilities to ensure food safety, and we invest more than $5 million each year to inspect the accuracy of 30,000 scales and pumps to ensure accuracy of price at stores and gas stations. We also inspect organic produce to ensure its authenticity, pest control companies for compliance with pesticide rules, certified farmers markets and produce stands for accuracy, as well as 40,000 safety inspections of buildings, and thousands of stormwater run-off prevention systems in the unincorporated area. Collectively, LUEG departments conduct approximately 510,000 inspections annually to ensure your safety and confidence in goods and services.

To support economic opportunity for more people, especially in communities historically impacted by the criminalization of marijuana before its legalization in California, the Board directed the development of a comprehensive Socially Equitable Cannabis Permitting Program for the unincorporated community. This initiative will include a Social Equity Program, led by the Office of Equity and Racial Justice, that will assess and include elements to prioritize equity and access to business opportunities. LUEG is developing an updated Zoning Ordinance and licensing program to accompany the effort.

LUEG also crafted an ordinance that advances economic opportunity for cooking enthusiasts in the region to earn a living cooking from their homes. Known as the Microenterprise Home Kitchens Ordinance, or MEHKO, this new governing document was developed in collaboration with the community, government and business groups that held 50 meetings including 4 public workshops available in different languages. Currently, there are 51 MEHKO operations in the region. These are providing the opportunity for our community members to share their culture and traditions through food and cooking and provide opportunities for our community to engage and learn about the cultures of our residents through their food traditions.

Addressing the Housing Crisis

Our region is grappling with a housing crisis while balancing a climate crisis. To support goals in each area, we are incentivizing new housing opportunities in areas that already support transit or offer nearby options for working, shopping and recreation, thereby reducing the need to drive long-distance for daily needs. This strategy complies with State law and improves sustainability, and it is achieved through collaboration with the community and industry partners to increase the supply of safe and affordable housing within the unincorporated areas.

Our journey to ease government costs related to home building has included reducing builder permitting times and costs and overhauling and modernizing land development policies and regulations. This includes user guides and updated applications to streamline the discretionary permit process, and a self-certification program for certain permit types to help streamline the plan check process. Changes were also made in the subdivision ordinance to provide flexibility in the final engineering process, allowing changes up to 10% without requiring a map modification or revision.

Supply also affects cost. Last year, we increased the number of homes built in the unincorporated area by 1,292 units due in part from adding accessory dwelling units (ADU). ADUs provide affordable housing options for residentially zoned properties that have an existing single-family home. They support intergenerational living, fill a housing need gap, and also create potential for rental income for property owners. LUEG has streamlined and incentivized ADUs by developing pre-approved plans for ADUs to save applicants over $15,000 in costs and has waived permit and impact fees for ADUs, saving an additional $12,000 to $15,000 per unit. By waiving ADU fees, last year 381 ADUs were added, and we plan to add another 400 new ADUs next year. We also increased the overall number of housing units that a developer may build on-site in exchange for the provision of affordable units and made changes in rules for group residential developments to increase housing options for seniors.

LUEG programs also help homeowners make their homes more sustainable and fight climate change. Since 2020, the County has waived more than $5 million in fees to encourage green building efforts and the installation of solar power in the unincorporated area. This has the co-benefit of reducing energy costs for residents. LUEG will also identify opportunities to expand incentives and remove barriers to increase eco-friendly affordable housing projects. Both of these efforts support the Regional Decarbonization Framework by ensuring housing has a focus on energy efficiency and climate resilience.

Community

Enhancing Community Engagement

Ensuring our stakeholders have the information they need to engage and provide feedback on the programs and services that affect their community is a key LUEG priority. We engage in a robust outreach process that is based on transparency and includes informing, involving, and collaborating with stakehold-

ers with the goal of empowering them so they can confidently participate and have equal access in the decision making process.

Engaging and informing stakeholders every step of the way nurtures meaningful collaboration, from project initiation to implementation. All departments meet and engage regularly with our diverse range of stakeholders such as our 28 community planning and sponsor groups, labor unions, environmental justice organizations, tribal governments, business groups, community-based organizations, universities, and more. LUEG's outreach practices recognize that community engagement involves two-way communication between staff and stakeholders. Our practice is to make language translations and interpretation services available in the County threshold languages to ensure that language is not a barrier to participation.

LUEG projects and services can span regionwide, whether we are conducting routine restaurant inspections at your favorite local eatery or unveiling a new regional park. Our success doesn't just mean that we completed the project but that throughout the process we collaborated and partnered with the communities we serve. Whether it is a project proposed in the unincorporated area or a regionwide service provided by LUEG, we make every effort to ensure the community has a voice. We endeavor to communicate in the manner that is best suited for the community we are working with whether that be through local community newspapers, in-person meetings/workshops, technology such as dedicated project webpages, or social media applications. Our use of technology, including applications and online services, provides greater access to LUEG services so the public can conduct business with the County 24/7. This includes scheduling inspections, submitting building permit applications, submitting insect samples to the agricultural lab, checking water quality at their favorite surf spots, requesting trail permits, or downloading books from our e-library. Through our outreach efforts we will continue to inform and cultivate valued partnerships to provide the support needed to maximize the public involvement in LUEG initiatives. We are adding resources to focus on expanded public outreach and building relationships to ensure all community members have a seat at the table and have the opportunity to provide input on policy trends, best practices, and programs.

- To enhance community involvement, the Board directed staff to develop Community Benefits Agreements (CBAs) as a tool that can be used to offset social, environmental, and economic impacts on communities that are created by large-scale projects, such as renewable energy and industrial/warehouse/distribution facilities in the unincorporated area of San Diego County. CBAs are agreements that are negotiated between project applicants and the community or government agency to provide local benefits as part of the project while keeping stakeholders informed and involved throughout the project's life. We are developing a County administered program through which these agreements can be either legally binding or voluntary agreements between project applicants and community groups, or project applicants and local governments. Various benefits can be offered through CBAs, such as parks and recreation opportunities, community facilities, workforce development, local hiring, and apprenticeships. CBAs can be used for various land development projects, and in California, they are often used for large-scale renewable energy projects.

To continually improve our outreach and communication efforts, LUEG regularly conducts groupwide assessments of its services. This helps us better understand the needs of those we serve and where to adapt those services. We also track data that helps guide decisions concerning tangible quality-of-life programs for residents and visitors such as water quality testing, public health protection, and consumer confidence.

Keeping our Communities Moving

Providing and maintaining safe, reliable, and sustainable public infrastructure in the unincorporated area requires a significant investment annually. LUEG makes sure that the roads, walkways, bikeways, airport runways, traffic signals, culverts, and guardrails reliably support the active mobility of our communities. The 2,000 miles of County-maintained roads support commerce, emergency vehicles, resident and business travel, and tourists. It is important to us that they are safe and of a good quality to reduce vehicle road impacts. The eight County airports we operate provide air travel for passengers, as well as support emergency operations during wildfires. LUEG is also at the forefront of airport sustainability, developing plans that reduce GHG emissions across all County airports.

To make it safer to bike, skate, walk or run in our unincorporated communities, LUEG developed an Active Transportation Plan (ATP) and conducted a Pedestrian Gap Analysis (PGA). The County's ATP meets the requirements of the State Active Transportation Program and strives to increase the proportion of biking and walking trips; increase the safety and mobility for non-motorized users; enhance public health, including the reduction of childhood obesity through Safe Routes to Schools Program eligible projects; and ensure disadvantaged communities fully share in program benefits. The PGA specifically assessed our sidewalk needs and identified priority sidewalk locations throughout the unincorporated county with an emphasis on projects near pedestrian attractors including schools, parks, libraries, shopping centers, and public government centers. To further support equity, LUEG combined this analysis with potential roadway improvement projects in underserved and environmental justice communities to ensure safety for all road users through the Local Road Safety Plan (LRSP). The LRSP provides LUEG a guide to prioritize funding in areas with the highest need

and collaborate with the community as safety improvement projects for sidewalks and roadways are identified, reviewed, and completed each year.

Improving Quality of Life

Our programs provide places to live, recreate, and learn. We deliver water and sewer service to homes and businesses, and clear roads during snow, rain, and flooding to improve the quality of life for residents and visitors. The flood control channels, sewer systems, and water districts we operate and maintain in unincorporated communities support the everyday needs and the health and safety of our residents and visitors.

Access to online information and resources is a fundamental part of life today. However, not all residents have access to the internet based on their proximity to fiber optic or data cables that support internet connectivity or personal income restrictions. To provide access to broadband resources, and to support the County's commitment to open and transparent government and engaging more people directly in the decisions that affect them, LUEG has sharpened its focus on bridging the digital divide in the region.

Working with a consultant, LUEG is assessing what is needed to ensure equitable, reasonably priced broadband to people so they can access critical infrastructure for school, work, and health, for example telehealth options, support remote work and digital literacy, and promote a digital economy in our unincorporated communities. We have partnered with 175 organizations through focus groups and 12 workshops across the unincorporated areas, including community planning and sponsor groups , library associations, school districts, tribal governments, community collaboratives, labor organizations, chambers of commerce, economic development organizations, and senior service organizations as well as created an online engagement platform and a survey for unincorporated residents that was available online and via paper at County libraries. In the development of the Comprehensive Broadband Plan, we conducted analyses of broadband availability, affordability, and adoption by census tract. The Comprehensive Broadband Plan contains a table that ranks, by census tract, in each of those areas as well as detailed maps showing this data. This data will be used to prioritize areas with the most need and for reference in grant opportunities. The County is currently evaluating all funding opportunities and either applying directly for funding or supporting partners to secure funding for the region.

LUEG also partnered with the San Diego Association of Governments (SANDAG) and California Department of Transportation (Caltrans) to develop a strategy and action plan that will lead to broadband deployment and increased broadband adoption in the region. In addition, we are collaboratively working on State Route 67 to add the cable needed to expand broadband connectivity as part of planned road work. This will increase access to high-quality broadband service for 225,000 rural and tribal communities.

Our libraries are also working to bridge the digital divide as they play a critical role in providing free access to internet services and resources in the communities we serve. Using data from the National Telecommunications and Information Administration from the United States Department of Commerce, which maps the extent of the digital divide to the census tract level, LUEG has estimated that there are 7,400 households in our service area that do not have internet access nor a smartphone or computer to access the internet. Therefore, through a $4.2 million grant awarded from the federal Emergency Connectivity Fund, LUEG has provided 7,400 laptops and mobile internet hotspots to households that lack computers and internet access, and in doing so bridging the digital divide.

Access to the outdoors is an effort LUEG continually works on and is expanding each year. Last year, our Department of Parks and Recreation (DPR) hosted 25 families as part of the initial first-time camping program that provides camping equipment and setup assistance from park staff at Tijuana River Valley Regional Park Campground and Dos Picos County Park. Through this program, people with economic challenges or who lack an outdoor access have the chance to not only camp and enjoy the outdoors, but they have a chance to connect with park rangers and outdoor programming. This pilot program will expand to Guajome and Sweetwater campgrounds as it strives to increase access to camping for residents who may not be able to purchase their own equipment to provide the opportunity to learn about nature through the camping experience. The program expansion will double the number of camping possibilities and provide easy program access to families.

DPR is also providing first time camping experiences with a focus on women through the Women in the Wild program. This program has held two camping events for 50 women with a goal of encouraging women to spend more time in nature through education, training and experiences that empower women to make outdoor recreation a way of life.

LUEG continues to adapt to new technology and has transformed its services to meet the needs of County customers by offering virtual inspections, and counter services, and expanding online access to programs, services, and government meetings. Our digital library, which is the second largest in California, allows access to library resources at home for all ages, including a wide variety of e-books and magazines, audio downloads, video downloads, and access to premium databases, as well as training courses via Lynda.com. Our roll out of the Instant Digital Library Card Service also allowed residents to immediately

access the library's digital connection and resources. Last year, over 4.6 million downloads were recorded from the digital library for customer use of e-books, audiobooks, and magazines.

In addition to expanding virtual services, LUEG is committed to providing opportunities for accessible and safe recreational spaces for residents and visitors of all ages and abilities. Through operating 33 library branches and 152 parks, LUEG provides public gathering spaces that strengthen the social fabric of the community and encourage community interaction. These spaces enhance physical and emotional wellness, and foster creativity among the region's diverse communities. LUEG is also supporting literacy in underserved communities by installing, filling, and replenishing 100 Little Free Libraries to encourage reading and helping families begin their own libraries.

Our Library High School Program provides guided educational opportunities for adults through an accredited high school diploma program for individuals aged 19 or older. Students are able to complete their high school educational requirements online, and graduate with a high school diploma and career certificate in one of eight career areas, including childcare and education, commercial driving, food and hospitality, general career preparation, home care professional, hospitality and leisure, office management, retail customer services, and security professional.

We also welcome and support immigrant communities by partnering with Jewish Family Services of San Diego to offer citizenship classes and application support to permanent legal residents. Last year, 40 participants across 6 of our County Library branches completed the citizenship class and are better prepared to take the citizenship test.

Empower

Leveraging Justice, Equity, Diversity, Inclusion and Belonging

LUEG is committed to ensuring its data-driven programs and services reflect and advance justice, equity, diversity, inclusion, and belonging. We ensure these values are at the forefront of all planning, implementation, communication, and outreach. We have committed to diversifying LUEG websites and graphics, reevaluating minimum qualifications to improve equity within the recruitment process, building a stakeholder database for outreach and engagement that acknowledges the diversity of each community LUEG serves, and implementing the County's language access policy across LUEG for translation of documents and online services. LUEG will continue to focus on advancing justice, equity, diversity, inclusion, and belonging of staff, thus enabling LUEG departments to provide the highest level of service for its diverse customers.

Through our libraries, LUEG ensures equitable access to learning and literacy by providing library materials in 12 world languages for print, multimedia, and online formats to support lifelong learning. Our libraries also provide programming in multiple languages to inform and enlighten customers of all ages. LUEG supports the citizenship process by providing citizenship training classes and applications support to permanent legal residents in partnership with Jewish Family Service of San Diego. To increase access to learning and future personal and professional opportunities, our libraries offer English as a Second Language tutoring in an environment that empowers adults. With a focus on equity and inclusion, these programs are a few examples of how our libraries are creating a sense of belonging for our residents.

To ensure the County is meeting the needs of its most underserved communities, LUEG departments analyzed their programs and services and commitment to equity and addressing disparities in service delivery. Each department utilized Geographic Information Systems (GIS) and collected, compiled, and evaluated data at the census tract level to better understand the diverse populations that LUEG serves and identify solutions to bridge service gaps. Some examples of the ways we are closing those service gaps and achieving better outcomes for the communities we serve include partnering with hazardous material facilities in underserved communities to reduce the risk of an accidental release that could affect the health, safety, and environment of the neighborhood, as well as organizing the placement of electric vehicle charging stations and solar panels in underserved communities. As a result of one assessment, our Planning & Development Services team is implementing a new approach to addressing graffiti on private property which will increase the quality of life in our communities while protecting property values and protecting local businesses from loss of revenue, while reducing staff time associated with code cases. Continued evaluation and monitoring will occur as departments implement programs to ensure the needs are being met for our underserved communities.

LUEG has partnered with the San Diego Workforce Partnership on providing youth green jobs in the region. This program strives to educate youth and provide insight on what potential career paths are available working with environmental and sustainability programs. Youth have worked in our County libraries, conservation and stewardships in parks and preserves, as well as looking at the impact of zero net energy in building projects.

Empowering our County workforce is also important as these public servants are the heart and soul of all we accomplish. To keep the amazing staff we have, LUEG promotes work-life balance, and supports a sense of belonging by focusing on employee engagement and professional development. We help them grow their careers through ongoing education, leadership, and training. We know that investing in our employees invests in

better outcomes for our community, and when it comes to replacing staff that has moved on, we strive to recruit talented people who are committed to public service.

Transparency & Accountability

LUEG works to ensure our programs and services are meeting the needs of our community members and seeks to improve accountability and transparency through conducting Community Needs Assessments. Each LUEG department has assessed programs and services, identified gaps, and is working to implement solutions to address those gaps in programs and services as a result of the assessments. As an example, with our Retail Food Program, we identified violation trends in underserved communities and utilized outreach strategies to assess the preferred languages spoken in the area, in order to provide focused education to bring facilities into compliance. Since, we have collected information on preferred languages from nearly 50% of all food facilities and will continue to collect data over the next year until all facilities have a preferred language designation. Additionally, we are creating a map of the facilities with one or more violations that are considered by the Centers for Disease Control and Prevention to be major risk factors for foodborne illness and overlaying it with the preferred language data that is available to extend focused training and outreach to those facilities and better serve our diverse community. Ensuring transparency and accountability allows the public to collaborate, provide input, and help shape government policies and programs to serve the needs of our diverse communities.

Another example of our Community Needs Assessments is with our Direct Marketing Program which evaluated federal, State, and local data sources to identify areas in underserved communities that could benefit from increased outreach and technical assistance at Certified Farmers Markets (CFM) and for Community Supported Agriculture (CSA) organizations, which sell local produce, to improve food security in communities. With this analysis, we are working to expand CFMs and CSAs in underserved communities, as well as increase acceptance of nutrition assistance programs, such as CalFresh through an Electronic Benefit Transfer (EBT) card. An EBT card is used the same way you would use a debit or ATM card and having this accepted at more CFMs and CSAs will increase access to healthy, local produce to low-income families and individuals.

Innovation

Aligned with evidence-based policy making, LUEG monitors and utilizes metrics to assist departments in making data-informed decisions on services and programs that impact our quality of life. This includes beach and bay water quality testing, protecting public health, and building consumer confidence. The metrics are posted on the LUEG Open Performance website, which ensures transparency and convenient public access to LUEG data and the progress we make. We are increasing our efforts in data collection and analysis to improve outcome-based performance measures that support evidence-based, data-driven decision making and resource allocation to ensure community needs are met.

Our "Team LUEG" approach leverages interdepartmental efforts in the areas of workforce development; communication and outreach; data and service delivery; and customer and stakeholder engagement. Team LUEG is comprised of all LUEG departments, and we commit to a "service before self" philosophy to meet varying customer needs. LUEG will continue to improve communication and foster inclusion across departments and business groups to ensure strong collaboration through participation in Team LUEG and the LUEG Compliance Team. As many LUEG departments are regulatory in nature, the LUEG Compliance Team takes on and resolves large, complex compliance cases by uniting departments to address them, such as unpermitted commercial operations or remedy unsafe living situations.

LUEG continuously monitors new regulations, policies, technologies, and initiatives so we are prepared to adapt to changes in the regulatory environment and improve service to customers.

We are also actively monitoring and applying for grant programs from the Bipartisan Infrastructure Law (also known as the Investment in Infrastructure and Jobs Act) to strengthen mobility (roads, bridges, sidewalks, and traffic signals) as well as improve resilience with nature-based water quality projects in the unincorporated area. LUEG will continue to monitor and assess grant opportunities to support the communities we serve.

LUEG's programs and services focus on providing and delivering integrated and comprehensive programs and services centered on data, equity, environmental and climate justice, transparency, and accountability. LUEG will continue to be proactive and involved in the development and implementation of regional, State, and federal regulations. LUEG will also maintain communication and coordination with other jurisdictions throughout the State to advocate for common interests. Additional resources in LUEG departments will focus these efforts across all programs and services, ensuring that we continue to provide responsive and effective service delivery to our customers.

Justice

Environmental and Climate Justice

LUEG is leading a regional effort to focus on environmental and climate justice. The goal is to reduce exposures to health and environmental hazards in underserved communities. This effort is led by OSEJ, and focuses on environmental concerns inside the home and in neighborhoods, particularly factors that exacerbate the concentration of pollution such as stationary and mobile sources of air pollution, toxic hotspots, GHG emissions, the

urban heat island effect, substandard housing, a lack of access to healthy food, lack of transportation options, poor quality neighborhood infrastructure such as broadband and connectivity, and a historic deficiency in open space and recreational amenities.

OSEJ serves as a liaison and advocate for residents across the region, as well as educates the public on health disparities in communities throughout the region and communicate environmental justice. In addition to collaborating and serving as an advocate, OSEJ is developing data tools and indicators to track and monitor, as well as support environmental justice communities across the region. One tool, the GIS StoryMap, can help guide communities along with regional and local governments in the decision and policy making process.

These efforts assist Environmental Justice communities in building coalitions so that they can self-organize on environmental and climate related issues (such as the Regional Decarbonization Framework and Climate Action Plans). OSEJ does not have regulatory or enforcement authority. It serves as a community advocate and liaison that collaborates with departments within the County, as well as other federal, State, and regional regulatory agencies to implement environmental protection and remedy environmental disparities and injustices.

In 2021, LUEG also prepared an amendment to the Environmental Justice (EJ) Element of the County's General Plan, that identifies underserved communities in the unincorporated area (North El Cajon, North Lemon Grove, Spring Valley, and Sweetwater), outlines environmental justice principles, and improves public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities in underserved communities. As the County's General Plan guides community development in the unincorporated communities, setting the long-term vision for housing, jobs, infrastructure, and public services, the EJ Element will help ensure that we are promoting fair treatment for people of all races, cultures, and incomes when it comes to having access to safe and livable communities, and providing opportunities for community engagement. Collaboratively, we will work together to further refine criteria to identify environmental justice communities in unincorporated areas, as well as develop and expand indicators to ensure decision making is data-driven.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- www.sandiegocounty.gov/lueg

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

Staffing

No overall change in staff years.

Expenditures

Net increase of $0.3 million

- Salaries & Benefits—increase of $0.2 million due to negotiated labor agreements.
- Services & Supplies—increase of $0.9 million
  - Increase of $0.8 million for major maintenance projects
  - Increase of $0.1 million for information technology projects
- Expenditure Transfer & Reimbursements—increase of $3.6 million for one-time major maintenance projects and costs related to the implementation of the Regional Decarbonization Framework. Since this is a transfer of expenditures, it has a net effect of $3.6 million decrease in expenditures. The funding is supported by resources in Countywide Finance Other.
- Operating Transfers Out—increase of $2.8 million due to one-time major maintenance and information technology projects.

Revenues

Net increase of $0.3 million

- Charges for Current Services—increase of $0.3 million in support costs from LUEG departments.

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

Net increase of $0.5 million includes $6.6 million increase in Expenditure Transfer & Reimbursements due to the completion of centralized support by resources in the Countywide Finance Other for Regional Decarbonization Framework, and major maintenance and information technology projects; $0.2 million increase in Salaries & Benefits for planning purposes associated with anticipated salary and benefit increases; $3.5 million decrease in Services & Supplies due to completed one-time major maintenance and information technology projectsand $2.8 million decrease in Operating Transfers Out due to completion of one-time projects.

Group Staffing by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment Executive Office	21.00	33.00	33.00	—	33.00
Agriculture, Weights and Measures	179.00	199.00	199.00	—	199.00
County Library	286.50	294.50	300.75	2.1	300.75
Department of Environmental Health and Quality	313.00	333.00	341.00	2.4	341.00
Parks and Recreation	249.00	285.00	299.00	4.9	299.00
Planning and Development Services	237.00	272.00	285.00	4.8	285.00
Public Works	570.00	610.00	624.00	2.3	624.00
Total	**1,855.50**	**2,026.50**	**2,081.75**	**2.7**	**2,081.75**

Group Expenditures by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment Executive Office	$ 8,179,531	$ 11,455,253	$ 11,715,431	2.3	$ 12,186,318
Agriculture, Weights and Measures	28,046,397	30,983,517	31,063,957	0.3	32,777,005
County Library	57,619,413	58,755,409	66,512,541	13.2	66,678,973
Department of Environmental Health and Quality	55,110,579	60,383,871	63,017,833	4.4	65,423,105
Parks and Recreation	60,143,540	70,719,629	75,580,717	6.9	74,719,518
Planning and Development Services	50,548,411	53,209,207	53,747,069	1.0	56,295,135
Public Works	355,732,542	344,407,001	365,511,798	6.1	333,361,443
Total	**$ 615,380,413**	**$ 629,913,887**	**$ 667,149,346**	**5.9**	**$ 641,441,497**

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment Executive Office	18.00	22.00	20.00	(9.1)	20.00
Office of Sustainability and Environmental Justice	3.00	11.00	13.00	18.2	13.00
Total	**21.00**	**33.00**	**33.00**	**—**	**33.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment Executive Office	$ 6,879,531	$ 7,905,253	$ 8,005,675	1.3	$ 7,899,767
Office of Sustainability and Environmental Justice	1,300,000	3,550,000	3,709,756	4.5	4,286,551
Total	**$ 8,179,531**	**$ 11,455,253**	**$ 11,715,431**	**2.3**	**$ 12,186,318**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 4,323,080	$ 7,357,479	$ 7,513,378	2.1	$ 7,733,140
Services & Supplies	4,020,805	7,292,436	8,169,097	12.0	4,653,126
Expenditure Transfer & Reimbursements	(164,354)	(3,194,662)	(6,793,844)	112.7	(199,948)
Operating Transfers Out	—	—	2,826,800	—	—
Total	**$ 8,179,531**	**$ 11,455,253**	**$ 11,715,431**	**2.3**	**$ 12,186,318**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Charges For Current Services	$ 1,016,739	$ 1,661,965	$ 1,975,875	18.9	$ 1,975,875
Fund Balance Component Decreases	75,244	75,244	103,951	38.2	75,244
Use of Fund Balance	851,492	75,931	—	(100.0)	—
General Purpose Revenue Allocation	6,236,056	9,642,113	9,635,605	(0.1)	10,135,199
Total	**$ 8,179,531**	**$ 11,455,253**	**$ 11,715,431**	**2.3**	**$ 12,186,318**

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Agriculture, Weights and Measures

Mission Statement

Promote agricultural trade, public health, food security, consumer confidence, and a sustainable environment for the San Diego region.

Department Description

Agriculture, Weights and Measures (AWM) protects human health and the food supply, supports the region's $1.75 billion agricultural economy, ensures an equitable marketplace, and fosters a sustainable environment. AWM conducts over 340,000 inspections annually in addition to registration, outreach, investigation, and enforcement to ensure compliance of approximately 12,000 regulated businesses regionwide.

With a focus on both environmental and fiscal sustainability, AWM performs these regulatory activities through an equitable lens and implements programs and projects that enhance the community's quality of life. In Fiscal Year 2023–24, AWM continues to be committed to a workforce vital to achieving these outcomes, by providing opportunities for engagement, training, development, and professional growth. AWM also leverages the University of California Cooperative Extension's expertise and research to benefit the community.

To ensure these critical services are provided, Agriculture, Weights and Measures has 199.00 staff years and a budget of $31.1 million.

2022–23 Anticipated Accomplishments

Equity

To help ensure equitable service, we assess the need in communities regularly when it comes to pesticide regulation, education/direct marketing, and price verification programs that address food insecurity, public health and safety, and price accuracy. We compare community data to that of our programs to enhance community engagement, outreach, and language translation. In accordance with the County's strategic initiative on equity, AWM accomplished:

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Partnered with County Health and Human Services Agency (HHSA) to increase the acceptance of Electronic Benefit Transfer (EBT) among Community Supported Agriculture (CSA) and Certified Farmers Market (CFM) operations by 71% (increased the total number of CFMs and CSAs that accept nutritional benefits from 7 to 12) to provide more opportunities for the underserved to obtain healthy, locally grown produce and assist in food security. This is a component of the larger community needs assessment to address food insecurity.
    - Increased purchase of fresh fruit and vegetables using nutritional benefits by $2,500 among CFMs. This amount reflects an increase of 1,000 servings of fresh fruit and vegetables to those using nutritional benefits.
    - Provided outreach in multiple languages to low-income, low-access areas that overlapped with existing AWM pest trapping routes, such as communities in Linda Vista, Oceanside, and La Mesa. AWM staff distributed informational door hangers that highlighted nutritional benefit acceptance at regional CSA and CFM operations to increase public awareness for these operations in these neighborhoods.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Increased consumer confidence and protected against unfair business competition in underserved communities by reducing price overcharges for customers and working families at retail businesses. Utilized industry feedback obtained during a community needs assessment to increase Price Verification compliance by 2.6% (from 79.5% to 82.1%) in regulated retail businesses operating in the underserved communities of Rolando, City Heights, and El Cajon. The compliance rate of these communities was lower than other assessed communities and lower than the average compliance rate for the region (87.3%), and thus were the highest priority.
    - To address pricing differences in underserved communities, provided quarterly virtual outreach with translation services in preferred language to regulated

businesses with overcharge violations, and enhanced their regulatory awareness relating to price accuracy. Pre- and post-tests were provided to measure the outcomes.
    - Completed two community outreach events for underserved communities. Outreach events communicated our values and mission as well as informed attendees of what to do if they think they were overcharged.
  - Collaborated with County departments on the development of the Socially Equitable Cannabis Program as it relates to AWM program areas.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Protected California citrus from invasive agricultural pests and diseases to ensure continued opportunities for residents and farmers to grow citrus.
  - Supported local food security efforts by conducting four outreach events in spring of 2023 at the San Diego Citrus Grower Workshop, Produce Good Gleaning Group, California Rare Fruit Growers Association, and the Mission Valley Certified Farmers Market. Outreach efforts focused on citrus quarantine requirements to reduce the spread of citrus pests and diseases during the harvesting, transportation, and distribution of citrus fruit.

Sustainability

Sustainability is at the forefront of AWM's work. The team is dedicated to meeting the needs of the regulated industry and the community. In accordance with the County's strategic initiative on sustainability, AWM accomplished:

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Protected individuals and businesses within underserved communities from price overcharges and unfair business competition which further drive inequity by harming those with less financial means. Completed 100% of mandated annual inspections of registered commercial weighing and measuring devices that have the greatest economic impact on consumers and working families. These devices included retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales and counter scales (approximately 30,000 devices).
  - Addressed historic economic and environmental inequities and reduced landfill waste by ensuring beverage container recyclers pay out the correct amount of money to customers by maintaining or improving on the previous three-year average compliance for beverage container recyclers (85% compliance for 64 locations). Beverage container recycling can supplement the underserved residents' and working families' income and promote public interest in recycling.
    - Completed 100% (99 of 99) of mandated scale inspections at all 64 registered recycling locations to ensure accuracy. Ensured scales are visibly sealed to promote public confidence of our services and equitable practices of recyclers.
    - Conducted undercover test sales of recyclable beverage containers at 100% (64 of 64) of recycling locations currently registered in the region to inhibit recycling businesses from engaging in unfair practices that may drive inequity and discourage recycling.
  - Improved understanding and fostered compliance of local nursery stock industry regulations by increasing outreach to small production nurseries, with a focus on underserved owners and operators.
    - Ensured smaller nurseries have clean stock and enhanced their regulatory awareness by conducting inspections at 50% (155 of 309) of the production nurseries that are 1 acre or less in size. This is the second year of a two-year goal. To support language access, assigned certified bilingual staff to conduct inspections, while educating underserved farmers on compliance and programs that may benefit them or their employees.
    - Translated AWM communications and handouts into threshold languages to further support language access.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Conducted three bilingual outreach events in underserved communities on the Invasive Shot Hole Borer (ISHB) Tree Removal Program. The program helps reduce fire risks and improve environmental sustainability by helping protect tree canopies and green spaces. Ten property owners agreed to the cost-free removal of infested trees.
  - Hosted two pesticide disposal events that benefit the community and the environment by safely removing 10,000 pounds of potentially hazardous, unneeded, and outdated pesticides from agricultural and other commercial operations.
  - Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- Examined alternatives to current practices for vapor submeter leak tests to potentially save water. Leak tests currently involve using gallons of water, reused

for several batches of submeters. We determined that our current practices are the most effective and sustainable.
- Created a sustainability team to coordinate sustainability trainings, receive feedback and track implementation.
- AWM provides small composting bins in the breakrooms, recycling bins throughout our offices, and battery recycling bins at each worksite.

Continued to investigate, collaborate and identify resources to implement mid- and long-term commitments:
- Mid-term: Investigated methods to reduce disposable bottle use and will continue to work to install water bottle refill stations at all AWM offices.
- Long-term: Continued to adhere to plan to reduce GHG reduction by increasing department's fleet to hybrid/ electric vehicles by 50% (63 of 125) vehicles to electric or plug-in hybrid power within 5 years. Fleet conversion will include mostly mid-sized SUVs and trucks and AWM will continue to coordinate with County Department of General Services to ensure a corresponding plan is in place for necessary electric vehicle charging infrastructure.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Promoted consumer confidence in local fruit, vegetables, and nursery stock production.
    - Increased organic inspections at retail locations by 20% (65 to 78) to promote consumer confidence and fair business competition for local and Statewide organic farmers by ensuring the integrity of the organic label.
    - Minimized the financial burden imposed by unfair marketing practices. Outcome of retail inspections were posted quarterly on AWM website detailing inspection procedures and results to allow for transparency and promote local consumer confidence.
    - Enhanced consumer confidence in local produce sold at Certified Farmers Markets (CFM) by increasing the number of assessments of the production practices of local Certified Producers operating in these CFMs by 14% (from 14 to 16). These assessments enhanced adherence to rules for selling at CFMs, such as only selling produce that the producer grew.
  - Supported San Diego region's $1.2 billion ornamental nursery and cut flower industry's capacity for agricultural export by mitigating economic and environmental impacts from invasive agricultural pests through increased public awareness about these pests in underserved communities.
    - Ensured that 100% of export plant shipments from the San Diego region arrived at destination counties in California without any viable life stages of the Glassy-winged Sharpshooter insect. Ensuring that exports are pest-free enhanced economic activities for California's farmers and decreased the need for pesticide use at the destination.
  - Mitigated the economic and environmental risks of invasive agricultural pests for the region. Agricultural pests' potential impact to the agricultural economy is more than $3.0 billion annually statewide. This cost may be passed on to consumers and result in higher food prices if pests are allowed to spread.
    - Educated and enhanced public stakeholders' awareness about invasive agricultural pests by posting 24 photos and information of the pests found on incoming shipments to social media. These posts were done in the threshold languages to further support language access.
    - Two Agricultural Detector Dog Teams inspected 1,000 packages containing plant material such as fruits, vegetables, potted plants, cuttings, flowers and other agricultural products at FedEx, UPS, and Ontrac parcel facilities.
    - The Agricultural Detector Dog Teams conducted a total of 25 United States Post Office visits and inspected 500 packages for potential hitchhiking pests in parcels containing plant material such as fruits, vegetables, potted plants, cuttings, flowers, and other agricultural products.
    - Ensured the timely detections of designated invasive agricultural pests by maintaining 80% of trap inspections within the recommended reinspection timeframe for Gypsy Moth and Japanese Beetle. Early detection of pests reduced their potential spread and minimized the money and resources needed for eradication.
  - Partnered with the University of California Cooperative Extension (UCCE), to conduct educational programs and applied research that further enhanced efforts to protect and promote agricultural and natural resources. UCCE completed the following objectives:
    - UCCE staff provided administrative assistance for 30 projects, grants, and contracts with a total value of $1.1 million. UCCE academics provided research, education, and outreach on local issues of public concern in agriculture, natural resources, home, and health.
    - Improved business and risk management skills of local agricultural producers. Conducted educational and research activities focusing on business, financial and risk management strategies through workshops, presentations, online publications, webinars, and one-on-one consultations.
    - Improved market access and expanded market opportunities for agricultural producers in San Diego county via agricultural tourism, direct marketing,

farmers markets, farm stands, festivals, fairs, corn mazes, weddings, and tours to assist with increasing business confidence. Conducted three outreach activities to agricultural producers via workshops, presentations, online publications, webinars, or one-on-one consultations.
    - Conducted pest management education and outreach for pest management professionals, Integrated Pest Management education coordinators, landscape professionals and contractors, and agricultural programs in requested languages via meetings, workshops, educational presentations, publications, or digital media.
    - Introduced new or alternative crop production techniques and systems to commercial agricultural operations in the San Diego region, such as pitahaya (Dragon Fruit), blueberries, hops, coffee, and cider apples via organized meetings, educational presentations, publications, or digital media.
    - Identified problems and potential solutions for water conservation and prevention of runoff at agricultural operations and lands in San Diego county via two trainings and 12 outreach activities such as workshops, field demonstrations, web-based information, train-the-trainers or publications.
    - Identified problems and potential solutions to challenges caused by endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego production, agriculture, natural resources, and urban environments through workshops, presentations, publications and reports, or production of informational materials.
    - Provided expertise at three San Diego Weed Management Area (SDWMA) Steering Committee meetings and an annual SDWMA meeting related to the control of invasive plant species to the SDWMA group, which is a network of public agencies, private organizations, and individuals.
- Environment: Cultivate natural environments for residents, visitors and future generations to enjoy.
    - Promoted bee health and public safety in collaboration with stakeholders.
        - Recommended guidelines for live bee relocation that provide options and methods to residents that helped reduce proliferation of invasive and aggressive bees. This multi-language guide was distributed to 1,000 residences regionwide, through outreach door hangers, social media posts on all platforms, and a link on the AWM website.
    - Maintained, supported, and managed the volunteer Master Gardener Program to provide research-based information in requested languages regarding home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents through 2,400+ total interactions in consultations, educational exhibits, and workshops.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
    - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development, communication and outreach, and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments that worked across departments to meet varying customer needs and ensured a positive customer experience.
    - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
    - Ensured 100% of AWM's Contracting Officer's Representatives (COR) attend all required training, as assigned, to strengthen contract management activities.
    - Provided three training opportunities on the County's financial concepts to operational supervisors for enhanced financial literacy and understanding of the individual and collective contribution to the County's fiscal stability. Divisions were able to apply programmatic and fiscal understanding to the annual Cost Recovery Proposal.

Community

AWM enhances quality of life for all San Diego residents and visitors by implementing regulatory programs that protect public health, safety, and the environment. AWM enhances community outreach by working with trusted partners within the communities we serve and offering virtual and in-person engagement and outreach events in requested languages. AWM also focuses on continuous improvement and leverages technology to improve

program operations and service delivery to the community. In accordance with the County's strategic initiative on community, AWM accomplished:

- Engagement: Inspire civic engagement by providing information, programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - As part of AWM's Awareness Campaign, developed a survey and asked 100 consumers and 25 businesses about their awareness of AWM and its services. Re-surveyed audiences at 6, 9, and 12 months to document increased awareness of AWM's programs and services among all audiences. Produced new outreach materials including a short video, door hangers, postcards, and brochures in threshold languages to highlight AWM services.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Ensured that ten staff are trained on the Agricultural Damage Assessment Application, to ensure that agricultural damages during a disaster can be quickly and decisively reported and allow commercial growers access to recovery related services.
  - Trained 100% of all new permanent, full-time AWM employees, within the first year of their employment, to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to youth from underserved communities in the County while providing career coaching, job skills and development for future employment. Hosted four youth interns learn about agriculture through cross-training and job shadowing. Youth interns developed job skills to empower them to meet the needs of employers in multiple industries.
- Communications: Create proactive communication that is accessible and transparent.
  - Increased knowledge on laws and regulations, developed and implemented virtual outreach with language access for approximately 430 registered businesses that conduct general structural pest control headquartered in San Diego county. Increased regulatory awareness of pesticide safety laws and regulations and measured the success of the outreach by achieving a 20% improvement in results from pre- and post-testing of the training material.
  - Developed outreach materials specific to pesticide laws and regulations related to cannabis and industrial hemp cultivation requirements. Provided two outreach workshops with language access to current and potential farmers. Increased industry's regulatory awareness of pesticide safety requirements by 20% as measured by comparing pre- and post- training test results.
  - Conducted eight fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields. Increased fieldworkers' regulatory awareness of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results.
  - Ensured that 100% (15 of 15) of public notices for AWM initiated projects and programs were translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language.
  - Offered translation services in threshold and requested languages for community meetings and associated outreach materials to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Continued collaboration with HHSA to provide outreach and application assistance for nutritional assistance programs at Certified Farmers Markets and Community Supported Agriculture. AWM's Integrated Pest Control program partnered with California Invasive Plant Council as well as various local and State agencies, and Borrego Springs Revitalization Committee in the removal, suppression, or eradication of the invasive weed Volutaria. Continued collaboration increased efforts to obtain Right-Of-Entry forms needed to conduct weed management on private property by 15% (from 48 to 55).
  - Honeybee Protection Program continued to partner with UCCE's Master Beekeeper Program to connect backyard beekeepers and property owners to ensure proper care of managed bees and assist with bee relocation services. The Program provided two email communications annually to registered beekeepers in the region to promote this partnership and provide informational resources.
  - Pesticide Regulation Program continued to partner with the California Department of Pesticide Regulation to host additional unwanted pesticide disposal events that benefit the community by safely removing potentially hazardous, unwanted, and outdated pesticides from agricultural operations.

- Leveraging UCCE's unique relationship with the community and their expertise, AWM and other County departments utilized UCCE to provide information and engage the community in programs that inspired change. UCCE completed the following two objectives:
  - Enabled youth to reach their full potential as confident leaders of character who contribute and are connected to their communities. Enrolled 2,000 youth and adults in the 4-H program and provided 10 training activities to assist in delivering positive youth development experiences to youth ages 5-19 years old.
  - Provided coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs with 950 volunteers contributing 90,000 volunteer hours to extend UC research-based knowledge and information to improve the lives of residents in areas such as sustainable landscaping and leadership skills.
- Leveraged UCCE's distinctive knowledge and community relationships to provide educational programs and resources that will promote well-being of residents. UCCE completed the following objectives:
  - Conducted nutrition education for 300 low-income families with children via 24 workshops, to reduce the risk of childhood obesity and chronic diseases such as diabetes, heart disease and high blood pressure through lifestyle change related to diet and physical activity, connecting residents with local food sources, nutrition education, and nutrition assistance.
  - Assessed the behavioral changes of 320 individuals, which positively impacted multiple family members' behaviors related to meal planning, shopping strategies, budgeting, food selection, food preparation, nutrition and food safety practices, and positive dietary changes that can maximize nutrition and health returns.
  - Conducted nutrition education for 1,000 children and youth from low-income and limited-resource families via 12 workshops to promote nutrition and physical activity for a healthy lifestyle that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease.
  - Assessed 480 individuals' behavioral changes related to meal planning, shopping strategies, budgeting, food selection, food preparation, nutrition and food safety practices and positive dietary changes.

Empower

AWM is focused on empowering its valued workforce that is essential to quality service delivery by providing numerous opportunities for staff engagement and professional development to ensure excellent customer service and operational continuity. AWM sees employees as its biggest asset and engages employees by holding multiple engagement meetings where information, ideas, perspectives are shared. Collaborating with State agencies, other counties and jurisdictions, community partners, regulated businesses, industry groups, and other stakeholders, AWM fosters new ideas, implements best practices, and pursues innovation for operational excellence. In accordance with the County's strategic initiative on empower, AWM accomplished:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee; and strongly supporting staff participation in Employee Resource Groups, activities and events. This helped employees feel valued, engaged, and better prepared for career advancement opportunities.
  - Expanded department commitment on Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that require changes to provide the highest level of service for AWM's customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on Justice, Equity, Diversity, Inclusion and Belonging to increase awareness and inclusivity when serving AWM's diverse customers.
  - Increased trauma-informed services as part of the County culture. AWM's employees were encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees were also empowered to promote self- care, self-awareness, and resiliency in traumatic times. All new employees were required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
  - Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights AWM efforts in equity/diversity, best practices, community outreach, noteworthy projects, and shared resources. The newsletter helped bring essential work into a common space to allow for collaboration that can benefit other departments.
  - Continued to foster an environment where teleworking and alternate work schedules were embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. These efforts allowed AWM to reduce the annual

vehicles mile traveled by 175,802 miles which equates to an annual emissions reduction of 52 metric tons of carbon dioxide.

- Engaged in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
  - Continued to engage management during leadership meetings through exposure to various topics that enhance management skills.
  - Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that enhanced their development and success.
- Supported staff engagement and commitment in obtaining the required State licenses needed to perform regulatory work and for promotions by providing opportunities to attend preparatory trainings.
- Conducted three trainings for new supervisory employees to learn more about leadership competencies, recruitment, retention, and professional development to facilitate productive transitions to new roles.
- Supported the County's Electric Vehicle Roadmap for a sustainable future by conducting two trainings for AWM inspectors on Electric Vehicle Charging Station (EVCS) regulations. Attendees were prepared to identify regulated devices, address customer questions, and ensure EVCS are accurately charging consumers to ensure confidence in the EVCS marketplace.
- Continued to expand the online services available to customers to allow for customer convenience and processing efficiency.
- Provided training opportunities, innovative technology, and supportive resources to ensure superior service delivery to our customers.
- Leveraged internal communication resources, resource groups, and social media to enhance employee understanding of the County's shared vision of A Just, Sustainable, and Resilient Future for All.

- Workforce: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Achieved program-wide implementation of the cloud-based data management application, CalTrap, among 100% (38 of 38) of Pest Detection staff. The new technology replaced paper-based record keeping and streamlined pest detection activities that prevent the spread and establishment of invasive agricultural pests.
  - Expanded the Submeter Customer Application pilot to 20% (232 of 1,160) of submeter customers to increase the ease at which customers schedule, deliver, and pick up submeters for inspection. AWM's submeter lab inspects tens of thousands of submeters, the submeter customer application allowed for convenient and fast drop off and pick up of submeters for testing while avoiding issues of incomplete customer information.
  - Created outreach for structural fumigation companies to increase the number of companies utilizing the existing online Structural Fumigation Notice of Intent system from 83% to 90% to increase efficiency of structural fumigation monitoring activities and to reduce staff hours required to enter and manage the Notice of Intents received by email and fax.
  - Developed and implemented a mobile application for inspectors to be used during Price Verification inspections, which ensured consumers and working families are not being overcharged. The Price Verification Application will replace the currently used scanners, which are bulky, expensive, and do not allow for undercover inspections, with a cell phone application with the same functionality.

Justice

AWM implements agricultural, weights and measures programs in a fair and equitable manner in all communities throughout the region. AWM focuses on enhanced outreach with language access to regulated businesses, promotes regulatory awareness, and conducts inspections and investigations in an objective manner. AWM focuses on community engagement to support equal protection of residents and the environment. In accordance with the County's strategic initiative on justice, AWM accomplished:

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked degree of protection from environmental and health hazards.
  - Contributed to environmental justice and protected all residents in the region from adverse environmental and health effects of pesticides.
    - Monitored structural fumigations for termite control by conducting 42 undercover surveillance inspections, 284 unannounced field inspections and employee safety and business records inspections of all companies headquartered in the county that conduct structural fumigations. Structural fumigation inspections promote human health and safety through outreach, education, and enforcement.
    - Responded to pesticide-related complaints within 2 business days and complete related investigations in an average of 73 days, surpassing the State's guideline of 120 days. The compressed investigation timeline ensures complaints are addressed in a timely manner.

- Increased the number of inspections conducted with Maintenance Gardener Businesses by 27% (from 22 to 28 inspections). Maintenance Gardener Businesses were identified as an underserved community within the pest control industry during a community needs assessments. The increased inspections provided more compliance assistance to these businesses and promote the safe use of pesticides in communities and pesticide applicator safety.

- Environmental: Ensuring equal access to decision – making processes that create healthy environments in which to live, learn and work.
  - Developed and maintained through community and stakeholder engagement, a detailed County Integrated Pest Management plan that is robust and adaptive, and available for review by the community to promote transparency on County pest control activities throughout the region.
  - Created and posted to the AWM website a quarterly pest management topic that elaborates on a specific type of County pest control work and a selected invasive pest and allow for a forum where the community can make Integrated Pest Management (IPM) suggestions related to their home use.

2023–25 Objectives

Equity

To help ensure equitable service, we assess the need in communities regularly when it comes to pesticide regulation, education/direct marketing, and price verification programs that address food insecurity, public health and safety, and price accuracy. We compare community data to that of our programs to enhance community engagement, outreach, and language translation. In accordance with the County's strategic initiative on equity, AWM will:

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - AWM works to strengthen the local food system and supports the availability of healthy foods through increasing nutritional benefits program acceptance at Certified Farmers Market (CFM) and Community Supported Agriculture (CSA) operations.
    - Increase the acceptance of nutritional benefits by CSA and CFM operations by 25% (from 12 to 15 total operations) to provide more opportunities for the underserved to obtain healthy local produce and promote food security. This is a component of a regionwide community needs assessment to address food insecurity.
    - Provide CFM marketing in underserved communities to increase purchases of fresh fruit and vegetables using nutritional benefits by $5,000. This amount reflects an increase of 2,000 servings of fresh fruit and vegetables to those using nutritional benefits. AWM will accomplish this through the distribution of 4,000 outreach door hangers in threshold languages to identified underserved communities who have proximity to CFMs and CSAs that accept nutritional benefits.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Increase consumer confidence and protect against unfair business competition in underserved communities by reducing price overcharges for customers and working families at retail businesses. Utilize industry feedback obtained in regionwide community needs assessments to increase compliance by 2.6% (from 82.1% to 84.7%) for regulated retail businesses operating in Rolando, City Heights, and El Cajon, communities whose compliance was shown to be lower than other communities and the regional average (87.2%).

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Support the San Diego region's $1.3 billion ornamental nursery industry's capacity for agricultural export by mitigating economic and environmental impacts from invasive agricultural pests and increasing public awareness about these pests in underserved communities. Ensuring that exports are pest-free will enhance economic activities for California's farmers and decrease the need of pesticide use at the destination.
    - Ensure that 100% of plant export shipments from the San Diego region arrive at destination counties in California without any viable life stages of the Glassy-winged Sharpshooter insect.
    - Ensure that 100% of plant shipments from the San Diego region arrive at destination without delay due to export certificate errors.
    - Conduct at least three outreach events in preferred languages to underserved communities on the Invasive Shot Hole Borer (ISHB) Tree Removal Program that provides cost-free removal of infested trees to facilitate the removal of ten infected trees that can reduce fire risks, improve tree canopy health, promote access to green spaces, and improve environmental sustainability.

Sustainability

Sustainability is at the forefront of AWM's work. The team is dedicated to meeting the needs of the regulated industry and the community. In accordance with the County's strategic initiative on sustainability, AWM will:

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Align sustainability efforts by participating in roundtables with all LUEG departments on department's fleet, regional water issues, County land acquisitions, and efforts to ensure projects comply with California Environmental Quality Act (CEQA). These roundtable discussions will ensure departments are coordinating efforts that will better support sustainability, regional decarbonization, and greenhouse gas reductions.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Protect individuals, working families, and businesses from price overcharges and unfair business competition, which further drive inequity and can harm those who have the lesser capability for hidden financial burdens.
    - Complete 100% of mandated annual inspections of registered commercial weighing and measuring devices. These approximately 30,000 devices include retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales and counter scales.
    - Continue to protect regional consumers who spend $6 billion annually at gas pumps by ensuring that the number of gas pumps that accurately dispense fuel increases from 97.4% to 98% (20,775 pumps to 20,895 pumps) decreasing overcharges to consumers from $30,0000 to $20,000.
    - Develop outreach materials that detail how to maintain commercial device accuracy and provide to businesses that are found to have inaccurate devices during inspections. Outreach materials will have QR code that provide information translated into threshold languages.
  - Beverage container recycling can supplement the income of underserved residents and promote public interest in recycling which diverts recyclable waste from landfill. Using undercover inspections to augment state mandated inspections, AWM continues to reduce recycler pay-out shortages to customers by improving the previous three-year average compliance for beverage container recyclers by 2% (from 80% compliance to 82% for 64 locations) saving customers an estimated $917,000 each year.
    - Complete 100% (96 of 96) of mandated inspections of scales used by all 64 registered recycling locations to ensure accuracy. Ensure scales are sealed visibly to ensure public confidence and recyclers' equitable business practices. Go above and beyond state mandate by delivering a proper tare practice training at each initial inspection to promote accurate weighing.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Move toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans. These efforts will support efforts to reduce greenhouse gas emissions and support initiatives in the Climate Action Plan and Regional Decarbonization Framework.

Short-term commitments for Fiscal Year 2023–24:

- Continue to implement plan to install water bottle refill stations at all AWM offices.
- Send 16 staff in charge of purchasing to an Environmentally Preferable Purchasing (EPP) training.
- Conduct a cost and feasibility study of existing floor plans in AWM office space to accommodate future growth aimed to reduce facility footprint.

- Continue to investigate, collaborate and identify resources to implement mid- and long-term commitments:

Mid-Term:

- Decommission unnecessary laboratory equipment, including a fume hood, misting apparatus and a laminar flow hood machine. Decommissioning the fume hood, alone, will reduce energy consumption by 33,500 kWh (3.5 single family homes consume in one year), the equivalent of 23.7 metric tons of CO2.

Long-term:

- Continue to adhere to plan to reduce GHG reduction by increasing department's fleet to hybrid/electric vehicles by 50% (63 of 125) vehicles to electric or plug-in hybrid power within 5 years. Fleet conversion will include mostly mid-sized SUVs and trucks and will require coordination with County Department of General Services to ensure a corresponding plan is in place for necessary electric vehicle charging infrastructure.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Finding invasive agricultural pests in a timely manner reduces their potential spread and minimizes the cost, resources and pesticides used in the eradication effort. Invasive fruit flies negatively impact the local food supply

and the environment and hinder agricultural trade. AWM maintains 6,600 invasive fruit fly traps per year spread out over 24 routes. The success of the program is determined by the ability of staff to identify invasive fruit flies in the traps they inspect.
  - Mitigate the negative impacts from fruit fly infestations by ensuring 100% of staff are proficient at identifying invasive fruit flies during the program's fruit fly identification test administered by our state partner, the California Department of Food and Agriculture.
- Rapid and effective containment of invasive fruit fly infestations is essential to protect our region's food supply and agricultural economy.
  - Develop a detailed response plan to assure operational preparedness, rapid response, and fluid coordination to contain the infestation and minimize its impact on our region. This plan will serve as a guide that outlines the necessary steps for fruit fly quarantine implementation, including roles and responsibilities within AWM, and guidelines for collaboration with our state and federal partners, industry and local agricultural operators.
- Mitigate the introduction of invasive pests that cost the California agricultural industry and the public more than $3.0 billion annually to control and increase the cost of food and goods to underserved communities.
  - AWM's Detector Dog Teams are a unique partnership between canines and agricultural inspectors. Agricultural detector dogs are trained to find packages that contain plants, fruits and/or vegetables. The human handlers and detector dogs work together to search through thousands of packages at local postal sort facilities with the shared goal to find invasive pests and diseases not known to occur in the region.
  - To stop hitchhiking pests from entering our county through the mail, the Dog Teams will conduct 25 United States Post Office inspections and check 500 packages containing plant, fruit and/or vegetables. In 2021, the Dog Team found 332 insects and plant diseases that could have wreaked havoc on the region's agricultural industry and landscaped environment.
- Utilize the expertise of UCCE to conduct educational programs and applied research that will further enhance efforts to protect and promote agricultural and natural resources. UCCE will complete the following objectives:
  - Conduct pest management education and outreach in preferred languages for groups such as pest management professionals, landscape professionals and contractors, and agricultural operators via five activities such as meetings, workshops, educational presentations, publications, or digital media and provide unique expertise at three San Diego Weed Management Area meetings
  - Identify problems and potential solutions to challenges caused by endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego production agriculture, natural resources, and urban environments through a minimum of three outreach activities.

- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
  - Maintain, support, and manage the volunteer Master Gardener program to provide research-based information in requested languages in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents through a minimum of 2,400 total consultations, educational exhibits, and workshops.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works across departments to meet varying customer needs and ensure a positive customer experience.
  - Ensure strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those communities historically underserved.

Community

AWM enhances quality of life for all residents and visitors in the region by implementing regulatory programs that protect public health, safety, and the environment. AWM enhances community outreach by working with trusted partners within the communities we serve and offering virtual and in-person engagement and outreach events in requested languages. AWM also focuses on continuous improvement and leverages technology to improve

program operations and service delivery to the community. In accordance with the County's strategic initiative on community, AWM will:

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - As part of AWM's Awareness Campaign, develop a survey and ask 100 consumers and 25 businesses about their awareness of AWM and its services. Produce new outreach materials including a short video, door hangers, postcards, and brochures in threshold languages to highlight AWM services.
- Quality of Life: Provide programs and services that enhance the community though increasing the well-being of our residents and our environments.
  - Increase the safety of pesticide applicators who perform work in and around residential and commercial buildings to protect human health and preserve economic value.
    - Improve on the previous three-year average compliance rate for the approximately 2,100 structural pesticide applicators wearing the required personal protective equipment from 94% to 96% through increased business headquarters inspections and development of an educational handout in threshold languages.
  - Collaborate with various County departments and public entities to pilot a program aimed at increasing food access to underserved communities through the addition of two Community Supported Agriculture drop locations in these communities.
  - Expand department commitment on Equity, Diversity and Inclusion (EDI) by identifying programs and processes that require changes to provide the highest level of service for AWM's customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on EDI to increase awareness and inclusivity when serving AWM's diverse customers.
  - Leveraging UCCE's unique relationship with the community and their expertise, AWM and other County departments will utilize UCCE to provide information and engage the community in programs that can inspire change. UCCE will complete the following two objectives:
    - Enable youth to reach their full potential as confident leaders of character who contribute and are connected to their communities. Enroll 1,100 youth and adults in the 4-H program and provide 10 training activities in requested languages to assist in delivering positive youth development experiences and provide leadership training to 80 4-H youth.
    - UCCE will provide nutrition education for low-income 400 families and 1,100 youth, emphasizing healthful nutrition practices, meal planning, shopping strategies, food selection and preparation strategies, and food safety practices. This enables youth and families to become healthy, happy, thriving people who make a positive difference in their community.
    - Provide coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs with 1,000 volunteers contributing 110,000 volunteer hours to extend UC research-based knowledge and information to improve the lives of residents in areas such as sustainable landscaping and leadership skills.
- Communications: Create proactive communication that is accessible and transparent.
  - Expand stakeholder outreach by cultivating relationships with community partners that represent the communities that AWM serves.
    - Cultivate and establish a relationship with the Farmworker Care Coalition to educate North San Diego County farmworkers on services and safety trainings available through AWM.
    - Establish relationships with the Asian Business Association San Diego and the San Diego County Hispanic Chamber of Commerce to educate retail businesses on methods to maintain compliance with price accuracy laws and regulations to prevent overcharges to consumers and working families and to make sure these businesses get fair payment for the goods they sell.
    - Partner and look for opportunities to collaborate with National Sustainable Agriculture Information Service (ATTRA), Natural Resource Conservation Service, and UCCE to provide education on sustainable agricultural practices to beginning, underserved, or veteran farmers.
  - Safeguard the health and safety of fieldworkers and ensure a sustainable food supply. Conduct nine fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields.
    - Increase fieldworkers' regulatory awareness of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Improve local nursery industry's economic opportunities and protect the environment by providing outreach on pest management to production nurseries, with a focus on underserved owners and operators.

- Decrease noncompliance rates during Annual Nursery Inspections due to pest problems from 6.5%, to 4% by providing 3 outreach events.
- Translate outreach and informational handouts into preferred languages in the industry to enhance regulatory awareness.

Empower

AWM is focused on empowering its valued workforce, our primary asset, that is essential to quality service delivery by providing numerous opportunities for staff engagement and professional development to ensure excellent customer service and operational continuity. AWM sees employees as its biggest asset and engages employees by holding multiple engagement meetings where information, ideas, perspectives are shared. Collaborating with State agencies, other counties and jurisdictions, community partners, regulated businesses, industry groups, and other stakeholders, AWM fosters new ideas, implements best practices, and pursues innovation for operational excellence. In accordance with the County's strategic initiative on empower, AWM will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - 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.
  - Promote Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities.
  - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights AWM efforts in equity/diversity, best practices, community outreach, noteworthy projects, and shared resources. The newsletter helps bring essential work into a common space to allow for collaboration that can benefit other departments.
  - Increase employee engagement by fostering a collaborative environment where employees feel involved and aware of operational goals, department decision making, and upcoming initiatives.
    - Program managers and divisional supervisors work with their staff during regular development meetings to present department updates, implement desired trainings and mentorship, and provide communication that will enhance their development and success.
    - Provide regular updates and communication at divisional staff meetings on executive and Board of Supervisor priorities and the alignment with department operations.
  - Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - To prevent the spread and establishment of invasive agricultural pests that threaten our food supply and agricultural industry, achieve program-wide implementation of the data management application, CalTrap, among 100% (38 of 38) of Pest Detection staff. The new technology replaces paper-based record keeping and streamlines pest detection activities to allow for more efficient and timely inspection of insect traps, assuring early detection and rapid response to any infestation in our region.
  - Develop a plan to expand mobile office, telework, space sharing, and alternate work schedule to 44% for eligible AWM staff and thereby further reducing carbon footprint through a dioxide equivalent through a reduction of 190,00 vehicle miles traveled by employees, the equivalent of 55 metric tons of carbon dioxide.

Justice

AWM implements agricultural, weights and measures programs in a fair and equitable manner in all communities throughout the region. AWM focuses on enhanced outreach with language access to regulated businesses, promotes regulatory awareness, conducts inspections and investigations in an objective manner. AWM focuses on community engagement to support equal protection of residents and the environment. In accordance with the County's strategic initiative on community, AWM will:

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of

color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.

- Protect the health and safety of the public and the Maintenance Gardener Pest Control Business (MGB) workers and the environment.
  - Improving on the previous overall three-year compliance rate from 50% to 65% (87 of 134) through increased outreach, pesticide use monitoring inspections, and headquarters and employee safety inspections with MGBs.
- Monitor structural fumigations for termite control to ensure human health and safety by preventing pesticide exposure to structural employees and homeowners through outreach, compliance monitoring, and enforcement.
  - Maintain high overall four-year compliance rate of 98.3% (345 of 351) by conducting 50 undercover surveillance inspections, 284 unannounced field inspections and 17 employee safety and business records inspections of all companies headquartered in the region that conduct structural fumigations.
- Support the development of the County's Socially Equitable Cannabis Program by collaborating with other County departments. Participate in working group meetings, conduct analysis of the potential Program's impact on AWM operations, and benchmark similar programs in California. Also, thread with other departments to develop a process to refer activities under AWM's purview such as pesticide use by cannabis cultivation operations and certification of weighing devices.

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- https://www.sandiegocounty.gov/awm/

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Sales at Certified Farmers Markets using Public Benefits	N/A	$2,500	$2,500	$5,000	$5,000
Plant Shipments certified by the Pierce's Disease Control Program that arrive at destination with no viable life stages of the glassy-winged sharpshooter[1]	N/A	N/A	N/A	100% of 2,500 shipments	100% of 2,500 shipments
Plant Shipments certified by the Export Program that arrive at destination without delays due to certification errors caused by AWM.[1]	N/A	N/A	N/A	100% of 7,500 shipments	100% of 7,500 shipments
Undercover recyclable beverage container test sales at CRV recyclers	100% of 64	100% of 64	100% of 64	100% of 64	100% of 64
Protect individuals and businesses from price overcharges and unfair business competition:					
Fuel Meter Accuracy[2]	N/A	N/A	N/A	98%	98%
Annual number of initial and new install inspections for these registered retail devices:					
Fuel meters	100% of 20,801	100% of 20,948	100% of 20,939	100% of 20,939	100% of 20,939
Taximeters	86% of 601	100% of 743	100% of 743	100% of 743	100% of 743
Water dispensers	100% of 1,267	100% of 1,315	100% of 1,268	100% of 1,268	100% of 1,268
Computing scales	100% of 5,656	100% of 5,742	100% of 5,641	100% of 5,641	100% of 5,641
Counter scales	100% of 948	100% of 957	100% of 605	100% of 605	100% of 605

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Jewelers Scales	93% of 244	100% of 250	100% of 244	100% of 244	100% of 244
UCCE staff provide administrative assistance for projects, grants and contracts (# projects/total $ value of projects, grants, and contracts)[3]	28 projects/ $869,000	30 projects/ $1,100,000	30 projects/ $1,100,000	N/A	N/A
UCCE research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability[3]	4 projects	4 projects	4 projects	N/A	N/A
UCCE provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety[4]	277 families	300 families	300 families	400 families/ 1,100 Youth	400 families/ 1,100 Youth
UCCE Staff provide coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours)[4]	551 vol/ 108,504 hours	950 vol/ 90,000 hours	950 vol/ 90,000 hours	1,000 vol/ 110,000 hours	1,000 vol/ 110,000 hours
Safeguard the health of agricultural fieldworkers and ensure a sustained food supply by conducting fieldworker safety trainings with language access for employees that work in pesticide-treated fields[5]	N/A	N/A	N/A	9	10
Average number of days to complete pesticide-related complaint investigations[6]	100	73	73	N/A	N/A
Monitor structural fumigations for termite control to ensure human health and safety by preventing pesticide exposure to structural employees and homeowners through outreach, education, and enforcement:					
Structural Fumigation Undercover Inspections	43	42	42	50	50
Unannounced Structural Fumigation Field Inspections[5]	N/A	N/A	N/A	284	284

Table Notes

[1] This measure was added for Fiscal Year 2023–24 to demonstrate important efforts in preventing the spread of invasive pests.

[2] This measure was added for Fiscal Year 2023–24 to show importance of fuel meter accuracy.

[3] University of California Cooperative Extension (UCCE) section in the Operational Plan has been incorporated in AWM to clearly show programmatic alignment, operational costs and overall performance. This measure will be discontinued in Fiscal Year 2023–24.

[4] University of California Cooperative Extension (UCCE) section in the Operational Plan has been incorporated in AWM to clearly show programmatic alignment, operational costs and overall performance.

[5] This measure was added for Fiscal Year 2023–24 to track the number of fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields.

[6] This measure will be discontinued in Fiscal Year 2023–24 and replaced with a new measure due to increased fumigation activity within the region.

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

Staffing

No change in staff years.

Expenditures

Net increase of $0.1 million

- Salaries & Benefits—increase of $1.0 million due negotiated labor agreements.

- Expenditure Transfer & Reimbursements—decrease of $0.1 million due to space consolidation of County facilities, resulting in less structural fumigation work for General Fund departments. Since this is a transfer of expenditures, it has a net effect of a $0.1 million increase in expenditures.
- Operating Transfers Out—decrease of $1.0 million due to completion of one-time projects in the prior fiscal year.

Revenues

Net increase of $0.1 million

- Licenses Permits & Franchises—increase of $0.1 million due to the increase in budgeted revenue related to cost recovery proposals.
- Intergovernmental Revenues—net decrease of $0.6 million due to anticipated decrease in state supplemental funding ($0.3 million) and the sunsetting of a portion of the Industrial Shot Hole Borer ($0.3 million) and Bee Safe ($0.1 million) contracts, offset by an increase of $0.1 million due to anticipated workload increases relating to Noxious Weeds.
- Miscellaneous Revenues—increase of $0.3 million for major maintenance projects that will be completed in Fiscal Year 2023–24.
- Fund Balance Component Decreases—increase of $0.1 million due to one-time costs associated with negotiated labor agreements.
- Use of Fund Balance—decrease of $0.2 million due to completion of one-time project. No unassigned General Fund fund balance is budgeted.
- General Purpose Revenue Allocation—increase of $0.4 million due to Salary & Benefit increases.

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

Net increase of $1.7 million. An increase of $0.9 million in Salaries & Benefit due to negotiated labor agreements, and an increase of $0.8 million in Services & Supplies due to planned major maintenance projects.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Agriculture, Weights and Measures	179.00	199.00	199.00	—	199.00
Total	**179.00**	**199.00**	**195.00**	**(2.0)**	**195.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Grazing Advisory Board	$ 8,700	$ 8,700	$ —	(100.0)	$ —
Agriculture, Weights and Measures	26,827,705	30,956,817	31,035,957	0.3	32,749,005
Fish and Wildlife Fund	18,000	18,000	28,000	55.6	28,000
Total	**$ 26,854,405**	**$ 30,983,517**	**$ 31,063,957**	**0.3**	**$ 32,777,005**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 21,984,965	$ 24,301,396	$ 25,356,207	4.3	$ 26,268,588
Services & Supplies	4,852,440	5,990,121	5,967,750	(0.4)	6,768,417
Other Charges	25,000	25,000	43,000	72.0	43,000
Expenditure Transfer & Reimbursements	(358,000)	(358,000)	(303,000)	(15.4)	(303,000)
Operating Transfers Out	350,000	1,025,000	—	(100.0)	—
Total	**$ 26,854,405**	**$ 30,983,517**	**$ 31,063,957**	**4.3**	**$ 32,777,005**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 4,170,496	$ 4,351,417	$ 4,404,706	1.2	$ 4,234,296
Fines, Forfeitures & Penalties	86,000	86,717	86,717	—	86,717
Intergovernmental Revenues	13,294,125	14,634,962	14,030,655	(4.1)	14,094,220
Charges For Current Services	667,000	830,000	840,000	1.2	840,000
Miscellaneous Revenues	11,000	772,443	1,128,079	46.0	2,532,497
Fund Balance Component Decreases	252,158	252,158	317,059	25.7	252,158
Use of Fund Balance	267,901	245,802	12,000	(95.1)	12,000
General Purpose Revenue Allocation	8,105,725	9,810,018	10,244,741	4.4	10,725,117
Total	**$ 26,854,405**	**$ 30,983,517**	**$ 31,063,957**	**0.3**	**$ 32,777,005**

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

County Library

Mission Statement

We celebrate our communities and dedicate our passion and expertise to help our customers create their own story. To learn, energize, read, and create are the building blocks we offer in support of the County's strategic initiatives of Sustainability, Community, Justice, Equity, and Empower. Library programs are designed based on providing compassionate service. We seek to recognize and advocate for the unique needs of our communities. We provide each library user with the tools for individual success.

Department Description

As a trusted community partner, the San Diego County Library (Library) supports learning, engagement, literacy, and inspiration through its 33 branch libraries, two mobile libraries, five Library-to-Go kiosks, 43 Little Free Libraries, and the second-largest digital library in California. Library services include providing information in print, multimedia, and online formats for lifelong learning, with an emphasis in the County's threshold languages; promoting reading and literacy skills; offering instruction and access to the Internet and other online services; providing diverse programs in multiple languages, to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

To ensure these critical services are provided, the Library has 300.75 staff years and a budget of $66.5 million.

2022–23 Anticipated Accomplishments

Equity

County Library has an important role in providing equitable access to services. Libraries are community centers where residents find information, get referrals to needed services, access a variety of library programs to further their education, and serve as gathering places.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low-income.
  - Provided access to needed social services through partnerships with organizations like La Maestra, United Way, Metropolitan Advisory Committee on Anti-Poverty of San Diego County Inc. (MAAC), and many others. Organizations set up information tables in library branches to answer questions and assist with referrals to programs like CalFresh, MediCal and Covered California on numerous occasions.

  - Reintroduced a partnership with Jewish Family Service of San Diego (JFSSD) to provide citizenship training classes and application support services to permanent legal residents. Forty participants across six branches completed the citizenship class and are better prepared to take the citizenship test.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Offered an accredited high school diploma program to 30 qualifying adults aged 19 and older. Students completed their high school educational requirements in an online program, available at LibraryHighSchool.org, and graduated with a high school diploma and career certificate in one of nine career areas: Child Care and Education, Commercial Driving, Food and Hospitality, General Career Preparation, Home Care Professional, Hospitality and Leisure, Office Management, Retail Customer Service, or Security Professional.
  - 7,000 take-home Tech Connect kits (Chromebook and MiFi hotspots) were checked out from our Library system. These kits increased access for unserved, underserved and rural communities to internet-enabled devices and connected to the internet for free. Kits were distributed through our library branches and their local community partners, County departments, tribal communities and community-based organizations.

Sustainability

In accordance with the County's strategic initiative on sustainability, Library accomplished the successful implementation of educational programs, resources, and outreach that provide the opportunity for civic engagement around the topics of energy efficiency as well as through sustainable building design.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation.
  - Partnered with County departments and provide space to share public messaging about sustainability, climate and environmental justice initiatives such as the Climate Action Plan and Zero Net Energy buildings.
    - The San Diego Regional Decarbonization Framework is available for the public in the Library's online catalog
    - The new Lakeside library was built for Net Zero certification with the County's Department of General Services (DGS)
    - The Library participated in DGS Capital Projects Community Meeting that includes new Casa de Oro Library intended to be Net Zero
    - The lighting system was updated at Julian to improve energy savings
  - Continued to implement environmentally sustainable practices within the department, including electrification of building systems wherever possible, branches running off solar energy, tightening building system controls, using recycled and recyclable paper whenever possible, and committing to green purchases.
  - Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.
  - Implemented a 5-year plan to reduce GHG by increasing the department's pool fleet to hybrid/electrified vehicles to 100% (4 of 4) by Fiscal Year 2027-28.
  - Implemented the Sustainability & Seeds program which will establish 10 Seed Libraries to promote positive impact on environment through gardening, composting, and civic engagement supported with a $30K California State Library grant.
  - Continued Library representation in the sustainability roundtable with a focus on Fleet and Facilities to champion fleet and facility County wide initiatives.

Short-term commitments for Fiscal Year 2022–23:

- Held "Director's Sustainability Message" at biweekly All Hands meeting – covered a wide variety of sustainability goals and initiatives.
- Sustainability Presentation at Director's All Staff Meeting introduced the County's Sustainability Initiatives and the Sustainable Libraries Initiative. The Sustainable Libraries Initiative's Certification Program (SLCP) provides library leaders with a tested, structured path forward to increase libraries commitment to environmental stewardship, economic feasibility, and social equity. The San Diego County Library aims to be the first library on the West Coast to achieve this certification.
- Partnered with Department of Parks and Recreation (DPR) and Planning and Development Services (PDS) to implement "Library Tree Canopy" project planting new trees at 6 branch libraries in order to decrease shade gaps and increase green spaces.

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

- Supported Zero-Carbon Efforts: Electrification of building systems where appropriate as assets reach end of life. (long-term)
- Social Economic Equity Design (SEED) Certification program – Library met with SEED organization to investigate program requirements and has begun to develop multiyear plan. (mid-term)
- Converting mobile outreach vehicle to a Zero Emission Vehicle to provide library services to the community where they live and gather without producing GHG. (mid-term)
  - Supply chain issues continue to affect the vendor's forecast for delivery.

- Supported environmental and climate justice and the economic vitality of individuals and families by sharing library materials across communities. The Library advanced literacy through the circulation of printed and digital books to be enjoyed by customers.
- Started the Sustainable Libraries Initiative (SLI) certification process, in place of the TRUE Advisor Certification, by meeting with SLI to develop a structured path forward to increase our commitment toward environmental stewardship, economic feasibility and social equity. The Library formed a sustainability team who will work on the twelve categories necessary for certification.

- Resiliency: Ensure the capability to respond and recover to the immediate needs of individuals, families, and the region.
  - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a

"service before self" organization that works across departments to meet varying customer needs and ensure a positive customer experience.

- Partnered with the Flood Control section in the Department of Public Works to add necessary Federal Emergency Management Agency (FEMA) materials to the Library collection to help lower cost of flood insurance.
- Measured the library customer interest in borrowing materials. Combined with digital library downloads, it allows the Library to see how circulation is moving between physical and digital items. The annual circulation determines if library materials are current and relevant to the needs and interests of a dynamic community. The Library anticipates circulating a total of 9,150,000 library items.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
  - Ensured 100% (34 of 34) of designated Contracting Officer's Representatives (CORs), attend COR I or COR II training as assigned.
  - Continued to create customer-focused policies that center on equity and reduced barriers to use library services such as the elimination of overdue fines and the addition of automatic material renewals.
    - Supported residents in accessing federally funded Chromebook and MiFi hotspot kits, by removing documentation barriers to getting a library card. Instructions for using the Chromebooks and MiFi hotspot kits were translated into eight threshold languages.
  - Reviewed departmental office spaces and identified where shared spaces or work hubs can be utilized as a result of teleworking. This saved a total of 89,378 vehicle miles traveled (VMT) which equates to 26 metric tons of carbon emitted.

Community

As the epicenter for many San Diego communities, the Library is a trusted space for people to gather, learn and find credible resources and support. We are a place where residents can learn new skills, make new friends, and experience literature, art and culture in an inclusive space. The Library continues to monitor and work with vendors to address the inequities of availability of content throughout the publishing industry.

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Civic engagement is one of the Library's guiding principles and is essential to the services we provide. The Library continued to prioritize civic engagement by providing current and reliable information, diverse cultural programs, public forums, and other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - We supported voting and civic engagement by continuing our strong partnership with the Registrar of Voters (ROV) and the new Vote Center Model, promoting election messaging and voter registration, providing space for the new Ballot Drop Boxes at 33 locations, collecting mail ballots at library branches during elections, and provide community room spaces to act as voting centers and poll worker training sites. The Library offered 3 vote centers, 33 polling sites and 7 vote center trainings.
  - Ensured that public information for County initiated projects and programs was translated into the threshold languages including User Guides, Summer Learning activity books, and Tech Connect instructions. Providing information in multiple languages allows individuals the opportunity to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Continue to offer services in non- English languages and translations of information to ensure residents have every opportunity to make informed decisions.
  - The Library began the procurement process for PressReader, a service that will allow County residents to access more than 7,000 digital newspaper and magazines from around the world.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provided Library programs that enhance the community by bringing free services to all residents, with an additional focus on underrepresented communities. Libraries are a place where people of all ages can combine learning and reading with fun and excitement, exposing them to new experiences and creating lifelong learners.
  - Promoted early childhood literacy by reintroducing Kindergarten Gear Up (KGU), a 10-session school readiness program, to children and families that would not receive a preschool experience otherwise. KGU website provides an opportunity for staff to identify developmental goals and

foster confidence to better prepare for the rigors of kindergarten. Additionally, SDCL built a KGU website and toolkit funded by the California State Library to ensure that libraries across the state, no matter their resources, may offer KGU in their communities. Branch staff will be trained to use the website in Fiscal Year 2022–23 to prepare to relaunch the program in Fiscal Year 2023–24.

- The Library supports literacy in underserved communities by working with community partners including schools, community-based organizations, County departments, and municipalities to install, fill, and replenish 43 Little Free Libraries (LFL) in underserved neighborhoods throughout the region. In Fiscal Year 2022–23, SDCL acquired an additional 57 LFL with the goal of installing a total of 100 LFL. This endeavor brought books into neighborhoods in all Supervisorial Districts to encourage reading and help families begin their own libraries, with 10,000 books donated by San Diego Council on Literacy for this program. Materials were provided in English and Spanish as well as other languages the communities choose to share In Fall 2022, the LFL program earned a National Association of Counties award.
- Provided a Summer Learning Program designed to support literacy and combine learning opportunities with entertainment and community engagement while preventing the effects of "Summer Slide" learning loss during the summer break to 17,000 participants at all 33 branch locations in San Diego County. Summer Learning is designed to encourage reading for all ages, but especially for kids and teens, many of whom have struggled with reading during the past two years. In addition to programs offered during the summer, all kids and teens received a reading log, an activity book with introductory remarks in the County threshold languages, with activities and a free book to take home as a prize.
- Continued to engage with the community by participating in and facilitating meaningful conversations with local partners through community meetings and collaborative councils. We continued to work closely to share ideas for programming, grants and other opportunities to maximize resources throughout the region. Partnerships and participation are unique to each branch and each community we serve and included over 100 community outreach events with partners like Farm Worker CARE coalition, KPBS One Book, One San Diego, Latino Book and Family Festival, and Jewish Family Services as well as local organizations like branch Friends of the Library groups, social clubs, and other community-based groups.
- Promoted other County departmental outreach efforts through marketing and using library spaces to convene workshops and community forums. For example, library branches hosted discussions of the County's Regional Decarbonization Framework using the 1G broadband that is available at every library branch. This effort increases the accessibility of information and services to residents where they live, work and play. Workshops were hosted in English and Spanish but offered in all threshold languages.
- Offered 18,000 library events, classes and performances for all ages across all library branches. The Library worked with its partners to offer events at all library branches around the topics of a just, sustainable, and resilient future for all, civic engagement, culture and the arts, diversity and inclusion, and reading.
- Empowered the County's Employee Resource Groups (ERGs) to provide an opportunity for employees to enhance cultural awareness, support workforce outreach, and promote County initiatives through participation in events in partnership with ERGs. Events included the Indigenous Sovereign Nations Celebration at the Valley Center Branch and two documentary screenings and discussions at the Poway Library.
- Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. Hosted 14 youth interns in 6 library branches to connect youth to the benefits of library service and working with their communities.
- Evaluated the library's adult literacy tutoring program in collaboration with staff and community partners such as the California State Library and local literacy networks in order to reintroduce the program. Procured a new program and volunteer management software product using California Library Literacy Services grant funding. Adult literacy programs have not resumed in Fiscal Year 2022–23, due to the extensive procurement process for the software product.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Partnered with the San Diego County Department of Parks and Recreation (DPR) to provide programs and services that create interest in the environment and sustainability while cultivating curiosity for learning. The Library hosted events with DPR at libraries and parks including Story Trails, which bring the exploration of literacy and nature together to support learning. Library also shared monthly DPR promotions through social media including Hawktober and Green Friday.

Empower

The Library is committed to providing services that focus on Justice, Equity, Diversity, Inclusion and Belonging both for our customers and our staff. We invest in our workforce and operations

through training and professional development to ensure that library staff feel comfortable in their work and can provide reliable and compassionate service to the public.

- Strengthened County service delivery within our branch locations and 24/7 kiosks by providing the fastest internet in the region, library programs, community gathering spaces, and professional research assistance and reading recommendations.
- Continued to update the Library's website to maximize customer usability and access to library resources including a monthly accessibility assessment to ensure that the website meets the highest ADA standards. This includes using blogs to promote Countywide initiatives such as the Regional Decarbonization Framework and Love Your Heart.
  - The Library increased access to library community rooms by introducing an online booking system within the Library website, where customers may browse available space and request a reservation 24 hours a day. Community rooms are used to host events and meetings. In the first 5 months of online bookings (Aug 1- Dec 31), the library's 25 community rooms hosted 1,465 meetings for community groups.
- Obtained 15 research database subscriptions through California State Library grants. The research databases offer community members access to school curriculum, professional skill building, job and resume support. Over 5,861 searches/log ins have been conducted by customers as a result of the California State Library grant databases. We will continue to monitor the availability of access to County threshold languages.
  - Digital Library downloads measures the use of e-books, audiobook and magazine downloads by library customers. Usage of digital library resources is contained within Annual Circulation of All Library Items and illustrates the portion of annual circulation that is represented by digital usage. The Library anticipates downloads of 4,200,000 digital items from the adopted goal of 4,651,128. The shortfall is the result of longer wait times for customer request fulfillment, average wait times increased by 1 week due to budget constraints. Additionally, there was an unanticipated loss of popular magazine titles due to publisher licensing rights.
- The Library offers the use of desktop PCs during open business hours for up to 4 hours per day, subject to demand. Customers can extend their sessions, if needed. A session is measured each time a public internet desktop PC is used. In Fiscal Year 2022–23, the number of Public-Use Computer Access sessions across all branches were 150,000.
- The Library offers free public Wi-Fi, 24/7, to residents with no library card required. Measures the cumulative use of all the library branches Wi-Fi, inside and outside (via interior and exterior wireless access points). A session is each time a library customer connects to the Library's Wi-Fi network, whether on their personal laptop, a library use only laptop, or any other internet capable device. The Library had 300,000 of free Wi-Fi sessions in Fiscal Year 2022–23.
- Captured and told the Library's stories by highlighting major branch events through publicity, media coverage, and photography gaining coverage for stories like Tech Connect, the Lakeside Library Grand Opening, County Detention Center Reentry Library Card program, and Library High School Graduation.
- The Library's annual visits to the Library of 2,300,000 people using physical library services demonstrated accessibility. The actual number of visits was higher than the goal, which represents the overall level of accessibility that the community has to the library branches.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including an all-staff training on Gender Identity and Nonbinary Identities, offered trainings to enhance education and awareness; sustained a workforce development team that is open to every employee (and who are encouraged to participate).
  - Strongly supported staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Staff became better prepared to provide the highest level of service for the Library's diverse customers. Every ERG presented their organization to our senior librarian cohort.
  - Expanded department's commitment to Justice, Equity, Diversity, Inclusion, and Belonging by identifying programs and processes that require changes to provide the highest level of service for the Library's customers; utilized community assessment methods to identify the community needs; increased translated materials, and trained staff to increase awareness and inclusivity when serving the Library's diverse customers.
  - Increased trauma-informed services as part of the County culture. Library employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote selfcare, self-awareness, and resiliency in traumatic times. To ensure Library employees are equipped to deliver trauma-informed service, they are encouraged to engage with and

integrate the shared vision of a just, sustainable, and resilient future for all; 100% of all new employees completed "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
  - The learning outcomes of the Growing Resiliency within a trauma-informed lens course are to: (1) Describe trauma and resiliency; (2) Identify a trauma informed system of care;(3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency.
- Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to the LUEG Team Talk quarterly newsletter that highlights the Library's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helped bring the Library's essential work into a common space that can benefit other departments.
- Continued to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. Engaged in LUEG-wide workforce development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continued to engage management during leadership meetings through exposure to various topics that enhance management skills.
- Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that enhance their development and success.
- Provided "Service Beyond the Branch" which delivers educational and literacy opportunities at the neighborhood level with targeted outreach for underserved communities. Service Beyond the Branch takes Library services and materials to the customer without the need to visit one of the Library facilities.
- The Library helps people enjoy materials in languages that honor and reflect their communities which support their knowledge and understanding of their preferred language. In support of Board Policy A-139, Language Access, the Library offered print materials in the languages identified as having a Substantial Number of Limited English-Speaking Persons per the policy. Additional languages collected are determined by collection use and in support of the needs on language learners in the community. The current SDCL print and digital collection includes items in 73 different languages, with an active acquisition program for English, Spanish, Arabic, Chinese, Korean, Farsi, Vietnamese, Filipino and Tagalog, Somali, French, German, Hindi, Japanese, Russian, Pashto, and Ukrainian.

Justice

Our libraries provide safe spaces and resources to all residents. The Library strives to be an inclusive place where those experiencing adversities can find inclusive opportunities to learn and grow.

- 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.
  - Conducted a community needs assessment to look at which branches that would benefit from the presences of social workers. Library staff partnered with HHSA Behavioral Health Services in a project to host a social worker onsite to offer support to the El Cajon community, where there are individuals experiencing homelessness and struggling with mental illness and substance abuse.
  - The Santee Branch worked with six County Detention Facilities to issue 130 library cards to formerly incarcerated individuals reentering their communities. Five individuals also took advantage of the Tech Connect kit with a Chromebook and MiFi hotspot. In addition, library staff presented "Raising a Reader," a two-hour workshop on the importance of reading with children, at Las Colinas Detention Center. The six County Detention Facilities so far only requested services in English and Spanish.
  - Within the first year of their employment, 100% (29 of 29) of all new permanent, full-time Library employees were trained to respond to emergencies, either within their classifications scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergencies. The training expanded employee engagement in providing residents with services if called upon.
  - All Library facilities served as official Cool Zone sites by providing access to free, air-conditioned spaces throughout the region that allow respite for older adults, persons with disabilities, or anyone looking to escape the extreme heat during the summer.
  - The Library partnered with San Diego Gas & Electric (SDG&E) by providing locations for Community Resource Centers in the event of a public safety power shutoff at the following locations: Valley Center, Descanso, Ramona and Fallbrook. SDG&E provides staff and resources to community members in the event of loss of power in their communities.

2023–25 Objectives

Equity

Learning is a human right. The Library promotes the discovery of information that allows people to explore different sides of a question, cause, or movement, even when controversial by reflecting the diversity of our population and the wide range of ideas within it. This allows readers to explore a range of beliefs, perspectives and experiences. Our services value people's right to privacy and information seeking without judgement in a safe space, where they can find community resources, and access a variety of library programs to further their education and awareness.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - The Library helps people read and enjoy materials in languages that reflect their communities and/or support their knowledge and understanding of languages they are learning. In support of Board Policy A-139, Language Access, the Library will offer print materials in the languages identified as having a Substantial Number of Limited English-Speaking Persons per the policy. Additional languages collected are determined by collection use and in support of the needs on language learners in the community. The current SDCL print and digital collection includes items in 73 different languages, with an active acquisition program for the threshold languages. Promote these materials by curating lists for each threshold language and culture on sdcl.org and via Libby, which will highlight the books and resources available to readers. Non-English language materials will be promoted via curated book lists and blog entries in our e-collection and/or website a minimum of twice a month.
  - Measure the library customer interest in borrowing materials. Combined with digital library downloads, it allows the Library to see how circulation is moving between physical and digital items. The annual circulation determines if library materials are current and relevant to the needs and interests of a dynamic community. The Library anticipates circulating a total of 9,400,000 library items.
  - Connect readers to the digital library via Libby, SDCL's primary eBook provider, as well as the California State Library's E-books for All which provides access to a statewide collection via the Palace Project app. Grow the number of new users for e-books by 35,000 people.
  - Build awareness of community resources by partnering with organizations such as the San Diego Law Library, Feeding San Diego, PATH San Diego, La Maestra, United Way, and the Metropolitan Advisory Committee on Anti-Poverty of San Diego County Inc. (MAAC). Organizations are invited to provide information tables in library branches to answer questions and assist with referrals to programs like CalFresh, MediCal, Covered California, and legal aid.
  - Offer Vet Connect stations at nine library locations, allowing veterans to access services and complete paperwork without having to travel to the Office of Military & Veterans Affairs in person.
  - Welcome and support immigrant communities by partnering with Jewish Family Service of San Diego (JFSSD) to offer citizenship classes and application support to permanent legal residents.
  - The Library's 7,000 Tech Connect kits (Chromebook and MiFi hotspot) increased access to internet enabled devices to connect to the internet for free. The take-home kits ensure that our communities have the technology needed for full participation in our society and economy. The Library is receiving additional funding for this program to extend the existing data plan and purchase an additional 2,000 MiFi hotspots for check-out.
  - Offer an accredited high school diploma program to County residents who are 19 and older. Students will complete their high school educational requirements in an online program, available at LibraryHighSchool.org, and graduate with a high school diploma and career certificate in one of nine career areas: Child Care and Education, Commercial Driving, Food and Hospitality, General Career Preparation, Home Care Professional, Hospitality and Leisure, Office Management, Manufacturing, Retail Customer Service, and Security Professional.

Sustainability

The Regional Decarbonization Framework and the County's Climate Action Plan update provides technical and policy pathways to decarbonization in regional, County, and city governments. As the Framework progresses to its implementation phase, the County Library's role is to adopt and demonstrate sustainability practices such as: generating renewable energy, adopt electrification of its facilities and fleet, and reduce the production of Greenhouse Gas emissions. The Library will create educational opportunities for our communities to learn about the sustainability practices that will help us with 'Getting to Zero.'

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation
  - Continue to implement environmentally sustainable practices within the department, including electrification of building systems wherever possible, branches running off solar energy, tightening building system controls, using recycled and recyclable paper whenever possible, and committing to green purchases.

- Move toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2023–24:

- Hold "Director's Sustainability Message" at biweekly All Hands meeting – will cover a wide variety of sustainability goals and initiatives
- Partner with DPR and PDS on "Library Tree Canopy" project - invest $75K towards the planting of new trees in order to decrease shade gaps and increase green spaces
- Send four staff in charge of purchasing to an Environmental Preferable Purchasing (EPP) training.
- Support environmental and climate justice and the economic vitality of individuals and families by sharing library materials across communities. The Library advances literacy through the circulation of fiction and non-fiction in physical and digital forms to be enjoyed by customers.

Mid-term commitments for Fiscal Year 2023–24

- Partner with County departments and provide space to share public messaging about sustainability, climate and environmental justice initiatives such as the Regional Decarbonization Framework, Climate Action Plan and Zero Net Energy buildings.
- Continue Sustainable Libraries Initiative Certification process developing a structured path forward to increase our commitment toward environmental stewardship, economic feasibility and social equity.

Long-term commitments for Fiscal Year 2023–24

- Seed Libraries will continue to operate in ten locations distributing California native plant seeds, vegetable garden seeds, and education on the benefits of native plants and gardening. The Library will investigate expanding to more locations in 2024.
- The library has begun transitioning to Electric Vehicles ordering four EV transit vehicles to replace two diesel bookmobiles and will continue this transition, ordering replacements for all Pool vehicles by 2028.
- Support Zero-Carbon Efforts: Electrification of building systems where appropriate as assets reach end of life.
- Build new Casa de Oro Library to LEED Gold standards providing a model of sustainable design that promotes community use to demonstration, engagement, education. Library will develop a multiyear plan for a SEED Certification Program.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
  - Train employees within the first year of their employment, 100% of all new permanent, full-time Library employees to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
  - The Library will continue to create customer-focused policies that with an emphasis on and increasing equity and remove barriers to using library services.

Community

As the epicenter for many San Diego communities, the Library is a trusted space for people to gather, learn and find verified resources and support. We are a place where residents can learn new skills, build community, and experience art and culture in a space that belongs to everyone in addition Library customers can find and enjoy materials in their preferred language in our buildings and online. The Library continues to monitor and work with vendors to address the inequities of availability of content throughout the publishing industry.

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Civic engagement is one of the Library's guiding principles and is essential to the services we provide. The Library will continue to prioritize civic engagement by providing current information, diverse programs, public forums, or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

- We will support voting and civic engagement by continuing our strong partnership with the Registrar of Voters (ROV) to promote election messaging and voter registration, collect mail ballots at all 33 branches during elections, and provide community room spaces to act as voting centers and poll worker training sites.

- Provide library users with the chance to share input on projects and programs that impact their community. Foster community engagement by translating materials for County-initiated projects and programs in all threshold languages.
- Offer library programs and services in non-English languages and provide language interpretation services as needed.
- The Library is working on a procurement for PressReader, a service that will allow County residents to access more than 7,000 digital newspaper and magazines from around the world in a variety of publications language. Seven of the eight County threshold languages are included. The Library will continue to monitor the availability of Somali content with the vendor.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provide Library programs that enhance the community by bringing free services to all residents, with an additional focus on underrepresented communities. Libraries are a place where people of all ages can combine learning and reading with fun and excitement, exposing them to new experiences and creating lifelong learners.
  - Offer a variety of library programs for all ages at all library branches. The Library will work with its partners to offer programs at all library branches around the topics of a just, sustainable, and resilient future for all, civic engagement, culture, and the arts, diversity, and inclusion, and reading. The Library anticipates holding up to 26,000 programs.
  - The library celebrates the many rich cultures found in the region through special events and culturally responsive programs. The library provides a wide variety of classes, art exhibits, public art, live performances, and cultural celebrations.
  - Promote early childhood literacy by reintroducing Kindergarten Gear Up (KGU), a 10-session school readiness program to children and families that would not receive a preschool experience otherwise. KGU provides an opportunity for children and caregivers to identify developmental goals and foster confidence to better prepare for the rigors of kindergarten. The Library anticipates serving another 200 participants.
  - Provide a Summer Learning Program designed to support literacy and combine learning opportunities with entertainment and community engagement. This is known to lessen the effects of "Summer Slide" learning loss during the summer break at all 33 branch locations in San Diego County. Summer Learning is designed to encourage reading for all ages, but especially for kids and teens. The Library will provide summer learning activity logs in all threshold languages. The Library anticipates serving up to 17,000 participants.
  - Offer free adult literacy tutoring at library branches by connecting trained volunteers and adult learners. Implement a new program and volunteer management database to improve services to the public and evaluate program outcomes.
  - Foster community engagement by participating in community meetings, special events, and collaborative councils. The library will continue to work closely with partners to share and build new ideas for programming, grants, and services throughout the region. Efforts are unique to each branch and community we serve, and our partners include organizations like the Farm Worker CARE coalition, KPBS One Book, One San Diego, the Latino Book and Family Festival, and Jewish Family Services. Branches also work with local organizations, like branch Friends of the Library groups, social clubs, and other community-based groups. The Library anticipates hosting up to 100 community outreach events.
  - Work with existing library partners, such as International Refugee Committee and Jewish Family Services and the Office of Office of Immigrant and Refugee Affairs to expand stakeholders by two to outreach to communities of the threshold languages.
  - Provide meeting and presentation space for community organizations, County departments, and community sponsor and planning groups to promote community information and civic engagement.
    - Promote other County departments outreach efforts through marketing and using library spaces to conduct workshops and community forums. This effort increases the accessibility of information and services to residents where they live, work and play.
  - Empower the County's ERGs goal to provide an opportunity for employees to enhance cultural awareness, support workforce outreach, and promote County initiatives through participation in events in partnership with ERGs. Reaching diverse audiences through community engagement is a core value and supports the Library's mission of education and civic engagement.
- Partnership - Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Expand the Library's reach by offering services to the public at designated County Parks. The Library's "Service Beyond the Branch" model will install book pick-up lockers with Wi-Fi. Communities that are not near a library branch will now have access to library materials, learning and education. Felicita County Park in Escondido will be the first pilot location for this service.
- Partner with the San Diego County Department of Parks and Recreation (DPR) to provide programs and services that create interest in the environment and sustainability while cultivating curiosity for learning. The Library will host programs with DPR at libraries or parks and will share monthly DPR promotions through social media.
- Expand department commitment on Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that require changes to provide the highest level of service for the Library's customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff to increase awareness and inclusivity when serving the Library's diverse customers.

Empower

The Library is committed to providing services that focus on Justice, Equity, Diversity, Inclusion and Belonging both for our customers and our staff. We invest in our workforce and operations through training and professional development to ensure that library staff feel comfortable in their work and can provide reliable and compassionate service to the public.

- 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.
  - Promote Justice, Equity, Diversity, Inclusion and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service for the Library's diverse customers.
  - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights the Library's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring the Library's essential work into a common space that can benefit other departments.
  - Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
  - Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
  - Implement training opportunities reflective of the results of the County Engagement survey.
  - Supervisors will continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
  - The Library makes every effort to ensure our sites are ADA accessible and continue to be as updates to the building code are issued. Whenever there are changes to public spaces, the Library will use it as an opportunity to update and incorporate any recent changes to the building code into the design. Upcoming examples of this include bathroom remodels, tenant improvements and/or parking lots at Fallbrook, Spring Valley, San Marcos, and Rancho San Diego. Moving forward the Library will conduct annual ADA assessments.
- Innovation – Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Strengthen County service delivery within our branch locations and 24/7 kiosks, by providing the fastest internet in the region, library programs, community gathering spaces, and professional research assistance and reading recommendations.
  - Continue to update the Library's website to maximize customer usability and access to library resources.
  - Capture and tell the Library's stories by highlighting major branch events through publicity, media coverage, and photography in all threshold languages.

Justice

Our libraries provide safe space and resources to all residents. The Library strives to be an inclusive place where those experiencing adversities can find inclusive opportunities to learn and grow.

- 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.
  - As identified in the El Cajon Community Needs Assessment, the Library will partner with the Health and Human Services Agency's Behavioral Health Services in a project to host a social worker to offer support to the El Cajon community, where there are individuals experiencing homelessness and struggling with mental illness and substance abuse.
  - The Santee Branch will continue to work with County Detention Centers to provide books for incarcerated individuals for pleasure reading and to read to their children during in-person and virtual visits. Library staff will host literacy programs for new parents and when the individuals reenter their community, they are given the opportunity to receive a library card and information about the services that the library provides.
  - Within the first year of their employment, 100% of all new permanent, full-time Library employees will be trained to respond to emergencies, either within their classification's scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergencies. The training expands employee engagement in providing residents with services if called upon.
  - Partner with Office of Emergency Services to support emergency recovery to local communities as needed.
- Environmental - Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - Grow access to healthy, nutritious food by collaborating with Feeding San Diego to offer mobile food pantries at 10 library branches in underserved and rural communities. Also partner with Agriculture Weights and Measures to provide information about County backed food assistance programs at all library branches.
  - Build awareness of disaster and emergency preparedness by promoting National Preparedness Month in September 2023. Distribute copies of the Office of Emergency Service's Personal Disaster Plan for older adults, people with disabilities, and caregivers at all locations.
  - Support local efforts to address racism and health misinformation as public health crises in the region. Partner with San Diego Circuit libraries to distribute fact sheets around health misinformation in all threshold languages.
  - Advance public health campaigns in underserved communities, using the CalEnviroScreen 4.0, Healthy Places Index 3.0, and other evidence to understand community needs. Work with County partners to offer depression screenings, blood pressure screenings, flu shots, California Department of Public Health COVID test kits and vaccination clinics. Provide space for the LiveWell on Wheels bus to offer mobile County services at library branches.
  - Partner with Aging & Independent Services within HHSA to provide access to Cool Zones during extreme weather events at designated locations.
- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
  - Refine community assessment tools and trainings to build staff knowledge of environmental justice and the impacts of racism as a public health crisis.

Related Links

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

- www.sdcl/org

Follow SDCL on Facebook at:

- www.facebook.com/sdcountylibrary

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Library High School graduates[1]	22	30	30	30	30
Citizenship Classes participants[2]	N/A	40	15	40	40
Annual circulation of all library items[3]	N/A	9,150,000	9,150,000	9,400,000	9,400,000
Adult literacy tutorings[4]	0	30	0	70	70
Annual SDCL programs[5]	3,043	26,000	18,000	26,000	26,000
Summer Learning participants[6]	N/A	17,000	17,000	17,000	17,000
Kindergarten Gear Up participants[7]	N/A	200	0	200	200
Community Outreach Events[8]	N/A	100	100	100	100
Annual visits to the Library (previously: 'Annual count of foot traffic at the library')[9]	1,778,562	1,931,250	2,300,000	2,500,000	2,700,000
Digital Library downloads[10]	N/A	4,651,128	4,200,000	4,500,000	4,500,000
Free Wi-Fi sessions[11]	N/A	262,200	300,000	300,000	300,000
Public-use Computer access[12]	N/A	134,619	150,000	150,000	150,000

Table Notes

[1] Library High School offers an accredited High School diploma program to qualifying adults aged 19 and older. Students will complete their High School educational requirement in the online program available at LibraryHighSchool.org. The Fiscal Year 2022–23 Actual number of graduates is the same as the Fiscal Year 2022–23 Adopted Level.

[2] The library works with a trusted community partner to expand citizenship class offerings in underserved communities, using data to identify where the service is most needed. By offering additional services to participants, such as free eligibility screenings and application filing, the library helps remove barriers to accessing these important information services. The Fiscal Year 2022–23 Actual number of Citizenship program participants is lower than the Fiscal Year 2022–23 Adopted Level due to the restructure of the Citizenship program.

[3] Annual Circulation of All Library Items measures library customer interest in borrowing materials. Combined with Digital Library Downloads, it allows SDCL to see how circulation is moving between physical and digital items and see if use ultimately stays the same, albeit in a different format. The Fiscal Year 2022–23 Actual number of circulation is the same as the Fiscal Year 2022–23 Adopted Level.

[4] SDCL will provide literacy tutoring to adult residents in San Diego County. Adult literacy learners self-select various goals to complete within 6-week periods such as acquiring skills with new technologies, completing job applications, developing skills needed for ATM access, or practicing skills to read to their children. The Fiscal Year 2022–23 Actual number of literacy tutorings is lower than the Fiscal Year 2022–23 Adopted level due to the inability to resume the program from the extensive procurement process for the software product.

[5] SDCL Programs represent opportunities for customers to learn, create, and experience free programs at branches and bookmobile stops. Programs are for all customers and range in various types such as: story times, after-school programs, health and wellness, digital literacy, summer reading, special events, etc. The Fiscal Year 2022–23 Actual number of programs is lower than the Fiscal Year 2022–23 Adopted level due to the restructure of in-person programs.

[6] Every summer, students – particularly those from low-opportunity communities – face a decline in reading and academic skills called the "summer slide" and SDCL offers a Summer Learning/Reading program meant to minimize this long-term negative impact. We also offer this program in rural areas that offer little to no other learning opportunities as well as offering the content in multiple languages. The Fiscal Year 2022–23 Actual number of Summer Learning participants is the same as the Fiscal Year 2022–23 Adopted Level.

[7] The first five years are critical in children's development with school readiness programs directly linked to higher academic success and college admission, however 38.7% of children in California eligible for preschool are not enrolled. This program seeks to balance this inequity both in high-need and rural communities where residents may have little access to school readiness programs. The Fiscal Year

2022–23 Actual number of Kindergarten Gear Up participants is lower than the Fiscal Year 2022–23 Adopted level due to SDCL retraining staff on using the new KGU website for a relaunch of the program.

[8] Community Outreach Events measures the number of events attended by library staff outside of the library including school visits, tabling events, and presentations for community groups. The Fiscal Year 2022–23 Actual number of Community Outreach Events is the same as the Fiscal Year 2022–23 Adopted Level.

[9] The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from "people counters" that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services. The Fiscal Year 2022–23 Actual number of visitors is higher than the Fiscal Year 2022–23 Adopted level due to the overall level of accessibility that the community has to the library branches.

[10] Measures the use of e-books, audiobook and magazine downloads by library customers. Usage of digital library resources is contained within Annual Circulation of All Library Items, and illustrates the portion of annual circulation that is represented by digital usage. The Fiscal Year 2022–23 Actual number of Digital Library downloads is lower than the Fiscal Year 2022–23 Adopted level due to longer wait times for customer request fulfillment; average wait times increased by 1 week due to budget constraints.

[11] The Library offers free public Wi-Fi, 24/7, to residents with no library card required. Measures the cumulative use of all the library branches Wi-Fi, inside and outside (via interior and exterior wireless access points). A session is each time a library customer connects to the Library's WiFi network, whether on their personal laptop, a library use only laptop, or any other internet capable device. The Fiscal Year 2022–23 Actual number of Wi-Fi sessions is higher than the Fiscal Year 2022–23 Adopted level due to the increase demand in Wi-Fi services.

[12] The Library offers the use of desktop PCs during open business hours for up to 4 hours per day, subject to demand. Customers are able to extend their sessions, if needed. A session is measured each time a public internet desktop PC is used. The Fiscal Year 2022–23 Actual number of Public-Use Computer Access is higher than the Fiscal Year 2022–23 Adopted level due to the increase demand in desktop PC public use.

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

Staffing

Increase of 6.25 staff years

- Increase of 3.25 staff years to support Library professional and technical support services for increased efforts in community engagement, policy development and implementation and data analysis to support evidence-based decision making and resource allocation.
- Increase of 3.00 staff years to support Library Branch Operations in all of the Library's smallest rural branches and offering consistent scaled system-wide training and onboarding.

Expenditures

Increase of $7.8 million

- Salaries & Benefits—increase of $3.1 million primarily for planning purposes associated with anticipated salary and benefit increases, required retirement contributions, negotiated labor agreements and staffing changes noted above.
- Services & Supplies—increase of $3.5 million
  - Increase of $1.0 million for books & library materials and minor equipment
  - Increase of $1.0 million for facilities and interdepartmental costs
  - Increase of $0.8 million for new major maintenance projects
  - Increase of $0.6 million for the emergency connectivity fund project
  - Increase of $0.1 million for public liability insurance premium
- Other Charges—increase of $0.1 million due to the procurement of a pool vehicle
- Capital Assets Equipment—increase of $0.2 million due to the procurement of a book sorter and a Parks Partnership Holds Locker
- Operating Transfers Out—increase of $0.9 million in transfers to the Major Maintenance Capital Outlay Fund (MMCOF) due to an increase in major maintenance projects

Revenues

Net Increase of $7.8 million

- Taxes Current Property—increase of $2.2 million in revenue from property taxes
- Intergovernmental Revenues—increase of $1.4 million in Aid From Redevelopment Successor Agencies revenues
- Other Financing Sources—increase of $2.8 million in Operating Transfer from General Fund for Library's major maintenance projects
- Use of Fund Balance—increase of $1.4 million for a total of $9.0 million in County Library Fund balance for one-time projects
  - $2.8 million for the purchase of books and library materials
  - $2.6 million to procure information technology hardware

- $0.6 million to support MMCOF and major maintenance projects
- $0.6 million to support the Emergency Connectivity Fund project
- $0.6 million to procure furniture, fixtures, and equipment at Library facilities
- $0.5 million for increase in Department of General Services contracted services
- $0.4 million to procure automated book sorters for Vista and Ramona
- $0.3 million to provide matching funds for public donations for library materials
- $0.3 million to support racial & social justice community initiatives
- $0.1 million for costs associated with a social worker at the El Cajon Library
- $0.1 million to procure laptop kiosks for Ramona and Library Headquarters
- $0.1 million to procure a Parks Partnership Holds Locker

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

Net increase of $0.2 million primarily due to increase in salary and benefit costs offset by completion of one-time major maintenance projects in Fiscal Year 2023-24.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Library Operations and Administration	19.50	22.50	22.50	—	22.50
Library Professional & Technical Support Service	42.50	45.50	48.75	7.1	48.75
Library Branch Operations	224.50	226.50	229.50	1.3	229.50
Total	**286.50**	**294.50**	**300.75**	**2.1**	**300.75**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Library Operations and Administration	$ 7,259,148	$ 8,338,032	$ 8,764,123	5.1	$ 8,714,369
Library Professional & Technical Support Service	20,806,978	20,751,086	23,483,972	13.2	23,124,948
Library Branch Operations	29,553,287	29,666,291	34,264,446	15.5	34,839,656
Total	**$ 57,619,413**	**$ 58,755,409**	**$ 66,512,541**	**13.2**	**$ 66,678,973**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 30,646,762	$ 33,863,793	$ 36,927,328	9.0	$ 39,608,960
Services & Supplies	25,687,651	23,175,616	26,684,013	15.1	26,620,013
Other Charges	100,000	—	50,000	—	—
Capital Assets Equipment	730,000	360,000	550,000	52.8	450,000
Operating Transfers Out	455,000	1,356,000	2,301,200	69.7	—
Total	**$ 57,619,413**	**$ 58,755,409**	**$ 66,512,541**	**13.2**	**$ 66,678,973**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 41,760,079	$ 43,848,082	$ 46,040,487	5.0	$ 46,961,295
Taxes Other Than Current Secured	622,128	653,235	685,897	5.0	699,614
Revenue From Use of Money & Property	105,000	105,000	105,000	—	105,000
Intergovernmental Revenues	5,830,083	5,912,083	7,277,355	23.1	7,277,355
Charges For Current Services	238,112	238,112	238,112	—	238,112
Miscellaneous Revenues	293,821	293,821	293,821	—	293,821
Other Financing Sources	—	—	2,826,800	—	—
Use of Fund Balance	8,770,190	7,705,076	9,045,069	17.4	11,103,776
Total	**$ 57,619,413**	**$ 58,755,409**	**$ 66,512,541**	**13.2**	**$ 66,678,973**

Department of Environmental Health and Quality

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

Department Description

To promote public health, promote environmental justice, safeguard environmental quality, and enhance the quality of life for residents and visitors, the Department of Environmental Health and Quality (DEHQ) implements over 40 diverse environmental and public health regulatory programs. DEHQ empowers business operators and the public through education to increase environmental awareness, illness prevention, and regulatory compliance.

DEHQ prevents foodborne illness through restaurant, market, food vendor and other food facility inspections, with the goal of reducing risks that contribute to foodborne diseases. DEHQ conducts mosquito surveillance and control at identified breeding sites and educates the community about steps they can take to reduce mosquito breeding around their homes to help reduce mosquito-borne diseases, like West Nile Virus, from being transmitted. DEHQ inspects businesses and works with them to gain compliance to ensure hazardous materials and waste are properly managed and focuses on environmental justice in underserved communities that may be impacted by unpermitted facilities. To ensure water is safe for public recreation, DEHQ collects water samples at beaches and bays, including south county beaches which are disproportionally impacted by sewage flowing north from Mexico into San Diego county, so the public is informed and can make their own recreational water decisions when there is a health risk of recreating in the water due to bacteria levels that exceed State standards or ocean waters are impacted by sewage.

DEHQ enacts these programs through an equitable lens and implements community needs assessments to ensure accessibility for all community members, and with a focus on both environmental and fiscal sustainability. In addition to enhancing quality of life for the community, DEHQ is committed to its workforce and recognizes how vital they are to achieving these goals. It seeks to empower staff by creating opportunities for engagement, training and development, and professional growth.

The department has 341.00 staff years and a budget of $63.0 million to enhance public health by preventing disease and protect the environment.

2022–23 Anticipated Accomplishments

Equity

DEHQ applied an equitable lens in service delivery and program design to provide opportunities for underserved communities. This included conducting community needs assessments in the hazardous materials, retail food and vector control programs. Looking at the regulatory program data overlayed with underserved community data, DEHQ identified opportunities for enhanced community engagement, outreach, education and language translation in these communities. DEHQ also implemented Board direction to temporarily authorize (two years) a microenterprise home kitchen operations program, which provides an economic opportunity for communities of color, ethnically diverse, and woman-owned businesses to start a homebased, small scale food business and share their culture through retail food service to the community.

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Proactively educated food permit holders on major risk factor violations that lead to foodborne illness through outreach and during annual inspections, including outreach materials in the top languages spoken by food operators as determined by the community needs assessment. Responded to 99.7% (365 of 366) of food-borne illness complaints within three business days to reduce and prevent occurrences of foodborne illnesses that cause illness or potentially death within San Diego County.

- Provided timely response to complaints or requests for service to prevent and control vector-borne diseases. Vector Control investigated 100% (1 of 1) of confirmed vector-borne disease referrals from County Public Health Services within one business day.
- Investigated 100% (40 of 40) of all childhood lead poisoning cases referred by County Public Health Services within required timelines per State guidelines (from 24 hours for high blood lead levels to 2 weeks for lower blood lead levels which could lead to chronic exposure risks).
- DEHQ continued to support the South County Environmental Justice Task Force, whose purpose it is to address cross-border flows of trash and protection of the environment.

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - In partnership with County Public Health Services, implemented Polymerase Chain Reaction (PCR) as an alternative beach water quality testing method, providing faster and more accurate sample analysis (i.e., less than 24 hours), to better inform the public on beach water quality.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Coordinated with County departments on the development of the County's Socially Equitable Cannabis Program as it relates to DEHQ program areas and provided permitted cannabis facility data in support of the development of the program.
  - Implemented a community needs assessment in the Vector Control Program, which protects public health by educating people about vectors (pests that transmit disease), including through distribution of educational materials in all threshold languages, and how to protect against the diseases they carry, to identify service gaps and needs in the underserved communities to better understand the diverse and unique needs of the public and better protect public health.

Sustainability

Sustainability is at the forefront of DEHQ's operations and regulatory program implementation. DEHQ remained dedicated to meeting current resident and customer resource needs with a view toward how to continue to meet the needs for generations to come. DEHQ focused on sustainability by actively responding to protecting public health from impacts of climate change through beach water quality monitoring and vector surveillance, while also aligning its resources to ensure long-term fiscal stability.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Implemented comprehensive strategies in the DEHQ Departmental Sustainability Plan to align with County sustainability goals and ensure internal practices are environmentally sustainable.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - Collected ocean and bay water samples (6,000) for the 70 miles of the San Diego County coastline, to notify the public when water quality exceeds State health standards, to protect public health and mitigate potential occurrences of recreational water illness.
  - Notified the public within three hours when ocean water has bacteria levels above health standards established in State law and may cause illness (206), using multiple notification tools, including a hotline, interactive website with the ability to translate all content into over 100 languages, social media, press releases, and posting of beach signage in Spanish and English.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
  - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
  - Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- Evaluated Environmentally Preferable Purchasing policy to determine all areas of applicability and areas for continued improvement/expansion.
- Continued to ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable, and compostable supplies.

- Converted eight existing gasoline powered fleet vehicles due for replacement to Electric Vehicles (EV) to reduce emissions.

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

- Mid-term: Use of a sustainability consulting firm to assist with department-level policy, metric setting, and development of tools for implementation of sustainability practices and tracking systems.
- Long-term: Develop an implementation plan for departmental medium and heavy-duty fleet conversion, which has been identified as 53% of DEHQ's total fleet, that will await conversion to EV for models to be available in the marketplace and to ensure that sufficient charging infrastructure will be developed to support vehicle equipment loads, usage, and range.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
  - Continued employee participation in financial literacy training for at least 20% (67 of 333) of DEHQ staff, to increase staff's understanding of the individual and collective contribution to the County's fiscal stability.
  - Ensured 100% (8 of 8) of DEHQ's designated Contracting Officer's Representatives (CORs), attend COR I or COR II training as assigned.
  - Continued Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with public health and environmental regulations for non-profit and charitable organizations operating retail food service, swimming pools, housing, temporary events in the community and accessory dwelling unit septic system permits in the unincorporated communities to incentivize additional housing.
  - Reviewed office spaces and identified where shared spaces, or work hubs can be utilized as a result of teleworking.

Community

DEHQ enhances quality of life for all San Diego residents and visitors by implementing regulatory programs that protect public health, safety, and the environment. DEHQ offered community meetings with live translation in the prominent area languages where there is a new mandate, programmatic change, or when programmatic feedback is needed to aid in implementing a new program or improve an existing program. Educational information continued to be available on the DEHQ website including guidance and program documents, and when needed, language interpretation is provided for individual business operators. Through collaboration, partnership, and meaningful conversations, DEHQ incorporated input and feedback for improved program and service delivery. DEHQ supported safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters.

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Within the first year of their employment, 100% (59 of 59) of all new permanent, full-time DEHQ employees were trained to respond to emergency situations, either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Provided education to the public on the allowable paths for charitable feeding operations; collaborated with charitable feeding organizations to provide outreach to their partner network and continue to register and permit charitable feeding operations to promote safe food donation in the region.
  - Proactively performed comprehensive vector borne disease surveillance to monitor and detect vector disease risks to public health through routine placement of traps and testing of vectors, including mosquitoes, rodents, and ticks. These vector disease risks include but are not limited to West Nile virus (WNV), Zika virus, hantavirus, and tularemia.
  - Ensured that the annual incidence of locally acquired WNV mosquito-borne disease remains below 1 WNV case per 100,000 persons per calendar year to protect public health.
  - Initiated investigation of all complaint-based green swimming pools within three business days to reduce or eliminate mosquito breeding sources.
  - Monitored mosquito populations through biweekly trappings at 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
  - Regularly monitored and treated, as needed, 100% (1,600 of 1,600) of known mosquito breeding sites to reduce mosquito populations.

- DEHQ is the Certified Unified Program Agency (CUPA) for San Diego County. The CUPA continued to regulate and permit more than 14,200 facilities that generate hazardous waste, medical waste, and/or are subject to a Hazardous Materials Business Plan. Routine oversight of these facilities protects public health and the environment by ensuring facilities maintain trained staff who are familiar with their emergency response plan and by ensuring that hazardous waste and medical waste is properly managed, stored, and disposed.
- Reviewed 100% of the information submitted by businesses regarding hazardous materials present onsite through the California Environmental Reporting System (CERS). The CUPA strived to review CERS submittals within 30 calendar days of receiving them. Timely review and processing ensure emergency responders obtain the most current information as to the types of hazardous materials present during incidents they are called to assist with, and that the public is aware of the chemical hazards present in their communities.
- Notified all CUPA facilities with outstanding violations of their compliance status and the necessary corrective actions to increase the compliance rate to at least 90% and promote safer communities throughout the region.
- Ensured 100% (8,728 of 8,728) of CUPA facilities subject to Hazardous Materials Business Plan requirements are reminded to re-certify their Business Plan in CERS to ensure emergency responders have access to the most current information about the quantities and types of chemicals and hazardous materials onsite.
- Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County, while providing career coaching, job skills and development for future employment. Hosted one youth intern in DEHQ to introduce youth to the environmental health field and connect them to the benefits of enhancing quality of life for residents through public health, safety, and environmental regulatory programs DEHQ implements.

- Communications: Create proactive communication that is accessible and transparent.
  - Ensured that 100% of public notices for County initiated projects and programs are translated into all the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitated meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Offered 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 to monitor, analyze, and evaluate the results of the community needs assessment conducted with restaurants, markets, and food trucks/carts in the region to determine their preferred language spoken, to make data-driven decisions on best methods to communicate and outreach with operators. Implemented an ongoing process to provide translation services and focused outreach and education at the restaurants, markets, and food trucks/carts that have higher rates of CDC risk factor violations.
  - Promoted public health and environmental protection through weekly posts to DEHQ's Facebook, Twitter and Instagram sites, and at least monthly customer-targeted messages via the GovDelivery email subscription service, which includes messages translated threshold languages.

Empower

DEHQ focused on empowering its workforce and operations by providing opportunities for staff growth, training and development, ensuring excellence in customer service, and securing continuity of operations. Collaborating with regulated businesses, stakeholder industry groups, community partners, staff, and other environmental/public health agencies in the State, DEHQ fostered new ideas, implemented best practices, and pursued innovation for operational excellence. DEHQ maintained program and fiscal integrity, transparency and accountability through reports, disclosures and audits and sharing data with the public, such as food facility inspection grades, hazmat facility compliance, and beach water quality monitoring results. Internally, DEHQ engaged employees by holding multiple engagement meetings where information, ideas, perspectives were shared, such as quarterly virtual coffee meetings with the director's office, departmental and divisional all staff meetings, and ensured regular supervisor and staff meetings occurred. Each quarter, DEHQ managers participated in field staff ride-alongs to engage directly with staff level team members and gain first-hand insight regarding their daily work. DEHQ also engaged employees by sharing news, kudos, and information via monthly e-mail news bulletins.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate);

and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helped employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service for DEHQ's diverse customers.

- Expanded department commitment on Justice, Equity, Diversity, Inclusion, and Belonging by: identifying programs and processes that require changes to provide the highest level of service for DEHQ's customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on Justice, Equity, Diversity, Inclusion and Belonging to increase awareness and inclusivity when serving DEHQ's diverse customers.
- Increased trauma-informed services as part of the County culture. DEHQ employees were encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees were also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DEHQ employees are equipped to deliver trauma-informed service, they were encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees were required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
- Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DEHQ efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DEHQ's essential work into a common space that can benefit other departments.
- Continued to foster an environment where teleworking and alternate work schedules were embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
- Engaged in LUEG-wide Workforce Development programs to invest in staff and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continued to engage management during leadership meetings through exposure to various topics to strengthen connectedness to the work environment, foster collaboration and teamwork, and utilize feedback to grow management and leadership skills.
- Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - By improving DEHQ's business processes and looking for opportunities to create enhancements to services, the department can generate cost savings and benefits to customers from the efficiencies gained. DEHQ identified an opportunity to create a mobile application for our staff which replaces manual tracking of vehicle mileage, saving time and creating an automated system for tracking program costs.

Justice

DEHQ implements public and environmental health programs in a fair and equitable manner, in all communities throughout the region. DEHQ enforced environmental laws and regulations consistently and justly. DEHQ focused on enhanced outreach and community engagement in underserved areas to identify potentially unpermitted businesses and bring them into compliance and ensured equitable protection of public health and the environment.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies, with an urgent focus on communities of color and low-income communities, recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - Performed daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation and collaboration with local jurisdictions. Notified beachgoers within 24 hours of sample results utilizing multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories or closures.
  - Continued the community needs assessment in the CUPA, to evaluate, analyze, and identify potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within underserved communities to decrease the risk for hazardous materials releases and mismanagement of hazardous waste. The CUPA guided them toward compliance by bringing them under permit to ensure safe communities, a safe environment, and consistent regulation of all facilities.
  - Contacted at least 120 potential unpermitted facilities with education on how to comply with hazardous waste, medical waste, and hazardous materials requirements, offering translation when needed by business operators. Proactive identification of potentially unpermitted facilities allows the CUPA to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities.

2023–25 Objectives

Equity

DEHQ applies an equitable lens in service delivery and program design to provide opportunities for underserved communities, which includes conducting community needs assessments and ensuring accessibility of services for the region's diverse communities. Continuing to look at the regulatory program data overlayed with underserved community data, DEHQ will identify opportunities for enhanced community engagement, outreach, education and language translation in these communities. In accordance with the County's strategic initiative on equity DEHQ will:

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Prevent foodborne illness that causes illness and potentially death within San Diego County by proactively educating food permit holders on major risk factor violations that lead to foodborne illness through outreach and during annual inspections, including in the top languages spoken by food operators as determined by the community needs assessment, and by responding to 100% of food-borne illness complaints within three business days.
  - Provide timely response to complaints or requests for service to prevent vector-borne diseases and investigate 100% of confirmed vector-borne disease referrals from County Public Health Services within one business day.
  - Investigate 100% of all childhood lead poisoning cases referred by County Public Health Services within required timelines per State guidelines (from 24 hours to 2 weeks depending on blood lead levels).
  - Prevent injury and illness at hotels/motels and rental apartment homes through inspections and timely complaint investigations in the unincorporated county, Carlsbad, Coronado, Del Mar, Encinitas, La Mesa, Lemon Grove, Poway, San Marcos, Santee, Solana Beach, and Vista.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Protect and inform beachgoers from recreational water illness through use of digital droplet Polymerase Chain Reaction (ddPCR) water quality testing method, which provides faster and more precise test results to verify compliance with state laws for bacteria thresholds for faster sample analysis (i.e., less than 24 hours).
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Collaborate with County departments on the development of the County's Socially Equitable Cannabis Program as it relates to DEHQ program areas.
  - Implement a community needs assessment in the Vector Control Program, which protects public health by educating people about vectors (pests that transmit disease) and how to protect against the diseases they carry, to identify service gaps and needs in the underserved communities to better understand the diverse and unique needs of the public and better protect public health.

Sustainability

Sustainability is at the forefront of DEHQ's operations and regulatory program implementation. DEHQ is dedicated to meeting current resident and customer resource needs with a view toward how to continue to meet the needs for generations to come. DEHQ is focusing on sustainability by protecting public health from impacts of climate change while maintaining fiscal stability. In accordance with the County's strategic initiative on sustainability DEHQ will:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
  - Implement comprehensive strategies in the DEHQ Departmental Sustainability Plan to align with County sustainability goals, the Climate Action Plan (CAP) update, and the Regional Decarbonization Framework and ensure internal practices are environmentally sustainable.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - To mitigate potential occurrences of recreational water illnesses, DEHQ collects ocean and bay water samples for the 70 miles of the San Diego County coastline, to notify the public less than 24 hours when ocean water has bacteria levels above health standards established in State law and may cause illness, using multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories, warnings, or closures.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus.

- Ensure strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
- Collaboration between County departments ensures consistency and best results will be achieved in implementing our enterprisewide sustainability goals. DEHQ will participate with County departments on committees for Land Acquisition, CEQA, Fleet and Facilities, and Water to ensure the County remains in alignment with the CAP update and Regional Decarbonization Framework.
- Ensure staff are trained and retained to provide a knowledgeable and empowered workforce that is agile and can respond to emergency needs of the region.

Short-term commitments for Fiscal Year 2023–24:

- Ensure staff responsible for purchasing supplies are trained in the Environmentally Preferable Purchasing policy.
- Continue to ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable, and compostable supplies.
- Convert existing gasoline powered fleet vehicles due for replacement to Electric Vehicles (EV) to reduce emissions.

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

- Mid-term: Use of a sustainability consulting firm to assist with department-level policy, metric setting, and development of tools for implementation of sustainability practices and tracking systems.
- Long-term: Develop an implementation plan for departmental medium and heavy-duty fleet conversion which is 53% (48 of 91) of DEHQ's total fleet, to EV to ensure that sufficient charging infrastructure will be developed to support vehicle equipment loads, usage, and range.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Continually reviewing our fiscal practices will allow us to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved. DEHQ will remain committed to ensuring that adequate resources are available to meet the evolving needs of our community programs.
  - Being good stewards of public funds is a responsibility of all County staff. DEHQ supervisors and fiscal staff will be trained in financial literacy so that they can be provided with an understanding of their individual and collective contribution to the County's fiscal stability.
  - Proper contractual management is critical for reducing compliance, security, and financial risks. DEHQ will ensure each of the department's designated Contracting Officer's Representatives (CORs), receive the appropriate level of training for the contracts they manage.
  - Continue Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with public health and environmental regulations for non-profit and charitable organizations operating retail food service, swimming pools, housing, temporary events in the community and accessory dwelling unit septic system permits in the unincorporated communities to incentivize additional housing.

Community

DEHQ enhances quality of life for all San Diego residents and visitors by implementing regulatory programs that protect public health, safety, and the environment. DEHQ offers community meetings with live translation in the prominent area languages where there is a new mandate, programmatic change, or when programmatic feedback is needed to aid in implementing a new program or improve an existing program. Educational information is available on the DEHQ website including guidance and program documents, and when needed, language interpretation is provided for individual business operators. Through collaboration, partnership, and meaningful conversations, DEHQ incorporates input and feedback for improved program and service delivery. DEHQ supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County's strategic initiative on community, DEHQ will:

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Within the first year of their employment, 100% of all new permanent, full-time DEHQ employees will be trained to respond to emergency situations, either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

- Promote opportunities for charitable feeding in communities through safe food donation in the region and education to the public on the allowable paths for charitable feeding operations; collaborate with charitable feeding organizations to provide outreach to their partner network and continue to register and permit charitable feeding operations.
- Partner with the Department of Parks and Recreation and County Libraries to promote Microenterprise Home Kitchen Operations and expand opportunities to expand food access by opening County commercial kitchens for lease by growing food businesses.
- Proactively perform comprehensive vector borne disease surveillance to monitor and detect vector disease risks to public health through routine placement of traps and testing of vectors, including mosquitoes, rodents, and ticks. These vector disease risks include but are not limited to West Nile virus (WNV), Zika virus, hantavirus, and tularemia.
- Ensure that the annual incidence of locally acquired WNV mosquito-borne disease remains below 1 WNV case per 100,000 persons per calendar year to protect public health.
- Initiate investigation of all complaint-based green swimming pools within three business days to reduce or eliminate mosquito breeding sources.
- Monitor mosquito populations through biweekly trappings for at least 100 locations of known breeding sources to prevent increased health risk from mosquito-borne diseases.
- Regularly monitor and treat, as needed, 100% of known mosquito breeding sites to reduce mosquito populations.
- Protect public health and the environment by regulating over 14,200 facilities that handle hazardous materials, generate hazardous waste, and/or generate medical waste to ensure these materials are properly managed, stored, and disposed. Proactively communicate with facilities that have outstanding violations to ensure corrective actions are implemented in order to promote safer communities throughout the region.
- Notify facilities to submit/certify hazardous material business plans and review the plans in a timely manner to ensure firefighters and other emergency responders have access to up-to-date information about the types of hazardous materials stored at a facility, and to support the public's right to know about chemicals present in their communities.

- Communications: Create proactive communication that is accessible and transparent.
  - Ensure that 100% of public notices for County initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using DEHQ services or programs.
  - To reduce foodborne illness risk through compliance with state retail food law, utilize preferred language information to make data driven decisions to prioritize translation of educational documents, as well as provide translation services and education in preferred languages at food facilities that have higher rates of foodborne illness risk factor violations.
  - Promoting public health and environmental protection provides education about the spread of infectious disease and environmental hazards. To ensure these messages reach as many residents as possible, DEHQ's posts weekly to social media pages, and at least monthly sends customer-targeted messages via an email subscription service, which includes messages translated in threshold languages.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Identify and cultivate relationships with a diverse set of community partners and stakeholders that represent the culture and ethnicities that make up the communities we serve, with an emphasis on community trusted partners that represent all County threshold languages.

Empower

DEHQ is focused on empowering its workforce and operations by providing opportunities for staff growth, training and development, ensuring excellence in customer service, and securing continuity of operations. Collaborating with regulated businesses, stakeholder industry groups, community partners, staff, and other environmental/public health agencies in the State, DEHQ fosters new ideas, implements best practices, and pursues innovation for operational excellence. DEHQ maintains program and fiscal integrity, transparency and accountability through reports, disclosures and audits and sharing data with the public, such as food facility inspection grades, hazmat facility compliance, and beach water quality monitoring results. Internally, DEHQ engages employees by holding multiple engagement meetings where information, ideas, perspectives are shared, such as quarterly virtual coffee meetings with the director's office, departmental and divisional all staff meetings, and ensur-

ing regular supervisor and staff meetings occur. Quarterly, DEHQ managers participate in field staff ride-alongs to engage directly with staff level team members and gain firsthand insight regarding their daily work. DEHQ also engages employees by sharing news, kudos, and information via monthly e-mail news bulletins. In accordance with the County's strategic initiative on empower, DEHQ will:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - 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.
  - Employees are more engaged when they feel valued and are provided training that prepares them for career advancement opportunities. DEHQ will continue to promote Justice, Equity, Diversity, Inclusion, and Belonging through regular discussions about the importance of these values, offering trainings to enhance education and awareness, sustaining a workforce development team that is open to every employee, and supporting staff participation in Employee Resource Groups, activities and events.
  - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DEHQ efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DEHQ's essential work into a common space that can benefit other departments.
  - Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
  - Engage in LUEG-wide Workforce Development programs to invest in staff and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
  - Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
  - Supervisors continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Identify an opportunity to improve DEHQ's business processes and enhancements for a positive customer experience.
  - Participate in internal County roundtables to implement best practices for environmental review (CEQA), fleet, and water quality projects to achieve organizational excellence.
    - DEHQ will continue to participate in the Roundtable Forum for Water Sustainability and explore opportunities to develop and implement a 'One Water' strategy that emphasizes the interconnectivity of various water-related programs and identifies opportunities to enhance program performance.
    - DEHQ will continue to participate in the CEQA Roundtable and coordinate the CEQA Practitioners meetings in support of training, sharing best practices, and consistency across the departments.
    - DEHQ will continue to participate in the Land Acquisitions Roundtable, supporting DPR in updating acquisition criteria to ensure the County achieves the best results with respect to the Climate Action Plan Update and the Regional Decarbonization Framework.

Justice

DEHQ implements public and environmental health programs in a fair and equitable manner, in all communities throughout the region. DEHQ enforces environmental laws and regulations consistently and justly. DEHQ is focusing on enhanced outreach and community engagement in underserved areas to identify potentially unpermitted businesses and bring them into compliance and ensure equitable protection of public health and the environment.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies, with an urgent focus on communities of color and low-income communities, recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - South county beaches are disproportionality impacted by sewage contaminated waters. To protect public health and provide transparency for beach goers, DEHQ performs daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation and collaboration with local jurisdictions. The community will be notified within 24 hours of sample results utilizing multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories or closures.

- DEHQ guides hazardous materials and/or waste facilities towards compliance by bringing them under permit to ensure safe communities, a safe environment, and consistent regulation of all facilities. Continue the community needs assessment in the CUPA, and evaluate, analyze, and identify potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within underserved communities to decrease the risk for hazardous materials releases and mismanagement of hazardous waste.
- Proactive identification of potentially unpermitted hazardous materials and/or waste facilities allows DEHQ to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities. DEHQ will contact 120 potential unpermitted facilities with education on how to comply with hazardous waste, medical waste, and hazardous materials requirements, offering translation when needed by business operators.

Related Links

For additional information about the Department of Environmental Health and Quality, refer to the website and Facebook page at:

- www.sdcounty.ca.gov/deh
- www.facebook.com/pages/County-of-San-Diego-Environmental-Health/7147989152

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Respond to 100% of food-borne illness complaints within 3 business days to reduce and prevent occurrences of foodborne illnesses that cause morbidity and mortality within San Diego County.[2]	N/A	100%	99.7%	100%	100%
Prevent injury and illness at rental apartment homes in the unincorporated area and contracted cities, by responding to tenant reported substandard housing complaints within 3 business days.[3]	N/A	N/A	N/A	3	3
Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people[1]	0 cases per 100,000 for Calendar Year 2021	<1.0 cases per 100,000 for Calendar Year 2022	<1.0 cases per 100,000 for Calendar Year 2022	<1.0 cases per 100,000 for Calendar Year 2023	<1.0 cases per 100,000 for Calendar Year 2024
Prevent recreational water illness and drowning by reviewing public swimming pool construction and remodeling plans within 20 business days.[3]	N/A	N/A	N/A	20	20
Notify 100% of facilities to annually submit/certify hazardous material business plans to ensure emergency responders have access to information about hazardous materials stored at a facility, and to make information available to the public about chemicals in their communities.[3]	N/A	N/A	N/A	100%	100%

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Contact at least 120 potential unpermitted facilities with education on how to be in compliance with hazardous waste, medical waste, and hazardous materials requirements to allow the CUPA to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities.[2]	N/A	120	120	120	120
Notify the public within 24 hours when ocean water has bacteria levels above health standards established in State law and may cause illness, using multiple notification tools, including a hot line, interactive website, social media, press releases, beach signage and, when necessary, public notification of water contact advisories or closures.[2]	N/A	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law

Table Notes

[1] The State reports the disease levels on a calendar year frequency.

[2] This is a new measure added in Fiscal Year 2022–23.

[3] This is a new measure added in Fiscal Year 2023–24.

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

Staffing

Net increase of 8.00 Staff Years

- Increase of 4.00 staff years in DEHQ Administration to address increased services to support department operation, safety, and empower transparency and accountability
- Increase of 2.00 staff years in the Vector Control Program to effectively support and oversee administrative functions and to continue community engagement with identifying, prioritizing, and addressing community needs, especially among the underserved communities in the region
- Increase of 1.00 staff year in the Hazardous Materials Division to focus on regulated businesses compliance with Hazardous Materials Business Plan and chemical inventory update submittal, and hazardous materials facilities permit growth
- Increase of 2.00 staff years in the Land and Water Quality Division to meet the land development Business Process Reengineering commitment and additional workload to the Beach and Bay Program
- Decrease of 1.00 staff year in the Land and Water Quality Division to move Household Hazardous Waste Program to Department of Public Works to address sustainability and environmental justice

Expenditures

Net increase of $2.6 million

- Salaries & Benefits—net increase of $2.5 million due to staffing changes noted above, required retirement contributions and negotiated labor agreements
- Services & Supplies—net increase of $0.4 million
  - Increase $1.6 million costs in major facility maintenance projects in Vector building, internal service costs, and safety supplies
  - Decrease of $1.2 million in professional & specialized service due to transfer out Household Hazardous Waste Program and contracted services due to reduction in Vector Habitat Remediation Program payments
- Capital Assets Equipment—decrease of $0.3 million in emergency response equipment related to a lower Urban Area Security Initiative (UASI) grant allocation

Revenues

Net increase of $2.6 million

- Licenses, Permits & Franchises—increase of $2.4 million due to
  - $1.7 million permit fee revenue increase related to the department's Fiscal Year 2023–24 Cost Recovery Proposal
  - $0.7 million permit fee revenue increase due to permit growth
- Intergovernmental Revenues—decrease of $0.2 million due to a lower Urban Area Security Initiative (UASI) grant allocation and County fair grant changed to fee cost recovery
- Charges for Current Services—net increase of $0.5 million
  - Increase of $2.2 million in Service to Property Owners, and Plan Check and Field Inspections, and other accounts related to service
  - Decrease of $1.7 million fee revenue decrease due to Household Hazardous Waste program moving to Department of Public Works and in Hazardous Materials Settlement Trust Fund use to support Certified Unified Program Agency (CUPA) program
- Fund Balance Component Decrease—increase of $0.3 million for increased need of Environmental Health commitment
- Use of Fund Balance- net decrease of $1.0 million. There are no proposed uses of fund balance in Fiscal Year 2023–24.
- General Purpose Revenue Allocation—increase of $0.6 million to fund one staff year in Land and Water Quality Division to address Beach and Bay program increased workload and ddPCR water testing method, mobile home park revenue gap and labor cost growth

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

Net increase of $2.4 million. Increase of $3.4 million in Salaries and Benefits primarily for anticipated salary and benefit increases and decrease of $1.0 million in Services and Supplies related to completion of one-time major maintenance improvement projects

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Department of Environmental Health and Quality	313.00	333.00	341.00	2.4	341.00
Total	**313.00**	**333.00**	**341.00**	**2.4**	**341.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Department of Environmental Health and Quality	$ 55,110,579	$ 60,383,871	$ 63,017,833	4.4	$ 65,423,105
Total	**$ 55,110,579**	**$ 60,383,871**	**$ 63,017,833**	**4.4**	**$ 65,423,105**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 40,653,876	$ 45,910,561	$ 48,394,309	5.4	$ 51,852,223
Services & Supplies	14,098,957	14,189,588	14,547,652	2.5	13,517,210
Other Charges	114,574	118,550	158,500	33.7	158,500
Capital Assets Equipment	590,000	462,000	214,200	(53.6)	192,000
Expenditure Transfer & Reimbursements	(346,828)	(296,828)	(296,828)	—	(296,828)
Total	**$ 55,110,579**	**$ 60,383,871**	**$ 63,017,833**	**4.4**	**$ 65,423,105**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 19,121,032	$ 31,130,523	$ 33,563,833	7.8	$ 37,212,962
Fines, Forfeitures & Penalties	257,000	257,000	257,000	—	257,000
Intergovernmental Revenues	13,495,805	4,279,871	4,073,292	(4.8)	4,098,307
Charges For Current Services	18,785,523	19,721,833	20,251,121	2.7	19,911,854
Fund Balance Component Decreases	909,674	866,839	1,119,363	29.1	—
Use of Fund Balance	113,161	981,060	—	(100.0)	—
General Purpose Revenue Allocation	2,428,384	3,146,745	3,753,224	19.3	3,942,982
Total	**$ 55,110,579**	**$ 60,383,871**	**$ 63,017,833**	**4.4**	**$ 65,423,105**

Parks and Recreation

Mission Statement

The Department of Parks and Recreation enhances the quality of life in the region by providing exceptional parks and recreation experiences and preserving significant natural resources.

Department Description

Accessible, high-quality parks and diverse recreational opportunities improve the lives of residents and visitors in the region. The Department of Parks and Recreation (DPR) builds better health for individuals and families, enhances safety in communities, and preserves the environment so that people can enjoy clean air and water, rich biodiversity, and access to open space. DPR implements the Multiple Species Conservation Program that acquires hundreds of acres for conservation annually, protecting species, habitat and smart development in the region. The County continues to expand its award-winning park system, which features over 150 facilities including local and regional parks, camping parks, historic park sites, fishing lakes, ecological preserves and a botanic garden. DPR operates and manages more than 56,000 acres of parkland and more than 380 miles of trails that foster an appreciation of nature and history. DPR is the first county parks department in California to receive accreditation by the National Recreation and Park Association for achieving high standards of operational excellence. DPR is committed to its workforce and recognizes how vital they are to achieving these goals. It seeks to empower staff by creating opportunities for engagement, training and development, and professional growth.

To ensure exceptional customer service is provided to millions of patrons each year, DPR has 299.00 staff years, a budget of $75.6 million and a robust volunteer program with a value of more than $2.5 million.

2022–23 Anticipated Accomplishments

Equity

DPR is focused on providing equitable and accessible health opportunities and park experiences to all residents and visitors. Needs assessment surveys, public meetings and day-to-day customer interactions identify gaps in service based on barriers like language, culture, geographic location and mobility, and this information helps to guide future park programming. Efforts to reach more people, more often, in their preferred places and in

their preferred manner have changed the way DPR serves our community and will continue to transform outreach, offerings and communications.

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Analyzed park needs in each community planning group area and used DPR's equity-based Capital Investment Model to identify and prioritize the implementation of capital improvement projects as part of the Capital Improvement Needs Assessment (CINA). The tool analyzed how well projects meet the DPR and County goals, as well as national standards, which served as benchmark for standard levels of service. Analyses were focused on amenities and assets, capital dollars spent annually in a study area, park acres and park access service areas, and benefits projects contribute to sustainability and community value. They also evaluated access to nature, community spaces and providing a diversity of new recreational opportunities by constructing two new parks or trails within 0.5 miles of homes, particularly in areas where there are barriers to accessing recreational land. In Fiscal Year 2022–23, Ildica Park in Spring Valley and Lonny Brewer Park in Valle de Oro were completed. This approach helped to implement the General Plan goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 residents in unincorporated communities and delivery of high-quality parks and recreation programs that benefit the health and well-being of residents while meeting the needs of a diverse and growing population.
  - DPR staff have engaged nearly 14,000 residents via 62 Experience the Outdoors programs which are designed to boost awareness of parks and park offerings and to overcome barriers to participation like cost and language preferences. The program encompasses three campaigns: Rad Regional Parks, a Ride On Mountain Bike Challenge and

Parks 101 First-Timer experiences which include offerings for Women in the Wild and a free, all supplies-provided First Time Camping Program.
- DPR continued to support the South County Environmental Justice Task Force, whose purpose it is to address cross-border flows of trash and protection of the environment.

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Increased sustainability and potential pollution prevention in the Tijuana River Valley watershed by completing the Tijuana River Valley Regional Park Invasive Species Removal and Restoration Plan and initiating construction for the Smuggler's Gulch Improvements Project. Both these projects were identified through the SB 507 Tijuana River Valley study, which was completed in March 2020 to identify projects that could address flows of sewage, sediment, and trash.
  - Expanded opportunities for up to 1,000 additional older adults (5,000 total) to be physically and socially active through the sport of pickleball by providing additional courts in renovated tennis courts in DPR parks and by providing equipment available for checkout at no cost to the participant. Playing pickleball improves physical and mental health, motivates people to be outside, and creates opportunities for increased social interaction.
  - Expanded access to open space preserves to families experiencing homelessness by providing transportation and programs to youth and their families by working through the schools serving many of these families to connect them to the DPR Programs.
  - Identified opportunities to connect with San Diego's homeschool audience, by creating DIY curriculum that brought them to parks on weekdays. Mirrored content after Discovery Program that provides California Dept. Of Education Science Curriculum through DPR Park Ranger visits to elementary school classes, with a broader list of participating parks.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low-income communities.
  - Parking passes for DPR's regional parks provide frequent visitors with a low-cost option to park entry, compared to the $3 entrance fees with every visit. DPR developed signs and flyers in threshold languages to advertise this economical option for park access and posted them in parks, on sdparks.org and on social media. DPR tracked single and multiple park parking passes by zip code and individual parks to determine the communities that purchase and benefit from parking passes, with a focus on underserved communities. DPR sold over 900 parking passes in Fiscal Year 2022–23 and increased the benefits received by park use to families of lower economic communities.
  - At Tijuana River Valley Regional Park and Dos Picos County Park, provided first time campers with camping equipment and space to encourage exploring nature and fostering a lifelong appreciation for the outdoors.

Sustainability

DPR is committed to balancing recreation opportunities with efforts to protect and preserve our region's land, vegetation, wildlife and natural resources. Efforts to recycle, reduce, reuse and reform processes are in play at all DPR-managed parks, preserves and facilities. This is in line with the County's Climate Action Plan (CAP), State and federal requirements, and partner agency initiatives to sustain local wildlife. Programs designed to educate residents and boost volunteerism support these efforts while expanding the number of residents that can experience DPR's Parks and programs.

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Provided college/career readiness and financial literacy programs at the Lakeside and Spring Valley Teen Centers and through SD Nights (short for Safe Destination Nights – provide safe places where teens can recreate during critical hours) events to help increase awareness of fiscal responsibility and economic sustainability.
  - Expanded the implementation of the County's greenhouse gas emissions reduction targets by planting 3,500 trees by partnering with outside agencies and grant programs. The trees will sequester 178,000 pounds of CO2 annually as they mature, which reduces greenhouse gas emissions by the equivalent of 223,675 miles driven by the standard passenger vehicle.
  - Where possible, implemented E-Bike patrols for trails and campgrounds that were previously patrolled by gas-powered utility vehicles. This will reduce greenhouse gas emission by vehicles and reduce noise pollution that impacts park visitors. A minimum of ten parks will complete the transition in the first year.
  - Increased park sustainability and reduced carbon footprint by installing a minimum of one dual charging electric vehicle car charger at two parks that are determined to have most impact to electric car owners. This supports the County EV Roadmap goals, County CAP Green House Gas (GHG) emissions reductions efforts and the state's goal, which is to increase zero emission vehicle ownership and the installation of charging infrastructure. Installed a photovoltaic system at a minimum of one park.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.

- Transformed a natural area in Kumeyaay Valley Park by eradicating invasive vegetation in a sustainable and efficient manner. This program will also reduce the wildfire fuel in this area.
- Increased opportunities for public recreation in underserved communities by constructing ten new park improvements or programs to meet expanding recreational needs. DPR utilized data analyzed through its Capital Investment Model and Comprehensive Needs Assessment to identify the gaps and prioritize projects in DPR's underserved communities as part of the CINA.
- Improved mental and physical health by connecting the public to opportunities to be outdoors.
  - Facilitated 25 events hosted at the Santa Ysabel Nature Center in Santa Ysabel, including one advisory group meeting, to provide an opportunity for youth and adults living in urban settings to connect with nature by visiting a facility for educational activities while surrounded by an open space preserve.
  - Hosted 25 families as part of a first-time camping customer program that provides camping equipment and setup assistance from park staff at Tijuana River Valley Regional Park Campground and Dos Picos County Park to increase access to camping for residents who may not be able to purchase their own equipment to provide the opportunity to learn about nature through the camping experience.
  - Expanded opportunities for 2,000 youth and adults to participate in healthy activities through the programming of sports activities at the newly opened San Luis Rey Park.
  - Actively combated climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Preserved the region's natural resources by conserving, monitoring, and restoring land and educating the public on its value through recreational activities.
    - Completed species monitoring for 22 species in 20 preserves by the end of Fiscal Year 2022–23 as part of the goal to expand the species monitoring program from 20 preserves to 30 preserves by the end of Fiscal Year 2023–24. The species-specific monitoring will provide the data necessary to inform decision-making related to adaptive management and ensure the preserve lands provide the habitat and conditions necessary to ensure species survival.
    - Increased the amount of conserved land by 500 acres from 56,956 parkland acres owned and effectively managed to 57,456 by the end of Fiscal Year 2022–23. Conservation of natural resources through land acquisitions protects sensitive species and habitat and reduces greenhouse gas emissions.
    - Increased the trail inventory by 4 additional miles annually, for a total of 388 miles of trails managed in the County Trails Program by the end of Fiscal Year 2022–23 and 392 miles by the end of Fiscal Year 2023–24, thereby increasing recreational opportunities through use of trails.
    - Created and promoted diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges through public engagement for project development in 36 community advisory and stakeholder meetings.
- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
  - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
  - Moved towards more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- Assessed purchasing trends and identified areas to improve selections for greater sustainability.
- Evaluated and created a five year conversion/buy plan to transition 80% (39 of 49) of fleet to hybrid/electric vehicles by Fiscal Year 2027–28.
- Determined which office functions may be opportunities for paperless operation (e.g., billing, scheduling, payroll, etc.). DPR gathered data on current paperless functions including sheets of paper used per function. A total of 41 paper functions were identified as the most used throughout the department. Page count per function varies from one to over one hundred. Approximately 29 of those functions have already been transitioned to paperless.

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

- Mid-term: Where feasible and applicable, worked with Department of General Services to install EV charging equipment and infrastructure at facilities, road stations, etc. in alignment with departmental EV implementation. Sites were prioritized based on various factors, including public need, access, the type of facility and the number of residents that could benefit from these facilities. Currently, DPR has four EV charging stations at various park locations and has an additional eight planned for installation as part of capital or improvement projects. In addition, DPR in coordination with DGS will be installing six ARC stations (portable, solar EV charging units) in 2022–23.
- Long-term: Convert 50% (338 of 675) of gas-powered tools to electric power by 2024–25 to reduce GHG emissions. This is being done when gas powered tools are replaced and electric alternatives are available.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that was transparent and responsive to the community, including a special focus on those areas historically underserved.
  - Ensured 100% (15 of 15) of designated Contracting Officer's Representatives (CORs), attend COR I or COR II training as assigned.
  - Conserved financial resources by recruiting and training people to assist in providing services to the public through parks as volunteers.
  - Reviewed office spaces and identify where shared spaces, or work hubs can be utilized as a result of teleworking.

Community

DPR builds community every day by attracting diverse individuals and groups to a portfolio of over 150 park properties. Programs engage, entertain, and inspire while providing opportunities for residents to connect. Public meetings and surveys provide opportunities for community conversation, with virtual options for those who cannot participate in person. Recreation opportunities have been re-envisioned to be more inclusive of underserved youth and other underrepresented populations. DPR actively seeks new ways to equitably distribute health and safety resources while exposing more people to the physical, social and emotional benefits that parks provide.

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Empowered youth by encouraging civic engagement. Created youth advisory positions for County advisory boards such as County Services Areas to increase youth involvement in their local government. These youth who volunteer their time, assisted adult appointed members and DPR staff in making sure to include youth opinion in the planning of park facilities and programs.
  - Created Free Speech Event guidelines in all threshold languages to provide information to the public on how public forums can be held on County property.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Trained employees within the first year of their employment, 100% (36 of 36) of all new permanent, full-time employees to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
  - Park facilities served as official Cool Zone sites by providing access to free, air-conditioned spaces throughout the region that allow respite for older adults, persons with disabilities, or anyone looking to escape the extreme heat during the summer.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships to opportunity youth from underserved communities in the County. Hosted 40 youth interns in 8 DPR parks to connect youth to the benefits of parks and recreation and the benefits of providing service to the public.
  - Provided 20 field trips for youth from underserved communities to visit natural outdoor areas and participate in onsite interpretation programs and host guided trail hikes. In addition, expanded the program to include five program site visits by park rangers to educate and motivate teenagers to visit the natural environment. DPR also provided language translation in all the County threshold languages on the field trips where applicable. The program provided teenagers with a safe place for recreation and enrichment

during critical evening and weekend hours and is intended to build safe communities and to reduce youth gang and criminal activity.
- Organized five trips and events, partnering with other recreation agencies to connect urban residents to the outdoor environment. Collaborate with the Park Society for funding and support.
- Increased access to recreation by replacing outdated playgrounds at various parks throughout the county. Playgrounds were replaced based on the assessment of their current condition and community use. This year, playgrounds at the following county parks were replaced: Agua Caliente, Dos Picos, Flinn Springs, William Heise, Hillsdale, Lakeside Baseball Park, Lindo Lake, Otay Lakes, Steele Canyon, and Vallecito.
- Provided exceptional service delivery and equitable recreational opportunities to increase Accessibility for All by implementing the Americans with Disability Act Transition Plan, through improvements in Lake Morena in Campo and William Heise in Julian.
- Helped ensure people of all abilities can safely enjoy the facilities of the La Chappa Ball Fields by planning and completing accessible improvements and enhancements, while also creating a functional and enjoyable experience for all park visitors.

- Communications: Create proactive communication that is accessible and transparent.
  - Ensured that 100% (16 of 16) of public notices for County initiated projects and programs were translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. Facilitated meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Offered 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.
  - Published timely and accurate park development project updates to sdparks.org, in addition to temporary closures, safety issues, major maintenance, and other projects that can affect customer experiences. Text on sdparks.org can be easily translated into multiple languages using the Google Translate option.
  - Continued to create print materials like public meeting notices and program guides in the County's threshold languages. For longer-term publications, like trail challenges and all-parks brochures, work with translation companies to provide content in all County threshold languages. Made all print material content available on sdparks.org so it can be easily translated into preferred language of customer by using the Google Translate option.
  - Produced at least three program-related bi- or multi-lingual videos for DPR's YouTube channel. Activated closed captioning for the hearing impaired and explored other options to ensure videos are accessible in multiple languages.
  - Produced three video interviews with park staff as part of a "Day in the Life" informational video series designed to showcase and encourage diversity in those applying for DPR roles. Clearly explained the roles, the application process and the career paths for a variety of jobs. Activated closed captioning or English/Spanish subtitles in YouTube when uploading the content, or produced a video in Spanish, featuring Spanish-speaking park staff. Added the videos to the Virtual Recreation Center on sdparks.org, with text descriptions that can be translated to any language using Google Translate.
  - Worked with community partners and the Food Access Initiative to create two new community gardens at Village View Park and Calavo Park to increase connectivity of the public to their parks while providing the opportunity to grow their own healthy fruits and vegetables.
  - Partnered with non-profit organizations to provide shared programming such as a monthly family environmental education program in partnership with the Nature Collective at San Elijo to 300 underserved youth with educational opportunities throughout the park system.
  - Leveraged grant funding through community partnerships to provide a restoration project to benefit the community and park system. For example, partnering with the Nature Collective DPR will seek a grant that will fund the Nature Collectives work to improve a trail in DPR's Guajome Regional Park in Oceanside.
  - Partnered with mountain bike groups and businesses to create a new mountain bike challenge program, Ride On Mountain Bikers, for mountain bikers to encourage them to explore trails throughout the DPR Park System.
  - Worked with environmental partners like Volcan Mountain Foundation, San Dieguito River Park Conservancy, San Diego County Parks Society, and others to provide educational programs and to recruit volunteers for DPR events to support Earth Month (April).
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Conserved financial resources by coordinating with volunteers to support parks and facilities, resulting in annual cost avoidance of $2.55 million. Through volunteer service, participants learn about environmental stewardship, and

our efforts to protect and preserve the land we manage. Staff guide these experiences, helping volunteers to become educated, inspired and active ambassadors for parks and for their communities.

Empower

DPR sees staff as its greatest resource and has prioritized providing support for, maintaining, and recruiting a well-rounded staff team. DPR's team are educated, informed, and empowered to be leaders and subject-matter experts, as well as innovators. DPR works to provide this team with curriculum to highlight diversity, identify individual talents and fine-tune skill sets to supplement certification requirements, and additional workshops to ensure all staff are ready to serve in an emergency which is key to supporting regional safety efforts. DPR also collaborates with a robust volunteer workforce and promotes all volunteer opportunities on its public website that can be translated into multiple languages via the Google Translate application, including all County threshold languages.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helped employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service for DPR's diverse customers.
  - Expanded department commitment on Justice, Equity, Diversity, Inclusion, and Belonging by: identifying programs and processes that require changes to provide the highest level of service for DPR's customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff on these issues to increase awareness and inclusivity when serving DPR's diverse customers.
  - Increased trauma-informed services as part of the County culture. DPR's employees were encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees were also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPR's employees were equipped to deliver trauma-informed service, they were encouraged to engage and integrate the shared vision of A just, sustainable, and resilient future for all, all new employees are required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
    - The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (2) Identify a trauma informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency.
  - Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPR's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helped bring DPR's essential work into a common space that benefited other departments.
  - Continued to foster an environment where teleworking and alternate work schedules were embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. These efforts allowed DPR to reduce the annual vehicle miles traveled by 115,370 miles which equates to an annual emissions reduction of 34 metric tons of carbon dioxide.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - DPR posted public meeting notes and videos within three days of a public meeting event and share links on sdparks.org and DPR social media channels to ensure all people have ready access to information.
  - DPR published a year-in-review infographic highlighting Development, Resource Management, Finance and Operations accomplishments over the past fiscal year. DPR also published a high-level organizational chart on sdparks.org that provided up-to-date details on department leadership, to include names, titles and contact information.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Installed 19 innovative wireless trail counters at 18 parks to accurately track trail users to help DPR focus trail maintenance and marketing efforts.
  - Continued to solicit feedback from campers via automated customer service surveys; collected at least 250 responses from registered campers, log responses, analyze trends, and take action to improve experiences for future park guests.
  - Expanded the Online Education Program for teens in the community to learn about the local environment, culture, and history, while earning a certificate that complies with school standards for science. Complete the modules on

People and Nature to round out curriculum for a more diverse representation of department offerings. Test and make the system available to both desktop and mobile users for greater accessibility and reach.
- As part of the Comprehensive Tree Program DPR has completed four park tree inventory using Tree Plotter system. DPR completed tree inventory for 12 additional parks while continuing to add locations of all newly planted trees to our cloud-based software for the benefit of generating accurate reports and statistics on diversity, maintenance, and risk management of the tree population.

Justice

Transparency is key in holding open, honest and fair conversations with the people DPR serves. Clear communication and equal access to the information DPR shares helps people make informed decisions as residents and as participants of recreational programs. DPR will continue to streamline communication processes while holding staff accountable for these efforts to expand community conversation and investment in park programs and properties.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities, recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - To encourage civic engagement DPR developed an online calendar that the public can access that identifies all public meetings where DPR staff is presenting information and taking public input to encourage civic engagement.
- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
  - Continued to engage youth in five DPR Advisory Committees to meet the Board of Supervisors' goal to have youth provide leadership on the programs and services that impact them.

2023–25 Objectives

Equity

DPR is a champion for change when it comes to providing equitable and accessible health opportunities and park experiences to all residents and visitors. Needs assessment surveys, public meetings and day-to-day customer interactions identify gaps in service based on barriers like language, culture, geographic location and mobility, and this information helps to guide future park programming. Efforts to reach more people, more often, in their preferred places and in their preferred manner have changed the way DPR serves our community and will continue to transform outreach, offerings and communications.

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Grow our Comprehensive Tree Program to include residential education and tree planting programs to preserve and grow our tree canopy that will help lower temperatures and reduce greenhouse gases for County residents. Combine the Comprehensive Tree Program planting success with other agencies in the county to meet Board of Supervisor's goal of planting 10,000 trees throughout the county. Annually, DPR plants a minimum of 3,500 trees throughout the County in areas with a greater tree canopy need. With the support of grants and partners, DPR will plant an additional 1,500 trees in 2023. The 5,000 trees that DPR will plant will contribute to the Board of Supervisor's goal of 10,000. DPR will also continue to communicate and coordinate with the other jurisdictions, partners and stakeholders in the region to track their tree plantings through the goal of reaching 10,000 trees throughout the county this year.
  - Expand First Time Camping Program to two additional campgrounds (Guajome and Sweetwater Camp Grounds) to provide first time campers with camping equipment and space to encourage exploring nature and fostering a lifelong appreciation for the outdoors.
  - Partner with the Department of Environmental Health and Quality to promote Microenterprise Home Kitchen Operations (MEHKO) and expand opportunities to expand food access by opening community center commercial kitchens for rent by growing food businesses.
  - Host nutrition education programming at the Spring Valley Community Center, Spring Valley Teen Center or Lakeside Teen Center. Incorporate nutrition education programming and MEHKO food access opportunities into three community events at Spring Valley County Park and Community Center and the Spring Valley Gymnasium.
  - Expand opportunities to play and connect with nature by designing and building new parks in the communities where gaps in parks and recreational services were identified and included in the Capital Improvement Needs Assessment (CINA).
  - Provide greater accessibility through continuous evaluation of our existing parks and facilities to ensure all members of the community can benefit from the rich variety of resources our parks provide. DPR continues to implement the Americans with Disability Act Transition Plan, which prioritizes the order of improvements made for each fiscal

year. Cactus Park, Pioneer Park and Potrero Park have been prioritized for accessibility improvements in Fiscal Year 2023–24.

- Enhance DPR's trail prioritization tool to rank new trail project requests and ensure future trail projects are initiated equitably to meet the needs of County communities.
- DPR will continue to evaluate community needs based on the results of a 2020 Needs Assessment Survey for DPR, ongoing community feedback and surveys, and the Live Well Community Health Needs assessment. Parks projects are part of the Capital Improvements Needs Assessment. This data informs prioritization of park projects, programs and services. In 2025, DPR is scheduled to launch another Needs Assessment Survey.

Sustainability

DPR is committed to balancing recreation opportunities with efforts to protect and preserve our region's land, vegetation, wildlife and natural resources. Efforts to recycle, reduce, reuse and reform processes are in play at all DPR-managed parks, preserves and facilities. This is in line with the County's Climate Action Plan, the Regional Decarbonization Framework, state and federal requirements, and partner agency initiatives to sustain local wildlife. Programs designed to educate residents and boost volunteerism support these efforts while expanding the number of residents that can experience DPR's Parks and programs.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Expand college/career readiness and financial literacy programs at the Lakeside and Spring Valley Teen Centers and through SD Nights (short for Safe Destination Nights – provide safe places where teens can recreate during critical hours) events by providing translation services and providing promotional materials in the County's threshold languages.
  - Preserve DPR's ability to provide excellent services by applying for grant opportunities to supplement land acquisitions and management; facility development, improvements, and maintenance; habitat restoration; and programing and operational costs. These opportunities will ensure continued development of park facilities in underserved communities.
  - Implement a 90-acre restoration plan to eradicate invasive plants in Kumeyaay Valley County Park as part of the $3.8M San Diego River Conservancy Grant. This project will support fire suppression activities through vegetation management activities in Lakeside.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Amplify the use of E-Bike patrols at DPR facilities to expand monitoring, minimize noise pollution, and reduce GHG emissions.
  - Conserve water at County parks by adjusting water usage for specific regions and effectively maintaining water infrastructure.
  - Continue towards more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2023–24:

- Increase the use of locally produced compost and mulch.
- Install solar-powered electric vehicle (EV) charging at hard-to-adapt locations that do not require additional infrastructure.
- Retrofit existing facilities with filtered water refill stations for a targeted percentage of buildings.

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

- Conduct water audits of County facilities to identify potential plumbing and irrigation retrofits.
- Prepare an electric vehicle (EV) charger site assessment for all county facilities by a given year. Consider vehicle charging needs of County employees, County customers and the general public. Identify priority locations, equitable distribution, regional partners for funding opportunity, and infrastructure gaps.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Expand the use of organic materials in plantings, erosion control and landscaping in parks to contribute to the reduction of GHG emissions and help the County reach State of California Senate Bill 1383 goals.
  - Increase conserved land, by 500 acres annually, through property acquisitions in all areas of the County that provide the most conservation value for sensitive species and habitats, recreational opportunities, while reducing greenhouse gas emissions. The amount of DPR parkland acres owned and managed will reach 57,956 by the end of Fiscal Year 2023–24 and 58,456 by the end of Fiscal Year 2024–25.
  - Increase ongoing special-status species monitoring efforts through DPR's Targeted Monitoring Program, which will monitor 30 DPR parks and preserves and 22 species by the end of Fiscal Year 2023–24. This monitoring data provides valuable insight into the ecological health of our region and can be utilized to gauge the success of the County's regional conservation efforts.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Increase access and eliminate financial barriers for low-income residents to experience water-based recreation activities including fishing, kayaking, boating, surfing and paddle boarding at County sponsored events.
  - Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
  - Support the implementation of the Departmental Sustainability Plan, specifically measures related to sustainable purchasing habits through training by enrolling all P-Card holders in the Environmentally Preferable Purchasing (EPP) training.

Community

DPR builds community every day by attracting diverse individuals and groups to a portfolio of over 150 park properties. Programs engage, entertain, and inspire while providing opportunities for residents to connect. Public meetings and surveys provide outlets for community conversation, with virtual options for those who can't participate in person. Recreation opportunities have been re-envisioned to be more inclusive of underserved youth and other underrepresented populations. DPR actively seeks new ways to equitably distribute health and safety resources while exposing more people to the physical, social and emotional benefits that parks provide.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Expand and add programs and services to enhance the community and the environment through partnerships with organizations and agencies that work with or serve DPR stakeholders. Focus on underserved communities and provide outreach in the County's threshold languages. Build a robust partner database across all divisions and add ten trusted partners.
  - Add community gardens on DPR owned properties to increase food security in low-income, underserved communities, and low food access zones. Through the additions of gardens, we support the County's Food System Initiative to build a robust and resilient local food system that builds healthy communities, supports the economy and enhances the environment.
  - Implement the Intergenerational Center Program in Valley Center. This pilot program aims to provide all residents with diverse recreation and program opportunities for all ages, interests, and abilities.
  - Create an Adopt a Tree Program to enhance volunteer efforts in County Parks to support DPR's Comprehensive Tree Program (i.e., tree maintenance) and foster civic engagement.
  - Create an environment for people to connect and foster a deeper sense of appreciation for their local outdoors by organizing a community event focused on trails.
  - Partner with local governments like the City of San Diego, conservancies, and non-profit organizations to develop a long-term funding mechanism for the restoration, improvement, maintenance, and operations of the San Diego River Park. This regional trail system will connect residents, visitors, and communities with this unique natural resource while preserving and enhancing open space for future generations to enjoy.
  - DPR's multi-use trail network connects trail users to nature while enhancing recreation and transportation opportunities. To expand these benefits, DPR will build 4 miles of trails annually to increase connectivity and will develop and manage a total of 392 miles by end of Fiscal Year 2023–24 and 396 by the end of Fiscal Year 2023–2024.

Empower

DPR sees staff as its greatest resource and has prioritized recruiting, providing support for, and maintaining a well-rounded staff team. DPR's team are educated, informed, and empowered to be leaders and subject-matter experts, as well as innovators. DPR works to provide this team with curriculum to highlight diversity, identify individual talents and fine-tune skill sets to supplement certification requirements, and additional workshops to ensure all staff are ready to serve in an emergency which is key to supporting regional safety efforts.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - 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.
  - Enhance workplace diversity through "How to Become a Park Professional" public seminars in which community members are invited to come and learn about the park and recreation professions and ask questions of professionals

in the operations, development and resource management divisions. Seminars are part of DPR's efforts in reaching out to low-income communities to increase awareness of career opportunities in the parks and recreation industry.

- Increase access and participation in DPR sponsored events through the translation of materials into the County's threshold languages. This will include public meeting notices, program information, campaign materials (e.g., Tour our Trails Challenge booklet) and other high-level informational documents.
- DPR will evaluate and develop a process for sharing episodic volunteer opportunities through various media, including printed and digital materials, to ensure individuals have equitable access to support our park system through educational, recreational, and stewardship events.
- Recruitment: Create a recruitment tool that will refine and speed up the internal hiring process by identifying subject matter experts, interview panels, and interview dates at the time a new recruitment is created. Retention: Determine the right skill mix to achieve Department goals and determine gaps that need closing by identifying where employees best fit in the organization. Succession Planning: Identify key roles within the Department and ensure that loss of knowledge transfer is reduced upon employee retirement.
- DPR will evaluate the employee engagement survey and develop an ongoing plan to have open employee and management discussions to address areas of development.

Justice

Transparency is key in holding open, honest and fair conversations with the people DPR serves. Clear communication and equal access to the information DPR shares helps people make informed decisions as residents and as participants of recreational programs. DPR will continue to streamline communication processes while holding staff accountable for these efforts to expand community conversation and investment in park programs and properties.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked degree of protection from environmental and health hazards.
  - Increase residents' participation, on park projects and programs, by hosting public meetings with diverse communication languages and open access via in-person and virtual.
  - Partner with Aging & Independence Services to provide access to Cool Zones during extreme weather events at designated locations.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- www.sdcounty.ca.gov/parks;
- Sdparks.org

Follow us on Facebook, Twitter and Instagram at:

- www.facebook.com/CountyofSanDiegoParksandRecreation
- Twitter.com/sandiegoparks
- https://www.instagram.com/sandiegoparks/

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Protect and preserve the region's natural resources through the number of parkland acres owned and effectively managed	56,956	57,456	57,456	57,956	58,456
Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program	384	388	388	392	392
Plant additional trees to decrease greenhouse gases in the environment	4,192	3,500	3,500	3,500	3,500
Increase the use of EV in Parks Fleet to decrease greenhouse gases in the environment where EV alternatives are available[2]	N/A	N/A	N/A	17	30
Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	$2.5	$2.55	$2.55	$2.55	$2.55
Encourage reservations of our camping system and the number of nights booked for reservation[2]	N/A	N/A	N/A	110,000	110,000
Encourage connection to outdoors through use of our Trail System[1]	N/A	N/A	N/A	1,100,000	1,200,000

Table Notes

[1] This is new for Fiscal Year 2023–24 and measured by trail user counts at locations where trail counters are installed.

[2] This is new for Fiscal Year 2023–24 and based on a total of 49 vehicles that have EV alternatives available.

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

Staffing

Increase of 14.00 staff years

- Increase of 6.00 staff years in the Operations and Resource Management Divisions to support the Multiple Species Conservation Plan
- Increase of 5.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded park facilities
- Increase of 2.00 Staff years in the Development Divisions to support Capital Projects
- Increase of 1.00 staff year in the Administration Division to support all divisions, park operations, park development, and conservation.

Expenditures

Net increase of $4.9 million

- Salaries & Benefits—increase of $2.1 million due to staffing increases noted above and negotiated labor agreements.
- Services & Supplies—net increase of $1.7 million
  - Increase of $1.0 million for public liability, utility and fleet costs
  - Increase of $0.8 million for one-time projects including supporting efforts to address major maintenance projects at Agua Caliente, Lake Morena and Cactus Park. As well as address transboundary flows in the Tijuana River Valley.
  - Decrease of $0.1 million for IT costs related to reduction in software licensing, cell phone and copy equipment costs
- Other Charges—increase of $0.1 million for increase fleet costs for new facilities
- Expenditure Transfer & Reimbursements—increase of $2.7 million associated with one-time costs related to the Comprehensive Tree Program, Accessibility for All ADA Transition Plan, Smugglers Gulch Dredging, and major maintenance projects. Since this is a transfer of expenditures, it has a net effect of decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfer Out—increase of $3.7 due to one-time Major Maintenance Capital Projects.

Revenues

Net increase of $4.9 million

- Taxes Current Property—increase of $0.6 million due to projected taxes from property tax collections
- Licenses Permits & Franchises—increase of $1.8 million due to anticipated increases in developer fees for park land dedication ordinance projects
- Revenue From Use of Money & Property—Increase of $0.3 million due to increase deposit revenue for Park Land Dedication Ordinance funds
- Intergovernmental Revenues—decrease of $0.4 million due to the completion of ARPA funded projects
- Charges for Current Services—increase of $0.2 million due to anticipated increase in camping use
- Other Financing Sources—increase of $0.5 million due to increased support for County Service Areas (CSA) and Community Facilities District parks
- Fund Balance Component Decreases—increase of $0.2 million due to one-time costs associated with negotiated labor agreements.
- Use of Fund Balance—decrease of $0.4 million. A total of $1.0 million is budgeted.
  - $0.6 million of Parks Special Districts Funds fund balance for increased costs in facility management
  - $0.4 Park land Dedication Ordinance Fund fund balance for various parks expansion projects
- General Purpose Revenue Allocation—increase of $2.1 million primarily due to negotiated salary and benefit increases and the addition of 14.00 staff years described above.

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

A net decrease of $0.9 million due to completion of one-time projects in Fiscal Year 2023-24 offset by increases in salary and benefit costs.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Parks and Recreation	249.00	285.00	299.00	4.9	299.00
Total	**249.00**	**285.00**	**299.00**	**4.9**	**299.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Parks and Recreation	$ 52,888,981	$ 63,137,087	$ 65,207,896	3.3	$ 64,444,977
Park Land Dedication	1,135,700	1,135,700	3,149,600	177.3	2,800,000
Park Special Districts	4,652,100	4,918,568	5,188,520	5.5	5,390,839
Parks Community Facilities Districts	1,466,759	1,528,274	2,034,701	33.1	2,083,702
Total	**$ 60,143,540**	**$ 70,719,629**	**$ 75,580,717**	**6.9**	**$ 74,719,518**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 30,794,869	$ 35,797,274	$ 37,931,177	6.0	$ 41,137,335
Services & Supplies	25,774,171	34,871,376	36,531,864	4.8	31,640,311
Other Charges	275,500	275,500	400,900	45.5	400,900
Expenditure Transfer & Reimbursements	—	(4,550,000)	(7,290,000)	60.2	(2,000,000)
Operating Transfers Out	3,299,000	4,325,479	8,006,776	85.1	3,540,972
Total	**$ 60,143,540**	**$ 70,719,629**	**$ 75,580,717**	**6.9**	**$ 74,719,518**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 3,406,579	$ 3,537,544	$ 4,160,771	17.6	$ 4,242,272
Taxes Other Than Current Secured	18,800	18,800	20,800	10.6	22,300
Licenses Permits & Franchises	750,000	750,000	2,500,000	233.3	2,500,000
Fines, Forfeitures & Penalties	250	250	250	—	250
Revenue From Use of Money & Property	1,489,008	1,253,008	1,517,100	21.1	1,518,100
Intergovernmental Revenues	3,482,860	3,530,342	3,130,342	(11.3)	3,130,342
Charges For Current Services	7,848,133	9,154,383	9,323,599	1.8	9,614,685
Miscellaneous Revenues	740,817	4,417,250	4,485,931	1.6	967,250
Other Financing Sources	2,729,000	2,790,479	3,266,776	17.1	3,609,653
Fund Balance Component Decreases	582,753	582,753	772,575	32.6	582,753
Use of Fund Balance	4,302,189	1,339,190	949,197	(29.1)	749,444
General Purpose Revenue Allocation	34,793,151	43,345,630	45,453,376	4.9	47,782,469
Total	**$ 60,143,540**	**$ 70,719,629**	**$ 75,580,717**	**6.9**	**$ 74,719,518**

Planning & Development Services

Mission Statement

Through operational excellence and attention to customer service, we strive to balance community, economic and environmental interests to ensure the highest quality of life for the public in the unincorporated region of San Diego County.

Department Description

Planning & Development Services (PDS) sets the vision for a sustainable, equitable future for the unincorporated area. We create and implement balanced land use plans, like the General Plan, that protect natural resources and provide opportunities for housing for all. We engage with a wide variety of stakeholders to ensure that housing and economic development, the environment, and equity are at the forefront of everything we do, and that our work is tailored to the needs of our communities. The PDS team protects our communities by making sure that new development and buildings are engineered and constructed in a way that is safe and resilient in our changing world. And PDS is in the field every day, working hand in hand with residents to help them meet the standards that keep our neighborhoods and natural areas healthy and beautiful.

PDS has 285.00 team members (staff years) and a budget of $53.7 million dedicated to serving the public and making this vision a reality.

2022–23 Anticipated Accomplishments

Equity

PDS applies an equity lens in service delivery and program design to provide opportunities for underserved unincorporated area communities. This includes conducting community needs assessments in our building services, code compliance and sustainability programs. This also includes developing programs and policies such as socially equitable cannabis and housing related programs that will expand opportunities for previously marginalized communities and provide housing opportunities to meet the needs of the unincorporated community. In accordance with the County's strategic initiative on equity, PDS accomplished:

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

- Planned, maintained, and facilitated construction of safe, sustainable communities to improve the quality of life for all residents in the unincorporated area.
- Continued to implement the adopted General Plan Housing Element which was certified by the State Department of Housing and Community Development on November 2, 2021, including performing ongoing best practice research, public engagement and gathering input.
- Implemented options directed by the Board of Supervisors on the small lot subdivision ordinance, by-right development program (including mixed use and commercial sites as a consideration as part of the feasibility analysis), and senior/assisted living development (exploring the feasibility of developing a program that would facilitate/remove barriers to senior and assisted living housing development).
  - Expanded opportunities for new housing through the development and presentation of draft options to the Board of Supervisors for the small lot subdivision ordinance, by-right development program (including mixed use and commercial sites), and senior/assisted living development program (would facilitate senior/assisted living housing development).
  - Developed a draft ordinance for an Inclusionary Housing Program for Board considerations that would support the development of affordable housing for lower income households.
  - Updated the Zoning Ordinance to be in line with State Law on housing production, density bonuses and affordable housing, and homeless housing. The zoning ordinance amendments will create more opportunities for housing production to address the region's housing needs. The 2023 Housing Zoning Ordinance Update (Update) facilitates the development of affordable housing for homeless individuals and low-income and moderate-income families. The update also reduces regulatory barriers to promote the development of

small single-family homes, small housing developments, and townhomes, providing additional housing choices for middle-income families that do not qualify for affordable housing programs and may not be able to afford large single-family homes.

- Protected community quality of life by supporting and encouraging safe and efficient housing production and attainability in the unincorporated area.
  - Completed and received Board approval for the Campo Road Corridor Revitalization Specific Plan in the Casa de Oro neighborhood within the Valle de Oro Community Planning Area. The Specific Plan promotes sustainability and smart-growth principles, includes strategies, envisions goals, and features an Implementation Plan designed to introduce and streamline more housing options along Campo Road, support new and existing businesses in the Corridor, and improve multimodal access and safety.
  - Developed and received Board Direction on an approach to preparing a Development Feasibility Analysis that will identify infrastructure gaps that act as barriers to development in VMT Efficient and Infill areas the means to overcome those barriers to support development.
  - Developed and received Board direction on an approach to the Sustainable Land Use Framework which lay out principles, policies, and goals to inform future land use decisions the unincorporated area on how to efficiently use and effectively protect our natural resources, balance economic growth, and ensure just and equitable provision of public services, without compromising the ability of future generations to also flourish and thrive.
- Continued to develop a Vehicle Miles Traveled (VMT) mitigation program that will provide a path forward for projects located outside of VMT efficient areas. The goal of the VMT mitigation is to identify mitigation options through collaboration and partnerships within the region that will reduce VMT through adding bike lanes, sidewalks, and transit.
- Facilitated future emergency shelters through the adoption of County Building Code amendments that allow for emergency shelters during a homelessness crisis. Working with DGS on review of potential shelter locations and designs.
- Retained a consultant and initiated work on a housing construction cost study that will assess the various factors such as location and material and acquisition costs that drive the cost of new housing construction in the unincorporated area, and the region, and identify approaches to reduce those costs. The study was not completed by Fiscal Year 2022–23 because the search for a qualified consultant with experience preparing studies of similar scope and complexities required additional research in similar efforts and additional time to reach out to consulting firms to solicit interest in participating in the study and submitting a proposal. The work is anticipated to be completed by Fiscal Year 2023–24.
- Increased the production of housing by increasing the number of homes built in the unincorporated area by 1,292 units exceeding the objective of 700 units. The goal was exceeded due in part to a continued increase in accessory dwelling units as well as an overall increase in housing production numbers.

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Developed and received Board direction on a programmatic approach for communities impacted by large infrastructure projects, such as renewable energy projects and other new developments, to gain benefits like infrastructure, prevailing wage requirements, local hire requirements, and job outreach to underserved communities.
  - Worked with a consultant and community stakeholders to identify draft criteria to amend the Environmental Justice (EJ) Element of the General Plan to broaden application of EJ principles for underserved communities (e.g., improving public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and access to physical activities).
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Worked with a consultant to conduct best practice research and collaborate with County departments on the development of the County's Cannabis Program as it relates to PDS program areas, such as the Socially Equitable Cannabis Program.

Sustainability

Sustainability is at the forefront of PDS's operations and regulatory program implementation. PDS is dedicated to meeting current resident and customer resource needs with a view towards how to continue to meet the needs for generations to come. PDS is focusing on sustainability by actively planning for the preservation of buildings and the environment from the impacts of climate change (e.g., increased heat impacts, increased intensity of weather events) and reducing greenhouse gas emissions through the Climate Action Plan Update, conservation efforts,

and programs to reduce dependence on fossil fuels. PDS aligns its resources to ensure long-term fiscal stability. In accordance with the County's strategic initiative on sustainability, PDS will:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continued to mitigate greenhouse gas emissions and prepare for the effects of climate change by developing regulations and guiding principles to reduce the risk of climate change and limit its negative impacts on the built and natural environment by conducting outreach through more than five workshops and numerous focused conversations with the public and interested stakeholders in Fiscal Year 2022-2023. Retained consultants to help with five Board-directed studies and plans that will position the County to implement the updated Climate Action Plan (CAP) and support the Regional Decarbonization Framework.
  - Continued to prepare and update the Climate Action Plan (CAP) and Supplemental Environmental Impact Report (SEIR) to bring forward for Board consideration in Fiscal Year 2023–24. The updated CAP will be comprehensive and legally enforceable, will not rely on the purchase of carbon offsets to meet emission reduction targets, uses updated data and modeling, emphasizes environmental justice and equity, is shaped by community input, and will achieve at a minimum California Global Warming Solutions Act of 2006 (Senate Bill 32) greenhouse gas emissions reductions of 40% below the 1990 level by 2030 and establish actions to meet a goal of net zero carbon emissions by 2045.
  - As part of the County's ongoing commitment to the environment, it continued to implement the sustainability initiatives and programs identified in the 2018 CAP and released an annual monitoring report to show an estimated total of 230,000 metric tons of emissions reduced in 2022 through the implementation of the 2018 CAP's 26 greenhouse gas reduction measures.
  - As part of the CAP SEIR, continued to develop Smart Growth Alternatives for the Board's consideration that would further reduce vehicle miles traveled from new development through focused stakeholder outreach and coordination with regional agencies and consultants on the identification of best practices applicable to the unincorporated area.
  - Implemented the Electric Vehicle Roadmap, including efforts to transition the County's fleet to electric vehicles where possible, evaluate County facilities for opportunities to site additional vehicle charging infrastructure, and identify priority locations (e.g., highly-traveled areas, east-west corridors, areas servicing low-income residents and communities exposed to air pollutants, workforce centers, public right-of-way options, etc.) for public charging infrastructure throughout the unincorporated area.
  - Reduced dependance on fossil fuels by approving the installation of 60,000 kW (7,500 solar photovoltaic permits) of residential renewable energy from solar photovoltaic permits in the unincorporated area.
  - Collaborated with other departments on the County sustainability reorganization, including participation on new enterprisewide committees dedicated to overseeing sustainable land acquisitions and CEQA implementation in order to ensure that sustainability goals across all departments are integrated.
  - Brought Organic Materials Ordinance (OMO) update to the Board for consideration. This change in regulations allows for more opportunities to compost organic materials at community gardens, farms, residential environments, and commercial facilities in the unincorporated county. With this change hundreds of thousands of acres in the unincorporated area, which were previously prohibited or constrained by expensive and time-consuming permits, are now allowed to have composting. The OMO provides more flexibility for communities to divert organic waste from landfills, which can lower the greenhouse gases (GHGs) that cause climate change and support the use natural resources in a more sustainable way.
  - Implemented actions regarding Vehicle Miles Traveled (VMT), including updates to the County's Transportation Study Guide, as well as environmental analysis of transit opportunity areas to balance the needs of congestion management, reduction of greenhouse gas (GHG) emissions, infill development, and improving public health through more active transportation such as walking and biking.
  - Identified opportunities to expand incentives and remove barriers to increase green affordable housing development and rehabilitation, such as fee waivers, expedites plan review, and technical assistance.
  - Made efforts to convert nine gas fleet vehicles to hybrid/electric vehicles in accordance with the County EV Roadmap to increase sustainability and reduce GHG emissions. This goal was not met due to supply chain and production issues, the vehicles have been ordered and will be delivered in Fiscal Year 2023–24.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Continued to prepare a North County Multiple Species Conservation Plan (MSCP) for Board consideration in Fiscal Year 2025-26 that provides a long-term, regional habitat conservation program focused on balancing habitat and species protection with recreation, development, and agricultural activities.

- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
  - Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program to support the local agricultural industry and carbon sequestration by preserving a minimum of 443 acres of agricultural land. The County has acquired a total of 24 acres of conservation easements and is expected to acquire an additional 410 acres based on applications that are in process or in negotiation. This will bring the total number of acres acquired to 434.
  - Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- Incorporated information on sustainability policies, plans, and practices into presentations for all new employees, contractors, vendors, and consultants working in the facility.
- Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter. Examples included the PDS Pulse Quarterly Newsletter, Quarterly PDS All Hands staff meetings, Climate Action Plan Newsletter, as well as other division- and team-level meetings.
- Established a system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs, allowing the department to adapt and build on program initiatives. Suggestions received have led to PDS' efforts to create a formal "suggestion box" on the departmental SharePoint site.

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

- Mid-term: Analyzed ways to encourage consultants, contractors, and grantees to conform to the County's paper policy. PDS is actively recording printing practices and needs, developing language and policies for inclusion in consultant, contractor and grantee contracts/task orders.
- Long-term: Investigated ways to provide educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County mission. PDS is in the early stages of developing training materials for staff onboarding or annual trainings.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all six LUEG departments and seeks to provide a "service before self" organization that works across departments to meet varying customer needs and ensure a positive customer experience.
  - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
  - Ensured 100% (15 of 15) of designated Contracting Officer's Representatives (CORs), attend COR I or COR II training as assigned.
  - Continued Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with Accessory Dwelling Unit (ADU) (waiver of plan check, permit, and impact fees associated with the construction of 381 ADUs to encourage housing availability), Homeowner Relief Act (HRA) (waived fees for 14,000 minor permits such as water heater replacement and residential roof mount solar photovoltaic to encourage sustainability practices and ensure health and safety codes are followed), plan check and permit fee waivers for wildfire survivors, urban agriculture incentives (fee waivers for small-scale agricultural production contracts in exchange for a potential property tax benefit) and fee reductions for 3 projects under the green building incentive program (using innovative building techniques to minimize or eliminate adverse impacts on the environment). These fee waiver and reduction programs provided economic opportunities and economic stimulus to help make permits more attainable for those in underserved communities while still ensuring that projects are inspected to ensure that life and safety is upheld.
  - Worked toward a smaller and more flexible physical office environment to reduce costs and adapt to a hybrid work environment with staff spending time in the office as well as supporting teleworking. Reviewed office space and identified where shared spaces, or work hubs could potentially

be utilized as a result of teleworking. Worked with the Department of General Services and their consultant to identify overall facility footprint reduction opportunities for PDS, while including room for future growth, plan review space for physical plans and electronic review, as well as required storage, to determine minimum and maximum levels of space reduction.

Community

PDS enhances the quality of life for the unincorporated area by implementing programs that encourage participation, protects the safety of residents, and the sustainability of communities. This includes keeping communities safe and sustainable by updating and implementing programs such as the Safety Element and the review of permit applications for life, safety, and sustainability codes. PDS provides robust stakeholder outreach that includes multiple means of participation and provides live translation services. Through collaboration, partnership, and meaningful conversations, PDS incorporates input and feedback to improve program and service delivery. PDS also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County's strategic initiative on community, PDS accomplished:

- 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.
  - Expanded public input, participation, and transparency at the ten Planning Commission hearings by allowing both in-person and telephonic participation by the public and providing live simultaneous interpretation services so the public can offer feedback on land use projects more easily.
  - Updated PDS website for transparency, open government, and ease of use by customers and stakeholders to increase civic engagement and add translation service capability to frequently used documents.
  - Promoted community participation and empowered stakeholders to get involved in land development projects, policies, and the development of community and subregional plans by offering stakeholder sessions in all threshold languages using simultaneous language translations, in formats that include large and small workshops, discussions with community members, and meeting stakeholders in formats that work best for them.
- 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.
  - Worked with Office of Emergency Services to update the Multi-Jurisdictional Hazard Mitigation Plan (a regional hazard mitigation plan with over 20 participating public agencies) to ensure that it was in alignment with the Safety Element of the General Plan and coordinated with County Fire in their efforts to identify residential communities in the unincorporated area that do not have at least two emergency evacuation routes in coordination with related State efforts.
  - Pursued grant funding to conduct a more detailed hazard analysis as community plans are updated and explore the feasibility of programs to reduce the exposure of people and property to hazards, focusing first on fire and flooding.
  - Trained employees within the first year of their employment, 100% (36 of 36) of all new permanent, full-time PDS employees to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Quality of Life: Provide programs and services that enhance the community though increasing the well-being of our residents and our environments.
  - Ensured that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
  - Reviewed 100% (540 of 540) discretionary projects, such as residential, commercial, and civic projects to ensure communities are designed with safe and appropriate infrastructure, emergency response services, and parks and trails.
  - Promoted safe, livable, and sustainable communities by reviewing 100% (13,808 of 13,808 estimated) of building plans to ensure that structures meet safety, sustainability, and energy efficiency requirements per building code.
  - Conducted 49,388 building inspections exceeding the goal of 40,000 building inspections to ensure structures are constructed in accordance with approved building plans and applicable building safety codes to ensure the life and safety of residents and visitors is preserved. The goal was exceeded due to increases in workload.
  - Created safe and livable communities by addressing code compliance concerns through a variety of means, including education and outreach to community members and civic groups, to help ensure compliance without the need for escalated enforcement in at least 90% of the cases.
  - Inspected code compliance complaints within 5 business days 72% (664 of 918) of the time.
  - Resolved 74% (67 of 91) of debris and waste complaints within 6 months of initial notice to the property owner.
  - Expanded department commitment to Justice, Equity, Diversity, Inclusion, and Belonging by implementing programs and processes stemming from community needs

assessments conducted to improve quality of life (graffiti removal), actively combat climate change, and promote equity through strategically focusing implementation of electric vehicle charging stations and installing solar panels in underserved communities.
  - Expanded commitment on Justice, Equity, Diversity, Inclusion, and Belonging by identifying programs and processes that require changes to provide the highest level of service for PDS customers, focusing on community needs assessments and training staff on targeted universalism (setting universal goals and using targeted processes based upon how different groups are situated within structures, cultures, and across geographies to achieve those goals) to increase awareness and inclusivity when serving PDS' diverse customers.
  - Pursued policy and program changes for healthy, safe, and thriving environments to positively impact residents.
  - Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internships opportunities to youth from underserved communities in the County. While providing career coaching, job skills, and development for future employment. PDS hosted nine youth interns to connect youth to the benefits of providing services to the public and attain knowledge about sustainability practices.
- Communications: Create proactive communication that is accessible and transparent.
  - Ensured that 100% of public notices for County and privately initiated projects and programs were translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. This includes translating notices for public review, Zoning Administrator meetings, Planning Commission meetings, and Board of Supervisors meetings. Facilitating meaningful conversations, shared programming, available grants, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Offered interpretation for community meetings or translations of information to ensure residents had every opportunity to make informed decisions while listening to, participating in, or using County services or programs.
  - Engaged with the Fallbrook community to develop a new streetscape plan, revisions to the Zoning Ordinance and the Fallbrook Community Design Guidelines to begin the process of revitalizing downtown Fallbrook.

Empower

PDS is focused on empowering its workforce and operations by providing opportunities for staff growth, training, and development, ensuring excellence in customer service, and securing continuity of operations. PDS maintains program and fiscal integrity, transparency and accountability through reports, disclosures, and audits. Including sharing data with the public such as building permits issued, discretionary applications received, inspections reports, and land use property information. Internally, PDS engages employees by holding multiple engagement meetings where information, ideas, and perspectives are shared such as departmental and divisional all staff meetings, and bi-weekly supervisor/employee one-on-one sessions. In accordance with the County's strategic initiative on empower, PDS accomplished:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, and Inclusion and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service for PDS' diverse customers.
  - Expanded department commitment on Justice, Equity, Diversity, Inclusion, and Belonging by identifying programs and processes that required changes to provide the highest level of service for PDS customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff to increase awareness and inclusivity when serving PDS diverse customers.
  - Increased trauma-informed services as part of the County culture. PDS employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure PDS employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of a just, sustainable, and resilient future for all. All new employees are required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
    - The learning outcomes of the Growing Resiliency within a trauma-informed lens course is to: (1) Describe trauma and resiliency; (2) Identify a trauma informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the

power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency.
- Engaged employees and solicited feedback to create a positive workplace experience under the County's Employee Engagement Initiatives.
- Participated in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletters that highlights PDS' efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring PDS essential work into a common space that can benefit other departments.
- Continued to foster an environment where teleworking and alternate work schedules were embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals. PDS teleworking resulted in approximately 165 metric tons of GHG reductions projected for Fiscal Year 2022–23.
- Engaged in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
- Continued to engage management during leadership meetings through exposure to various topics that enhance management skills.
- Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Contributed to housing production and attainability through plan reviews by completing the first round of residential building plan reviews in 28 days which did not meet the goal of 15 business days due to unexpected increases in workload and staff vacancies.
  - Maintained an average Permit Center counter wait time of 23 minutes which did not meet the goal of 20 minutes or less due to increased workload and staff vacancies.
  - Completed first round site plans, boundary adjustments, and major use permit (cellular sites) reviews in 65 days the goal of 20 business days or less was not met due to staff vacancies.
  - Completed first round Land Development grading plan and final map reviews in 20 business days or less.
  - Improved customer service and provided equitable access to information by increasing consistency and ease of interpretation of County planning documents through periodic updates to the County General Plan, land use regulations, and procedures.
  - Continued to expand the online services available to customers to allow for increased transparency, customer convenience and processing efficiency, helping to contain costs of permit processing, and reducing GHG emissions by preparing requirements documents and procuring a contract to facilitate electronic document and plan check review.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conducted stakeholder outreach in all threshold languages using simultaneous translations and commenced environmental review process related to updating the Grading, Clearing and Watercourse Ordinance and address agricultural and residential clearing and grading requirements, thresholds, and permit processes.

Justice

PDS implements land use programs in a fair and equitable manner, in all communities throughout the unincorporated area. PDS implements environmental justice policies consistently and justly. PDS is focusing on enhanced outreach and community level engagement in underserved communities to ensure policy decisions are being made to address the needs of the communities and ensuring equitable protection for all. In accordance with the County's strategic initiative on justice, PDS accomplished:

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - Analyzed unique community needs and leverage community needs assessments, to include an analysis of racism as a public health crisis, environmental justice, and data-driven policy proposals to ensure future land use decisions address the specific needs of the community.
  - Implemented Environmental Justice Element strategies and policies that improve public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities in underserved communities; and identify additional criteria in defining underserved communities.

2023–25 Objectives

Equity

Equity is integrated throughout all PDS programs and services, the department has increased projects and programs specifically geared toward improving equity in communities and populations disproportionately impacted by a variety of external factors. In the Fiscal Year 2023-25 Budget, PDS will expand commitment and align more programs to improve equitable opportunities and economic vitality for the public. This work includes policy and ordinance updates that remove barriers for economic growth by individuals and businesses, waiving fees to increase the number of homes built, and improving public health and safety through policy updates.

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Reduce the cost of building new homes through the continuation of the Board directed Accessory Dwelling Unit (ADU) Fee Waiver pilot program for an expected 400 new ADUs, waiving permit fees of $10,000 to $12,000 per ADU.
  - Modernize the County Grading, Clearing and Watercourses Ordinance by streamlining regulations relating to grading for housing and clearing for establishment of agriculture while protecting the environment and ensuring public safety. Changes will balance environmental protection and stewardship while facilitating efficient review and processing of proposed projects.
  - Continue to encourage sustainable development in areas with the least environmental impacts while ensuring established communities remain thriving and resilient and identification of incentives and planning mechanisms for Board consideration, to facilitate a variety of housing types close to transit, availability of services, infrastructure, and economic development opportunities through the Sustainable Land Use Framework effort.
  - Conduct a Parcel-by-Parcel analysis to better understand where and how much development can occur in areas with the least environmental impact that is closer to jobs, transit, and services; and provide incentives to encourage housing in these areas.
  - Slow climate change, improve public health, and streamline future development of up to 7,340 homes, through implementation of the Transportation Study Guide (TSG) that will reduce Vehicle Miles Traveled (VMT). The TSG will promote infill development and facilitate active transportation such as walking and biking.
  - Continue to partner with other jurisdictions and develop a Vehicle Miles Traveled (VMT) mitigation program that will unlock housing opportunities in the unincorporated county by establishing a program to implement VMT reducing infrastructure in the region, such as transit, bike, pedestrian facilities, and trails.
  - Continue to increase opportunities for additional housing to be constructed by streamlining the development process and reducing costs through policy changes that regulate development.
    - Continue to identify ways to provide affordable housing to very low-, low-, and moderate-income households through programs such as the Inclusionary Housing Ordinance. This ordinance will help uplift affordable housing units for families of lower-income and moderate-incomes (0-120% of the area median income). The program includes incentives to reduce overall housing costs and facilitate the development of affordable housing.
    - Identify ways to reduce the high cost of housing construction. As part of the Transformative Housing Solutions, PDS is conducting a Comprehensive Housing Cost Study and Green Affordable Housing Study. The data and analysis of these studies will be used to develop policies and recommendations that can address the high housing costs while encouraging environmentally friendly construction.
- Economic Opportunity: Dismantle barriers to expanding entrepreneurial opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Work with a consultant to facilitate social equity through public engagement in the development of a cannabis program that will reduce barriers to opening cannabis businesses, including for those individuals impacted by the criminalization of drug use. Ongoing efforts include continued stakeholder engagement, regulatory ordinance development, environmental analysis, as well as implementation of a license and permitting system, for the Board to consider in 2024.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Improve economic conditions for workers by requiring prevailing wage on work done under right-of-way permits directed by the Board. In addition, require unpaid labor judgments to be resolved before occupancy is granted on select building permits.
  - Support wineries by making it easier for smaller business with less environmental footprints to start up faster. Assess ways to allow for streamlining for wineries which could include expansion of small wineries into rural residential zones.

- Identify and discuss social, environmental, and economic benefits to communities impacted by large-scale projects such as renewable energy and industrial/warehouse/distribution facilities in the unincorporated areas through the development of a formalized Community Benefits Agreements (CBA) program. CBAs will ensure that such impacts of projects are addressed early, minimized to the greatest extent possible, and that project benefits are realized by the community where the project is located, providing community benefits that could lead to local job hire and job training community benefits.

Sustainability

PDS continues to build upon existing sustainability and climate action initiatives through new programs in the department. Projects in this topic area are generally prepared and managed by the Sustainability Division but are implemented by County departments throughout the enterprise. The goals of these initiatives are to reduce the rate at which County operations and unincorporated area communities produce greenhouse gas (GHG) emissions which contribute to climate change and to improve community resiliency to the effects of climate change such as extreme heat, drought, wildfire, and flooding. These goals are achieved through a range of diverse programs that ensure new and existing development is constructed sustainably, the diversity of native habitats and animals is protected, and critical resources such as local groundwater and agricultural lands and preserved. PDS serves as one of the focal points for regional leadership in sustainability and collaboration with local, state, and federal agencies, as well as sovereign tribal nations, universities and other think tanks committed to climate action.

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Commit to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
  - Commit to a reduction in facility space to decrease overall departmental facility costs by working with the Department of General Services to design a reduced footprint within an existing building space to accommodate departmental needs while continuing to telework.
- Climate: Actively stem climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Climate Action Planning to address climate change and reach net zero GHG emissions by 2035-2045, develop and implement innovative policies, programs, and projects that reduce greenhouse gas emissions. This will include a focus on equity, job growth, and preservation of the natural environment.
  - Climate Adaptation planning to help residents and businesses adapt to effects of climate change (e.g., increased extreme heat events, drought, wildfire, and extreme precipitation events), expand and develop programs and policies that increase resiliency.
  - The Regional Decarbonization Framework supports the achievement of a regional zero carbon goal by mid-century and provide examples of efforts that can be used by others in the region. The following actions support implementation of the Regional Decarbonization Framework within the unincorporated area and also support the climate action planning goals of the County.
    - Carbon Farming Program: Support the agricultural industry by developing a carbon farming program to encourage adoption of carbon farming practices that account for greenhouse gas emissions reductions and promotion of soil health.
    - Equity-Based Tree Planting Program: Expand current tree planning efforts in open space preserves and parks by developing a program that promotes tree planting in urban environments and within underserved communities.
  - Slow the rate of climate change and increase energy resiliency by increasing the number of homes with solar through a residential solar fee waiver program for building permits. The program will facilitate 60,000 kW of energy generation through 8,000 new systems constructed, waiving $1.8 million in permit fees. This energy production reduces 25,970 metric tons of carbon dioxide equivalent GHG emissions, which is the same as removing 64.5 million miles driven by an average gas-powered vehicle.
  - Reduce the amount of construction waste created and discarded to landfills by collaborating with builders to reduce the cost for building permits and providing expedited plan checks for qualifying building permits. Promotion of these projects will educate those in construction on alternative methods to create new buildings.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Sustainable Groundwater Management Act (SGMA) implementation to prepare for prolonged drought and safeguard vital groundwater basins in San Diego county, implement the Sustainable Groundwater Management Act to ensure the availability of water for future generations.
  - Multiple Species Conservation Program (MSCP) implementation to protect biodiversity and address climate change while supporting development through the implementation and expansion of the MSCP.

- Implement the South County Multiple Species Conservation Program Subarea Plan (South County MSCP) to permanently protect 98,379 acres of conservation land.
- Develop the North County MSCP to further expand the program and provide to the Board for consideration in Fiscal Year 2025-26.

- Regional Butterflies Habitat Conservation Plan development to protect, restore, and enhance habitat for sensitive butterfly species for Board consideration in Summer of 2026. This plan will also support landowners, agricultural operators, businesses, and residents by simplifying the regulatory process if these sensitive butterfly species will be impacted.
- Purchase of Agricultural Conservation Easement (PACE) program implementation to promote the long-term preservation of agricultural resources and to address climate change by preserving a minimum of 443 acres of agricultural land. Under the PACE Program, willing agricultural property owners are compensated for placing a perpetual easement on their property that limits future uses to agriculture.
- Preserve and expand native habitat by implementing the Native Landscaping program recommendations adopted by the Board in 2022. The recommendations included providing guidance, education, and incentives to encourage the use of native plants in landscaped areas.
- PDS will continue to participate in leading the CEQA Roundtable, participate in and coordinate with the CEQA Practitioners team meetings in support of training, sharing best practices, and consistency across the departments. PDS will continue to participate in the Land Acquisitions Roundtable, supporting DPR in updating acquisition criteria to ensure the County achieves the best results with respect to the Climate Action Plan Update and the Regional Decarbonization Framework. These roundtable discussions will ensure departments are coordinating efforts that will better support sustainability, regional decarbonization, and greenhouse gas reductions to achieve organizational excellence.
- Move toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments:

- Continue incorporating information on sustainability policies, plans, and practices into presentations for all new employees, contractors, vendors, and consultants working in the facility.
- Continue communication with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter. Examples included the PDS Pulse Quarterly Newsletter, Quarterly PDS All Hands staff meetings, Climate Action Plan Newsletter, as well as other division- and team-level meetings.
- Continue collecting written or verbal suggestions and feedback from all employees on sustainability initiatives or programs, allowing the department to adapt and build on program initiatives. Suggestions will be collected through a formal "suggestion box" on the departmental SharePoint site.
- Send all staff in charge of purchasing to an Environmentally Preferable Purchasing (EPP) training.

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

- Mid-term: Analyze ways to encourage consultants, contractors, and grantees to conform to the County's paper policy. PDS is actively recording printing practices and needs, developing language and policies for inclusion in consultant, contractor and grantee contracts/task orders.
- Long-term: Investigate ways to provide educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County mission. PDS is in the early stages of developing training materials for staff onboarding or annual trainings.
- Long-term: Implement a 5-year plan to reduce GHG by increasing the department's fleet to hybrid/electrified vehicles to 71% (25 of 35) by Fiscal Year 2027-28. Fleet conversion will include mostly mid-sized SUVs and sedans.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
  - Ensure strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.

Community

PDS is committed to improving the quality of life for residents and visitors. PDS plays a vital role in the future of housing and development for unincorporated communities, setting the direction for where future development should occur, while also efficiently reviewing plans of privately initiated land development projects to ensure health, safety, and sustainability in future development. The department is actively engaged in talking with community members in a variety of formats to ensure civic engagement helps drive program development and delivery, allowing for feedback loops to adjust programs in the future.

- Engagement: Inspire civic engagement by providing information, programs, and public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Enhance access for non-native English-speaking residents by implementing a multilingual component to the existing automated telephone information system that interacts with a caller through fixed voice menus and real-time data used for information gathering and building inspection scheduling. Providing the automated information and inspection scheduling abilities in multiple languages will reduce language barriers for customers, make information more accessible, and create a means for effective communication.
  - Solicit community input to shape policy, by engaging with customers and stakeholders using engagement tools such as portals to both update community members on policies and programs under development, creating feedback loops to document input that is incorporated into projects.
  - Promote community participation and empower stakeholders to get involved in land development projects and policies, by offering additional stakeholder sessions in all threshold languages using simultaneous language translations, in formats that include large and small workshops, as well as in discussion with community members.
  - Identify and cultivate relationships with a diverse set of community partners/stakeholders that represent the culture and ethnic populations that represent the communities they serve both in the unincorporated and incorporated areas.
  - Improve accessibility through the review of privately initiated land development projects that obtain building permits, by applying the California Building Code that ensures new commercial buildings are fully compliant with the Americans with Disabilities Act.
  - Engage with at least three new trusted partners that prioritize outreach to one of the communities that are a representative of a County threshold language.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Collaborate with property owners to ensure new homes and development are designed and constructed with living conditions that promote health, safety, and sustainability.
    - Provide plan check and construction inspection for 1,200 new homes
    - Complete first round plan checks for residential building permits within 15 working days
    - Complete first round plan checks for Site Plans, Boundary Adjustments, and Major Use Permits (for cell sites), within 20 working days
    - Complete first round plan checks for Grading Plans and Final Maps within 20 working days
    - Conduct 40,000 construction inspections
  - Work with property owners and stakeholders to create long range policies, and permit development projects that create new, local job centers, including commercial and industrial projects.
  - Resolve 70% of debris and waste complaints within 6 months of initial notice to the property owner.
  - Review 100% of proposed building plans to ensure structures are properly and safely designed.
  - Expand commitment on Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that require changes to provide the highest level of service for PDS customers, focusing on community needs assessments and training staff on targeted universalism (setting universal goals and using targeted processes based upon how different groups are situated within structures, cultures, and across geographies to achieve those goals) to increase awareness and inclusivity when serving PDS' diverse customers.
  - Expand department commitment on Justice, Equity, Diversity, and Inclusion, and Belonging by identifying programs and processes that required changes to provide the highest level of service for PDS customers; utilizing community assessment methods to identify the community needs; increasing translated materials, and training staff to increase awareness and inclusivity when serving PDS diverse customers.
  - Reduce urban heat island effect, increase climate resiliency, and reduce greenhouse gas emissions by expanding the existing tree planting program to identify priority sites for tree planting on County-owned land and land owned by other agencies. In addition, explore opportunities to develop a tree adoption program to expand opportunities for planting trees on privately owned lands in unincorporated communities, with a focus on underserved areas.
  - Support vulnerable populations, including seniors, by collaborating with project applicants during the land development process as they work to provide new group care

facilities, senior housing, supportive housing, and other facilities that provide opportunities for increased well-being for residents.
- Uplift communities through collaboration with stakeholders while promoting compliance with health and safety standards by responding to code complaints to resolve violations.
  - Resolve 60% of code cases opened per year
  - Respond to complaints within 24 hours, 95% of the time
  - Reach 90% voluntary compliance
  - Investigate cases within five days, 80% of the time

- Safety: Support safety for all communities, including protection from crime, availability of medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Support vulnerable rural communities from heat impacts, power safety shutoffs, and/or utility costs due to economic conditions by examining new programs/incentives to strengthen critical infrastructure through the addition of new clean energy or related solutions.
  - Update the County's Fire Safety Guidelines to establish new requirements for projects located in high and very high fire risk areas and develop more enhanced evacuation standards that will be used to ensure safe and livable communities.
  - Prevent negative impacts to public safety due to illicit cannabis activities, ensure a competitive legal cannabis market, and access to safe, legal cannabis in the unincorporated region. To accomplish this, collaborate with other agencies, both locally and statewide, ensuring safety concerns are corrected in a timely manner.
  - Removal of abandoned and inoperable vehicles to prevent health and safety hazards, as well as unsightly environments generated. Resolve public concerns regarding vehicles creating unsafe conditions for the general welfare of the community through public nuisance abatement. The program also helps during natural disaster recovery by reducing the impact on survivors by removing destroyed and damaged vehicles.
  - Train employees within the first year of their employment, 100% (36 of 36) of all new permanent, full-time PDS employees to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.

Empower

PDS is focused on empowering its workforce and operations by providing opportunities for staff growth, training, and development, ensuring excellence in customer service, and securing continuity of operations. PDS maintains program and fiscal integrity, transparency and accountability through reports, disclosures, and audits. The department shares data with the public such as building permits issued, discretionary applications received, inspection reports, and land use property information. Internally, PDS engages employees by holding multiple engagement meetings where information, ideas, and perspectives are shared.

- 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.
  - Improve staff engagement and development through the expansion of mentorship opportunities within the department.
  - Promote Justice, Equity, Diversity, Inclusion and Belonging of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff become better prepared to provide the highest level of service for PDS' diverse customers.
  - Engage employees and solicit feedback, including utilization of the engagement survey, to create a positive workplace experience under the County's Employee Engagement Initiatives, highlighting our workforce as our greatest asset.
  - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletters that highlights PDS' efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring PDS essential work into a common space that can benefit other departments.
  - Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.

- Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Increase customer access to permits and services, while decreasing costs, through expansion of online services including electronic plan review of PDS permit applications, to be completed in 2024.
  - Increase idea sharing and best practices for long range planning efforts by collaborating with County departments to implement updates to the California Environmental Quality Act (CEQA), Sustainability Planning for Fleet and Facilities, and Land Acquisition Decision Making.
  - Maintain an average Permit Center counter wait time of 20 minutes or less.

Justice

PDS implements land use programs in a fair and equitable manner. In all communities throughout the unincorporated areas. PDS implements environmental justice policies consistently and justly. The department is focusing on enhanced outreach and community level engagement in underserved communities to ensure policy decisions are being made to address the needs of the communities and ensure equitable protection for all.

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and the community at large, as well as provide inclusive opportunities for justice involved individuals to contribute to the region.
  - Uplift underserved communities through the removal of graffiti at no cost to property owners, reducing blight and gang presence through the new graffiti abatement program. This program will remove unwanted graffiti at 100 locations, 80% of which are underserved communities.
  - Restore communities by facilitating the removal of violations through self or effectuated abatement. By working with our stakeholders to understand the importance of complying with Health and Safety standards and how their impacts affect the community, we can help encourage self-abatement. When circumstances don't allow for self-abatement, the County will effectuate an abatement to ensure those impacts are mitigated.
  - Expand services and programs to historically underserved communities. Environmental Justice efforts facilitate relationship building and the restoration of trust with communities that have been historically disenfranchised and have been the most burdened by social, environmental, and economic inequities. Conduct stakeholder engagement on the Environmental Justice Additional Criteria project to identify and assess existing and additional social, environmental, and health data indicators to further refine and improve Environmental Justice criteria that will assist in ensuring that services, programs, and opportunities are provided equitably while uplifting those who have historically been disenfranchised.
  - Continue implementation of the Environmental Justice Element strategies and policies that improve public participation to reduce pollution exposure and promote public facilities, food access, safe and sanitary homes, and physical activities in underserved communities; and identify additional criteria in defining underserved communities.

Related Links

For additional information about Planning and Development Services, refer to the website at:

- www.sdcounty.ca.gov/pds

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Increase the production of housing by increasing the number of homes built in the unincorporated County[1]	2,131	700	1,292	1,200	1,200
Reduce the dependance on fossil fuels by approving the installation of 60,000 kW of residential renewable energy from solar photovoltaic permits.	N/A	60,000	60,000	60,000	60,000
Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program	790	443	443	443	443
Review proposed building plans to ensure structures are properly and safely designed	100% of 12,169 plans	100% of 15,000 plans	100% of 13,808 plans	100% of 15,000 plans	100% of 15,000 plans

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Conduct building inspections during construction to ensure structures are built in accordance with approved building plans[2]	100% of 48,943 inspections	100% of 40,000 inspections	100% of 49,388 inspections	100% of 40,000 inspections	100% of 40,000 inspections
Resolve debris and waste complaints within 6 months of initial notices to the property owner	65%	70%	74%	70%	70%
Inspect complaints within 5 business days 80% of the time	85%	80%	72%	80%	80%
Average turnaround time for first review of residential building plans (in business days)[3]	23	15	28	15	15
Average Permit Center counter wait time (in minutes)[4]	23	20	23	20	20

Table Notes

[1] The Fiscal Year 2022–23 anticipated goal is projected to be exceeded due to an unexpected surge in new work. This goal is moved from Equity to Community for Fiscal Year 23–24.

[2] The Fiscal Year 2022–23 anticipated goal is projected to be exceeded due to an unexpected surge in new work.

[3] The Fiscal Year 2022–23 anticipated goal is projected to be exceeded due to staff vacancies. This goal is moved from Empower to Community for Fiscal Year 23–24.

[4] The Fiscal Year 2022–23 anticipated goal is projected to be exceeded due to staff vacancies

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

Staffing

Net increase of 13.00 staff years

- 10.00 staff years in Building Services and Land Development to support reduced plan check processing times and increase direct customer support in the land development permit process
- 1.00 staff year in Administration to support contract and task order administration
- 1.00 staff year in Sustainability Planning to support conservation and preservation priorities
- 1.00 staff year in Code Compliance to support implementation of the Socially Equitable Cannabis program

Expenditures

Net increase of $0.5 million

- Salaries & Benefits—net increase of $0.8 million primarily due to 13.0 new staff years offset by staff vacancies and underfills and negotiated labor agreements.
- Services & Supplies—net decrease of $0.4 million
  - Decrease of $6.0 million in Consultant Contracts due to completed one-time only funded projects
  - Increase of $5.0 million in public liability insurance premium due to increased litigation costs
  - Increase of $0.3 million in Special Departmental Expense related to increased number of applicants benefitting from the use of Accessory Dwelling Unit (ADU) fee waivers
  - Increase of $0.2 million in Application Services due to an increase in proposed IT projects such as electronic document review
  - Increase of $0.1 million in utilities and facilities costs from Department of General Services (DGS)
- Expenditure Transfer & Reimbursements—decrease of $0.1 million associated with the reduction or completion of centralized support for one-time costs related to Climate Action Plan, PACE Program, ADU Fee Waiver Program, and other Housing related items. Since this is a transfer or expenditures, it has a net effect of $0.1 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $0.5 million

- Licenses Permits & Franchises—increase of $0.9 million due to approved increases in building permit fees, partially offset by fee waiver permits and to align with current fiscal year projections in permit revenue and the first full year of the Cannabis licensing program.

- Intergovernmental Revenues—decrease of $0.9 million due to completion of San Diego Association of Governments (SANDAG) and State Local Early Action Planning (LEAP) grants related to housing affordability.
- Charges for Current Services—increase of $0.4 million due to approved increases in plan check fees for building plan checks and to align with current fiscal year projections in plan check revenue.
- Fund balance Component Decreases—increase of $0.1 million due to one-time costs associated with negotiated labor agreements.
- Use of Fund Balance—decrease of $1.1 million for one-time labor costs. There are no proposed uses of fund balance in Fiscal Year 2023–24.
- General Purpose Revenue Allocation—increase of $1.1 million to support the addition of 3.00 staff years noted above and salary and benefit increases.

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

Net increase of $2.5 million includes an increase of Salaries & Benefits due to required retirement contributions and negotiated labor agreements, offset by completion of one-time projects related to Climate Action Plan Update, PACE Program and ADU Fee Waiver Program.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Administration	22.00	32.00	33.00	3.1	33.00
Long Range and Sustainability Planning	38.00	48.00	49.00	2.1	49.00
Project Planning	55.00	55.00	54.00	(1.8)	54.00
Land Development	26.00	28.00	30.00	7.1	30.00
Building Services	57.00	62.00	71.00	14.5	71.00
Code Compliance	26.00	34.00	35.00	2.9	35.00
LUEG GIS	9.00	9.00	9.00	—	9.00
SanGIS COSD	4.00	4.00	4.00	—	4.00
Total	**237.00**	**272.00**	**285.00**	**4.8**	**285.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Administration	$ 5,930,490	$ 7,216,135	$ 9,000,299	24.7	$ 9,416,827
Long Range and Sustainability Planning	9,347,183	10,558,479	8,825,135	(16.4)	9,810,577
Project Planning	9,764,765	8,681,433	8,234,814	(5.1)	8,318,358
Land Development	5,541,695	6,073,428	6,679,415	10.0	6,540,323
Building Services	12,102,511	12,622,574	12,349,163	(2.2)	12,948,865
Code Compliance	5,363,386	5,479,788	5,746,805	4.9	6,206,041
LUEG GIS	1,468,330	1,580,536	1,824,028	15.4	1,903,174
SanGIS COSD	1,030,051	996,834	1,087,410	9.1	1,150,970
Total	**$ 50,548,411**	**$ 53,209,207**	**$ 53,747,069**	**1.0**	**$ 56,295,135**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 35,864,335	$ 42,944,563	$ 43,732,611	1.8	$ 47,181,321
Services & Supplies	15,173,164	24,834,845	24,461,476	(1.5)	21,062,712
Capital Assets Equipment	100,000	—	20,000	—	—
Expenditure Transfer & Reimbursements	(589,088)	(14,570,201)	(14,467,018)	(0.7)	(11,948,898)
Total	**$ 50,548,411**	**$ 53,209,207**	**$ 53,747,069**	**1.0**	**$ 56,295,135**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 5,612,082	$ 6,655,410	$ 7,520,112	13.0	$ 8,913,288
Fines, Forfeitures & Penalties	384,886	384,886	384,886	—	384,886
Revenue From Use of Money & Property	10,000	10,000	10,000	—	10,000
Intergovernmental Revenues	2,422,548	2,337,870	1,456,890	(37.7)	1,895,450
Charges For Current Services	15,936,478	18,128,508	18,488,630	2.0	17,994,283
Miscellaneous Revenues	80,000	80,000	80,000	—	80,000
Fund Balance Component Decreases	422,070	422,070	550,145	30.3	422,070
Use of Fund Balance	6,739,615	1,105,237	—	(100.0)	—
General Purpose Revenue Allocation	18,940,732	24,085,226	25,256,406	4.9	26,595,158
Total	**$ 50,548,411**	**$ 53,209,207**	**$ 53,747,069**	**1.0**	**$ 56,295,135**

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COUNTY OF
SAN DIEGO
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Public Works

Mission Statement

Preserve, enhance, and promote quality of life and public safety through the responsible development of reliable and sustainable infrastructure and services.

Department Description

The Department of Public Works (DPW) is responsible for providing reliable infrastructure within our unincorporated communities, which includes County-maintained roads, traffic safety devices, flood control, County airports, and water/wastewater pipelines and facilities. In addition, DPW programs include traffic engineering; land development; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; environmental services; solid waste planning and diversion; closed landfills; wastewater and water systems management; and special district administration.

To ensure these critical infrastructure and sustainability services are provided DPW has 624.00 staff years and a budget of $365.5 million.

2022–23 Anticipated Accomplishments

Equity

DPW applies an equitable lens in service delivery and program design to provide economic opportunities for underserved communities. In accordance with the County's strategic initiative on equity, DPW completed the following:

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovations.
  - Assessed DPW's capital improvement project prioritization process and engaged the public through stakeholder meetings and virtual public workshops to identify opportunities to better address community needs, equity, and underserved communities in the planning and implementation of DPW infrastructure projects.
  - Increased Accessibility for All by upgrading pedestrian pushbuttons at existing traffic signals with Americans with Disabilities Act (ADA)-compliant devices and upgrading equipment at five intersections to improve signal timing.
  - DPW, together with the City of San Diego and the San Diego County Water Authority, continued to support Integrated Regional Water Management (IRWM) with funding and leadership participation. IRWM helps connect underserved communities to State resources for multi-benefit water projects.
  - DPW continued to support the South County Environmental Justice Task Force, whose purpose is to address cross-border flows of trash and sewage.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community
  - Planned, built, and maintained safe infrastructure to promote sustainable community and to improve the quality of life for all residents.
  - Completed infrastructure improvements, prepared site, provided support, and coordinated efforts with multiple departments and Caltrans to convert an excess property at Magnolia Avenue into a safe parking site for people experiencing homelessness. The site, managed by the Office of Homeless Solutions, opened on August 8, 2022 and is the first low barrier shelter in unincorporated East County.
- Economic Opportunity: Advance opportunities of economic growth and development to all individuals and the community.
  - Required DPW construction contractors on projects over $1,000,000, or over $25,000 for projects involving a single construction trade, to utilize a skilled and trained workforce to expand apprenticeship opportunities and provide their employees time off for absences due to medical and other specified conditions.
  - Required DPW lessees to utilize a skilled and trained workforce for construction projects over $1,000,000, or over $25,000 for a single-construction trade project; to pay prevailing wages to construction contractors on projects over $1,000,000 and for traffic control workers; and to provide their employees and contractors time off for absences due to medical and other specified conditions.

- Provided fee waivers for Special Drainage Area fees for accessory dwelling units, making it easier for property owners to construct these structures, especially in underserved communities.

Sustainability

DPW programs implement actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and reduce greenhouse gases (GHGs) that contribute to climate change. In accordance with the County's strategic initiative on sustainability, DPW completed the following:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Improved roadway infrastructure to support the County's GHG measures and enhance safety, accessibility, and walkability on County-maintained roads with a focus on underserved communities in the unincorporated area.
    - Constructed two traffic signals at previously designed intersections from the Traffic Signal Priority List and initiated design for additional eight intersections remaining on the Traffic Signal Priority List in Fiscal Year 2022–23. The construction of traffic signals helps reduce GHG emissions by decreasing vehicle idle times and reducing vehicular delay, as well as prioritizing peak traffic flows.
    - Constructed sidewalks in multiple underserved communities identified in the Pedestrian Gap Analysis (PGA). When completed, these projects will enhance pedestrian safety, accessibility, and walkability.
    - Added 78 miles of bicycle lanes along County-maintained roads to provide facilities for all road users and to continue implementation of the adopted regional bicycle plan. All projects are evaluated for the feasibility of the installation of new or improved bike lanes.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
  - Continued to implement programs in the unincorporated area to improve water quality, meet State mandates, and promote sustainable management of resources.
    - Achieved 89% (944 of 1,061) of County storm drains free of persistent flows from human-generated sources such as irrigation runoff, which can transport pollutants to streams, rivers, and bays. This occurred by reducing the volume of prohibited runoff entering County storm drains as mandated by the State, by engaging businesses, residents, and County staff to incorporate water smart features and best practices.
    - Ensured that 99% (573 of 579) of County storm drain outfalls in watersheds subject to the Bacteria Total Maximum Daily Load are free of sewage during dry weather conditions to protect public health associated with water recreation.
    - Implemented projects on public and private property to capture or treat stormwater runoff from an additional 500 acres in the unincorporated area by June 2024. Currently, there are seven projects in and nearing construction that will meet the goal and will be reported on during the coming year.
    - Retrofitted County storm drains with trash capture devices to achieve the State-mandated target of 8,000 gallons of trash collected per year by 2030, and sponsor watershed cleanup events to collect at least 1 ton of trash per year.
    - Performed stormwater inspections using skilled and certified staff to ensure 100% compliance with the Municipal Separate Storm Sewer System (MS4) permit for private development and capital improvement project construction, as well as residential, municipal, commercial, and industrial land uses. Met in person to provide feedback to construction contractors on stormwater management requirements and best practices, these ongoing inspections helped increase industry knowledge of stormwater management. As a result, the County received no Notices of Violation related to construction site stormwater management.
  - Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2022–23:

- Investigated options and cost for installation of solar panels and/or battery back-up for outlying facilities at Road Stations and wastewater and water facilities. DGS hired consultant services to evaluate sustainability options.
- Worked with General Services to plan installation of electric vehicle (EV) charging equipment at Road Stations and Airports in alignment with Department implementation plans where feasible. EV charging projects have been funded and are in the design phase with construction planned in near term.
- Converted existing fleet vehicles due for replacement in Fiscal Year 2022–23 to Electric Vehicles (EVs) where possible. DPW received 19 all electric vehicles and placed them into service. This meets our annual goal of 17 and additional EVs are expected to arrive soon.

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

- Mid-term: Implemented an Airport Sustainability Management Plan for the County's eight airports. This will be a multiphase effort and will begin with McClellan Palomar Airport with the desired outcome to reduce resource consumption, environmental impacts, and GHG emissions while promoting social responsibility. The plan will help streamline resources, coordinate interdepartmental initiatives, engage stakeholders, and establish guiding principles for all sustainability-related activities. The plan will address facilities and operations both under the County's control and those that are not - such as aircraft operations and private vehicles. The plan will align with the County's Climate Action Plan and Regional Decarbonization Framework and be fully compliant with local, State, and federal requirements, plans, programs, and best practices. Draft guiding documents, including the vision statement, strategic goals, sustainability measures and actions, and outreach plan, were completed. Completion of the draft plan is anticipated by late 2023.
- Long-term: Implemented a 5-year plan to reduce GHG by increasing the department's fleet to hybrid/electrified vehicles to 37% (140 out of 375) by Fiscal Year 2026-27. Currently, the department's fleet is approximately 9% (33 out of 375) hybrid/electric. Year 1 goal has been met. Year 2 vehicles have been ordered to meet the annual goal. Fleet conversion will include mostly mid-sized SUVs and trucks and some construction equipment like forklifts.

- Sustained the vision of the Green Streets Clean Water Plan by designing four new green street projects by Spring 2023 and tracking to complete the construction of seven green infrastructure projects by Spring 2024. Two green street projects were already completed, with a total of nine green streets projects to be completed by 2024. These projects will reduce pollutants from stormwater runoff, resulting in cleaner streams, rivers, and bays. The projects will also provide additional green spaces to reduce the heat island effect, create or enhance habitat for local wildlife and pollinators, and sequester carbon.
- Continued to divert waste from landfills, meet State mandates, and promote sustainable management of resources by implementing measures to meet a waste diversion goal of 80% by 2030.
  - Increased recycling awareness and participation through inspections and/or provision of technical assistance to 500 sites annually. Through these site visits and technical assistance, implement or improve 400 recycling programs annually.
  - Through collaboration with franchise waste collectors and the County's enhanced collector agreement updated in 2021, increased the overall waste diversion rate for materials hauled by these collectors from 28% in 2021 to 29% through the first three quarters of 2022. Hauler diversion rate goals were 28% for 2021 and 38% for 2022. Haulers were challenged by supply chain issues for equipment and a lack of personnel, resulting in delays in rolling out expanded organics collection services. They have submitted plans with timelines to correct these issues.
  - To fulfill state mandates and work toward the County's waste diversion goals, DPW and our franchise haulers implemented organic material recycling collection programs for residents and businesses. Recycling organics also reduces the generation of methane, a potent greenhouse gas created when organic materials are landfilled. Recycling organic materials also produces valuable products (e.g., compost, mulch and renewable energy) which perform multiple ecosystem benefits including improving soil and its water holding capacity, soil erosion, and sequestering carbon emissions.
  - To assist in enhancing and promoting organics recycling at businesses, DPW applied for two California Climate Corps program fellows. If awarded, the fellows would start in September 2023 and for 18 months would work in the Recycling Program to assist businesses in promoting and participating in their organic waste reduction programs.
- Maintained closed solid waste disposal facilities (landfills and burn sites) to protect public health and the environment.
  - All inspections and regulatory reports were completed on time. The department did not incur any monetary enforcement actions from federal, State, or local agencies. However, the Department received three notices of violation, which exceeded the target of zero, due to aging infrastructure. In consultation with regulatory agencies, the department initiated enhanced monitoring, investigations, and repairs to quickly and efficiently address the issues to ensure protection of public health and safety.
  - Continued to explore options for future cleanup and extended use of sites, including a feasibility study and assessing environmental justice and opportunities in traditionally underserved communities.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
  - Continued to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development, communication and outreach,

and customer and stakeholder focus. Team LUEG is comprised of all six LUEG departments and seeks to provide a "service before self" organization that works across departments to meet varying customer needs and ensure a positive customer experience.
    - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Committed to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
    - Continued Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with increasing inventory of affordable housing.
    - Reviewed office spaces and identified where shared spaces or work hubs can be utilized as a result of teleworking. This saved a total of 338,432 vehicle miles traveled (VMT) which equates to 113 metric tons of carbon emitted.

Community

DPW enhances the quality of life for the unincorporated area by implementing programs that encourage participation, protects the safety of residents and the sustainability of communities. DPW leverages infrastructure data overlayed with underserved community data to identify opportunities for enhanced community engagement, outreach, education, and language translation in these communities. Through collaboration, partnership, and meaningful conversations, DPW incorporates input and feedback to improve program and service delivery. DPW also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County's strategic initiative on community, DPW completed the following:

- 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.
    - Expanded stakeholder engagement across all programs, including, but not limited to, coordination with Community Planning and Sponsor Groups, advisory groups, tribal communities and the public during project planning, prioritization, and implementation.
    - Enhanced GIS capabilities to identify and prioritize improvements to assets and services in underserved communities with an emphasis on road, pedestrian, and flood hazard safety.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness, and regional readiness to respond to a disaster.
    - Within the first year of their employment, 100% (50 of 50) of all new permanent, full-time DPW employees were trained to respond to emergencies, either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergencies.
    - Addressed gaps in the ALERT flood hazard warning system in underserved areas by analyzing locations of existing rain, stream and lake-level gauges, and engaging with DPW road crews and emergency agencies to assess areas of concern.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Participated in a joint program through LUEG and the San Diego Workforce Partnership to provide career development and internship opportunities to youth from underserved communities in the County. While providing career coaching, job skills and development for future employment. Hosted two youth interns in DPW's Watershed Protection and Solid Waste Planning & Recycling programs to connect youth to the benefits of providing service to the public.
    - Continued to implement an infrastructure project prioritization process that assesses technical merits, safety, liability, regulatory compliance, and needs in traditionally underserved communities. Also expanded DPW's commitment to facilitating a dialogue with the public about community infrastructure needs and priorities by conducting virtual workshops with language translation services available and other focused meetings with community and industry groups.
    - Maintained County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety, and improve accessibility to transportation facilities.
        - Implemented the sixth year of a multi-year program to improve the County's average Pavement Condition Index (PCI) to 70. Based on the projected funding for

Fiscal Year 2022–23, the goal to achieve a PCI of 68 has been met to continue to provide safer and improved roadways.
  - Improved and installed pedestrian ramps in Spring Valley, Bonita, Lakeside, Valley Center, Fallbrook and others to meet ADA standards in conjunction with DPW's multi-year road resurfacing program.
  - Conducted outreach with relevant stakeholders and community members to further understand areas to improve transportation accessibility.
- Maintained safe and reliable drinking water supplies for underserved communities.
  - Improved the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard. DPW took ownership of the deteriorated water system from the bankruptcy court and continues to operate, maintain, and make improvements to the water system to meet State Waterworks Standards. Work this year included construction of a new well and emergency generator to provide a resilient water supply. In addition, DPW designed improvements that included a new water storage tank, up to 9,000 linear feet of water pipe replacement, booster pump station upgrades, and site electrical and equipment control and monitoring improvements.
  - Supported the Campo Water Maintenance District by planning and implementing improvements to provide operational efficiencies and enhance the safety, reliability, and sustainability of the community water system, and initiate a financial study to support the water customers of Camp Lockett and the Camp Lockett Master Plan/Overlay Zone that was approved by the Board of Supervisors on December 9, 2020.
- To prevent health risks to the public and protect the environment, operated the County Sanitation District sanitary sewer system with zero Sanitary Sewer Overflows that reach surface waters, such as rivers, lakes, and the ocean.
  - Cleaned 390 miles of 12-inch diameter or smaller sewer lines to prevent overflows from clogs.
  - Inspected 25 miles of high-risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs. High risk locations prioritized based on a number of factors, including proximity to a water way or other critical community resources.
  - Used remote monitoring technology at critical sewer facility locations to provide early warning of potential sanitary sewer overflows.
- Ensured that County bridges are safe for public use by identifying community hazards that impact quality of life.
  - Reviewed 74 reports for County bridges that were inspected and identified as needing repair or replacement in the Federal Highway Bridge Program. Requested funding for a Capital Project for 29 bridges, including Lake Wohlford Bridge over Escondido Creek, to conduct work to maintain safety for the traveling public. Referred minor maintenance work on 34 bridges to DPW's field crews.
  - DPW road crews continued working with law enforcement and other agencies to ensure safe, open roads within 24 hours after the end of an emergency 100% of the time by implementing an immediate response to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees, or vehicle accidents.
  - At County airports, continued to sustain an efficient inspection and maintenance program that achieves at least a 95% runway availability rate at the five largest airports, which supports emergency responders, local, regional, and international businesses and aviators. This goal also maintains our compliance with the FAA grant assurances for continued airport operations and maintenance funding.
  - Maintained an effective map checking system to provide 100% of map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records. This continued to support planning, development, infrastructure, and services that strengthen the local economy and increase consumer and business confidence.
- Increased Accessibility for All by upgrading pedestrian pushbuttons at existing traffic signals with Americans with Disabilities Act (ADA)-compliant devices and upgrading equipment at five intersections to improve signal timing.

- Communications: Create proactive communication that is accessible and transparent.
  - Ensured that 100% of public notices for County-initiated projects and programs are translated into the threshold languages to ensure ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language.
  - Offered interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in, or using County services or programs.

Empower

DPW empowers its workforce and operations by providing opportunities for staff development and securing continuity of operations for critical road, drainage, sewer and water infrastructure. DPW fosters new ideas, implements best practices,

and pursues innovation through collaboration with stakeholders, community partners, staff, and other public works agencies. DPW engages employees by holding meetings where information, ideas and perspectives are shared, such as annual meetings with the director, departmental and divisional "all hands" meetings, and regular supervisor and staff meetings. In accordance with the County's strategic initiative on empower, DPW completed the following:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Promoted Justice, Equity, Diversity, Inclusion and Belonging of staff as high priorities by regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for DPW's diverse customers.
  - Expanded department commitment to Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that require changes to provide the highest level of service for DPW's customers; utilizing community assessment methods to identify the community needs, and training staff on Justice, Equity, Diversity, Inclusion, and Belonging to increase awareness and inclusivity when serving DPW's diverse customers.
  - Increased trauma-informed services as part of the County culture. DPW employees are encouraged to understand the impact trauma has on vulnerable and at-risk populations. Employees are also empowered to promote self-care, self-awareness, and resiliency in traumatic times. To ensure DPW's employees are equipped to deliver trauma-informed service, they are encouraged to engage and integrate the shared vision of a just, sustainable, and resilient future for all. All new employees are required to complete the "Growing Resiliency within a Trauma Informed Lens eLearning 101" online training course.
  - Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPW's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DPW's essential work into a common space that can benefit other departments.
  - Continued to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
  - Engaged in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
    - Continued to engage management during leadership meetings through exposure to various topics that enhance management skills.
    - Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
  - Promoted employee professional development, technical competence, and leadership effectiveness through an ongoing training and safety program.
    - Supported staff development by providing opportunities to attend preparatory training for required licenses and certificates.
    - Ensured 100% (57 of 57) of DPW's designated Contracting Officer Representatives (COR) attended COR I or COR II training as assigned to improve contract management.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Identified audit recommendations and implemented program enhancements to maintain transparency and fiscal integrity.
    - The County uses special districts as a funding mechanism to provide services, such as private road maintenance, flood control, sanitation, and landscape services. Continued to implement strategic plans to ensure revenues are adequate for services and analyze impacts in traditionally underserved communities.
    - Enhanced transparency and accountability by posting special district budgets and customer rates online with translation options.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conducted a cost-benefit analysis that showed efficiencies could be found by leveraging contracts for road maintenance in the Permanent Road Division Program.
  - Engaged in LUEG-wide communication effort to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPW's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helped bring DPW essential work into a common space that can benefit other departments.

Justice

DPW supports the County's commitment to create a more sustainable community for residents and visitors by undertaking actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and combat climate change.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
  - DPW continued to support the South County Environmental Justice Task Force, whose purpose is to address cross-border flows of trash and sewage.

2023–25 Objectives

Equity

DPW applies an equitable lens in service delivery and program design to provide critical infrastructure for underserved communities. In accordance with the County's strategic initiative on equity, DPW will complete the following:

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Upgrade pedestrian pushbuttons at existing traffic signals with ADA-compliant devices and upgrade equipment at five intersections to improve signal timing and support accessibility for all road users.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Support Housing and Community Development Services by completing timely environmental review of grants and affordable housing development loans that benefit low-income communities and households. On average, DPW reviews more than 130 projects annually, including federal programs like Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Solutions Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and HUD Project Based Vouchers (PBV), and State programs such as No Place Like Home and Permanent Local Housing Allocation.
  - Identify, prioritize, and seek opportunities to install public improvements within VMT efficient and infill areas and in transit opportunity areas to promote public-private partnership. This will help identify the needs to incentivize future development of a range of housing types, including affordable housing, and housing more likely to be achievable to persons earning middle-income.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - To reduce the cost of conducting land surveys on private property in underserved communities, replace historic markers that are used to delineate property lines in those communities. Ensure at least one-third of survey marker replacement projects are located within or benefit underserved communities. Three (3) of 8 projects are planned for underserved communities.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Continue to implement an infrastructure project prioritization process that assesses technical merits, safety, liability, regulatory compliance, and needs in traditionally underserved communities while expanding DPW's commitment to facilitating a dialogue with the public about community members' infrastructure needs and priorities through workshops and meetings offering language interpretation.

Sustainability

DPW programs undertake actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and reduce GHGs. In accordance with the County's strategic initiative on sustainability, DPW will complete the following:

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - The County uses special districts as a funding mechanism to provide enhanced services, including private road maintenance and landscape services to a diverse group of over 7,700 property owners across 70 special districts. Improve transparency, accountability, and community engagement by improving online information, in the County's established threshold languages, and finalizing long-range maintenance plans for all private road and landscape maintenance districts by Fiscal Year 2024–25.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Improve roadway infrastructure to support the County's GHG measures and enhance safety, accessibility, and walkability on County-maintained roads with a focus on underserved communities in the unincorporated area by implementing the adopted Local Road Safety Plan.

- The construction of new traffic signals and optimization of existing traffic signals helps reduce GHG emissions by decreasing vehicle idle times and reducing vehicular delay, as well as prioritizing peak traffic flows. Construct 10 priority traffic signals and optimize existing traffic signals on three road corridors by Fiscal Year 2024–25.
- Construct sidewalks in two underserved communities identified in the County's Local Road Safety Plan. When completed, these projects will enhance pedestrian safety, accessibility, and walkability.
- Add bicycle lanes along County-maintained roads in two underserved communities with documented higher than expected collisions and provide facilities for all road users.

- Move toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2023–24:

- Investigate options and cost for installation of solar panels and/or battery back-up for outlying facilities at Road Stations and wastewater facilities.
- Work with General Services to plan the installation of EV charging equipment at two Road Stations in alignment with Department implementation plans where feasible.
- Convert at least 17 fleet vehicles due for replacement in Fiscal Year 2023–24 to electric.
- Send all staff with purchasing responsibilities to an Environmental Preferable Purchasing (EPP) training.

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

- Mid-term: Implement an Airport Sustainability Management Plan for the County's eight airports to reduce resource consumption, environmental impacts, and GHG emissions while promoting social responsibility.
- Long-term: Continue to implement a 5-year plan to reduce GHG by increasing the department's fleet to hybrid/electrified vehicles to 37% (140 out of 375) by Fiscal Year 2026-27. Fleet conversion will include mostly mid-sized Sports Utility Vehicle (SUVs) and trucks and some construction equipment, like forklifts.

- To reduce greenhouse gas emissions, conserve limited landfill capacity, meet State recycling mandates, and promote sustainable management of resources, implement measures to achieve an 80% waste diversion goal by 2030.
  - Complete annual score cards for 100% (8 of 8) of haulers to ensure they are effectively implementing franchise agreement waste diversion performance standards.
  - Ensure 100% (8 of 8) of haulers increase their diversion rate annually or work with them to implement additional programs to ensure they meet their diversion goals.
  - Mail informational flyers to all properties in the unincorporated area to increase recycling knowledge in the County's established threshold languages.
  - Complete 125 educational presentations to at least 5,000 attendees in the County's established threshold languages
  - Complete 500 technical assistance/ inspection site visits.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Maintain closed solid waste disposal facilities (landfills and burn sites) to protect public health and the environment through monitoring and maintenance plans to comply with federal, State, and local requirements with a goal of zero notices of non-compliance/violation.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - To improve the quality of water in local streams, rivers, and bays, manage stormwater and urban runoff from the County storm drain system.
    - To meet State-mandated requirements to eliminate bacteria that threatens public health, reduce number of outfalls that show presence of sewage in dry weather runoff by 100% in the San Diego River, San Luis Rey, San Dieguito, and Los Peñasquitos watersheds.
    - Reduce the number of outfalls that have persistent flows attributable to human-generated sources during dry weather conditions by 100%.
    - Retrofit 100% of unincorporated community storm drains that are required to have trash capture devices in accordance with the schedule in recent State regulations.
  - To remove pollution from runoff, deliver stormwater capital projects and programs to enhance water quality while simultaneously introducing community benefits.
    - Design and construct new green infrastructure projects; consider potential to increase community benefits (e.g., active transportation, stormwater capture and reuse, trees and green spaces, etc.) through implementation of these projects.
    - Deliver projects on private property to capture or treat stormwater runoff from an additional 500 acres in the unincorporated area by June 2024.

- Decrease amount of imported water use by distribution of rain barrels.
- Protect public and environmental health by reducing the threat to water quality by ensuring 100% stormwater compliance with applicable federal, State, and local stormwater standards for public works infrastructure and private development projects.

Community

DPW enhances the quality of life for the unincorporated area by implementing programs that encourage participation and protect the safety of residents and the sustainability of communities. DPW compares infrastructure locations to underserved communities to identify opportunities for enhanced community engagement, outreach, education and language translation in these communities. Through collaboration, partnership, and meaningful conversations, DPW incorporates input and feedback for improve program and service delivery. DPW also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters. In accordance with the County's strategic initiative on community, DPW will complete the following:

- Engagement: inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Expand stakeholder engagement across all programs, including, but not limited to, coordination with Community Planning and Sponsor Groups, advisory groups, and the public during project planning, prioritization, and implementation.
    - Enhance transparency and public access to information on DPW's planned and ongoing capital improvements through a website which will allow users to view current and future projects and provide input to help determine infrastructure priorities in their communities.
    - The County uses special districts as a funding mechanism to provide enhanced services, including private road maintenance and landscape services to a diverse group of over 7,700 property owners across 70 special districts. Enhance community engagement and transparency by providing online information about budgets, project timelines, and other key information that may be of interest to the community with a goal of finalizing long-range maintenance plans by Fiscal Year 2024–25.
- 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.
  - Protect lives and property by delivering a reliable and effective flood control program.
    - Proactively maintain flood control infrastructure by completing 100% of scheduled inspections and cleaning of the flood control system to ensure it can perform properly during storm events, including 2079 storm drain inlet inspections, 56.6 miles of the County's Municipal Separate Storm Sewer System (referred to as the MS4, that is the conveyance that transports storm runoff to a receiving water body or stream), and 4.5 miles of open channels.
    - Develop a program to video all underground infrastructure in the flood control system. Research additional cross-departmental coordination and additional resources (staff, equipment, training, contracts and funding) needed for potential implementation in Fiscal Year 2024–25.
    - Educate 100% of unincorporated residents and businesses located in floodplains and floodways on flood risk reduction by conducting annual mailing to 100% of property owners in mapped floodplains in the County's established threshold languages.
    - Provide timely notifications to affected communities by posting social media messaging for 100% of National Weather Service potential flash flooding forecasts which automatically present in Facebook and Twitter users' selected language.
    - Conduct outreach to communities in the vicinity of County's ALERT flood hazard warning system web cameras located at low water road crossings to increase awareness of crossing safety and road closure information available to their community.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - To ensure public infrastructure delivered by private developers meets applicable standards and regulations and conduct regular field inspections of private development projects.
  - To increase awareness and support for County initiatives related to water resources, collaborate with unincorporated communities on water quality and water supply issues.
    - Host and encourage the community to participate in watershed cleanup events.
    - Expand outreach strategy efforts on the current stormwater capture incentives programs in unincorporated communities. Identify gaps and ways

the County can expand and enhance programs by identifying funding mechanisms and guidelines for new pilot programs.
    - Improve existing educational campaigns to enhance messaging related to water conservation, in the County's established threshold languages.
- Reduce the cost of future private and public property land surveying by ensuring the accuracy of current surveys through mandated reviews by achieving 100% of map reviews and comments within 20 working days (10-days for re-submittals) for professional submittals of Records of Survey and Corner Records in accordance with State law.
- Deliver safe and reliable operating environment to Airport users by proactively maintaining airfield infrastructure.
    - Sustain an efficient inspection and maintenance program that achieves at least a 95% runway availability rate at the five largest airports, which supports emergency responders, local, regional, and international businesses and aviators.
    - Apply for 100% of eligible Federal Aviation Administration (FAA) grant funds through Airport Capital Improvement Program (ACIP).
- Operate the public sewer infrastructure in unincorporated communities to ensure zero sewer spills into lakes, rivers, and other surface waters.
- Install 70 SmartCovers and monitor critical sewer locations to provide early warning of potential sanitary sewer overflows.
    - Clean 100% (390 of 390) miles of small diameter sewer lines and conduct 25 miles closed-circuit TV (CCTV) inspections to help prevent overflows from clogs.
    - Inspect two miles of high-risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs. High risk locations prioritized based on a number of factors, including proximity to a water way or other critical community resources.
- Maintain safe and reliable drinking water supplies for underserved communities of Campo and Boulevard (Live Oak Springs).
    - Improve the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard.
    - Support the Campo Water Maintenance District by planning and implementing improvements to provide operational efficiencies and enhance the safety, reliability, and sustainability of the community water system, and complete a financial study to support the water customers of the Camp Lockett Redevelopment Plan.
- Operate a resilient water system for underserved communities in Campo and Boulevard (Live Oak Springs) by completing 100% of planned systemwide water improvement projects which includes the construction of new potable water wells, water reservoir tanks, booster pump stations, electrical improvements, and water distribution pipeline by 2026.
- Maintain County roadway infrastructure in good condition to reduce impacts to pedestrians, bicyclists and vehicles, enhance road safety, and improve accessibility to transportation facilities and promote multi-modal transportation activities.
    - Implement the seventh year of a multi-year program to improve the County's average Pavement Condition Index (PCI) to 70 by Fiscal Year 2024–25, with a goal of achieving an average PCI of 69 for Fiscal Year 2023–24.
    - Ensure roads are opened within 24 hours after the end of an emergency 100% of the time by implementing an immediate response to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees, or vehicle accidents.
    - Update the Local Road Safety Plan annually by reviewing the CalEnviroScreen 4.0 and Healthy Places Index and collision metrics to prioritize publicly funded pedestrian and bicycle infrastructure projects in underserved communities.
- Identify and cultivate relationships with a diverse set of community partners and stakeholders that represent the culture and ethnicities that make up the communities we serve, with an emphasis on community trusted partners that represent all County threshold languages.

- 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, helping shape, or using County services or programs.
    - Ensure 100% of public notices for County-initiated projects and programs are translated into the County's established threshold languages to provide the ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Continue to participate in the East County Advance Water Purification, Solid Waste Technical Advisory Committee, and Building Better Roads working group to benefit the region.
    - DPW, together with the City of San Diego and the San Diego County Water Authority, continue to support Integrated Regional Water Management (IRWM) with resourc-

ing and leadership time. IRWM helps connect underserved communities to State resources for multi-benefit water projects.

- DPW, together with the incorporated cities, the Port of San Diego and the San Diego Airport Authority, continue to collaborate on actions in support of the regional stormwater permit.

Empower

DPW empowers its workforce and operations by providing opportunities for staff development and securing continuity of operations for critical road, drainage, sewer, and water infrastructure. DPW fosters new ideas, implements best practices, and pursues innovation through collaboration with stakeholders, community partners, staff, and other public works agencies. DPW engages employees by holding meetings where information, ideas, perspectives are shared, such as annual meetings with the director, departmental and divisional "all hands" meetings, and regular supervisor and staff meetings. In accordance with the County's strategic initiative on empower, DPW will complete the following:

- 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.
  - Promote Justice, Equity, Diversity, Inclusion, and Belonging of staff as high priorities by regularly discussing the importance of these values in staff meetings at all levels of the department, including any "all hands" staff meetings; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff becomes better prepared to maintain exceptional service levels for DPW's diverse customers.
  - Engage in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlights DPW's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter will help bring DPW's essential work into a common space that can benefit other departments.
  - Continue to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remains a priority while supporting employee well-being and our sustainability goals.
  - Engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to public service.
    - Continue to engage management during leadership meetings through exposure to various topics that enhance management skills.
    - Supervisors continue to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
  - Promote employee professional development, technical competence, and leadership effectiveness through a training and safety program that ensures 100% of annual mandatory trainings are completed.
    - Support staff development by providing opportunities to attend preparatory training for required licenses and certifications.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Improve program information on public websites to maintain transparency and accountability.
  - Maintain targeted reserve levels for the Environmental Trust Fund to ensure long-term fiscal sustainability and adequate funds for financial assurances related to closure, post-closure and corrective actions for the San Marcos Landfill.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Participate in internal roundtables to implement best practices for environmental review (CEQA), fleet, and water quality projects to achieve organizational excellence.
    - With DEHQ, DPW will continue to co-chair the Roundtable Forum for Water Sustainability and explore opportunities to develop and implement a 'One Water' strategy that emphasizes the interconnectivity of various water-related programs and identifies opportunities to enhance program performance.
    - DPW will continue to participate in the CEQA Roundtable and coordinate the CEQA Practitioners meetings in support of training, sharing best practices, and consistency across the departments. DPW will continue to participate in the Land Acquisitions Roundtable, supporting DPR in updating acquisition

criteria to ensure the County achieves the best results with respect to the Climate Action Plan Update and the Regional Decarbonization Framework
- Expand department commitment to Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that require changes to provide the highest level of service for DPW's customers; utilizing community assessment methods to identify the community needs, and training staff on Justice, Equity, Diversity, Inclusion and Belonging to increase awareness and inclusivity when serving DPW's diverse customers.

Justice

DPW supports the County's commitment to create a more sustainable community for residents and visitors by undertaking actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and combat climate change.

- Environmental: Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Enhance GIS capabilities to identify and prioritize improvements to assets and services in underserved communities, with an emphasis on road, pedestrian, and flood hazard safety.

Related Links

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

- www.sdcounty.ca.gov/dpw

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Engage businesses, residents and County staff to promote clean water so that water quality will be improved by achieving a reduction in urban runoff (i.e., pollution) into County storm drains that continually flow during dry weather, indicating that the flow is not caused by rain, but by human activity (e.g., car washing, lawn watering, etc.)	11%	100%	100%	100%	100%
Divert waste from landfills, meet State mandates, and promote sustainable management of resources by evaluating 100% of franchised waste haulers performance through the use of annual score cards.[1]	N/A	N/A	N/A	100%	100%
Maintain closed solid waste disposal facilities to protect public health and the environment with a goal of zero notices of non-compliance/violation.[1]	N/A	N/A	N/A	0	0
To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons	0	0	0	0	0
To ensure public safety, if any of the 208 eligible County bridges are inspected and identified as needing repair or replacement in the Federal Highway Bridge Program, timely request funding for a CIP project to proactively conduct any necessary work to maintain the safety for the traveling public.[2]	100%	100%	100%	N/A	N/A

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours after the end of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters.	100%	100%	100%	100%	100%
Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the Countyís five largest airports which support emergency responders, local, regional, and international businesses and aviators	99%	95%	95%	95%	95%
Maintain County roadway infrastructure in good condition to provide for reduced impact to vehicles, to enhance roadway safety, and provide for improved transportation facilities for customers. This will be accomplished by implementing a multi-year program to increase the PCI from 60 to 70	67 PCI	68 PCI	68 PCI	69 PCI	70 PCI
Reduce the cost of future private and public property land surveying by ensuring the accuracy of current surveys through mandated reviews by achieving 100% of map reviews and comments within 20 working days (10-days for re-submittals) for professional submittals of Records of Survey and Corner Records in accordance with State law.[1]	N/A	N/A	N/A	100%	100%
Proactively maintain flood control infrastructure by completing 100% of scheduled planned inspections and cleaning of the flood control system to ensure it can perform properly during storm events.[1]	N/A	N/A	N/A	100%	100%

Table Notes

[1] A new goal was added for Fiscal Year 2023–24 and 2024–25.

[2] Goal discontinued after Fiscal Year 2022–23.

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

Staffing

Net increase of 14.00 staff years

- Increase of 7.00 staff years in the Road Program
  - Increase of 3.00 staff years to support Capital Improvement Program (CIP)
  - Increase of 1.00 staff year in Department Administration to support financial services
  - Increase of 1.00 staff year in Flood Control Engineering to support flood control operations
  - Increase of 1.00 staff year to support traffic engineering
  - Increase of 1.00 staff year due to a transfer from DPW General Fund Activities Program
- Net Increase of 1.00 staff year in General Fund Activities Program
  - Increase of 2.00 staff years to ensure compliance with stormwater Bacteria Total Maximum Daily Load (TMDL) requirements
  - Decrease of 1.00 staff year to a position transfer to the Road Program
- Increase of 2.00 staff years in Closed Landfill Program to support Closed Landfills operations
- Increase of 2.00 staff years in the Airports Program to support Airport operations
- Increase of 1.00 staff year in the Waste Planning and Recycling Fund due to the transfer from Department of Environmental Health and Quality Household Hazardous Program
- Increase of 1.00 in the Wastewater Management Program to support Wastewater Management administration services

Expenditures

Net increase of $21.1 million

- Salaries & Benefits—Net increase of $4.4 million due to the additional staff years noted above and negotiated labor agreements.
- Services & Supplies—Net increase of $42.9 million
  - $17.8 million increase in contracted road services and consultant contracted services in the Road Program
  - $12.3 million increase in professional & specialized services in one-time projects for Watershed Protection Programs
  - $3.7 million increase in Public Liability Insurance Premium
  - $3.3 million increase in major maintenance projects for Closed Landfills
  - $2.8 million increase due to the completion of routine major maintenance improvements, trash and landscaping services
  - $2.2 million increase in program support cost related to information technology, administrative services, supplies, utilities, fleet, and facility management
  - $1.2 million increase in inter-departmental support from other County departments
  - $0.7 million increase in professional & specialized consultant contracts in the Sanitation District
  - $0.2 million increase in Airports Program contracted services due to U.S. Customs anticipated cost
  - $1.0 million decrease in consultant contract and security system contracted services in the Airports Program due to completion of one-time projects and updated contract terms
  - $0.3 million decrease in maintenance of equipment to align budgets with historical actual cost
- Other Charges—Net increase of $2.5 million
  - Increase of $2.5 million due to right-of-way costs of Road Program projects
  - Increase of $0.2 million due to structures depreciation in the Airports Program
  - Decrease of $0.2 million due to payment of California Energy Commission (CEC) loan in the Street Lighting District
- Capital Assets/Land Acquisition—Decrease of $9.8 million
  - Decrease of $8.4 million for capital projects in the Sanitation District
  - Decrease of $1.4 million for capital projects in the Airports Program
- Capital Assets Equipment—Decrease of $1.6 million due to completion of one-time vehicle and equipment purchases
- Expenditure Transfer & Reimbursements—Increase of $7.4 million associated with centralized General Fund support of the Watershed Protection Program and Campo Water Systems Districts. Since this is a transfer of expenditures, it has a net effect of a decrease in expenditures. The funding is supported by resources in Countywide Finance Other.
- Operating Transfers Out—Net decrease of $9.9 million
  - Decrease of $8.5 million in Operating Transfers Out from the General Fund due to the completion of one-time transfers to the Road Program for new bike lanes and sidewalks, Live Oaks Springs Water and Campo Water Systems Districts for improvement projects and from Watershed Protection Program to the Sanitation District for capital projects
  - Decrease of $1.0 million due to the completion of one-time transfers from Wastewater Management Fund to the Sanitation District
  - Decrease of $0.5 million in the Road Program for the completion of one-time purchase of vehicles
  - Increase of $0.1 million in Closed Landfills for the purchase of vehicles

Revenues

Net increase of $21.1 million

- Taxes Current Property—Increase of $1.3 million primarily due to projected taxes from property owners for Harmony Grove Village Community Facilities District, Flood Control District, Permanent Road Division and Street lighting District
- Taxes Other Than Current Secured—Increase of $2.8 million due to the increase of TransNet-funded projects in the Road Fund
- Revenue from Use of Money & Property—Increase of $3.0 million
  - $2.1 million in revenue from rents, leases, and landing fees in County Airports
  - $0.4 million in vehicle usage rental revenue in the Equipment ISF Program
  - $0.4 million in revenue from Interest on Deposits to align budget with historical actuals
  - $0.1 million in interest on deposit
- Intergovernmental Revenue—Net increase of $3.8 million
  - Increase of $11.1 million
    - $5.7 million in Federal Highway Planning and Construction revenue due to Federal Highway Administration projects in the Road Fund
    - $4.4 million in the anticipated gas tax receipts from the Highway User's Tax Account and Road Repair Accountability Act of 2017
    - $1.0 million in federal grant funding due to capital projects in Airport Enterprise fund
  - Decrease of $7.3 million
    - $3.2 million for completed Ramona Airport median paving funded by Cal Fire
    - $2.4 million for completed ARPA infrastructure projects

- $1.6 million in State grant funding primarily due to the completion of capital projects in the Road Program
- $0.1 million in Federal Community Development Block Grant revenue

- Charges for Current Services—Net decrease of $2.2 million
  - Decrease of $6.8 million
    - $5.9 million to align Environmental Trust Fund revenue transfer with the proper account
    - $0.5 million for work funded by General Fund
    - $0.2 million in Planning & Engineering Services to align revenue where revenue is earned
    - $0.1 million for work funded by Internal Service Funds
    - $0.1 million for work funded by Airport Enterprise Fund
  - Increase of $4.6 million
    - $1.4 million for work funded by Special Districts
    - $1.3 million in recycling solid waste tonnage fees in the Solid Waste Management Program due to increase in Consumer Price Index (CPI) and anticipated increase in franchise hauler collection of waste, recyclables and organic materials
    - $0.7 million for anticipated capital projects funded by Transportation Impact Fee (TIF) and developer contribution in the Road Program
    - $0.5 million in Services to Property Owners mainly due to land development activities
    - $0.4 million for work funded by Inactive Waste Fund
    - $0.2 million in increase in U.S. Customs activities in the Airports Program
    - $0.1 million in sewer service charges in the Sanitation District
- Miscellaneous Revenues—Net Increase of $8.5 million
  - Increase of $8.9 million due to Environmental Trust Fund revenue to support the Closed Landfills operations and maintenance
  - Decrease of $0.4 million due to the completion of one-time transfer for tribal funded capital projects
- Other Funding Sources—Decrease of $9.9 million
  - $9.6 million for one-time transfers for General Fund Program for projects that require capitalization
  - $0.3 million in Equipment ISF Program due to completion of one-time vehicle and equipment purchases
- Fund Balance Component Decreases—Decrease of $2.9 million due to the reduced use of the Committed Road Fund balance associated with the $28.0 million General Fund contribution for the Road Resurfacing program.
- Use of Fund Balance—Net increase of $15.9 million mostly due to increase funding for one-time capital projects. A total of $55.8 million is budgeted.
  - $27.6 million for capital improvement projects in the Road Program
  - $6.7 million for road maintenance in the Permanent Road Divisions
  - $5.8 million for depreciation expense and major maintenance in the Airports Program
  - $4.9 million for capital improvement projects and depreciation expense in the San Diego County Sanitation District
  - $3.6 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
  - $2.5 million for contracted services to support road, culvert maintenance, and field engineering services in the Road Program
  - $1.4 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
  - $0.8 million for public liability insurance
  - $0.8 million for asset management improvements in the Street Lighting District
  - $0.7 million for mitigation land purchases
  - $0.5 million for new major maintenance projects in the Flood Control District
  - $0.3 million for one-time information technology projects
  - $0.1 million for maintenance costs in the Harmony Grove Community Facilities District
  - $0.1 million for preservation of survey monuments in the Road Program
- General Purpose Revenue Allocation—Increase of $0.8 million due to negotiated labor agreements and required retirement contributions and the addition of 2.00 new staffs in the General Fund Activities Program to ensure compliance with the Stormwater Bacteria TMDL requirements.

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

Net decrease of $32.1 million primarily due to completion of one-time projects such as right-of-way easement acquisitions, Watershed Protection Program and improvements to the Campo Water System in Fiscal Year 2023-24 offset by increases in salaries and benefits costs and new capital projects in Airport Programs.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Road Program	383.00	415.00	422.00	1.7	422.00
Solid Waste Management Program	25.00	25.00	28.00	12.0	28.00
General Fund Activities Program	71.00	79.00	80.00	1.3	80.00
Airports Program	37.00	39.00	41.00	5.1	41.00
Wastewater Management Program	54.00	52.00	53.00	1.9	53.00
Total	**570.00**	**610.00**	**624.00**	**2.3**	**624.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Road Program	$ 167,276,459	$ 187,838,742	$ 213,223,620	13.5	$ 180,242,033
Solid Waste Management Program	10,487,720	10,386,196	15,870,758	52.8	14,833,546
General Fund Activities Program	44,455,952	22,993,546	23,899,727	3.9	25,050,209
Airports Program	25,497,844	26,649,020	25,452,916	(4.5)	37,537,624
Wastewater Management Program	12,564,889	12,614,245	11,442,592	(9.3)	12,493,215
Sanitation Districts	61,560,684	48,917,071	40,658,063	(16.9)	37,867,582
Flood Control	7,273,473	9,584,278	8,148,708	(15.0)	7,246,070
County Service Areas	392,247	384,748	416,327	8.2	424,255
Street Lighting District	2,838,156	2,360,430	2,480,670	5.1	2,489,628
Community Facilities Districts	924,271	1,020,195	1,184,937	16.1	974,985
Permanent Road Divisions	7,036,147	6,220,530	8,510,480	36.8	1,832,296
Equipment ISF Program	15,424,700	15,438,000	14,223,000	(7.9)	12,370,000
Total	**$ 355,732,542**	**$ 344,407,001**	**$ 365,511,798**	**6.1**	**$333,361,443**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 86,544,795	$ 94,907,568	$ 99,280,017	4.6	$ 106,812,400
Services & Supplies	204,780,453	220,678,453	263,592,454	19.4	191,893,430
Other Charges	13,124,867	12,592,905	15,120,444	20.1	13,923,235
Capital Assets/Land Acquisition	33,433,000	19,766,478	9,994,362	(49.4)	18,300,000
Capital Assets Equipment	6,440,800	5,156,700	3,578,115	(30.6)	1,672,000
Expenditure Transfer & Reimbursements	(18,264,514)	(27,640,981)	(35,067,972)	26.9	—
Operating Transfers Out	29,673,141	18,945,878	9,014,378	(52.4)	760,378
Total	**$ 355,732,542**	**$ 344,407,001**	**$ 365,511,798**	**6.1**	**$ 333,361,443**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 7,696,777	$ 8,041,024	$ 9,324,634	16.0	$ 9,867,135
Taxes Other Than Current Secured	12,424,597	11,052,771	13,832,251	25.1	13,832,251
Licenses Permits & Franchises	6,000,000	6,000,000	6,010,000	0.2	6,010,000
Fines, Forfeitures & Penalties	80,323	80,458	80,458	—	80,458
Revenue From Use of Money & Property	26,229,559	27,013,122	30,064,657	11.3	30,069,856
Intergovernmental Revenues	120,147,175	140,872,153	144,661,284	2.7	157,623,157
Charges For Current Services	70,663,506	74,179,907	71,957,665	(3.0)	73,008,582
Miscellaneous Revenues	786,250	815,150	9,356,592	1,047.8	8,615,299
Other Financing Sources	29,673,141	18,945,878	9,014,378	(52.4)	760,378
Fund Balance Component Decreases	4,492,541	3,096,914	227,843	(92.6)	227,843
Use of Fund Balance	64,176,454	39,923,357	55,832,005	39.8	17,343,435
General Purpose Revenue Allocation	13,362,219	14,386,267	15,150,031	5.3	15,923,049
Total	**$ 355,732,542**	**$ 344,407,001**	**$ 365,511,798**	**6.1**	**$ 333,361,443**

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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

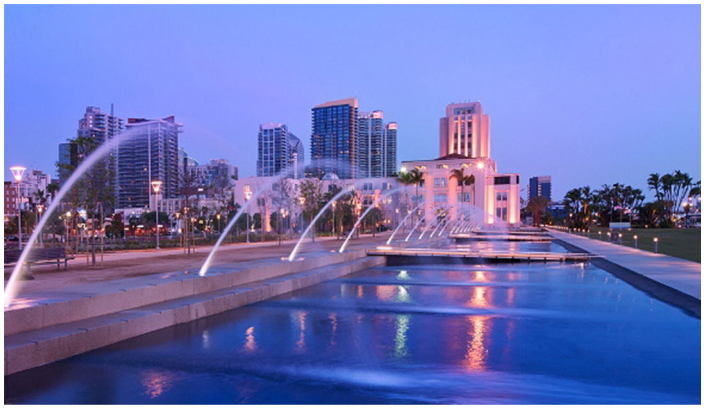
The Finance and General Government Group (FGG) provides critical infrastructure, essential support services, and a wide range of public services that impact all San Diego County communities and residents. These public services include voter registration and elections, passport applications, vital records,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

FGG maintains and continually strengthens the financial and operational backbone of the County and is responsible for providing enterprise human resources services, information technology, 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 1,967.00 staff years and a budget of $889.5 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.



Finance and General Government Group Departments

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

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). As a part of these efforts, 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 Black, Indigenous and People of Color (BIPOC), low income, and other communities historically and currently suffering from inequalities and inequities. The Budget Equity Assessment Tool focuses on four main strategies: (1) Applying an equity lens in all our departments, (2) Utilization of department specific equity data, (3) Strengthening community engagement, and (4) Ensuring accountability. Based on feedback gathered through internal listening sessions, the process was improved upon for the Fiscal Year 2023–24 budget cycle. New this year, a Budget Equity Questionnaire was added to align with the Five Year Financial Forecast to allow for the results to be considered earlier in the financial and strategic planning process. The process will continue to evolve and help guide departments with critically analyzing the impacts of budgetary decisions and inform future allocations strategies.

The Office of Economic Development and Government Affairs was established within the FGG Executive Office at the start of Fiscal Year 2022–23 to maintain the Board of Supervisors' legislative program, create and implement a vibrant economic development strategy, expand the County's role in arts and culture, and administer a Grants Office to enhance the County's ability to apply for and bring in more resources to the region. The 2022-2026 San Diego County Comprehensive Economic Development Strategy (CEDS) was successfully enacted as a first step for a unified regional approach to economic development efforts. The CEDS outlines priorities and objectives for the region, will be used to leverage and secure funding for projects throughout the county, and highlights key projects, collaborations, and capacity-building potential to maximize the effectiveness of investments in the county. Community involvement was a key component in the development of the CEDS and included engagement with a broad range of regional leaders and stakeholders through an Advisory Committee, surveys of businesses and other stakeholders, and a stakeholder meeting open to the public for additional input. Implementation of the CEDS over the next several years will support a more inclusive economy while strengthening existing industries, promoting innovation and entrepreneurship, and fostering economic prosperity for all San Diegans.

The County contracts for janitorial, landscaping, and security services in 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* in December 2022. FGG departments are leading the implementation of Board Policy B-74 and 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. Work is already underway to begin negotiations with existing property services contractors to incorporate the provisions of Board Policy B-74, and in instances where negotiations are unsuccessful, issue solicitations to award new contracts incorporating the policy. FGG will continue efforts to fully implement Board Policy B-74 in the upcoming year.

In November 2022, San Diego County voters passed a new cannabis business tax in the unincorporated areas. FGG is leading efforts to implement the new tax and Social Equity Program. A disproportionate number of BIPOC individuals remain incarcerated for the past criminalization of cannabis, which has since been legalized and permitted in the unincorporated area of San Diego County. To address these systemic issues, FGG commissioned a comprehensive social equity assessment to inform the creation of the Social Equity Program. The resulting Social Equity Assessment for Commercial Assessment was based on robust public outreach, data analysis, and research on cannabis programs in other jurisdictions, and includes recommendations for development of the Social Equity Program and addressing the

harms from the War on Drugs. These recommendations will inform the implementation of the Social Equity Program continuing into Fiscal Year 2023–24.

Sustainability

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. We are on track to add 176 chargers in Fiscal Year 2022–23 and another 236 are planned for Fiscal Year 2023–24. FGG 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. As of January 2023, there are 105 EVs in the County fleet with another 113 due to arrive by the end of Fiscal Year 2022–23.

The new Zero Carbon Portfolio Plan (ZCPP) for County operations was completed in 2022 and sets a lofty goal of a 90% reduction in building greenhouse gas (GHG) emission 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 is investing $2.5 million into the design phase of the ZCPP in Fiscal Year 2023–24. In Fiscal Year 2022–23, ongoing sustainability efforts resulted in a 1% year-over-year County operations GHG emissions reduction, and 3.5% reduction of the County's total energy consumed, or Energy Use Intensity (EUI).

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. Design of the COC consolidation project began in Fiscal Year 2022–23 and implementation 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 and resiliency are both 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. Mitigation strategies are evaluated and implemented to protect public resources and assets, including management of the County's portfolio of insurance policies as part of our overall risk management program. Robust financial reporting and audit programs ensure accountability, compliance, and integrity in County programs and finances.

Community

The California Voter's Choice Act paved the way for counties to move from traditional polling places to vote centers when it was enacted in 2016. The Board of Supervisors approved the vote center model for San Diego County starting with the June 2022 Gubernatorial Primary and November 2022 Gubernatorial General Elections. Significant FGG investments in Fiscal Year 2022–23 allowed the Registrar of Voters to fully implement the vote center model in 2022 to enhance civic engagement and increase access for individuals to vote and impact change for their communities. Under the newly implemented vote center model, every active registered voter automatically received a ballot in the mail and had multiple options to return their ballot. During the November 2022 gubernatorial general election, more than 200 vote centers were open for the four days leading up to and including Election Day.

The Capital Improvement Needs Assessment (CINA) is the County's five year forecast of planned and potential capital projects. In August 2022, Board Policy G-16, *Capital Facilities Planning*, was updated to formalize community input in the CINA development process. The updated policy requires community input to be collected during the initial planning phase of a capital project prior to approval of the CINA, and during the design phase that typically occurs after the project has been approved for funding. FGG hosted the County's first CINA Community Workshop in October 2022 and successfully launched the Capital Project Planning engagement website (https://engage.sandiegocounty.gov/cpp) to facilitate community engagement. The site is a central hub of useful information, including the draft CINA and recommended Capital Plan, important dates and planning timelines, descriptions of proposed projects, maps identifying the locations of planned projects, frequently asked questions, and other helpful videos and materials. Interactive idea boards and a question form allow users to post project

ideas and ask questions directly on the site. Community members can also register to receive updates and stay engaged in the process.

In 2022, FGG hired the County's first Community Engagement Manager and Language Services Manager. These key roles play a pivotal role in central coordination of the County's community outreach activities and inclusive communication approach. The Countywide Community Engagement Strategy will provide a framework for evaluating community engagement processes, identify and inform process improvement, promote consistency, and expand efforts for equitable and accessible engagement. The Inclusive and Equitable Language Plan will help ensure that County communications are culturally responsive, trauma-informed, use plain language, and are accurately translated. Initiatives already in progress include translation of vital documents and embedding Google Translate in all County webpages.

For the first time in nearly 30 years, the County convened an arts and culture commission. FGG supports the activities of the San Diego County Arts and Culture Commission, which consists of 13 members, including two from each supervisorial district and three youth members. The commission will improve access and representation in arts and culture, champion the arts as an essential part of daily life, invest in the vibrant local arts community, and build awareness of the value and benefits of arts and cultural diversity.

Empower

FGG's newly established Office of Evaluation, Performance and Analytics (OEPA) hit the ground running in Fiscal Year 2022–23. In addition to leading the creation of a new Data and Research Analyst job classification series, OEPA also built out its three functional branches: the Evaluation Branch, Performance Branch, and Data and Analytics Branch. These developments set the stage for FGG to lead the County in integrating evidence-building capabilities to inform policy, budget and operational decisions. The County's first Strategic Annual Research Plan is under way and FGG continues to make significant investments in new data and analytics infrastructure. FGG departments are also assessing the Open Data Portal for future enhancements to improve transparency and accessibility of government data to the public.

In 2021, the Board of Supervisors Transparency Subcommittee recognized a need for central management of Public Records Act (PRA) requests to improve access to public information. Currently, each department manages their own records requests and process, which can be difficult to navigate for members of the public not familiar with the County's structure. FGG instituted the new PRA Unit in Fiscal Year 2022-23 to address these issues 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 will provide a single website and point of contact for all County PRA requests going forward. Implementation and go-live of the new portal, which will include public outreach and training, are expected in Fiscal Year 2023–24.

Civic participation and government transparency go hand in hand. The County's Boards, Commissions and Committees (BCCs) address both and serve as an important mechanism for residents, stakeholders and communities to have a voice in local government. Revisions to Board Policy A-74, *Participation in County Boards, Commissions and Committees*, and the development of a Code of Conduct for members of boards and commissions aim to encourage diversity of representation. Over the past year, FGG departments made important improvements to expand access to information about BCCs, including streamlining the BCC information page to prioritize important information and simplify language, and launching a new portal to make it easier for individuals to find opportunities and apply to serve on a BCC. Onboarding training and how-to materials were also developed for BCCs to provide guidance on conducting hybrid meetings, leveraging language services and accessibility resources, and outreaching to the region's diverse population.

FGG is fully committed to building and supporting the County's workforce. In just the past two years, the County has grown by nearly 2,000 staff years and roughly 500 will be added in Fiscal Year 2023–24. We are responsible for recruiting, hiring and onboarding the best talent to meet the diverse needs of the County's many departments and programs, which has been no easy feat in an incredibly competitive labor market. FGG leads the County's efforts to create a more inclusive and equitable work environment, including for neurodivergent individuals and those with accessibility needs, and implements strategies to recruit from populations facing unique barriers or circumstances, such as our veterans.

Once a member of the County workforce, FGG ensures that our employees are set up for success. We want our teams to be engaged and valued for the important work that they do. FGG commissioned an independent consultant to conduct this year's employee engagement survey. 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 received their engagement results and has included an enterprise goal to engage their employees to understand the survey results and put a plan in action to make improvements in their department. And when challenges arise, FGG is there to work through issues and find the best resolution for all parties involved. That is why in Fiscal Year 2023–24, FGG will be further supporting the County

workforce by adding new Office of Ethics and Compliance Investigators to help resolve internal personnel issues in a productive and beneficial manner.

Justice

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 will be 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

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

Staffing

Decrease of 0.50 staff years

- Decrease of 0.50 staff years associated with a transfer to Auditor and Controller for implementation of the cannabis tax.

Expenditures

Net increase of $2.5 million

- Salaries and Benefits—increase of $0.3 million primarily due to negotiated labor agreements, which is offset by a decrease associated with the staffing changes noted above.
- Services and Supplies—increase of $2.4 million primarily due to facility costs for the County Administration Center, including property insurance, maintenance, and security and one-time information technology (IT) projects.
- Expenditure Transfer & Reimbursements—increase of $0.5 million for one-time IT projects. Since this is a transfer of expenditures, it has a net effect of $0.5 million decrease in expenditures.
- Operating Transfers Out—increase of $0.3 million for the replacement of lighted bollards with energy efficient light-emitting diode (LED) units at the County Administration Center Waterfront Park.

Revenues

Net increase of $2.5 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—increase of $0.1 million to support a portion of the departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- Use of Fund Balance—decrease of $0.1 million due to removal of funds associated with one-time negotiated labor payments.
- General Purpose Revenue—increase of $2.1 million primarily due to County Administration Center facility costs and negotiated labor agreements.

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

Net increase of $0.2 million primarily due to negotiated labor agreements.

Group Staffing by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Finance & General Government Executive Office	32.00	42.50	42.00	(1.2)	42.00
Board of Supervisors	72.00	82.00	82.00	—	82.00
Assessor/Recorder/County Clerk	419.50	446.50	448.50	0.4	448.50
Treasurer-Tax Collector	123.00	123.00	124.00	0.8	124.00
Chief Administrative Office	26.50	25.00	52.00	108.0	52.00
Executive Office	*7.00*	*7.00*	*7.00*	—	*7.00*
Office of Intergovernmental Affairs	*4.50*	—	—	—	—
Office of Ethics & Compliance	*5.00*	*6.00*	*11.00*	*83.3*	*11.00*
Office of Equity and Racial Justice	*5.00*	*7.00*	*8.00*	*14.3*	*8.00*
Office of Evaluation, Performance and Analytics	—	—	*20.00*	—	*20.00*
Office of Labor Standards and Enforcement	*5.00*	*5.00*	*6.00*	*20.0*	*6.00*
Auditor and Controller	235.50	233.50	234.50	0.4	234.50
County Communications Office	21.00	23.00	23.00	—	23.00
County Technology Office	14.00	17.00	17.00	—	17.00
Civil Service Commission	3.00	3.00	3.00	—	3.00
Clerk of the Board of Supervisors	28.00	30.00	30.00	—	30.00
County Counsel	150.00	165.00	184.00	11.5	184.00
General Services	395.00	427.00	430.00	0.7	430.00
Human Resources	124.00	131.00	137.00	4.6	137.00
Office of Evaluation, Performance and Analytics	20.00	20.00	—	(100.0)	—
Purchasing and Contracting	68.00	74.00	75.00	1.4	75.00
Registrar of Voters	69.00	75.00	75.00	—	75.00
Citizens' Law Enforcement Review Board	8.00	9.00	10.00	11.1	10.00
Total	**1,808.50**	**1,926.50**	**1,967.00**	**2.1**	**1,967.00**

Group Expenditures by Department

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Finance & General Government Executive Office	$ 28,497,530	$ 29,872,934	$ 32,339,040	8.3	$ 32,509,985
Board of Supervisors	12,934,126	15,087,396	16,392,037	8.6	16,872,517
Assessor/Recorder/ County Clerk	78,805,699	81,115,147	89,366,846	10.2	86,828,632
Treasurer-Tax Collector	24,071,025	24,665,002	25,399,333	3.0	26,275,377
Chief Administrative Office	9,122,629	11,633,833	10,421,898	(10.4)	10,782,959
Executive Office	*2,360,683*	*2,601,481*	*2,272,349*	*(12.7)*	*2,379,829*
Office of Intergovernmental Affairs	*1,584,242*	—	—	—	—
County Memberships and Audit	*751,499*	*758,264*	*764,144*	*0.8*	*814,144*
Office of Ethics & Compliance	*1,126,205*	*1,297,221*	*1,867,492*	*44.0*	*1,943,563*
Office of Equity and Racial Justice	*2,200,000*	*5,728,758*	*2,052,001*	*(64.2)*	*2,152,261*
Office of Evaluation, Performance and Analytics	—	—	*2,017,009*	—	*2,000,000*
Office of Labor Standards and Enforcement	*1,100,000*	*1,248,109*	*1,448,903*	*16.1*	*1,493,162*
Auditor and Controller	41,585,921	41,540,331	42,534,578	2.4	44,474,986
County Communications Office	3,941,283	5,641,821	5,671,965	0.5	4,565,099
County Technology Office	230,445,546	219,099,900	230,081,627	5.0	217,493,136
Civil Service Commission	580,732	620,299	636,155	2.6	664,565
Clerk of the Board of Supervisors	4,283,346	4,864,157	5,298,477	8.9	5,460,924
County Counsel	33,848,785	39,536,825	44,116,844	11.6	45,172,293
General Services	225,517,608	242,460,484	289,060,219	19.2	267,037,172
Grand Jury	763,194	772,301	780,724	1.1	780,724
Human Resources	32,216,949	35,128,278	36,576,622	4.1	37,657,979
Office of Evaluation, Performance and Analytics	4,500,000	4,500,000	—	(100.0)	—
Purchasing and Contracting	16,313,678	17,354,517	18,712,584	7.8	19,456,735
Registrar of Voters	29,485,477	39,949,422	40,158,441	0.5	39,845,566
Citizens' Law Enforcement Review Board	1,559,269	1,798,883	1,976,018	9.8	2,041,775
Total	**$ 778,472,797**	**$ 815,641,530**	**$ 889,523,408**	**9.1**	**$ 857,920,424**

Note: Effective July 1, 2023, the Office of Evaluation, Performance and Analytics (OEPA) will move under the Chief Administrative Office to improve alignment with related County operations.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Finance & General Government Executive Office	17.00	12.00	12.00	—	12.00
Office of Financial Planning	15.00	14.00	14.00	—	14.00
Economic Development & Government Affairs	—	16.50	16.00	(3.0)	16.00
Total	**32.00**	**42.50**	**42.00**	**(1.2)**	**42.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Finance & General Government Executive Office	$ 24,191,745	$ 22,026,630	$ 23,864,031	8.3	$ 23,685,315
Office of Financial Planning	4,305,785	4,226,719	4,572,713	8.2	4,758,027
Economic Development & Government Affairs	—	3,619,585	3,902,296	7.8	4,066,643
Total	**$ 28,497,530**	**$ 29,872,934**	**$ 32,339,040**	**8.3**	**$ 32,509,985**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 7,145,147	$ 8,966,891	$ 9,251,254	3.2	$ 9,422,199
Services & Supplies	21,352,383	20,906,043	23,367,174	11.8	23,087,786
Expenditure Transfer & Reimbursements	—	—	(529,388)	—	—
Operating Transfers Out	—	—	250,000	—	—
Total	**$ 28,497,530**	**$ 29,872,934**	**$ 32,339,040**	**8.3**	**$ 32,509,985**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 250,000	$ 650,000	$ 650,000	—	$ 650,000
Intergovernmental Revenues	—	201,671	201,671	—	201,671
Charges For Current Services	1,614,137	1,614,137	1,984,342	22.9	1,984,342
Miscellaneous Revenues	80,000	80,000	80,000	—	80,000
Fund Balance Component Decreases	153,960	153,960	265,257	72.3	206,212
Use of Fund Balance	2,957,557	117,233	—	(100.0)	—
General Purpose Revenue Allocation	23,441,876	27,055,933	29,157,770	7.8	29,387,760
Total	**$ 28,497,530**	**$ 29,872,934**	**$ 32,339,040**	**8.3**	**$ 32,509,985**

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COUNTY OF
SAN DIEGO
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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 represents more than 630,000 residents of the vibrant, diverse First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Barrio Logan in the north to the U.S./Mexico international border in the south.

The First Supervisorial District includes the cities of Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, East Village, Golden Hill, Grant Hill, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay Mesa, Palm City, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Park and Stockton. The District includes the unincorporated communities of Bonita, Sunnyside, Spring Valley/La Presa, Lincoln Acres and East Otay Mesa.

Chairwoman Vargas is working on her vision to build healthier and stronger communities throughout the County of San Diego by placing equity and inclusivity at the forefront for all County services, programs, and policies.

Her vision is to create a better county for all, and her top priorities are centered around putting families first, enhancing community infrastructure and creating a path for economic prosperity for all residents in San Diego County. In her first two years serving as Vice Chair of the San Diego County Board of Supervisors, she led initiatives to break down barriers and ensure that there is equitable access to information and resources, especially for those communities that historically have been underfunded and underserved. With Chairwoman Vargas' leadership, the County of San Diego also declared racism a public health crisis, providing the first step in working towards creating systemic change across all policies and programs of the County to address longstanding inequities.

Chairwoman Vargas understands that for our families to thrive there needs to be a holistic approach that focuses on meeting basic needs such as access to housing, food, childcare, etc. As such, among her top priorities are the creation and preservation of existing affordable housing, addressing issues of food insecurity, supporting youth and seniors and increasing access to affordable quality healthcare. Chairwoman Vargas recently led efforts to declare homelessness a public health crisis and through transformative policies aims to support our most vulnerable population with a regional approach that optimizes wraparound services and removes barriers for access to resources.

As a strong advocate of environmental justice, Chairwoman Vargas has also launched a comprehensive environmental package that declared the Tijuana River Valley a public health crisis and through the creation of the South County Environmental Justice Taskforce, she is working collaboratively to address the transboundary pollution issues of trash, sediment, and sewage spills. Along with this environmental packet, is the creation of a Climate Justice Roadmap that includes reducing air pollution and air toxins for frontline communities, creation of more open spaces for recreation and community gardens.

Having served as the President of the Southwestern College Governing Board, Chairwoman Vargas recognizes the importance of literacy especially in our youth and is a strong champion of the Little Free Libraries Initiative, a literacy initiative that provides little libraries across San Diego County to inspire our youth to read more. And through her Initiative to Uplift Boys and Men of Color, she seeks to break down the school to prison pipeline by creating strategies that address workforce development, education equity, juvenile justice, and the delivery of wraparound services and trauma support systems for young adults at highest risk.

Chairwoman Nora Vargas' leadership extends throughout the County, serving in numerous boards including but not limited to the San Diego Association of Governments (SANDAG) and 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, Ewiiaapaayp, 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

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

District 3 includes five incorporated cities, including nearly a dozen distinct neighborhoods within the City of San Diego. The southwest boundary includes bustling San Diego landmarks in Coronado and Little Italy. Along the western edge, you will find many of San Diego County's beautiful beaches and coastal landscapes in the communities of Carlsbad, Encinitas, Solana Beach, Del Mar, La Jolla, Pacific Beach, Mission Beach, Ocean Beach, and Point Loma. The inland parts of the district feature mountains, hillsides, canyons, and open spaces in communities such as Rancho Santa Fe, Sorrento Valley, Carmel Valley, University City, Pacific Highlands, Torrey Highlands, Harmony Grove, University City, Mira Mesa, and Rancho Peñasquitos.

San Diego's beautiful coastlines are part of what makes this district such a special place. Keeping our beaches clean starts with keeping pollution out of the water. Vice Chair Lawson-Remer is working with the cities in our region to build 21st century infrastructure that uses advanced technologies to cost-effectively treat sewage and prevent contaminated stormwater from running into our oceans.

As a mom, Vice Chair Lawson-Remer is focused on protecting our children and communities from gun violence by getting dangerous ghost guns off our streets.

Vice Chair Lawson-Remer believes data is key to ensuring public agencies make smart decisions and achieve progress in solving problems. Facts and evidence are essential to making our County government more efficient, effective, and fair. She proposed and established the first-ever Office of Evaluation, Performance, and Analytics to advance data-driven policymaking so we can learn from setbacks and scale up successes.

The region needs more services and housing, especially for people suffering from mental illness. Vice Chair Lawson-Remer has championed an expansion of the County's new Mobile Crisis Response Team (MCRT) program region-wide. The MCRT program allows 911 operators to dispatch trained mental health clinicians to assist those experiencing a mental health crisis to

ensure better outcomes and allow armed law enforcement to focus on protecting public safety.

As the County's representative at San Diego Community Power, Vice Chair Lawson-Remer is tackling the climate crisis by championing investments in renewable energy.

As a trained attorney, she spearheaded the launch of San Diego County's new Immigrant Legal Defense program to protect due process of law and ensure everyone has a fair day in court.

As an economist, she is focused on strengthening the local economy and helping people and businesses devastated by the COVID-19 pandemic. She partnered with her Board colleagues to direct millions of dollars in relief money to struggling small businesses and launch a paid green jobs training program for local young people whose careers were interrupted by the pandemic.

As Vice Chair of the County Board of Supervisors, Terra Lawson-Remer is committed to strengthening our public health system and ability to respond to future crises by building a cutting-edge public health lab here in San Diego County.

Learn more by visiting www.SupervisorTerraLawsonRemer.com.

District 4

On March 26, 2023, Supervisor Nathan Fletcher announced that he would be checking into a treatment center for post traumatic stress, trauma and alcohol abuse. Subsequently on March 29, Supervisor Fletcher announced his intent to resign from the Board of Supervisors effective May 15, 2023.

When a vacancy occurs on the Board of Supervisors, the San Diego County Charter gives the Board of Supervisors the authority and responsibility to take action to fill the vacant position within thirty days either by appointment, by appointment until a special election, or by calling a special election. The selected Supervisor would serve the remainder of the unexpired term, with the term ending at 12 noon on Monday, January 4, 2027.

Until such time as a Supervisor is selected to represent District 4, the Board of Supervisors and County will continue to move forward to meet the needs of all county residents, including the residents of District 4.

In the Fourth District, approximately 23 square miles are unincorporated areas and 78 square miles are incorporated areas.

The Fourth District border travels south along the western boundaries of Linda Vista and Mission Valley, east-southeast along the borders of Balboa Park and North Park, east-northeast along the outer boundary of the Spring Valley Community Plan Area, the City of Lemon Grove, north and west following the boundary of the Casa de Oro-Mount Helix Community Plan Area and the City of La Mesa. The boundary continues west into the City of San Diego and follows the northern limits of the College Area Community Plan Area towards the Serra Mesa Community Plan Area, northwest at the Inland Freeway, and northeast at the Cabrillo Freeway to the northern border of the Kearny Mesa Community Plan Area, where it moves west to include the Clairemont Community Plan Area.

The Fourth District includes the communities of Lemon Grove, La Mesa, North Clairemont, Hillcrest, Balboa Park, North Park, Bankers Hill, Old Town, Mission Hills, Normal Heights, University Heights, Oak Park, Webster, Valencia Park, Encanto, Bay Terraces, Paradise Hills, Skyline, Kearney Mesa, Clairemont Mesa, Linda Vista, Birdland, Serra Mesa, Civita, portions of Grantville, City Heights, Rolando, Azalea Park, Chollas Creek, Rolando Park, Kensington-Talmadge, Mid-City, Montezuma Mesa, SDSU Mission Valley, Crest – Dehesa, Spring Valley, Casa de Oro & Mt Helix, Rancho San Diego.

District 5

Supervisor Jim Desmond serves as the representative of the Fifth District, covering the picturesque northernmost area of San Diego County known as North County. From the stunning wave-swept sands of the Oceanside coast to the majestic pine-topped hills of the Palomar Mountain Range and beyond to the vast Anza-Borrego Desert, the district spans nearly 2,100 square miles and boasts an abundance of natural resources, industry, universities, resorts, golf courses, fine restaurants, agriculture, and even a theme park. Supervisor Desmond and his dedicated staff are proud to serve the approximately 630,000 people who call the Fifth District home.

Among Supervisor Desmond's top priorities are public safety, including law enforcement, fire protection, and emergency services, as well as infrastructure needs, with a particular focus on easing road congestion and improving freeway connectivity for the benefit of North County residents. Supervisor Desmond is also committed to addressing homelessness and providing effective behavioral health services, supporting veterans and their families, enhancing the San Luis Rey River corridor, maintaining strong fiscal management and credit ratings, and ensuring a high quality of life for all Fifth District residents.

As a United States Navy veteran, Supervisor Desmond deeply understands the importance of supporting the over one million county residents who are active duty military, veterans, and their families. To this end, he works closely with County departments and community partners to strengthen the overall support network, leading to a healthier and more robust economy for all.

The Fifth District is one of two supervisorial districts that predominantly contain unincorporated communities, and it includes approximately 230,000 unincorporated area residents. Supervisor Desmond is passionate about bringing the County's public services to these communities to address local issues and meet the needs of all residents. As Vice-Chair of LAFCO (Local Agency

Formation Commission) and a Board member of S.O.N.G.S (San Onofre Nuclear Generating Station), he is deeply invested in the future of the Fifth District and the broader San Diego region.

Agriculture is a major industry in the Fifth District, with rolling hills covered in groves of avocado and citrus trees and fields of strawberries and tomatoes. Springtime sees the wildflowers of the Anza-Borrego Desert carpeting the landscape. In addition to agriculture, the district is home to several thriving industries, including biotechnology, innovation, tourism, and specialized manufacturing, all providing high-paying jobs and cutting-edge opportunities to thousands of workers.

The Fifth District encompasses the cities of Escondido, Oceanside, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. It also includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. 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, the San Onofre Nuclear Generating Station, and the United States Naval Weapons Station in Fallbrook that fall within district boundaries.

To learn more visit www.SupervisorJimDesmond.com

Related Links

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

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

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Board of Supervisors District 1	14.00	16.00	16.00	—	16.00
Board of Supervisors District 2	14.00	16.00	16.00	—	16.00
Board of Supervisors District 3	14.00	16.00	16.00	—	16.00
Board of Supervisors District 4	14.00	16.00	16.00	—	16.00
Board of Supervisors District 5	14.00	16.00	16.00	—	16.00
Board of Supervisors General Offices	2.00	2.00	2.00	—	2.00
Total	**72.00**	**82.00**	**82.00**	**—**	**82.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Board of Supervisors District 1	$ 2,495,446	$ 2,905,000	$ 3,155,000	8.6	$ 3,250,000
Board of Supervisors District 2	2,025,000	2,905,000	3,155,000	8.6	3,250,000
Board of Supervisors District 3	2,496,094	2,905,000	3,155,000	8.6	3,250,000
Board of Supervisors District 4	2,500,000	2,905,000	3,155,000	8.6	3,250,000
Board of Supervisors District 5	2,500,000	2,905,000	3,155,000	8.6	3,250,000
Board of Supervisors General Offices	917,586	562,396	617,037	9.7	622,517
Total	**$ 12,934,126**	**$ 15,087,396**	**$ 16,392,037**	**8.6**	**$ 16,872,517**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 11,380,693	$ 13,642,184	$ 14,341,197	5.1	$ 15,395,000
Services & Supplies	1,553,433	1,445,212	3,850,840	166.5	1,477,517
Expenditure Transfer & Reimbursements	—	—	(1,800,000)	—	—
Total	**$ 12,934,126**	**$ 15,087,396**	**$ 16,392,037**	**8.6**	**$ 16,872,517**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Fund Balance Component Decreases	$ 291,976	$ 290,264	$ 393,644	35.6	$ 322,874
Use of Fund Balance	117,224	250,000	—	(100.0)	—
General Purpose Revenue Allocation	12,524,926	14,547,132	15,998,393	10.0	16,549,643
Total	**$ 12,934,126**	**$ 15,087,396**	**$ 16,392,037**	**8.6**	**$ 16,872,517**

Assessor/Recorder/County Clerk

Mission Statement

To provide excellent customer service at life's most precious moments 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.

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify, and 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 and 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 maintains a record of fictitious business names based on statements filed, which are necessary for businesses operating under a name different from the legal owner's name. Additionally, the County Clerk is responsible for issuing public and confidential marriage licenses and performing civil marriage ceremonies, which are important milestones in a couple's lives. Furthermore, The County Clerk also files and registers Notary Public Oaths of Office and Professional Registrations.

Overall, the Assessor/Recorder/County Clerk 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, the Assessor/ Recorder/ County Clerk (ARCC) has 448.50 staff years and a budget of $89.4 million.

2022–23 Anticipated Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding 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 help underserved communities find job opportunities within the department by participating in the Jay's Program employer social to assist with adults with neurodiversity.
  - Completed Phase 1 of the AB1466 Restrictive Covenant Program according to the implementation plan to identify unlawfully restrictive covenants in the records of their office, and to redact unlawfully restrictive covenants, as specified and made it available to the public.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Partnered and communicated with Logan Heights Community Development Center (CDC) by conducting Fictitious Business Name workshops in San Diego County to promote the economic growth of small businesses in traditionally underserved communities.
  - Conducted an annual supplier diversity workshop for traditionally underrepresented small business owners on how to do business with the County and ARCC.
  - Conducted Black-Owned Business empowerment workshop.
  - Hosted “On The RISE” Black Leadership Series in partnership with non-profit organizations such as AT&T Foundation and Office of Equity and Racial Justice.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Developed and refined the ARCC's Telework Plan by optimizing eligibility of teleworking employees, thereby maintaining current office footprint despite increase in staffing.
  - Short-term: Identified an office function for paperless operation by changing the format of the Address Change form which allowed customers to certify property ownership and send the completed form via e-mail. This eliminated the need to print out the form and mail it in, eliminating substantial paper waste.
  - Short-term: Participated in zero waste related educational events by communicating to staff about community engagement opportunities, such as Regional Decarbonization Framework.
  - Short-term: Provided trainings to employees about sustainability topics.
  - Mid-term: Written or verbal suggestions and feedback on sustainability initiatives or programs was not collected in Fiscal Year 2022–23 and will begin collecting from all employees in Fiscal Year 2023–24.
  - Long-term: Installed filtered water bottle refill stations at all the branch offices.

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%.
  - Completed a Request for Proposal (RFP) for an archival Collections Management System (CMS) for the County Archives to enhance online public discovery and use of the Recorder/County Clerk historic records collections and inspire civic engagement by encouraging an understanding of democracy, history, and culture to impact change. The RFP resulted in one vendor submission so the contract was not awarded or implemented. The solicitation process will continue into Fiscal Year 2023–24.
  - Participated in two community home ownership shows to bring services to the community.
  - Launched free cutting-edge fraud fighting tool for property owners. Conducted community outreach and enrollment workshops for this public tool.
  - Designed and implemented a Traveling Lecture Program where Archives staff visit local community organizations to provide an overview of the County Archives program and the role it plays in facilitating civic engagement by providing equitable access to public records.
- 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, non-profits, 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 over 13,500 resulting in a total annual taxpayer savings exceeding $19.0 million in property taxes.
  - Provided additional education and outreach that qualified homeowners for the Home Exemption Program increasing home affordability in San Diego County.
  - Provided second Saturday and extended weekday hours which increased 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.
  - Provided accessory dwelling unit (ADU) workshops to the community.
  - Created a video explaining tax-saving opportunities to seniors in the community.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Ensured 100% (142 of 142) 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 99.2% (255,143 of 257,201) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
  - Completed Recorder/County Clerk Continuity of Operations processes 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. Conducted a tabletop exercise and scheduled a training to include drill exercise before June 30, 2023.

- Conducted departmental Employee Engagement survey to better understand organizational trends of strengths and opportunities for employee and systemic improvements.
- Completed upgrade of the department's Qmatic queueing system to move from an On-Premise solution to a cloud-based Software as a Service solution to ensure accessibility and continuity of operations.
- Held cultural heritage events at each branch office to enhance employee engagement and culture. The goal of the event was to help foster an office environment of openness and authenticity, and to provide employees with an opportunity to engage with diverse cultures and develop genuine relationships in the workplace.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Provided accurate property information for the public by timely updating ownership information for the buying, selling, and financing of property and reducing the wait time for Homeowners Exemption from 10 months to two months.
  - Completed 100% (162,333 of 162,333) of mandated assessments culminating in the Fiscal Year 2023–24 Assessment Roll by June 30, 2023.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS).
  - Continued to implement information technology (IT) infrastructure. Launched a new full public facing website and Owner Alert document notification system, began seamless permit transfers from the City of San Diego, and changed our URL from sdarcc.com to sdarcc.gov.
  - All system forms, correspondence and certificates were updated to reflect the newly elected official. Continued with the support of the County's IT outsourcer and a new innovative team of professionals to maintain the ARCC's total IT ecosystem and developed a roadmap for future ARCC systems.
  - Completed 94.7% (34,668 of 36,595) of the microfilm conversion, digitization, and polysulfide treatment services project for the Recorder/County Clerk microfilm rolls (through 1990) of Official Records. Film from 1936–1979 will be digitized to increase access to public information, protect rights, benefit public interests, and maintain institutional transparency and credibility. Completion for conversion and digitization of remaining rolls will continue into Fiscal Year 2023–24.

2023–25 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding 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.
  - Conduct departmental job fairs and promote student worker program in partnership with San Diego County Human Resources to help underserved communities find job opportunities within the department.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Establish 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.
  - Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.
  - Incorporate information on sustainability policies, plans, and practices into orientation presentations for all employees, contractors, vendors, and consultants working in the facility.
  - Enhance sustainability through interdisciplinary collaboration and teamwork through ongoing collaboration 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.
  - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 95%.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Increase community partnerships with qualified institutions, such as schools, non-profits, museums, and religious organizations for property tax exemptions through additional outreach and education of the community.
- Increase the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption resulting in a total annual taxpayer savings exceeding $20.0 million in property taxes.
- Continue to provide second Saturday and extended hours 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.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Ensure 100% of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules, and regulations.
  - 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 Assessor Continuity of Operations processes 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.
  - 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 2023 ARCC 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.
  - Process 90% of all claims for property tax exemptions or reassessment exclusions within 90 days of application receipt.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS).

Related Links

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

- www.sdarcc.gov

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Satisfactory customer service rating[1]	99%	95%	99%	95%	95%
Qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption[6]	N/A	N/A	N/A	14,500	15,000
Mandated assessments completed by close of annual tax roll[2]	100% of 198,942	100%	100% of 162,333	N/A	N/A
Appraiser/audit staff current on all required training[3]	100% of 136	100%	100% of 142	100%	100%
Examine and process all documents submitted for eRecording within three hours of receipt[4]	81.1% of 535,169	96%	99.2% of 257,201	96%	96%
Property tax exemptions or reassessment exclusions processed within 90 days of application receipt[5]	N/A	N/A	N/A	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] 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 will no longer be measured.

[3] 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.

[4] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[5] Measures the timely processing of claims for property tax exemptions or reassessment exclusions. New measure effective July 1, 2023.

[6] The number of disabled veterans and their surviving spouses qualified for the Disabled Veterans' Exemption result to property tax savings.

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

Staffing

Increase of 2.00 staff years

- Increase of 2.00 staff years in Recorder/County Clerk to provide program support for technology projects and re-engineering processes to increase the capability to respond and recover operations to meet the immediate needs of individuals, families and the region.

Expenditures

Net increase of $8.2 million

- Salaries & Benefits—increase of $3.1 million primarily due to negotiated labor agreements and staffing changes noted above.
- Services & Supplies—increase of $5.2 million is primarily due to the contract costs related to the replacement of the Integrated Recorder and Vital Records System; digitization and indexing of pre-1980 records; conservation, treatment and transfer of ARCC records from the San Diego History Center; increase in printing costs associated with information on homeowners' values; and IT contract costs for AppXtender Upgrade and Captiva replacement.
- Operating Transfers—decrease of $0.1 million due to cancellation of building a roof to protect specialized equipment at the East County Office and Archives.

Revenues

Net increase of $8.2 million

- Licenses, Permits and Franchises—net increase of $1.7 million due to increased number of marriage licenses issued and increased fees for services.
- Charges for Current Services—net increase of $4.3 million.

- Increase of $5.8 million in Recorder Trust Fund revenues due to contract services related to the replacement of the Integrated Recorder and Vital Records System, digitization and indexing of pre-1980 records, and conservation, treatment and transfer of ARCC records from the San Diego History Center and associated personnel costs.
- Increase of $1.4 million in AB 2890 Recovered Costs revenue to align with anticipated supplemental assessment revenues.
- Increase of $0.7 million in Property Tax System Administration revenue related to support of the property tax system.
- Increase of $0.5 million in Filing Documents and Notary Public Fees due to increased fees for services.
- Increase of $0.5 million in Recording Fees due to increased number of vital records provided to customers.
- Increase of $0.4 million in Marriage Ceremony Fees due to increased number of ceremonies performed.
- Decrease of $5.0 million in Recording Document and Duplicating and Filing Fees due to fewer recording and filing documents resulting from the increased interest rates in the real estate market.

- Fund Balance Component Decreases—increase of $0.2 million for a total budget of $1.7 million for one-time negotiated salary and benefit payments and ARCC portion of departmental costs of the County's existing pension obligation bond (POB) debt.
- Use of Fund Balance—decrease of $1.2 million associated with prior year one-time negotiated labor costs.
- General Purpose Revenue Allocation—net increase of $3.2 million primarily due to negotiated labor agreements.

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

Net decrease of $2.5 million primarily due to the completion of various projects, offset by increased costs for negotiated labor agreements and anticipated capital equipment purchases.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Property Valuation ID	267.75	281.75	280.75	(0.4)	280.75
Recorder/County Clerk	120.75	133.75	135.75	1.5	135.75
Management Support	31.00	31.00	32.00	3.2	32.00
Total	**419.50**	**446.50**	**448.50**	**0.4**	**448.50**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Property Valuation ID	$ 43,520,470	$ 44,209,228	$ 48,072,698	8.7	$ 47,679,953
Recorder/County Clerk	27,413,775	26,909,689	31,853,011	18.4	30,384,089
Management Support	7,871,454	9,996,230	9,441,137	(5.6)	8,764,590
Total	**$ 78,805,699**	**$ 81,115,147**	**$ 89,366,846**	**10.2**	**$ 86,828,632**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 54,370,287	$ 60,244,408	$ 63,381,444	5.2	$ 64,917,763
Services & Supplies	24,010,412	20,795,739	25,985,402	25.0	20,910,869
Capital Assets Equipment	425,000	—	—	—	1,000,000
Operating Transfers Out	—	75,000	—	(100.0)	—
Total	**$ 78,805,699**	**$ 81,115,147**	**$ 89,366,846**	**10.2**	**$ 86,828,632**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 800,000	$ 850,000	$ 2,576,228	203.1	$ 2,576,228
Charges For Current Services	48,303,696	48,827,639	53,092,447	8.7	47,640,372
Fund Balance Component Decreases	1,539,701	1,524,090	1,711,400	12.3	1,374,230
Use of Fund Balance	900,876	1,157,761	—	(100.0)	—
General Purpose Revenue Allocation	27,261,426	28,755,657	31,986,771	11.2	35,237,802
Total	$ **78,805,699**	$ **81,115,147**	$ **89,366,846**	**10.2**	$ **86,828,632**

Treasurer-Tax Collector

Mission Statement

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

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by state law and the County Charter. These duties include banking, investment, disbursement, and accountability for up to $14.4 billion in public funds invested in the County investment pool; the billing and collection of $7.6 billion in secured and $204.5 million in unsecured property taxes for all local governments. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only ex-officio seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 124.00 staff years and a budget of $25.4 million.

2022–23 Anticipated 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 managed the provisions of banking services for local schools and County departments. Provided accurate record-keeping of all funds on deposit and facilitate daily reconciliation of funds.
  - Provided a learning platform and forum to address current government finance issues by facilitating three symposiums for local agencies including Fraud Prevention and Ethics, Local Agency Debt and Investment and Financial Management.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - 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 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, ensuring timely revenue collection on behalf of San Diego County's taxpayers.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Supported 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: Communicated and educated staff on San Diego County Treasurer-Tax Collector (SDTTC) sustainability goals, via all-staff meetings and department communications.
  - Mid-term: Reduced paper use by implementing the following actions:
    - Increased e-billing and e-check payments.
    - Encouraged digital transactions and digital signatures.
    - Conducted virtual transactions.
    - Utilized shared printers.
    - Adhered to electronic file document management best practices.
    - Limited paper use when updating policies.
    - Disseminated fliers, financial reports, and brochures via social media and sdttc.com website.
    - Reduced daily paper reports from the mainframe system when Integrated Property Tax System (IPTS) is implemented. Converted paper files to electronic files, including digital signatures.
  - Long-term: Adopted a zero-waste goal by implementing the following actions:

- Set targets for reduction, reuse, recycling, composting and more, including:
  - Placing bottle and can recycling receptacles in break rooms.
  - Creating/supporting composting measures and infrastructure.
  - Requesting and conducting an educational seminar from EDCO to understand what recyclables can go into blue bins.
- 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 4.7 on a 5.0 scale, based on customer satisfaction survey results.
  - Improved social media engagement in 2022 by monitoring and responding to online inquiries in a timely manner (same-day, 24 hours maximum response time).

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.
  - 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 were covered.
  - Achieved enrollment in the Deferred Compensation 457 Plan of 51.0% of eligible County employees through June 30, 2023.
    - On track to achieve an average participant contribution in the Deferred Compensation 457 Plan of $190 per pay period by June 30, 2023.
    - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
    - On track to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2023. Specifically, six new lifecycle videos and articles materials were added to the website on September 30, 2022 and are reviewed periodically; a new educational webpage for individuals approaching retirement was launched in January 2023 and a targeted email directing participants to the website was distributed March 9, 2023; a new webpage and video on asset allocation will be launching in April of 2023 with a direct mail campaign taking place by June 30, 2023. Educational workshops to increase awareness occur bi-weekly.
    - On track to expand the knowledge and skills in fiscal controls by newly training 140 cash handlers in the County and other government entities by June 30, 2023.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Upgraded the remittance payment processing environment to a hosted software platform with new equipment that rapidly opens, extracts and scans mail payments and performs automated batching functions, which will streamline the timeline, process and visibility of incoming mail payments, making property tax revenue more readily available to support County programs and residents.

2023–25 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 all funds on deposit and facilitate daily reconciliation of funds.
  - Continue to provide learning opportunities that address government finance issues by annually facilitating 3-4 symposiums for local agencies including Fraud Prevention and Ethics, Cash Handling, Local Agency Debt and Investment and Financial Management
  - 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: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Continue to fund the delivery of public services throughout the San Diego County region, invest public monies held in the Treasury and maximize interest earnings in collaboration with the objectives of safety and liquidity.
  - Achieve a collection rate of 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: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Support teleworking and footprint reduction opportunities to increase productivity, reduce Vehicle Miles Traveled (VMT) for employees and community members, reduce energy use, and decrease office space.
  - Short-term: Communicate and educate staff on SDTTC sustainability goals.
  - Mid-term: Reduce paper use by 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. Converting paper files to electronic files, including digital signatures.
  - Long-term: Continue with 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.
    - Continue to service food composting receptacles in break rooms.
    - Develop 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.
  - 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, 24 hours maximum response time).
  - Continue to engage with professional peers via the 3-4 annual 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.
  - Continue to seek the next generation of talent by recruiting and hiring through the SDTTC's Student Worker Program.
  - Expand the knowledge and skills in fiscal controls by training 140 cash handlers in the County and other government entities by June 30, 2024.
  - Broaden the 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.
  - Achieve enrollment in the Deferred Compensation 457 Plan of 51.5% of eligible County employees through June 30, 2024, and maintain rate of 51.5% through June 30, 2025.
    - Achieve an average participant contribution in the Deferred Compensation 457 Plan above $195 per pay period by June 30, 2024, and maintain the participant contribution at $195 through June 30, 2025.
    - 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, 2025.
  - 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.
  - 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 at:

- www.sdttc.com

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Secured Taxes Collected (% of total)[1]	98.5%	98.5%	99.0%	99.0%	99.0%
Unsecured Taxes Collected (% of total)[1]	97.0%	97.0%	97.0%	97.0%	97.0%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.7	4.7	4.7	4.7	4.7
The Investment Pool met the liquidity needs of participants (Y/N)[2]	YES	YES	YES	YES	YES
457 Deferred Compensation Plan average deferral amount per employee per pay period	$187	$190	$190	$195	$200
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	50.6%	51.0%	51.0%	51.5%	51.5%
Number of newly trained Cash Handlers for the County and other government entities[4]	140	140	140	140	140

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.

[2] The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.

[3] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.

[4] The Treasurer-Tax Collector typically hosts at least one Cash Handler training class per year.

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

Staffing

Increase of 1.00 staff years for cannabis tax implementation.

Expenditures

Net increase of $0.7 million

- Salary and Benefits—increase of $0.8 million due to required retirement contributions, negotiated labor agreements and the addition of 1.00 staff year noted above.
- Services & Supplies—decrease of $0.6 million primarily due to reduction in anticipated contract services and completion of one-time projects.
- Expenditure Transfer and Reimbursements—decrease of $0.5 million primarily due to one-time funding. Since this is a transfer of expenditures, it has a net effect of $0.5 million increase in expenditures.

Revenues

Net increase of $0.7 million

- Charges for Current Services—increase of $0.4 million primarily due to increase in tax collection administration revenue.
- Use of Fund Balance—decrease of $0.3 million for a total budget of zero in unassigned General Fund balance. There are no proposed uses of fund balance in Fiscal Year 2023–24.
- General Purpose Revenue Allocation—increase of $0.6 million related to salary and benefit increases.

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

Net increase of $0.9 million primarily due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Treasury	21.00	21.00	20.00	(4.8)	20.00
Deferred Compensation	4.00	4.00	5.00	25.0	5.00
Tax Collection	82.00	82.00	83.00	1.2	83.00
Administration - Treasurer / Tax Collector	16.00	16.00	16.00	—	16.00
Total	**123.00**	**123.00**	**124.00**	**0.8**	**124.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Treasury	$ 6,218,544	$ 6,214,644	$ 6,160,403	(0.9)	$ 6,217,774
Deferred Compensation	631,977	648,549	948,208	46.2	1,010,003
Tax Collection	12,452,234	12,850,126	13,987,841	8.9	14,748,837
Administration - Treasurer / Tax Collector	4,768,270	4,951,683	4,302,881	(13.1)	4,298,763
Total	**$ 24,071,025**	**$ 24,665,002**	**$ 25,399,333**	**3.0**	**$ 26,275,377**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 15,358,655	$ 16,437,201	$ 17,256,909	5.0	$ 18,249,767
Services & Supplies	8,712,370	8,709,502	8,142,424	(6.5)	8,025,610
Expenditure Transfer & Reimbursements	—	(481,701)	—	(100.0)	—
Total	**$ 24,071,025**	**$ 24,665,002**	**$ 25,399,333**	**3.0**	**$ 26,275,377**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Fines, Forfeitures & Penalties	$ 644,150	$ 644,150	$ 644,150	—	$ 644,150
Charges For Current Services	14,832,172	14,910,551	15,326,886	2.8	15,526,886
Miscellaneous Revenues	500,000	500,000	510,000	2.0	540,000
Fund Balance Component Decreases	441,145	441,145	447,075	1.3	386,119
Use of Fund Balance	635,316	253,467	—	(100.0)	—
General Purpose Revenue Allocation	7,018,242	7,915,689	8,471,222	7.0	9,178,222
Total	**$ 24,071,025**	**$ 24,665,002**	**$ 25,399,333**	**3.0**	**$ 26,275,377**

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

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 non-partisan 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 four units: the CAO Executive Office, the Office of Equity and Racial Justice (OERJ), and the Office of Ethics, Compliance and Labor Standards consisting of 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) will move under the CAO to improve alignment with related County operations.

To ensure these critical services are provided, the Chief Administrative Office has 52.00 staff years and a budget of $10.4 million.

2022–23 Anticipated 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.
  - The County's Sponsorship Legislation, SB 872, was signed August 29, 2022 by the Governor and is now law. SB 872 (Dodd) allows counties to operate mobile pharmacies, instead of just a brick-and-mortar location, which will enable us to reach our clients where they are at, including those in rural areas and those experiencing homelessness.

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Developed and launched an informational OLSE website and social media platform providing resources on labor standards applicable to workers and employers.
  - Ensured an equal playing field for businesses and workers by ensuring workers receive the full economic benefit for their labor through outreach, education, and enforcement of the Working Families Ordinance and Sub Contractors Transparency Ordinance.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Launched a dedicated labor standards advice line for businesses and workers who need assistance with understanding labor rights and obligations.
  - Contracted with the Employee Rights Center to develop and implement a successful culturally competent, community-based support program encouraging workers to bring labor law complaints to the County or State of California.
  - Completed Social Equity Assessment in October 2022 and received a grant to develop the County's Social Equity Program for Commercial Cannabis designed to address the harms that were caused by the War on Drugs and over-criminalization of marijuana; the program will continue through 2025.
  - Completed and launched the County's Equity Indicators Project and community engagement portal in Spring 2023.
  - Began development of an Equity Impact Grant Program to invest in the resiliency of small organizations with high equity impact.
  - Began implementation of the County Convention on the Elimination of all Forms of Discrimination Against Women ordinance; started a Gender Equity focus group which

included members of the Commission on the Status of Women and Girls and County department representatives and began baseline intersectional gender equity analysis.
- Expanded implementation of the Budget Equity Tool into the Five Year Forecast phase of the County budget development process to ensure County departments apply equity concepts to long-term decision making for resource allocation.
- Began operationalizing Equity in Contracting to determine how to reduce barriers for those who have not traditionally been awarded a County contract; started an Equity in Contracting Focus Group and developed a checklist to ensure equitable and inclusive contracting.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Created a Wage Claim Dashboard detailing wage theft occurrences in San Diego County.
  - Established a Federal Department of Labor Unpaid Judgement Dashboard which details federal wage theft occurring in San Diego County.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Created and implemented telework plan for CAO Offices to reduce vehicle miles traveled by employees.
  - Short-term: Created a Sustainability Champion recognition award for CAO office direct reports.
  - Short-term: Communicated with employees about sustainability program updates, success, and/or opportunities for improvement once a quarter. Provided trainings to employees about sustainability topics.
  - Mid-term: Assisted in the coordination of updating of relevant enterprisewide sustainability policies such as those that increase the use of recycled content in paper products and printing and copying services.
  - Long-term: Began development of a departmentwide zero waste goal by setting targets for reduction, reuse, recycling, composting, and more.
- 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.
  - Conducted community engagement with stakeholders to develop contours of Workplace Justice Fund.

Community

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Participated in regionwide work groups and task forces to share best practices and leverage our municipal partners and their expertise.
  - Led the development of the Partner and Strategy Circle, an effort to build and nurture relationships with the City of San Diego Department of Race and Equity and community-based organizations; since implementation in March 2022, the circle has engaged over 75 people from 68 organizations, five County offices, and the cities of San Diego and National City.
- 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 an informational OLSE website containing easily accessible employment law information.
  - Translated and conducted outreach and education programs, including a webinar on the County's Working Families Ordinance and supporting information into nine threshold languages.
  - Led the Fair Workplace Collaborative, consisting of community-based organization working the OLSE to provide input in the development of OLSE's programs and identify community needs.
  - Continued civic engagement through the County of San Diego Leon L. Williams Human Relations Commission and its various sub-committees; co-created the Commission's strategic plan; held 12 commission meetings, 12 subcommittee meetings, six community meetings; and hired a consultant to work with the commission to have community healing circles and dialogue around interpersonal societal issues.
- Communications: Create proactive communication that is accessible and transparent.
  - Developed easy to access information on labor standard requirements adopted by County.
  - Developed a multi-lingual outreach and education program that will provide educational materials in a variety of diverse languages to reach impacted communities in San Diego County.
  - Developed a language services plan led by the County Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.

Empower

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

- Facilitated trainings for County data stewards to increase knowledge and use of the County's Open Data Portal.
- As part of the Equity Indicators Project, began development of equity indicators data stories within the County's accessible Open Data Portal.
- Authored CAO Administrative Policy around how data may be shared publicly.
- Prepared annual reports of OEC complaints for management groups.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Launched the Enterprise PowerBI User Group Teams channel.
  - Authored CAO Administrative Policy about how to gather and report more detailed race/ethnicity categories.
  - 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.
  - Analyzed complaint history data to inform focus areas for training.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - During Fiscal Year 2022–24 negotiations of successor Memoranda of Agreement, used Interest Based Bargaining with any interested Union or Association as a method, based on interests rather than positions, which empowers our employees to craft an agreement that is mutually beneficial for the County, the employees and the citizens of San Diego.
  - Conducted biennial Employee Engagement survey by December 31, 2022 and provided enterprise report that includes accountability objectives, including organizations trends of strengths, opportunities for systemic improvements, timeline for recommended changes and budget implications.
  - Provided report on biennial Employment Engagement survey on the improvement and satisfaction results to measure employee satisfaction.
  - Facilitated the implementation of the re-imagined General Management System that provides a specific channel of communication for all levels of the organization to provide feedback on our Governance Documents.

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.
  - Began implementation of strategies and programs for the County's Uplifting Boys and Men of Color initiative that is meant to support and develop programs that interrupt and lead to the eradication of the school to prison pipeline.
  - Worked with the County of San Diego Leon L. Williams Human Relations Commission to provide jail death presentations by the California State auditor.

2023–25 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
  - Continue to lead the development and implementation of the County's Social Equity Program for Commercial Cannabis, including additional community engagement and leveraging and coordinating available grant opportunities to maximize resources available.
  - Continue the implementation of the County Community Equity Impact Fund Program that will award two million dollars over the next two years to a total of 10 community-based organizations working in the social and racial justice fields, an effort 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.
  - Conduct an Intersectional Baseline Gender Equity Analysis and develop a five year countywide Intersectional Gender Equity Action Plan that analyzes policies and procedures on a countywide level.
  - Continue to lead the implementation of equity resources and tools regarding contracting, budget planning, and the 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.
  - Conduct Life Course Map Analysis of boys and men of color in San Diego County, to identify and address barriers to opportunities that they face.
  - Enhance and grow a dedicated labor standards advice line for businesses and workers who need assistance with understanding labor rights and obligations.
  - Implement 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.

- Report annually on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies.

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

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 the Partner and Strategy Circle sessions, including hosting the first annual Equity Summit in San Diego County.
- 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, townhalls and workshops on conflict resolution.
  - Develop a strategy to build strong working relationships with Indigenous people in support of their interests and cultural values.
  - Develop a community-based education and outreach program on current initiatives, labor rights of workers, and labor law obligations of employers.
  - Lead the Fair Workplace Collaborative, consisting of community-based 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.
  - Develop easy-to-access information on labor standard requirements adopted by the County.
  - Develop a multi-lingual outreach and education program that will provide educational materials in diverse languages to reach impacted communities in San Diego County.

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 Justice, Equity, Diversity, and Inclusion Teams and trainings to operationalize equity within and through County departments.
  - Implement a Racial Equity Administrative Policy to establish County-wide procedures for advancing equity and racial justice through normalizing, organizing, and operationalizing these concepts in departments' everyday work.
  - Develop and lead County-wide Gender Identity Expression Team to develop strategies, policies and procedures to address the workplace needs of transgender, non-binary, and gender diverse employees.
  - Continue implementation of the Equity in Contracting Checklist tool and training to County contracting staff to ensure an equity lens in procurement and contracting design.
  - 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.
  - Develop and implement 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.
  - Prepare annual reports of OEC complaints for management groups.
  - 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.
  - Develop an anti-racism strategy to inform and further County's equity and racial justice work.

- Promote a culture of ethical leadership and decision making across the enterprise by embedding micro-learnings into ethics and compliance program; conduct at least 25 trainings, presentations and workshops on ethics and compliance; and analyze complaint history data to inform focus areas for training.
- Realign OEC's oversight and coordination of ethics and compliance complaints by increasing its investigative capacity.
- Onboard and train additional staff to support the increase in investigations and support to internal and external stakeholders.
- Implement 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.
- Increase 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.
  - Implement the Uplifting Boys and Men of Color initiative to allow the County to have a more centralized role in connecting at-risk youth to existing services.
  - Partner with the Office of the Public Defender to implement a client advocate program, inclusive of capacity-building training for public defenders, to provide holistic services to clients receiving public defense.
  - Continue working with the County of San Diego Leon L. Williams Human Relations Commission public safety subcommittee to hold a townhall on Jail Deaths in 2023.
- 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.
  - Work 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.

Related Links

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

- www.sandiegocounty.gov/cao

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

Staffing

Net increase of 27.0 staff years

- Increase of 1.0 staff years in the Office of Equity and Racial Justice (OERJ) to support implementation of the Social Equity Program.
- Increase of 5.0 staff years in the Office of Ethics and Compliance (OEC) to address internal investigations throughout the organization.
- Increase of 1.0 staff years in the Office of Labor Standards and Enforcement (OLSE) to address increase in investigations workload.
- Increase of 20.0 staff years in the Office of Evaluation, Performance and Analytics (OEPA) to reflect a transfer of the department into the Chief Administrative Office.

Expenditures

Net decrease $1.2 million

- Salaries & Benefits—net increase $4.4 million primarily due to negotiated labor agreements and staffing changes noted above.
- Services & Supplies—decrease of $3.4 million primarily due to the removal of one-time costs in the Office of Equity and Racial Justice.
- Expenditure Transfer & Reimbursements—increase of $2.2 million primarily associated with the transfer of the OEPA into the Chief Administrative Office. Since this is a transfer of expenditures, it has a net effect of $2.2 million decrease in Expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease $1.2 million

- Intergovernmental Revenues—net increase of $2.0 million in American Rescue Plan Act (ARPA) funds associated with the transfer of OEPA.
- Charges for Current Services—net increase of $0.2 million associated with Cost Allocation Plan cost reimbursements for services provided.
- Fund Balance Component Decreases—increase of $0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt.
- Use of Fund Balance—decrease of $4.1 million associated with the removal of $4.0 million one-time startup costs for the Office of Equity and Racial Justice, and $0.1 million associated with one-time Salary and Benefit costs.
- General Purpose Revenue Allocation—increase of $0.6 million primarily due to negotiated labor agreements and staffing changes noted above.

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

Net increase of $0.4 million primarily due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Executive Office	7.00	7.00	7.00	—	7.00
Office of Intergovernmental Affairs	4.50	—	—	—	—
Office of Ethics & Compliance	5.00	6.00	11.00	83.3	11.00
Office of Equity and Racial Justice	5.00	7.00	8.00	14.3	8.00
Office of Evaluation, Performance and Analytics	—	—	20.00	—	20.00
Office of Labor Standards and Enforcement	5.00	5.00	6.00	20.0	6.00
Total	**26.50**	**25.00**	**52.00**	**108.0**	**52.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Executive Office	$ 2,360,683	$ 2,601,481	$ 2,272,349	(12.7)	$ 2,379,829
Office of Intergovernmental Affairs	1,584,242	—	—	—	—
County Memberships and Audit	751,499	758,264	764,144	0.8	814,144
Office of Ethics & Compliance	1,126,205	1,297,221	1,867,492	44.0	1,943,563
Office of Equity and Racial Justice	2,200,000	5,728,758	2,052,001	(64.2)	2,152,261
Office of Evaluation, Performance and Analytics	—	—	2,017,009	—	2,000,000
Office of Labor Standards and Enforcement	1,100,000	1,248,109	1,448,903	16.1	1,493,162
Total	**$ 9,122,629**	**$ 11,633,833**	**$ 10,421,898**	**(10.4)**	**$ 10,782,959**

Note: Effective July 1, 2023, the Office of Evaluation, Performance and Analytics (OEPA) will move under the Chief Administrative Office to improve alignment with related County operations.

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 5,589,711	$ 5,775,905	$ 10,158,748	75.9	$ 10,469,809
Services & Supplies	7,532,918	6,157,928	2,763,150	(55.1)	2,813,150
Expenditure Transfer & Reimbursements	(4,000,000)	(300,000)	(2,500,000)	733.3	(2,500,000)
Total	**$ 9,122,629**	**$ 11,633,833**	**$ 10,421,898**	**(10.4)**	**$ 10,782,959**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ —	$ 2,000,000	—	$ 2,000,000
Charges For Current Services	141,705	127,831	288,146	125.4	288,146
Fund Balance Component Decreases	108,884	108,884	195,526	79.6	156,510
Use of Fund Balance	2,253,426	4,111,209	—	(100.0)	—
General Purpose Revenue Allocation	6,618,614	7,285,909	7,938,226	9.0	8,338,303
Total	**$ 9,122,629**	**$ 11,633,833**	**$ 10,421,898**	**(10.4)**	**$ 10,782,959**

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 234.50 staff years and a budget of $42.5 million.

2022–23 Anticipated Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Short-term: Reduced the number of Annual Comprehensive Financial Reports printed by 20%, which saved approximately 4,840 pages of paper, plus ink and/or toner.
  - Short-term: The Auditor and Controller (A&C) is in the planning stages to reduce office space at the County Operations Center from 1 ½ floors to a single floor, which exceed the reduction goal of 7.5%.

  - Short-term: Reduced paper consumption by 20%, which is lower than the 30% target. However, the department will continue to work towards this goal through double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails.
  - Short-term: Provided quarterly trainings to employees about sustainability topics.
  - Mid-term: Began identifying items that can be replaced with durable/re-usable items by tracking supply purchases.
  - Long-term: Planning is currently in process for conversion of 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.
  - Earned the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2021, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2022. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.

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 eight 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 by conducting 25 trainings that focus on core competencies of employees in accounting functions.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Achieved an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 6.69%, 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.
  - Revised the Office of Audits and Advisory Services (OAAS) strategic planning process to ensure alignment with the County strategic plan initiatives and publish audit reports online.
  - Validated 100% (of 50) of audit recommendations reported as implemented within 10 business days. OAAS issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
  - Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (of 15) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
  - Submitted 100% (of 1,426) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
  - Processed 95% (of 317,885) of County invoices within five business days after receipt from departments, which was slightly below the goal due to delays resulting from staff turnover. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Continued the upgrade of the ORR's collection management system, Revenue Plus Collector System (RPCS), which is currently running on the 2007 release and nearing the end of vendor support. The discovery phase has started to convert to the new replacement system, RevQ. RPCS is used by ORR to establish and manage accounts, collect, and post payments and generate collections reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency.
  - Implemented an E-Commerce solution with an online payment application which allows for agent assisted scheduling and processing of recurring payments. This solution also integrates with the ORR's current Interactive Voice Response (IVR) system and enhances customer satisfaction by offering automated, self-service phone payments.
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, complete the design, development, testing and implementation of the Integrated Property Tax System (IPTS).
  - The unit testing phase activities of the upgrade of the County's Oracle Financials Application have been completed. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare the annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions.

2023–25 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Short-term: Implement a transportation program to shift employee travel modes, including teleworking as an option to reduce commuting, remote locations to reduce travel as much as is reasonable and applicable, support carpooling, use of mass transit, ridesharing, walking, biking, and alternate methods of transportation.
  - Short-term: Determine which office functions may have opportunities for paperless operation (e.g. billing, scheduling, payroll, etc.).
  - Short-term: Provide trainings to employees about sustainability topics.
  - Mid-term: Implement procedures to replace items that were tracked with durable/re-usable items by tracking supply purchases.
  - Long-term: Convert eligible Payroll forms to an electronic format.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.

- Earn the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2022, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2023. 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.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - 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.
  - Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 6.25%. This measure represents the effectiveness of collection activities performed by ORR. ORR provides cost effective and efficient accounts receivable management services and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid.
  - Upgrade the ORR's collection management system, Revenue Plus Collector System (RPCS), which is nearing the end of vendor support to the new replacement system, RevQ. 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.
  - Validate 100% of audit recommendations reported as implemented within 10 business days. OAAS issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
  - Administer the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor and/or investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
  - 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.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Provide customer service trainings to all A&C staff to enhance customer service skills and techniques.
  - Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.
  - Upgrade the County's Oracle Financials Application, which is currently nearing end of vendor support. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare the annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions. The planned go-live for this upgrade project is December 2023.
  - A&C is moving from the current DocuSign Signature Application (DSA) to the DocuSign Online Cloud Service. DSA has an end-of-life of July 23, 2023. A&C needs to be on the Online Cloud Service beyond that date to continue with having certificate backed signatures on various forms. DocuSign Professional Services will partner with County of San Diego as they transition from the DocuSign Signature Appliance to the DocuSign eSignature web application. The goal of this engagement is to provide the County with the basics of how to use eSignature (e.g., get signature, send ad-hoc/one-off envelopes) as well as implement their top five priority forms (as DocuSign templates). Prioritized forms will be determined by the County during implementation. DocuSign will then provide a formal knowledge transfer/solution overview so that the County can set-up their remaining forms as needed. DocuSign will take an advisory approach to building templates to ensure the customer has the foundational knowledge to build these on their own.
  - 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.

Related Links

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

- https://www.sandiegocounty.gov/auditor/

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
County invoices processed within five days of receipt from departments	100% of 317,885	100%	95% of 317,885	100%	100%
Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	99.9% of 1,426	100%	100% of 1,426	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 49	100%	100% of 50	100%	100%
Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable)[2]	6.13%	6.25%	6.69%	6.25%	6.25%
Trainings conducted that focus on core competencies for employees in accounting functions	N/A	N/A	N/A	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.

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

Staffing

Increase of 1.00 staff year

- Increase of 1.00 staff year in Office of Audits & Advisory Services to implement the new cannabis tax.

Expenditures

Net increase of $1.0 million

- Salaries & Benefits—increase of $0.3 million primarily due to negotiated labor agreements and staffing changes noted above.
- Services & Supplies—increase of $0.7 million due to planning purposes associated with increased Information technology costs.

Revenues

Net increase of $1.0 million

- Intergovernmental Revenues—increase of $0.2 million in the Office of Revenue & Recovery associated with State Assembly Bill 199, which backfills lost revenue resulting from Assembly Bill 177.
- Charges for Current Services—increase of $0.1 million associated with Cost Allocation Plan cost reimbursements for services provided.
- Miscellaneous Revenue—decrease of $0.1 million due to anticipated reduction in Accounts Payable e-commerce revenue.
- Fund Balance Component Decreases—increase of $0.1 million due to one-time costs associated with negotiated labor agreements.

- Use of Fund Balance—decrease of $0.7 million due to removal of funds associated with one-time Salaries & Benefits payments.
- General Purpose Revenue Allocation—increase of $1.4 million primarily due to negotiated labor agreements and staffing changes noted above.

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

Net increase of $1.9 million primarily due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Audits	19.00	22.00	22.00	—	22.00
Controller Division	100.50	101.50	101.50	—	101.50
Revenue and Recovery	87.00	82.00	80.00	(2.4)	80.00
Administration	17.00	17.00	20.00	17.6	20.00
Information Technology Mgmt Services	12.00	11.00	11.00	—	11.00
Total	**235.50**	**233.50**	**234.50**	**0.4**	**234.50**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Audits	$ 3,366,783	$ 4,083,212	$ 4,271,259	4.6	$ 4,492,909
Controller Division	15,211,620	15,401,940	16,139,629	4.8	17,127,001
Revenue and Recovery	10,433,416	10,506,264	10,613,120	1.0	11,279,389
Administration	4,697,315	4,054,912	3,655,346	(9.9)	3,623,430
Information Technology Mgmt Services	7,876,787	7,494,003	7,855,224	4.8	7,952,257
Total	**$ 41,585,921**	**$ 41,540,331**	**$ 42,534,578**	**2.4**	**$ 44,474,986**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 30,192,741	$ 31,066,946	$ 31,335,812	0.9	$ 33,302,108
Services & Supplies	11,557,938	10,638,143	11,363,524	6.8	11,337,636
Other Charges	50,000	50,000	50,000	—	50,000
Expenditure Transfer & Reimbursements	(214,758)	(214,758)	(214,758)	—	(214,758)
Total	**$ 41,585,921**	**$ 41,540,331**	**$ 42,534,578**	**2.4**	**$ 44,474,986**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 1,052,101	$ 1,052,101	$ 1,302,101	23.8	$ 1,302,101
Charges For Current Services	6,536,452	6,321,311	6,435,132	1.8	6,435,132
Miscellaneous Revenues	220,000	320,000	195,000	(39.1)	195,000
Fund Balance Component Decreases	821,830	821,830	937,364	14.1	729,966
Use of Fund Balance	1,498,440	729,702	—	(100.0)	—
General Purpose Revenue Allocation	31,457,098	32,295,387	33,664,981	4.2	35,812,787
Total	**$ 41,585,921**	**$ 41,540,331**	**$ 42,534,578**	**2.4**	**$ 44,474,986**

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

Citizens' Law Enforcement Review Board

Mission Statement

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

Department Description

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

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

2022–23 Anticipated 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.
  - 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.
- Health: Focus 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 Department or Probation Department policies and procedures.

  - Analyzed overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff's Department or Probation Department policies and procedures.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Reviewed staff telework schedules and determined a footprint reduction plan for CLERB.
  - Short-term: Provided quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.
  - Short-term: Reduced use of paper by 25% by relying on electronic (PDF) documents and double-sided printing. (Went paperless, e.g. no printed/physical case files, no Board meeting printed materials, double-sided printed documents whenever needed.)
  - Mid-term: Assessed department purchasing trends and identified areas to improve selections for greater sustainability.
  - Long-term: Transitioned to hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Conducted 21 community outreach activities to increase awareness of CLERB.

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.

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% (60) 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% 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). However, the three month internal deadline was not achieved.
  - Completed 100% (21 total, including 20 investigations of use of force resulting in great bodily injury, one use of force at a protest/First Amendment-protected event, and zero discharge 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% of new complaints (115) 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 45 policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
  - Provided monthly "early warning" reports (12) to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
  - Provided to the Sheriff's Department a detailed plan to reduce the likelihood of racially disparate law enforcement practices.

2023–25 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 Department and Probation Department to determine whether trends suggest deficiencies in Sheriff's Department 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 Department and Probation Department policies and procedures.
  - Analyze overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff's Department 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: Review staff telework schedules and determine a footprint reduction plan for CLERB.
  - Short-term: Provide quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.
  - Short-term: Reduce use of paper by 25% by relying on electronic (PDF) documents and double-sided printing.
  - Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
  - Long-term: Transition to hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.

Community

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

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 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.

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 was received to when case documents were completed and returned to the complainant for signature.
  - Present 18 policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
  - Provide monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

Related Links

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

- www.sandiegocounty.gov/clerb

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Conduct or attend community outreach activities	12	12	21	12	12
Mail complaint documents for complainant signature within two working days of initial contact[1]	100% of 86	100%	100% of 115	100%	100%
Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions[1]	100% of 57	100%	100% of 60	100%	100%
Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	100% of 24	100%	100% of 24	100%	100%
Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions	100% of 13	100%	100% of 21	100%	100%
Present policy and procedure recommendations to the Sheriff's Department and/or Probation Department[2]	26	12	45	18	18
Provide monthly early warning reports to the Sheriff's Department and Probation Department[3]	12	12	12	12	12

Table Notes

[1] Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).
[2] This measure was exceeded due to the investigation of more complex cases and seriousness of allegations.
[3] The success of this goal is based on all activities being completed within the fiscal year rather than a percentage of those activities.

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

Staffing

Increase of 1.00 staff years

- Increase of 1.0 staff years to provide technical and investigative support.

Expenditures

Net increase of $0.2 million

- Salaries & Benefits—increase of $0.2 million primarily due to negotiated labor agreements and staffing changes noted above.

Revenues

Increase of $0.2 million

- General Purpose Revenue Allocation—increase of $0.2 million primarily due to negotiated labor agreements and staffing changes noted above.

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

Net increase of $0.1 million due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Law Enforcement Review Board	8.00	9.00	10.00	11.1	10.00
Total	**8.00**	**9.00**	**10.00**	**11.1**	**10.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Law Enforcement Review Board	$ 1,559,269	$ 1,798,883	$ 1,976,018	9.8	$ 2,041,775
Total	**$ 1,559,269**	**$ 1,798,883**	**$ 1,976,018**	**9.8**	**$ 2,041,775**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 1,296,351	$ 1,525,475	$ 1,701,031	11.5	$ 1,766,788
Services & Supplies	262,918	273,408	274,987	0.6	274,987
Total	**$ 1,559,269**	**$ 1,798,883**	**$ 1,976,018**	**9.8**	**$ 2,041,775**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Fund Balance Component Decreases	$ 24,804	$ 24,804	$ 45,173	82.1	$ 37,167
Use of Fund Balance	9,878	23,685	—	(100.0)	—
General Purpose Revenue Allocation	1,524,587	1,750,394	1,930,845	10.3	2,004,608
Total	**$ 1,559,269**	**$ 1,798,883**	**$ 1,976,018**	**9.8**	**$ 2,041,775**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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Civil Service Commission

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Civil Service Commission has 3.00 staff years and a budget of $0.6 million.

2022–23 Anticipated Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Resolved 57% (12 of 21) 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.
  - Short-term: Discontinued water deliveries by utilizing water bottle refill stations to reduce plastic waste and vehicle miles traveled in the delivery.
  - Short-term: Continued to identify opportunities and participate in carbon footprint reduction activities.
  - Mid-term: Continued to assess department purchasing trends and identify areas to improve selections for greater sustainability.

  - 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, while complying with County policy and the Brown Act open meeting law.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Distributed 100% (10) 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.
  - Developed and implemented procedures for conducting public meetings in a hybrid in-person/virtual format that complies with County policy and the Brown Act relating to open meetings.
- 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 was available to assume a response and recovery role during a disaster such as a wildfire (Local Assistance Centers, 211 operators).
  - Updated and provided staff training on department Continuity of Operations Plan.

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 95%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Provided customers with hearings that were fair, impartial, and efficient in order to achieve legally sound decisions.
  - Developed and implemented procedures for conducting hearings in a hybrid in-person/virtual format providing more options for employees, department representatives and witnesses to participate in hearings.
  - Provided a safe, neutral environment that facilitated open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.
  - Ensured all decisions made by the Commission took into consideration fairness, due process, and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff, and counsel.

2023–25 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.
  - Short-term: Reduce use of paper by relying on electronic (PDF) documents and double-sided printing.
  - Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
  - Long-term: Look 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 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.
  - Provide customers with hearings that are fair, impartial, and efficient in order to achieve legally sound decisions.
  - Provide a safe, neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.

- Ensure all decisions made by the Commission will take into consideration fairness, due process, and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff, and counsel.

Related Links

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

- www.sandiegocounty.gov/civilservice

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Personnel disputes resolved without need of an evidentiary hearing[1]	79% of 33	55%	57% of 21	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 13	95%	100% of 10	95%	95%
Positive customer satisfaction rating[2]	99%	95%	95%	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.

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

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

No significant changes.

CIVIL SERVICE COMMISSION

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Civil Service Commission	3.00	3.00	3.00	—	3.00
Total	**3.00**	**3.00**	**3.00**	**—**	**3.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Civil Service Commission	$ 580,732	$ 620,299	$ 636,155	2.6	$ 664,565
Total	**$ 580,732**	**$ 620,299**	**$ 636,155**	**2.6**	**$ 664,565**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 490,273	$ 525,966	$ 549,879	4.5	$ 578,289
Services & Supplies	90,459	94,333	86,276	(8.5)	86,276
Total	**$ 580,732**	**$ 620,299**	**$ 636,155**	**2.6**	**$ 664,565**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Charges For Current Services	$ 46,374	$ 44,556	$ 45,030	1.1	$ 45,030
Fund Balance Component Decreases	14,256	14,256	15,413	8.1	12,674
Use of Fund Balance	9,284	9,526	—	(100.0)	—
General Purpose Revenue Allocation	510,818	551,961	575,712	4.3	606,861
Total	**$580,732**	**$ 620,299**	**$ 636,155**	**2.6**	**$ 664,565**

Clerk of the Board of Supervisors

Mission Statement

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

Department Description

As the official repository of the Board of Supervisors' records, the Clerk of the Board of Supervisors is committed to transparency in government and providing public access to documents through the online posting of Board of Supervisors agendas, Statements of Proceedings and Minute Orders dating back to the late 1800s. The Clerk of the Board of Supervisors also provides administrative support to the Assessment Appeals Boards, County Hearing Officers, Special Districts and 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, is in the process of implementing a process that will coordinate 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 $5.3 million.

2022–23 Anticipated Accomplishments

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Developed and provided training on utilizing electronic resources to access Board of Supervisors agenda materials to Board of Supervisors staff in an effort to reduce the number of hard copy agendas that are produced that result in a significant amount of paper waste.
  - Short-term: Focused on reducing waste produced at recognition events by providing reusable or compostable tableware.
  - Short-term: Identified opportunities and participated in carbon footprint reduction activities including convening the department's annual all-staff goal workshop that was focused exclusively on sustainability.
  - Mid-term: Implemented mandated electronic filing of Statements of Economic Interest (Form 700s), receiving 84% of filings electronically, and identified other areas for reduction in paper correspondence, creating a roadmap for future efforts towards transitioning processes to electronic filing.
  - Long-term: Developed a Departmental Sustainable Purchasing Policy that prioritizes purchasing supplies and equipment that are recyclable or made from recycled materials and performed an analysis of the most frequently purchased office supplies to determine sustainable alternatives

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.
  - Established a centralized Public Records Act Unit to be the main point of contact for the public to request records and coordinate with departments on providing timely responses to requests. This also included deploying a software solution for the public to submit requests, as well as for staff to manage and route requests.
  - Provided interpreters for Board of Supervisors meetings, as well as Assessment Appeals Board hearings and passport acceptance services to ensure residents have opportunities to make informed decisions while listening to, participating in or using County services or programs.
  - Provided additional means of access to Board of Supervisors' meetings to constituents in their preferred language, including publication of materials in Arabic, Chinese, Dari, Farsi, Korean, Somali, Spanish, Tagalog, and Vietnamese.
  - Ensured access to services and information through additional translated materials and signage.
  - Implemented a new software solution for boards, commissions, and committees that enables the public to access information about serving on a board, commission, or committee, review vacancies, and apply for a position directly online.

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.
  - Implemented a focused cross training plan that ensured all staff have the knowledge for prompt response to customer inquiries regardless of their assigned operational unit, reducing call times and transfers, as well as ensuring continuity of services during unexpected circumstances.
  - Received customer survey cards from 40% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
  - Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 100% of Appeal Applications within seven days of receipt.
  - Achieved an average of 9.5 minutes per passport application, outperforming the department's benchmark of an average of 10 minutes per passport application

Justice

- Environment: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
  - Provided access to Board of Supervisors' actions by making 100% of the draft Statements of Proceedings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
  - Led a County work group that prepared the Code of Conduct for boards and commissions that promotes civility and representation of diverse ideas.

2023–25 Objectives

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Further identify opportunities to transition paper forms or documents to electronic formats that allow online submission and retention, including piloting online speaker slips and customer survey cards and receiving over 85% of Form 700s electronically.
  - Implement the Departmental Sustainable Purchasing Policy, providing training to staff on preferred supplies that are recyclable or made from recycled materials, and auditing purchases to ensure compliance.
  - Expand opportunities for the delivery of virtual services to reduce vehicle miles traveled by clients/customers.
  - Coordinate training the department by County recycling program staff and/or partner agencies about recycling guidelines and best practices.
  - Provide biannual training 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.
  - Promote, educate, and 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.
  - Update the department's web pages with a focus on ensuring accessibility and identify new opportunities to communicate information about programs to residents, such as through visuals and short videos.

- Promote public engagement through the new Boards, Commissions, and Committee Portal and provide resources 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.
  - Receive customer survey cards from 40% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
  - Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by entering 98% of Appeal Applications within seven days of receipt.
  - Meet the department's benchmark of an average of 10 minutes per passport application.
  - Implement an employee development and coaching series to provide additional career support and learning opportunities for staff.
  - 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.

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 on the Internet within three days of the related meeting.
  - Partner 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.

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	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Statements of Economic Interests (Form 700s) filed electronically	84%	75%	84%	85%	90%
Average score on internal customer surveys of 4.9 out of 5.0 in all six categories[1]	4.96	4.9	4.9	4.9	4.9
Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	99% of 4,343	98%	100% of 4,200	98%	98%
Average transaction time for processing passport applications[3]	10 minutes	10 minutes	9.5 minutes	10 minutes	10 minutes
Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	84%	100%	100%	100%	100%

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2022–23, total applications received were 4,200. Target varies with volume: 1-5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.

[3] The department's benchmark transaction time has been 12.5 minutes per application. However, through a process reengineering effort, the department was able to reduce the transaction time to 10 minutes.

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.4 million

- Salaries & Benefits—increase of $0.4 million for negotiated labor agreements and required retirement contributions.

Revenues

Net increase of $0.4 million

- General Purpose Revenue Allocation—increase of $0.4 million for Public Records Act portal, language translation services, information technology projects, negotiated labor agreements and required retirement contributions.

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

Net increase of $0.2 million primarily due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Legislative Services	11.00	8.00	8.00	—	8.00
Public Services	13.00	18.00	18.00	—	18.00
Executive Office	4.00	4.00	4.00	—	4.00
Total	**28.00**	**30.00**	**30.00**	**—**	**30.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Legislative Services	$ 1,606,118	$ 1,473,764	$ 1,723,396	16.9	$ 1,753,316
Public Services	1,718,563	2,466,296	2,556,040	3.6	2,663,482
Executive Office	958,665	924,097	1,019,041	10.3	1,044,126
Total	**$ 4,283,346**	**$ 4,864,157**	**$ 5,298,477**	**8.9**	**$ 5,460,924**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 3,659,271	$ 3,946,601	$ 4,344,002	10.1	$ 4,532,069
Services & Supplies	624,075	917,556	954,475	4.0	928,855
Total	**$ 4,283,346**	**$ 4,864,157**	**$ 5,298,477**	**8.9**	**$ 5,460,924**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Charges For Current Services	$ 681,000	$ 687,000	$ 640,000	(6.8)	$ 640,000
Miscellaneous Revenues	8,600	10,500	11,500	9.5	11,500
Fund Balance Component Decreases	101,498	101,498	114,349	12.7	91,463
Use of Fund Balance	65,012	—	—	—	—
General Purpose Revenue Allocation	3,427,236	4,065,159	4,532,628	11.5	4,717,961
Total	**$ 4,283,346**	**$ 4,864,157**	**$ 5,298,477**	**8.9**	**$ 5,460,924**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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MDCCCLI

County Communications Office

Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media, and internal communications and projects. The department is also responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these services are provided, the County Communications Office has 23.00 staff years and a budget of $5.7 million.

2022–23 Anticipated 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.

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 2022–23 to reduce vehicle miles traveled.
  - Short-term: Provided training to ensure IT management policies (how to set computers and printers to turn off or sleep, print double sided, etc.) are implemented by all staff to reduce energy use and waste.
  - Mid-term: Began initial planning to provide department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
  - Long-term: Did not initiate process to purchase electric vehicle (EV) production vehicle to contribute to the reduction of greenhouse gases in Fiscal Year 2023–24, however, will continue to pursue and identify appropriate timing for purchase in the future.

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.
  - Created a comprehensive community engagement strategy and embedded it in the County culture, working with partners and the public, particularly underrepresented commu-

nities, 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 2%.
  - Developed a language services plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - 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.
  - 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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Supported successful transition of PRA request coordination functions to new unit within the Clerk of the Board.

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 promoted opportunities for restorative and environmental justice to build trust and promote transparency.

2023–25 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 2023–24 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.

- Develop and facilitate 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.
- Use 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 will include 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.
  - 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.
  - Develop 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.
  - 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	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Increase number of translations and interpretations by 10%[1]	N/A	N/A	N/A	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	422	365	365	365	365
Increase in followers of County social media sites[3]	12% (31,234 over 258,959 base)	10%	2%	10%	10%
California Public Records Act requests are responded to within 10 calendar days from receipt of original request[2]	100%	100%	N/A (see note)	N/A	N/A
Articles, videos and information posted on departments intranet site[4]	232	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] Starting in Fiscal Year 2022–23, California Public Records Act (PRA) requests are now coordinated by the new PRA Unit within the Clerk of the Board. This performance measure will be discontinued in Fiscal Year 2023–24.

[3] Social media percentage decrease impacted by reduction in posts and engagement related to COVID-19 response.

[4] While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

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

Staffing

No change in staffing.

Expenditures

No net change.

- Salaries & Benefits—increase of $0.2 million primarily due to negotiated labor agreements.
- Services & Supplies—net decrease of $0.5 million.
  - Increase of $0.2 million due to one-time expenditures for CNC TV studio.
  - Decrease of $0.2 million associated with the removal of one-time costs for community engagement support.
  - Decrease of $0.5 million associated with the removal of one-time costs for Countywide translation coordination support.
- Capital Assets Equipment—increase of $0.1 million due to one-time capital expenditures for CNC TV studio.
- Expenditure Transfer & Reimbursements—decrease of $0.2 million associated with the removal of rebudgeted Fiscal Year 2021–22 appropriations for support of community engagement efforts. Since this is a transfer of expenditures, it has a net effect of $0.2 million increase in expenditures.

Revenues

No net change.

- Licenses, Permits & Franchises—increase of $0.3 million in Public Educational Government (PEG) Access Fee revenue, due to one-time expenditures for CNC TV studio.
- Use of Fund Balance—decrease of $0.6 million in unassigned General Fund balance tied to Countywide translation coordination activities and one-time costs due to negotiated labor agreements.
- General Purpose Revenue Allocation—net increase of $0.3 million primarily due to negotiated labor agreements.

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

Net decrease of $1.1 million primarily due to removal of one-time expenditures for CNC TV, partially offset by increases due to negotiated labor agreements.

COUNTY COMMUNICATIONS OFFICE

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Communications Office	21.00	23.00	23.00	—	23.00
Total	**21.00**	**23.00**	**23.00**	**—**	**23.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Communications Office	$ 3,941,283	$ 5,641,821	$ 5,671,965	0.5	$ 4,565,099
Total	**$ 3,941,283**	**$ 5,641,821**	**$ 5,671,965**	**0.5**	**$ 4,565,099**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 3,340,401	$ 3,751,171	$ 3,965,899	5.7	$ 4,148,633
Services & Supplies	751,882	2,245,650	1,731,466	(22.9)	594,466
Capital Assets Equipment	199,000	195,000	324,600	66.5	172,000
Expenditure Transfer & Reimbursements	(350,000)	(550,000)	(350,000)	(36.4)	(350,000)
Total	**$ 3,941,283**	**$ 5,641,821**	**$ 5,671,965**	**0.5**	**$ 4,565,099**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 463,500	$ 1,262,000	$ 1,546,100	22.5	$ 256,500
Fund Balance Component Decreases	96,660	95,996	116,415	21.3	95,840
Use of Fund Balance	50,902	567,240	—	(100.0)	—
General Purpose Revenue Allocation	3,330,221	3,716,585	4,009,450	7.9	4,212,759
Total	**$ 3,941,283**	**$ 5,641,821**	**$ 5,671,965**	**0.5**	**$ 4,565,099**

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 184.00 staff years and a budget of $44.1 million.

2022–23 Anticipated 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.
  - County Counsel did not receive requests for formal I-119s review (review draft Environmental Impact Reports in 40 days or less), thus this goal was not applicable for this Fiscal Year. County Counsel did timely review several project Environmental Impact Reports (EIRs), Revisions to EIRs, recirculation of EIR sections, independent analysis sections such as vehicle miles traveled (VMT) and greenhouse gases (GHG), multiple Negative Declarations, and Mitigated Negative Declarations.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Completed 100% (45 of 45) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
  - Completed 100% (2,054 of 2,054) of all advisory assignments for County departments by the agreed upon due dates.
  - Prevailed in 98% (745 of 762) of Juvenile Dependency petitions contested in Superior Court.
  - Prevailed in 96% (190 of 198) of Juvenile Dependency appeals and writs filed.
  - Prevailed in 90% (84 of 93) of court decisions in all lawsuits filed against the County.
  - Achieved 100% (2 of 2) success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.

- Handled 95% (102 of 107) of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: 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 to market the availability of the website and its efforts towards composting to promote a culture of reusing and repurposing items.
  - Short-term: Reduced paper use within one department division by establishing a system of scanning its active case files. Coordinated with the County's approved vendor to assess Workers' Compensation Division's active and closed case files. Based on vendor's recommendation the closed case files will be scanned first to assess an efficient system prior to adding in active case files. This objective should shift to be a mid-term goal given the change in scope.
  - Short-term: Identified opportunities and participated in carbon footprint reduction activities.
  - Mid-term: Assisted departments in finding legal solutions which allowed greater economic and/or energy savings. Established two working groups to assess the Department's document management and e-discovery needs and arrived at a high-level road map towards next step.
  - 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's document management working group is working with the County Technology Office to finalize business requirements.
  - Long-term: Gathered department's business requirements to identify an electronic discovery system for the litigation services area. Continued to obtain feedback from training attendees to coordinate follow up on topic specific trainings on the existing system. Working groups will continue to meet to narrow down business requirements, which may include additional enhancements to existing system or requirements that point to the need for a new system.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Conducted 35 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conducted 30 meetings with the Department of Purchasing and Contracting (DPC), Department of General Services (DGS) and/or Land Use and Environment Group (LUEG) 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 45 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.
  - The goal to conduct a one-day comprehensive training and legal update for County Counsel advisory attorneys and Department of Purchasing and Contracting (DPC) staff on conflict of interest laws, critical terms and conditions, and updated procurement rules and procedures was not met as a one-day training session. However, these topics were addressed through multiple other trainings and sessions, including DPC Contracting Officer Representative trainings, internal County Counsel trainings, and office hours held by attorneys at DPC.
  - 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. Implemented new organizational structure and established a majority new Management Team.
  - Established 15 in-house trainings for new and current employees.

- Ensured that all County Counsel new staff members took the online financial literacy training in the County's Learning Management System to become more knowledgeable and proficient in understanding the County's finances.

Justice

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

2023–25 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
  - Strengthen the local behavioral health continuum of care and support creation of an integrated system of behavioral health hubs (integrated care environments), networks (a broad array of outpatient services and housing opportunities) and bridge planning strategies (services to ensure individuals are placed in the most appropriate levels of care during and after a psychiatric crisis) by providing timely advice on implementation, program design and regulatory compliance.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Support implementation of the County's behavioral health continuum of care by providing direct advice on licensing and other legal issues, negotiating and drafting the leases and agreements necessary to establish the hubs and network facilities, and providing legal support to the bridge planning strategies.
  - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Complete 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
  - Complete 100% of all advisory assignments for County departments by the agreed upon due dates.
  - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
  - Prevail in 96% of Juvenile Dependency appeals and writs filed.
  - Prevail in 90% of court decisions in all lawsuits filed against the County.
  - Achieve 95% success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
  - Handle 95% of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Reduce County Counsel's copier and printer use by changing the default settings to double-side printing and encouraging printing only when needed, thereby reducing paper and toner use, and reducing materials waste.
  - Short-term: Provide communication to department staff about the County's Reutilization site and its efforts towards composting to promote a culture of reusing and repurposing items.
  - Short-term: Identify opportunities and participate in carbon footprint reduction activities.
  - Mid-term: Reduce paper use within at least one department division by establishing a system of scanning its active case files.
  - Mid-term: Assist departments in finding legal solutions which allow greater economic and/or energy savings.
  - Long-term: Gather department's business requirements to identify one or more robust electronic document management systems to implement as long-term business resources.
    - Long-term: Gather department's business requirements to identify an electronic discovery system for the litigation services area.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Conduct at least 30 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.
  - Evaluate public-facing Claims webpage for opportunities to increase ease of access and understandability by public.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
  - Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
  - Provide at least 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - 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.
  - 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 (5) 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.
  - Conduct at least three meetings between County Counsel and the Sheriff's Department, and visit at least two Sheriff's Department facilities to improve communication to provide greater efficiency during the litigation discovery process.
  - Assist Departments in creating policies that improve environmental and community support factors that comply with applicable laws.

Related Links

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

- www.sandiegocounty.gov/CountyCounsel

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Draft Environmental Impact Report reviews completed in 40 days or less[1]	0	100%	0	100%	100%
Success rate in Juvenile Dependency petitions contested in Superior Court	99% (871 of 876)	98%	98% (745 of 762)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	95% (244 of 257)	96%	96% (190 of 198)	96%	96%
Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (77 of 77)	100%	100% (45 of 45)	100%	100%
Advisory assignments for all County departments completed by the due date	100% (2,043 of 2,043)	100%	100% (2,054 of 2,054)	100%	100%
Resolved court cases filed against the County in which County will prevail (County success rate)	93% (68 of 73)	90%	90% (84 of 93)	90%	90%
Resolved non-conflict cases against the County handled by County Counsel	100% (116 of 116)	95%	95% (102 of 107)	95%	95%
Success rate in County cases against other parties	93% (13 of 14)	95%	100% (2 of 2)	95%	95%
Number of internal meetings to evaluate new and ongoing land use projects[2]	60	20	35	30	30
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	30	30	30	30	30
Number of risk mitigation education sessions provided by County Counsel[3]	60	40	45	40	40
Number of in-house trainings for new and current employees[4]	9	5	15	5	5
Number of designated staff to complete financial literacy online LMS training[5]	100%	100%	100%	N/A	N/A
Number of meetings with the Sheriff's Department, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process	3	5	5	5	5

Table Notes

[1] County Counsel did not receive requests for formal I-119s review, thus this goal was not applicable for this Fiscal Year.

[2] This performance measure goal was exceeded due to multiple ongoing litigation cases involving land use projects throughout the County, and the Board of Supervisors new policy initiatives regarding land use, social, and environmental issues.

[3] This performance measure was exceeded. County Counsel provided a greater number of risk mitigation trainings due to the nature and complexity of new and existing cases.

[4] This performance measure was exceeded. County Counsel provided more in-house trainings due to County Counsel's renewed emphasis on improving our litigators' trial skills and experience.

[5] This performance measure is being discontinued effective Fiscal Year 2023–24. Staff have completed this training.

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

Staffing

Increase of 19.00 staff years

- Increase of 8.00 staff years to expand legal and administrative services support due to the enterprisewide growth in program services and new departments.
- Increase of 6.00 staff years to provide coordinated program services provided to the Health and Human Services Agency on behavioral health matters.
- Increase of 5.00 staff years for increased workload related to public liability and workers' compensation internal service funds.

Expenditures

Net increase of $4.6 million

- Salaries & Benefits—increase of $5.6 million due to required retirement contributions, negotiated labor agreements, and staffing changes described above.
- Services & Supplies—increase of $1.2 million primarily due to increased costs to enhance technology resources and for facility-related projects to accommodate staffing growth and relocation costs.
- Expenditure Transfer & Reimbursements—increase of $2.2 million in expenditure reimbursements primarily due to coordinated program services provided to Health and Human Services Agency on behavioral health matters. Since this is a transfer of expenditures, it has the effect of a $2.2 million decrease in expenditures.

Revenues

Net increase of $4.6 million

- Charges for Current Services—increase of $2.0 million primarily due to an increase in legal services relating to constitutional claims, contracts review and real estate matters.
- Fund Balance Component Decreases—net increase of $0.3 million, including $0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt and $0.1 million due to one-time costs associated with negotiated labor agreements.
- Use of Fund Balance—decrease of $0.4 million due to removal of funds associated with one-time payments.
- General Purpose Revenue Allocation—increase of $2.7 million due to required retirement contributions, negotiated labor agreements, and to partially fund Salaries & Benefits costs for staffing changes described above.

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

Net increase of $1.1 million primarily due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Counsel	150.00	165.00	184.00	11.5	184.00
Total	**150.00**	**165.00**	**184.00**	**11.5**	**184.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Counsel	$ 33,848,785	$ 39,536,825	$ 44,116,844	11.6	$ 45,172,293
Total	**$ 33,848,785**	**$ 39,536,825**	**$ 44,116,844**	**11.6**	**$ 45,172,293**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 34,533,514	$ 39,574,749	$ 45,206,087	14.2	$ 46,694,676
Services & Supplies	1,927,187	2,424,268	3,640,733	50.2	3,207,593
Expenditure Transfer & Reimbursements	(2,611,916)	(2,462,192)	(4,729,976)	92.1	(4,729,976)
Total	**$ 33,848,785**	**$ 39,536,825**	**$ 44,116,844**	**11.6**	**$ 45,172,293**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Charges For Current Services	$ 16,728,174	$ 18,037,017	$ 20,069,000	11.3	$ 20,069,000
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Fund Balance Component Decreases	756,452	798,793	1,051,857	31.7	975,980
Use of Fund Balance	468,580	382,357	—	(100.0)	—
General Purpose Revenue Allocation	15,894,579	20,317,658	22,994,987	13.2	24,126,313
Total	**$ 33,848,785**	**$ 39,536,825**	**$ 44,116,844**	**11.6**	**$ 45,172,293**

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

County Technology Office

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the CTO has 17.00 staff years, an operating budget of $10.7 million and an IT internal service fund budget of $219.4 million.

2022–23 Anticipated Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Upgraded several core products (ImageTrust and CARA) that make up the County's Enterprise Document Processing Platform (EDPP). Upgrades are on schedule to be completed by end of 2023.
  - Continued the expansion of the capabilities of the Justice Electronic Library System (JELS) as follows:
    - Implemented distribution of electronic collection referrals to Office of Revenue and Recovery (ORR) for Adult Court referrals. Project was completed November 2022.
    - Delayed implementation of Electronic Media Center for Juvenile Delinquency justice partners due to prioritization of other requested functionality. Project has a revised target completion date of June 2024.
  - Reduced the complexity and security risk associated with County data by continuing the migration of County's file share data to Microsoft 365 cloud storage. This is a multi-year effort with scope and timeline of project to be determined after planning phase is completed. The first phase of this effort, which includes the identification of tools for data discovery, migration, and future storage solutions, is in progress and is anticipated to be complete by June 2023. The second phase of this effort, which includes the actual migration of file share data, is on hold until funding is identified.

  - Improved the County's property assessment, tax collection and apportionment activities by continuing to provide program management and oversight over the Integrated Property Tax System (IPTS) project. In coordination with the Assessor/Recorder/County Clerk, Auditor and Controller, Treasurer-Tax Collector, and Clerk of the Board of Supervisors, will conclude the design, development, testing, and implementation.
  - Continued to provide technical coordination and oversight for the upgrade of the following Enterprise Resource Planning (ERP) applications: Kronos, Oracle E-Business Suite, and PeopleSoft. The Kronos and PeopleSoft projects were completed May 2022 and March 2023 respectively. The Oracle E-Business Suite project is in progress and is anticipated to complete in Fiscal Year 2023–24.
  - Continued to provide support to County departments to remain on current versions of Microsoft Windows 10 OS, including testing of enterprise applications and platforms. These efforts will ensure enterprisewide desktop and laptop devices are on the current version of Windows 10 OS.
  - Continued to upgrade/re-host the County's public facing website platform to remain on a highly available and vendor supported solution. The upgrade, which includes rehosting the platform to the cloud, has a revised target completion date of Fall 2023 due to the complexity of establishing high availability and disaster recovery capability of the County's web environment.
  - Continued to upgrade JELS to SharePoint 2019 in anticipation that support for current platform version, SharePoint 2013, will be discontinued in 2023. The upgrade will be accomplished in two phases, with a revised completion date of Fall 2023. The first phase will reconfigure the current case file structure to streamline processes and reduce reliance on certain aspects of SharePoint. The second phase will complete the upgrade to the newer version. Once completed, future upgrades should be less costly as the SharePoint component of JELS will have been reduced.

The first phase of the upgrade is in progress and anticipated to be complete by June 2023. The second phase has a revised completion date of Fall 2023 due to a change in the SharePoint version to which JELS will upgrade. Upgrading to SharePoint SE instead of SharePoint 2019 will eliminate the need for any future whole system upgrades, which results in cost avoidance for the County.

- Enhanced efficiency and cost-effectiveness by continuing the effort to replace Electronic Approval (EA) System with a more efficient and cost-effective solution that will also improve the routing and approval process for Board Letters and related documents. Effort is in progress and is anticipated to be complete Spring 2023.
- Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
  - Anticipated to achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
  - Anticipated to achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Continued the project 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. Project is in progress and is anticipated to be complete Fall 2023.
- Strengthened the security posture of the County.
  - Implemented enhancements to the Enterprise Access Application (EAA) and Multifactor Authentication (MFA) systems. Project is in progress and anticipated to be complete Summer 2023.
  - Integrated the Cloud Access Security Broker (CASB) solution across cloud applications that host County data to ensure data security and compliance. Project is in progress and anticipated to be complete Summer 2023.
  - Continued to implement backup & recovery practices and solutions to increase County's cybersecurity posture. The first phase of this effort is to implement backup & recovery in the data center, which completed July 2022. The second phase is to implement backup & recovery in the cloud, which is currently on hold pending funding.
- Continued to prepare EDPP for migration 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. Project is on schedule to begin migration projects by June 2023 with a target completion date of Winter 2025.
- Deployed 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. The first phase of this effort consolidates multiple systems of record (AppsManager, MEGA/BDNA, and ServiceNow) containing information about business applications including application priority, cost model, support bundle, County and ITO contacts, servers and software technology associated with each business application into a single system of record (ServiceNow). This first phase is in progress and is anticipated to complete by June 2023.
- Completed five IT initiatives as described above including implementation of electronic collection referrals to ORR, EAA and MFA enhancements, and CASB solution; replacement of EA System; and Windows 10 rollout.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Implemented Microsoft Teams Phone service to enable full remote phone functionality and reduce legacy phone costs. Implemented Microsoft Teams Phone services September 2022. Estimated enterprise cost reduction is $0.1 million.
  - Short-term: Updated the Teleworking IT guidance in Government Without Walls (GWOW) webpage to reflect updated technology and resources. Effort is in progress and is anticipated to be complete by June 2023.
  - Short-term: Delivered CTO-led meetings (i.e., IT Threading, ITrack User Group, ITGG, ITMC, CRC, CRB and other governance meetings) as virtual meetings to support telework and reduce vehicle miles travelled (VMT). The estimated reduction in VMT is 44%.
  - Short-term: Identified opportunities to participate in carbon footprint reduction activities. Effort is in progress and is anticipated to be complete by June 2023.
  - Short-term: Provided trainings to employees about sustainability topics. Effort is in progress and is anticipated to be complete by June 2023.
  - Mid-term: Continued to develop and publish a Virtual Meetings resource guide that includes feature sets for each audio/video conferencing platform the County owns, to assist enterprise with transition from paper forms to electronic digital forms. Effort is in progress and is anticipated to be complete Spring 2023.

- Long-term: Continued to develop and publish a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper forms to electronic digital forms. Effort is in planning phase and is anticipated to be complete by December 2025.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Enhancing the customer experience on the County's internal and external websites by continuing the Digital Services Program. This program will strengthen County's data architecture, enhance information management, and deliver enhanced customer experience. Project is in progress and is anticipated to be complete by Summer 2023.
- 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.
  - Continued to assist in the redesign of Office of Emergency Services websites focusing on preparedness, emergency response and disaster recovery, helping to align the look and feel with County's branding and improving the ability to discover and experience content. Project is in progress and is anticipated to be complete by Summer 2023.

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 to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction.
    - Anticipated to achieve 93% overall rating from Service Desk users for delivery of IT services, which is less than the goal of 98%. It is anticipated that the IT Outsourcer will not meet the goal due to the change in performance targets and implementation of a new survey process.
    - Anticipated to 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.
  - Developed an 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. Effort is in progress and program is anticipated to be complete and ready for rollout by June 2023.
  - Developed an 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. A pilot academy was conducted October 2022 followed by formal academy launch in March 2023.
  - Provided onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center.
  - Provided web content basics and usability trainings as well as a plain language presentation and workshop to over 200 staff across several departments and workgroups.

2023–25 Objectives

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Upgrade core products (Documentum, CARA, ImageTrust) that make up the County's Enterprise Document Processing Platform (EDPP).
  - 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.
  - Provide support to County departments to remain on current versions of Microsoft Windows OS, including testing of enterprise applications and platforms. Complete upgrade of 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.
  - Upgrade/re-host the County's public facing website platform to remain on a highly available and vendor supported solution.
  - Continue expansion of the capabilities of the Justice Electronic Library System (JELS) as follows:
    - 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.
    - 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.
    - Develop and implement 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.

- Establish an Electronic Media Center for Juvenile Delinquency justice partners.
- Upgrade JELS to SharePoint SE in anticipation that support for current platform version, SharePoint 2013, will 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.
- Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
  - Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
  - Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider
- Patch Identity Access Management (IDAM) platform to remain on supported technology and meet requirement for IDAM upgrade. IDAM manages authentication for external partners, ERPs, and other systems. It is a mission critical system to support the businesses access to certain applications.
- Continue to strengthen the security posture of the County as follows:
  - Implement remaining phases of secure network access project to improve security for County business applications and improve overall security posture of the County.
  - Implement new threat intelligence and malware and content filtering service as part of County's security roadmap initiative to improve County's security posture.
  - Implement backup protection solution for cloud infrastructure to ensure restoration can be performed in the case of malware/ransomware type of event.
- Continue to provide technical coordination and oversight for the upgrade of the following Enterprise Resource Planning (ERP) applications: Oracle E-Business Suite and PeopleSoft.
- Ensure 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.
- 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).
- 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 construction or maintenance and hazard mitigation.
  - Long-term: 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.
  - Develop 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.
  - Enhance the County/community event hub in coordination with the County Communications Office and Community Engagement Workgroup.
- 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.
  - Implement 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.
  - Implement 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.

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.

- Improve the usability of IT Service Request platform as follows:
  - Implement enhancements to streamline the process for requesting IT services (i.e., Access Requests, Install/Move/Add/Remove).
  - Extend the search of IT knowledgebase in IT Service Request Platform to enterprise SharePoint Online intranet platform.
- Continue to provide onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center.
- Develop and deploy an agile development process to shorten the systems development life cycle and provide continuous delivery with high software quality.
- Continue 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.
- 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.
- Leverage artificial intelligence to quickly draft plain language content and search-engine friendly metadata.
- 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.

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 Department, resulting in faster release of individuals held in the County jail system.

Related Links

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

- www.sandiegocounty.gov/cto

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
IT initiatives resulting from CTO-driven advanced planning.[1]	7	5	5	5	5
Outsourcing Provider IT Service Levels performance.[2]	98%	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]	88%	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.

[2] The percentage reported reflects the Service Levels (formerly "Minimum Acceptable Service Levels (MASLs)") achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

[3] The percentage reported reflects the Service Levels for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

[4] The percentage 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 reflects the positive survey evaluations achieved by the Outsourcing Provider for the Customer Satisfaction after Service Performance Service Level. A positive survey evaluation is based on a score of 3 - Satisfied and 4 - Highly Satisfied.

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

Staffing

No changes in staffing.

Expenditures

Net increase of $0.2 million in the County Technology Office

- Salaries & Benefits—net increase of $0.4 million primarily for negotiated salary and benefit increases and required retirement contributions.
- Services & Supplies—net decrease of $2.1 million primarily for one-time costs related to Digital Services.
- Expenditure Transfer & Reimbursement—decrease of $1.9 million associated with one-time costs related to IT projects funded in the prior year that do not require additional funding in the current year, offset by increases for new one-time IT projects including Justice Electronic Library System (JELS) expansion, ServiceNow enhancements, Security initiative projects, and Tech Bar Services. Since this is a transfer of expenditures, it has a net effect of $1.9 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $0.2 million in the County Technology Office

- Charges for Current Services – increase of $0.3 million associated with Cost Allocation Plan cost reimbursements for services provided.
- Use of Fund Balance – net decrease of $0.1 million associated with prior year one-time costs.

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

Net increase of $0.1 million primarily for negotiated salary and benefit increases and required retirement contributions.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2022–23 to 2023–24

Expenditures

Net increase of $10.8 million

- Services & Supplies—increase $10.8 million in the Information Technology Internal Service Fund (IT ISF) based on one-time and ongoing information technology expenditures projected by departments using the IT Outsourcing contract.

Revenues

Net increase of $10.8 million

- Charges for Current Services— increase of $10.2 million primarily due to increase in departmental operation, maintenance and one-time costs.
- Other Financing Sources— increase of $0.6 million primarily due to increases in enterprisewide license costs.

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

Net decrease of $12.7 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
CTO Office	14.00	17.00	17.00	—	17.00
Total	**14.00**	**17.00**	**17.00**	**—**	**17.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
CTO Office	$ 11,599,262	$ 10,482,858	$ 10,712,561	2.2	$ 10,859,546
Information Technology Internal Service Fund	218,846,284	208,617,042	219,369,066	5.2	206,633,590
Total	**$ 230,445,546**	**$ 219,099,900**	**$ 230,081,627**	**5.0**	**$ 217,493,136**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 3,615,325	$ 4,381,915	$ 4,736,879	8.1	$ 4,883,864
Services & Supplies	226,830,221	219,517,985	228,194,748	4.0	212,609,272
Expenditure Transfer & Reimbursements	—	(4,800,000)	(2,850,000)	(40.6)	—
Total	**$ 230,445,546**	**$ 219,099,900**	**$ 230,081,627**	**5.0**	**$ $217,493,136**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Charges For Current Services	$ 212,148,203	$ 200,493,255	$ 210,936,027	5.2	$ 197,199,941
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	7,226,173	8,651,879	9,221,791	6.6	10,222,401
Fund Balance Component Decreases	99,164	98,524	120,317	22.1	105,150
Use of Fund Balance	2,101,638	62,686	—	(100.0)	—
General Purpose Revenue Allocation	8,770,368	9,693,556	9,703,492	0.1	9,865,644
Total	**$ 230,445,546**	**$ 219,099,900**	**$ 230,081,627**	**5.0**	**$ 217,493,136**

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 $289.1 million.

2022–23 Anticipated 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.
  - Continued construction of the Southeastern Live Well Center with completion estimated in Summer 2023.
  - Completed design and began construction of the Ramona Community Resource Center with project completion estimated in Fiscal Year 2024–25.
  - Completed design and began construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) with completion estimated in Fiscal Year 2023–24.
  - Continued design of the Edgemoor Psychiatric Unit with completion estimated in Fiscal Year 2024–25.
  - The project for construction of the Third Avenue Mental Health Inpatient Facility Hub in Hillcrest was cancelled. Collaboration will continue with the Health and Human Services Agency (HHSA) to determine planning for this site.
  - Began design of the Public Health Lab with completion estimated in Fiscal Year 2024–25.

  - Began design of the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2024–25.
- 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 HHSA and strengthened the affordable housing proposals' equity requirements and increased transparency of procurement scoring to drive responses that align with County priorities.
  - Supported HHSA in the establishment of solutions for persons experiencing homelessness, including design and start of construction of the Bancroft safe parking facility in Spring Valley Community Plan Area and 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.
  - Developed 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% budget growth.
  - Completed 97% (70 of 72) Major Maintenance Implementation Plan and capital projects within estimated budget.

- Developed a Low Carbon Fuel Standard (LCFS) credit program and began applying for credits. A total of 103 credits have been accumulated to partially fund the transition to electric vehicles (EVs) and build the related infrastructure.

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Developed updated lease templates for the DGS implementation and developed reports to track the impact of the Working Families Ordinance (WFO) on leases of County property to support annual reporting.
  - Began coordinating 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 3.5%, comparing calendar year 2022 to calendar year 2021.
  - Short-term: Completed the new Zero Carbon Portfolio Plan (ZCPP) for County Operations with a goal of 90% building greenhouse gas (GHG) emissions reduction by 2030. The ZCPP replaced the Zero Net Energy Portfolio Plan.
  - Short-term: Developed a Water Conservation Plan for County Operations in response to current and future drought challenges.
  - Short-term: Continued to expand EV infrastructure and electrify the fleet. A total of 259 County chargers are active with plans for an additional 24 to be completed in Summer 2023.
  - Executed a contract with ChargePoint, Inc. (CPI) for Charge-and-Go services, allowing County vehicles to use CPI's 2,400 charging station infrastructure through the county.
  - Delivered 140 battery electric vehicles (BEV) to client departments. Partnered with 15 departments to purchase 97 BEV/Plug-in Hybrid EV (PHEV) vehicles for delivery in Fiscal Year 2023–24.
  - Short-term: Continued to support the development of departmental sustainability plans.
  - Short-term: Provided trainings to employees about sustainability topics. Trainings included Countywide Organic Waste in the Learning Management System, transit and bike to work trainings, and hosting an educational booth for Earth Day.
  - Mid-term: Coordinated with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
  - Long-term: Prepared GHG inventories of County operations for calendar year 2022. Achieved a 1% reduction in total greenhouse gas emissions compared to the prior calendar year.
  - Achieved an average of 82% waste diversion at County facilities since 2019.
  - Updated the Green Fleet Action Plan (GFAP). The GFAP provides a framework to achieve greater fleet sustainability and deploy the right infrastructure to support a zero emissions fleet.
  - Supported San Diego Community Power to ensure smooth addition of County unincorporated accounts in Spring 2023.
  - Supported California Senate Bill (SB) 1383 to reduce environmental impacts caused by the release of methane emissions of short-lived climate pollutants.
    - Participated on the SB 1383 Working Group.
    - Implemented organic waste collection and disposal at more than 180 County facilities.
    - Developed an SB 1383 Food Waste intranet page ensuring information is readily available for client departments.
  - Strengthened sustainability goals and requirements that are included in County requests for proposals for Affordable Housing development.

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 the most recent phase of construction at the San Diego County Fire Training Center in Summer 2022.
  - Began construction of the East Otay Mesa Fire Station with completion estimated in September 2023.

- 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 two properties for over 275 acres of active and passive park development.
  - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
  - Completed construction of the new Lakeside Branch Library in Spring 2023.
  - Began construction of the Rancho San Diego Library Expansion and Julian Library Community Room with completion estimated in Fiscal Year 2023–24.

- Awarded a design-build contract for, and began design of, the San Diego County Animal Shelter with project 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. Completed renovations in Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and one main lobby elevator. Began construction on the red tile roof and exterior painting of the building.
  - Coordinated with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Footprint Reduction Initiative.
    - Identified 4.25 floors or 145,000 square feet of space to begin Phase 2 of the County Operations Center (COC) Consolidation to bring the Health Services Complex staff to the County Operations Center. Started design of this project.
    - Created work space for the Office of Labor Standards and Enforcement; the Office of Evaluation, Performance and Analytics; and the Office of Economic Development and Government Affairs.
  - Sponsored Youth Career Readiness & Employment Internship Program (Youth Green Jobs) intern in Fleet to reimagine the Community College Internship Program.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Benchmarked vehicle delivery against the acquisition cycles established in the fleet manual. Established a goal to process standard vehicle orders on an average of one week beginning in Fiscal Year 2023–24.
  - Executed a contract with a California Department of Motor Vehicles (DMV) third-party vendor to perform DMV functions on behalf of the County allowing the fleet acquisition team to perform their primary duty of vehicle procurement.
  - Ensured efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center.

Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.
  - Continued construction of the Youth Transition Campus (Phase II) with completion estimated in Fiscal Year 2023–24.
  - Began construction for the Hall of Justice Major Systems, East Mesa Juvenile Detention Facility Softening, and George Bailey Detention Facility Major Systems.

2023–25 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 Southeastern Live Well Center and Tri-City Medical Center Psychiatric Health Facility (PHF).
  - Continue construction of the Ramona Family Resource Live Well Center and Edgemoor Psychiatric Unit with completion estimated in Fiscal Year 2024–25.
  - Begin construction of the Public Health Lab and the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2024–25.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSA).
  - Support HHSA in the establishment of solutions for persons experiencing homelessness, including conducting due diligence on six emergency shelter sites and construction 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.
- 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% budget growth.
  - Complete 97% of Major Maintenance Implementation Plan and capital projects within estimated budget.
  - Complete design and begin construction of the County Operations Center consolidation project in Fiscal Year 2023–24 to reduce enterprise space requirements for the Government Without Walls/Footprint Reduction Initiative.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Continue 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: Reduce annual building Energy Use Intensity by 1.5%, comparing calendar year 2023 to calendar year 2022.
  - Short-term: Continue to expand EV infrastructure and electrify the fleet.
  - Long-term: Prepare GHG inventories of County operations for calendar years 2023 and 2024. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
  - Reduce number of light-duty vehicles by 1%.
  - 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.
  - Complete construction of the East Otay Mesa Fire Station.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Support the Department of Parks and Recreation's effort to acquire property for active and passive park development.
  - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
  - Complete construction of the Rancho San Diego Library Expansion and Julian Library Community Room.
  - Begin construction of the Casa de Oro Library with completion estimated in 2026.
  - Begin construction of the San Diego County Animal Shelter 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.
  - Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
  - 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.
  - Process standard vehicle orders within a week on average.
  - Deliver a fleet dashboard for client departments to view live data on vehicle orders and maintenance status.
  - Implement vehicle telematics to inform maintenance, vehicle acquisition, and EV transition phases.
  - Conduct research and 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.
  - Complete construction of the Youth Transition Campus (Phase II).
  - Continue construction at the Hall of Justice and George Bailey Detention Facility.

Related Links

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

- www.sandiegocounty.gov/general_services

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Energy Use Intensity (EUI) decrease[1]	1.5%	1.5%	3.5%	1.5%	1.5%
County operations greenhouse gas (GHG) emissions reduction[2]	1.0%	1.0%	1.0%	1.0%	1.0%
Major Maintenance Implementation Plan and capital projects completed within estimated budget	96% of 54	97% of 50	97% of 72	97% of 50	97% of 50
Light-duty vehicle reduction[3]	N/A	N/A	N/A	1%	1%
Conversion to zero-emission light-duty vehicles[4]	N/A	N/A	N/A	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.

[2] Data on GHG emissions is tracked annually by calendar year and verified by a third party every three years.

[3] This is a new measure for Fiscal Year 2023–24. It is tied to the Sustainability goal by aligning available resources with services to maintain fiscal stability and ensure long-term solvency. This measure will report the percentage of light-duty vehicles reduced.

[4] This is a new measure for Fiscal Year 2023–24. It is tied to the Sustainability goal related to combating climate change. his measure 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.

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

Staffing

Increase of 3.00 staff years.

- Increase of 3.00 staff years in the Facilities Management Internal Service Fund to support enterprisewide janitorial, landscaping, and security services contracts.

Expenditures

Net increase of $46.6 million

- Salaries & Benefits—increase of $3.8 million primarily due to required retirement contributions, negotiated labor agreements and the staffing changes noted above.
- Services & Supplies—net increase of $40.2 million.
  - Increase of $30.6 million due to an increase in one-time expenditures for projects categorized as non-capital major maintenance, including the County Operations Center Consolidation Project.
  - Increase of $3.4 million to align with projected spending for fuel costs.
  - Increase of $2.5 million for the Zero Carbon Portfolio Plan.
  - Increase of $2.5 million for increased costs associated with the Cost Allocation Plan, Public Liability Internal Service Fund (ISF), Fleet Services ISF and IT projects.
  - Increase of $1.2 million to align with projected spending for contracted services and maintenance at County facilities.
- Capital Assets Equipment—increase of $2.8 million to align with projected spending for the replacement of vehicles and equipment.
- Expenditure Transfer & Reimbursements—increase of $2.5 million associated with the General Fund support for the Zero Carbon Portfolio Plan. Since this is a transfer of expenditures, it has a net effect of $2.5 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- Operating Transfers Out—net increase of $2.3 million.
  - Increase of $2.5 million to fund the Zero Carbon Portfolio Plan.
  - Increase of $0.8 million to reflect the increase in transfers to the Major Maintenance Internal Service Fund.
  - Decrease of $1.0 million to reflect the decrease in transfers associated with the reduction in strategic planning support to departments and the prior year one-time use of General Purpose Revenue and available prior year fund balance to partially fund Salaries & Benefits costs.

Revenues

Net increase of $46.6 million

- Revenue from Use of Money & Property—decrease of $0.1 million to align with projected revenue related to interest earnings.
- Intergovernmental Revenues—increase of $0.5 million due to payments related to facilities occupied by State courts.
- Charges for Current Services—increase of $44.3 million associated with the cost of services provided to client departments.
- Miscellaneous Revenues—decrease of $0.7 million to align with projected revenue for acquisition leasing and to align with anticipated revenue from the Energy Trust Fund.
- Other Financing Sources—net increase of $1.7 million.
  - Increase of $2.5 million to fund the Zero Carbon Portfolio Plan.
  - Increase of $1.1 million associated with the transfer from the Major Maintenance Internal Service Fund.
  - Decrease of $0.9 million due to the reduction in strategic planning support to departments and the prior year one-time use of General Purpose Revenue and available prior year fund balance to partially fund Salaries & Benefits costs.
  - Decrease of $1.0 million due to a decrease in the gain on the sale of capital assets.
- Residual Equity Transfers In—increase of $0.2 million related to true up payments for active vehicles.
- Use of Fund Balance—increase of $1.6 million for a total budget of $13.2 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
- General Purpose Revenue—net decrease of $0.9 million due to the reduction in strategic planning support to departments and prior year one-time use of General Purpose Revenue to partially fund Salaries & Benefits costs.

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

Net decrease of $22.0 million primarily due to the removal of one-time expenditures for the Major Maintenance Implementation Plan, partially offset by increases due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Facilities Management Internal Service Fund	330.00	359.00	362.00	0.8	362.00
Fleet Management Internal Service Fund	65.00	68.00	68.00	—	68.00
Total	**395.00**	**427.00**	**430.00**	**0.7**	**430.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Facilities Management Internal Service Fund	$ 163,414,371	$ 176,893,651	$ 217,158,046	22.8	$ 194,744,891
Fleet Management Internal Service Fund	59,038,237	62,020,622	69,352,173	11.8	69,742,281
General Fund Contribution to GS ISF's	3,065,000	3,546,211	2,550,000	(28.1)	2,550,000
Total	**$ 225,517,608**	**$ 242,460,484**	**$ 289,060,219**	**19.2**	**$ 267,037,172**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 53,045,289	$ 61,314,674	$ 65,147,307	6.3	$ 68,906,702
Services & Supplies	142,030,937	146,076,395	186,259,452	27.5	160,923,729
Other Charges	15,424,334	15,443,334	15,418,334	(0.2)	15,418,334
Capital Assets Equipment	10,000,000	12,620,000	15,371,719	21.8	15,000,000
Expenditure Transfer & Reimbursements	—	—	(2,500,000)	—	(2,500,000)
Operating Transfers Out	5,017,048	7,006,081	9,363,407	33.6	9,288,407
Total	**$ 225,517,608**	**$ 242,460,484**	**$ 289,060,219**	**19.2**	**$ 267,037,172**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 1,357,262	$ 1,357,262	$ 1,277,262	(5.9)	$ 1,277,262
Intergovernmental Revenues	3,761,728	3,761,728	4,301,728	14.4	4,301,728
Charges For Current Services	198,540,570	211,391,528	255,660,679	20.9	236,509,351
Miscellaneous Revenues	1,821,000	1,652,674	935,424	(43.4)	935,424
Other Financing Sources	6,658,562	8,992,595	10,660,126	18.5	7,788,407
Residual Equity Transfers In	258,486	258,486	500,000	93.4	500,000
Use of Fund Balance	10,120,000	11,602,313	13,175,000	13.6	13,175,000
General Purpose Revenue Allocation	3,000,000	3,443,898	2,550,000	(26.0)	2,550,000
Total	$ **225,517,608**	$ **242,460,484**	$ **289,060,219**	**19.2**	$ **267,037,172**

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.

2022–23 Anticipated Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Short-term: Provided quarterly communication to the Grand Jurors on sustainability program updates, and opportunities.
  - Short-term: Promoted the use of the reutilization program.
  - Short-term: Conducted 55% (of 105) of Grand Jury interviews via teleconference. This was below the goal due to initial concerns regarding confidentiality that had to be resolved.
  - Short-term: Identified opportunities and participated in carbon footprint reduction activities.

  - Mid-term: The Grand Jury began evaluating technological needs to 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. Initial activities related to socializing Grand Jurors to sustainability program have begun.

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 50) 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 50 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2023–25 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

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

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

No significant changes.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Grand Jury	0.00	0.00	0.00	—	0.00
Total	**0.00**	**0.00**	**0.00**	**—**	**0.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Grand Jury	$ 763,194	$ 772,301	$ 780,724	1.1	$ 780,724
Total	**$ 763,194**	**$ 772,301**	**$ 780,724**	**1.1**	**$ 780,724**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 763,194	$ 772,301	$ 780,724	1.1	$ 780,724
Total	**$ 763,194**	**$ 772,301**	**$ 780,724**	**1.1**	**$ 780,724**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Purpose Revenue Allocation	$ 763,194	$ 772,301	$ 780,724	1.1	$ 780,724
Total	**$ 763,194**	**$ 772,301**	**$ 780,724**	**1.1**	**$ 780,724**

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SAN DIEGO
MDCCCLI

Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include implementing equity, diversity and inclusion initiatives established by the Diversity & Inclusion (D&I) Executive Council, risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits and training programs.

To ensure these critical services are provided, the Department of Human Resources has 137.00 staff years and a budget of $36.6 million.

2022–23 Anticipated Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses.
  - Collaborated with internal and external partners to produce engagement and developmental opportunities in the areas of equity, diversity, and inclusion.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Advertised 100% of executive recruitments on social media platforms to enhance and attract a diverse workforce.
  - Advertised 100% of external recruitments in diversity publications to attract a diverse applicant pool.

Sustainability

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

  - Short-term: Consolidated space (footprint reduction), by vacating one-fourth of second floor in Building 5530 to make room for new departments.
  - Short-term: Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.
    - Launched organic waste recycling microlearning course created by the Department of General Services in the Learning Management System. Over 5,000 employees completed the course.
  - Short-term: Incorporated information on sustainability policies, plans, and practices into orientation presentations for all new employees.
    - With the return to in-person New Employee Orientation (after virtual sessions during the COVID-19 pandemic), staff ensured all materials remained digital by incorporating a NeoGov Onboarding Portal, QR codes, and email communications to handle all material distribution and signature acknowledgements, thus relaying the importance of sustainability in County operations to new employees.
  - Short-term: Limited paper consumption through double-sided copying and printing, electronic use for reviewing, editing, scanning, and sending files, and refraining from printing emails, resulting in a 55% reduction in paper and printer supplies expenses.
    - Produced QR codes for job fair attendees to scan information – to include links to job sites, brochures, and recruitments.
  - Short-term: Promoted and used the San Diego County Reutilization Program, which manages the disposition of County surplus personal property so that property can be reused by other County departments or disposed of through auction, competitive sealed bid, or recycling.
    - Processed 320 items for salvage and potential reusage by other County departments.

- Short-term: Encouraged contractors to conform to County's paper policy by communicating plan during programmatic meetings and sending electronic attachments, as well as email exchanges, by adding information to email signatures.
- Mid-term: Continued to expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers.
  - Forty-seven percent of DHR employees teleworked full-time, resulting in reduced vehicles miles traveled.
- Long-term: Identify vendors to shift to paying from paper warrants to Automatic Clearing House (ACH) or Electronic Funds Transfer (EFT).
  - Worked with Auditor and Controller and Treasurer Tax Collector to shift payments to ACH and EFT.
- Long-term: Started exploring opportunities 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.

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 Leadership Academy for unclassified and executive management that focused on practical leadership concepts and strategies to enhance current and future leaders' skill sets.
  - By June 30, 2024, develop content and coordinate the Dynamic Management Seminars training program for unclassified and classified management to provide them with an increased awareness of the GMS disciplines, County functions, and services by County experts.
  - Negotiated a fair and economically responsible successor MOA with 6 of 25 bargaining units and 4 of 9 (Probation Officers Association, Supervising Probation Officers Association, Deputy Sheriffs Association, and District Attorney Investigators Association) existing employee organizations.
  - Represented the Public Authority in negotiating a fair successor Memoranda of Agreement (MOA) between the San Diego County Public Authority, In-Home Supportive Services, and the United Domestic Workers (UDW).
  - Conducted 6 of 12 DHR Demystified Trainings for County departments in an effort to teach and provide information on HR Services' processes and procedures. Six trainings will be conducted by June 30, 2024.
  - Maintained a 95% overall satisfaction rating on in-person and webinar training provided by Talent Development.
  - To strengthen Talent Development's consultant role with County departments, consulted, collaborated, and assisted with 25 departmental training requests.
  - Increased the number of professional development training opportunities available in the Learning Management System by adding 30 new trainings to further develop employees' careers.
  - Collaborated with Employee Resource Groups to review benefit plan options so employees can better understand the health plans and make elections that best fit their needs.
  - Offered 17 Employee Assistance Program sessions that support the mental health needs of employees.
  - Provided eight Mental/Behavioral Health trainings which support the mental health needs of County employees.
  - Offered six Mind & Body Health trainings focused on managing stress, mindfulness, and healthy sleep self-care to all County employees.
  - Implementation of the new functionality in PeopleSoft, the County's human resources information system, to allow employees to designate preferred pronouns and additional gender choices cannot be completed until the PeopleSoft upgrade is complete. Will implement new functionality in PeopleSoft by July 31, 2023.
  - Created mentorship opportunities in collaboration with the Employee Resource Group (ERG) Council to foster professional growth through an informal mentorship series titled "ERG Fireside Chats".
  - During Fiscal Year 2022–24 negotiations of successor Memoranda of Agreement, used Interest Based Bargaining with Service Employees International Union, Local 221 as a method, based on interests rather than positions, which empowers our employees to craft an agreement that is mutually beneficial for the County, the employees and the citizens of San Diego.
  - Conducted biennial Employee Engagement survey and provided an enterprise report that included accountability objectives, organizational trends of strengths, opportunities for systemic improvements, and a timeline for recommended changes.
  - Upon completion of biennial Employment Engagement survey, provided report on the improvement and satisfaction results to measure employee satisfaction.
  - Coordinated 20 same day hiring events to assist departments with recruitment efforts.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Provided excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
  - In order to improve services and provide the best customer service to departments, attained a 98% satisfaction rate on recruitment surveys.

- Provided excellent customer service to County departments by completing 100% of Classification Activity Requests within agreed upon timelines.
- Secured a managed care provider to oversee workers' compensation utilization and bill review to maintain treatment and cost reasonableness in accordance with the California Labor Code.
- Continued to upgrade PeopleSoft, the human resources information system for enhanced operational usage by July 31, 2023.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Strengthened enterprise culture through the continued development and release of quarterly Diversity and Inclusion (D&I) Digests to facilitate knowledge and promote inclusive practices.
  - Developed workforce analytics dashboards in human resources information system to track positions' status and vacancies for leadership's departmental planning.

2023–25 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Collaborate with internal and external partners to expand neurodiversity and veteran hiring through educational opportunities and developing and implementing a departmental work plans.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Continue to expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers.
  - Continue to conduct virtual interviews and meetings to reduce greenhouse gas and vehicle miles traveled.
  - Develop hybrid training models for at least four high-demand live learning opportunities to allow employees to attend and learn in a dynamic virtual and in-person forum.
  - Identify vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
  - Implement an electronic filing system for programs and work products where feasible to reduce paper and waste in accordance with County's retention policies.
  - Continue 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.
  - Continually monitor and revise 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.
  - Attend 25 or more 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 and social medial platforms to 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.
  - Develop content and coordinate the Dynamic Management Seminars training program for unclassified and classified management to provide an increased awareness of the GMS disciplines, County framework, and services by County experts.
  - Implement new functionality in PeopleSoft, the County's human resources information system, to allow employees to designate preferred pronouns and additional gender choices.
  - In order to improve services and provide the best customer service to departments, attain a 98% satisfaction rate on recruitment surveys.
  - Partner with County Counsel on an annual training for the County human resources community to support staff in achieving organizational excellence.
  - Facilitate meaningful conversations, shared programming, and other opportunities maximizing resources and staff development through internal community partnerships.
    - Collaborate with Employee Resources Groups (ERGs) to facilitate fireside chats, shared programming, and community partnerships that empower our workforces and benefit the region.

- Empower 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.
- Procure and successfully implement health savings accounts and employee discount contracts beginning 2024 benefits plan year.
- Partner with at least two 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.
- Provide at least four benefits administration roundtable presentations to human resources departmental staff to ensure support and resources are available to staff.
- Offer four Mental Wellbeing Roundtable forums and four Resiliency Reboot programs to support employees' mental wellbeing.
- Reduce number of days to hire employees in all County departments by coordinating at least 20 same day hiring events by June 30, 2025.
- Maintain a 95% overall satisfaction rating on in-person and webinar training provided by Talent Development.
- To strengthen Talent Development's consultant role with County departments, consult, collaborate, and assist with 25 departmental training requests.
- Develop and administer ongoing survey to engage and solicit learning opportunities from employees and utilize survey results to develop training curriculum.
- Enhance marketing and development of classes, academies, and eLearnings in an effort to accommodate additional offerings and meet training demands.
- 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.
  - Reduce vacancy rate to 7% by June 30, 2024.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Complete the upgrade of PeopleSoft, the enterprise human resources system.
  - Expand 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.
  - Prepare County's human resources information system to transition to cloud-based infrastructure.
  - Streamline human resources information system's functionality to decrease time spent on entries, while improving overall accuracy of entries and transactions.
  - Research the feasibility of implementing an insurance internal service fund, which is a proven best practice for organizational excellence.
  - Conduct 12 interactive roundtable meetings with County human resources staff to expand departmental knowledge in all Human Resources processes, procedures, initiatives, and new innovations by June 30, 2025.
  - Create and launch 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.

Related Links

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

- www.sandiegocounty.gov/hr

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Outreach events to promote County job opportunities and recruit a diverse workforce	N/A	N/A	N/A	25	25
Advertise for executive and external recruitments	100%	100%	100%	100%	100%
Recruitment plan/service agreements/timelines met[1]	99%	99%	99%	N/A	N/A
Increase in the number of professional development training opportunities available in LMS[2]	30	30	30	N/A	N/A
Classification Activity Request completed within prescribed timeframe[3]	100%	100%	100%	N/A	N/A
Overall customer satisfaction rate for recruitment surveys	98%	98%	98%	98%	98%
Same Day Hiring events	N/A	N/A	N/A	10	10
Conduct DHR Demystified Trainings[4]	6	6	6	N/A	N/A
Trainings to departmental human resources staff to teach and expand knowledge in HR Servicesí procedures[5]	N/A	N/A	N/A	6	6
Reduce vacancy rate to target rate	N/A	N/A	N/A	7%	4%

Table Notes

[1] This performance measure will be deleted beginning Fiscal Year 2023–24 and will be replaced by outreach efforts and collaborations with County departments for recruitment.

[2] This performance measure will be deleted beginning Fiscal Year 2023–24, due to the efforts to enhance trainings and develop hybrid learning opportunities.

[3] This performance measure will be deleted beginning Fiscal Year 2023–24 and will be replaced by outreach efforts and collaborations with County departments for recruitment.

[4] This performance measure will be deleted beginning Fiscal Year 2023–24 and will be replaced by generalized human resources trainings.

[5] This performance measure replaces the "DHR Demystified Trainings."

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

Staffing

Increase of 6.00 staff years

- Increase of 6.00 staff years to provide expanded human resources support to the enterprise due to the overall growth in Countywide staffing and the addition of new programs and offices. These 6.00 staff years will provide services related to equitable recruitment and help ensure that new departments and programs retain a skilled, adaptable, and diverse workforce.

Expenditures

Net increase of $1.4 million

- Salaries & Benefits—net increase of $2.0 million.
  - Increase of $0.8 million due to the increase of 6.00 staff years as described above.
  - Increase of $1.2 million due to required retirement contributions and negotiated labor agreements.
- Services & Supplies—net decrease of $1.1 million.
  - Decrease of $0.5 million due to one-time costs associated with the youth employment opportunity.
  - Decrease of $1.1 million due to one-time workers' compensation software upgrades.
  - Net increase of $0.5 million due to contract costs for workers' compensation services.
- Expenditures Transfer & Reimbursements—decrease of $0.5 million due to the youth employment opportunity program. Since this is a transfer of expenditures, it has the effect of $0.5 million increase in expenditures.

Revenues

Net increase of $1.4 million

- Intergovernmental Revenues—decrease of $0.2 million due to the operational impacts of the COVID-19 pandemic and related American Rescue Plan Act funding.
- Charges for Current Services—increase of $1.7 million in Cost Allocation Plan amounts for reimbursement of administrative services provided to other County departments.
- Miscellaneous Revenues—increase of $0.2 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions and realignment of benefits and insurance revenues.
- Fund Balance Component Decreases—increase of $0.1 million due to one-time costs associated with negotiated labor agreements.
- Use of Fund Balance—net decrease of $0.3 million due to one-time negotiated labor agreements.
- General Purpose Revenue Allocation—net decrease of $0.1 million primarily due to decrease related to Cost Allocation Plan amounts, offset by increases for negotiated labor agreements and additional staff years noted above.

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

Net increase of $1.1 million due primarily for negotiated labor agreements.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Department of Human Resources	124.00	131.00	137.00	4.6	137.00
Total	**124.00**	**131.00**	**137.00**	**4.6**	**137.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Department of Human Resources	$ 32,216,949	$ 35,128,278	$ 36,576,622	4.1	$ 37,657,979
Total	**$ 32,216,949**	**$ 35,128,278**	**$ 36,576,622**	**4.1**	**$ 37,657,979**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 19,474,634	$ 21,232,732	$ 23,262,036	9.6	$ 24,319,093
Services & Supplies	13,010,148	14,828,379	13,752,552	(7.3)	13,776,852
Expenditure Transfer & Reimbursements	(267,833)	(932,833)	(437,966)	(53.0)	(437,966)
Total	**$ 32,216,949**	**$ 35,128,278**	**$ 36,576,622**	**4.1**	**$ 37,657,979**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ 250,000	$ —	(100.0)	$ —
Charges For Current Services	2,250,205	1,193,920	2,932,151	145.6	2,932,152
Miscellaneous Revenues	11,054,171	12,700,424	12,916,457	1.7	13,269,462
Fund Balance Component Decreases	567,743	552,031	618,739	12.1	535,936
Use of Fund Balance	1,046,832	293,849	—	(100.0)	—
General Purpose Revenue Allocation	17,297,998	20,138,054	20,109,275	(0.1)	20,920,429
Total	**$ 32,216,949**	**$ 35,128,278**	**$ 36,576,622**	**4.1**	**$ 37,657,979**

Office of Evaluation, Performance and Analytics

Mission Statement

On May 18, 2021 (16), the Board of Supervisors established the Office of Evaluation, Performance and Analytics. The Office of Evaluation, Performance, and Analytics integrates evidence-building capabilities to inform policy, budget, and operational decisions for the betterment of the San Diego county region.

Department Description

Effective July 1, 2023, the Office of Evaluation, Performance and Analytics (OEPA) will move under the Chief Administrative Office to improve alignment with related County operations. OEPA will continue to work enterprisewide to integrate evidence-based policymaking in County operations and assist in implementing strategies to evaluate programs that enable the Board of Supervisors and County leadership to make evidence-based policy decisions that are most in line with the County's priorities. OEPA helps to institutionalize a culture of evaluation and learning, and to work with County departments to connect research with performance, operations, and resource allocations. The office, led by the Chief Evaluation Officer, serves an enterprisewide function and reports directly to the Chief Administrative Officer.

2022–23 Anticipated Accomplishments

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation
  - Short-term: Created and implemented telework plan for department to reduce vehicle miles traveled by employees.
  - Short-term: Provided trainings to employees about sustainability topics.

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.
  - Consulted the community to receive input on the development of the Annual Strategic Research Plan.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Developed enterprisewide standardized definitions around evidence-based performance and analytics.
  - Developed an Annual Strategic Research Plan which will include relevant policy questions and key services areas and/or program models to focus program evaluation efforts.
  - Identified strategies and opportunities to strengthen County capacity for strategic planning, performance monitoring and program evaluation to improve efficacy of programs addressing negative economic impacts.
  - Conducted an assessment of the County's capacity to implement program evaluation.
  - Developed and piloted a training curriculum to increase the County's capacity to conduct and use program evaluation.

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

Staffing

Decrease in staffing of 20.00 staff years to reflect reorganization of the department under the Chief Administrative Office, as described above.

Expenditures

Decrease of $4.5 million to reflect reorganization of the department under the Chief Administrative Office, as described above.

Revenues

Decrease of $4.5 million to reflect reorganization of the department under the Chief Administrative Office, as described above.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Office of Evaluation, Performance and Analytics	20.00	20.00	—	(100.0)	—
Total	**20.00**	**20.00**	**—**	**(100.0)**	**—**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Office of Evaluation, Performance and Analytics	$ 4,500,000	$ 4,500,000	$ —	(100.0)	$ —
Total	$ **4,500,000**	$ **4,500,000**	$ **—**	**(100.0)**	$ **—**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 3,695,385	$ 3,695,385	$ —	(100.0)	$ —
Services & Supplies	804,615	804,615	—	(100.0)	—
Total	$ **4,500,000**	$ **4,500,000**	$ **—**	**(100.0)**	$ **—**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 4,500,000	$ 2,000,000	$ —	(100.0)	$ —
Use of Fund Balance	—	2,500,000	—	(100.0)	—
Total	$ **4,500,000**	$ **4,500,000**	$ **—**	**(100.0)**	$ **—**

Purchasing and Contracting

Mission Statement

To provide efficient and effective mission-focused contracting services applying open, inclusive, and transparent practices.

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter; conducting procurement and support services with the highest standards of ethics, integrity, and compliance. DPC implements sound procurement processes, provides outstanding customer service, and engages with the community and suppliers to maintain a competitive business environment. The County of San Diego has a portfolio of 2,800 contracts valued at over $14.0 billion, with an annual procurement spend of over $1.8 billion. The Department is also responsible for the re-use and disposal of surplus property and the administration of the countywide records management program.

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

To ensure these critical services are provided, DPC has 75.00 staff years and a budget of $18.7 million.

2022–23 Anticipated Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Participated in more than 37 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other community and public agencies). In addition, DPC continued its partnership with the North Small Business Development Center (SBDC) and hosted a series of six workshops for suppliers interested in doing business with the County.
  - Advanced opportunities for economic growth and development to all individuals and the community, by expanding the technical assistance program through a partnership with the San Diego, Orange, and Imperial County APEX Accelerator, formerly known as the San Diego, Orange, and Imperial Procurement Technical Assistance Center (PTAC), which has strong community connections in the South region. The San Diego, Orange, and Imperial County APEX Accelerator hosted a set of six workshops for suppliers to learn how to do business with the County.

  - Collaborated with teams across the County Enterprise, including Office of Equity and Racial Justice (OERJ) and various departments in the Health and Human Services Agency (HHSA), including Agency Contract Support and Homeless Solutions and Equitable Communities, to ensure community service providers and organizations have access to procurement information and contracting opportunities. DPC also collaborated and established a strong partnership with the Office of Labor Standards and Enforcement (OLSE) to ensure potential and currently contracted County suppliers and service providers are informed of new labor criteria required by Board of Supervisors Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*.
  - Increased accessibility to procurement and contracting opportunities by hosting supplier outreach events and information using a variety of communication tools and methods, including both in- person and virtual settings.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Implemented a secured electronic filing system for Countywide P-Card users to centrally maintain P-Card documentation. This will eliminate the need for departments to retain backup paperwork and streamline the audit process. All P-Card participants have been trained on the usage of filing system for their P-Card documenta-

tion. P-Card Unit will continue efforts to ensure accuracy and compliance to records requirements in accordance with the County's retention policies.
- Short-term: Initiated assessments of countywide agreements to identify opportunities to increase sustainability.
- Short-term: Continued reduction of carbon footprint through hybrid telework schedules for DPC staff.
- Short-term: Provided trainings to DPC staff and engaged with departments regarding sustainability initiatives and opportunities.
- Mid-term: Began updating property disposal guidance focusing on ways to improve process ease of use and better promote the re-utilization of County surplus property as first preference.
- Long-term: Initiated expanding the use of electronic documents throughout the procurement business processes, including use of electronic signature.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Collaborated with teams across the County enterprise, including Office of Equity and Racial Justice (OERJ) and various divisions in the Health and Human Services Agency (HHSA), including Agency Contract Support and Homeless Solutions and Equitable Communities, to ensure community service providers and organizations have access to procurement information and contracting opportunities. DPC also collaborated and established a strong partnership with OLSE to ensure potential and currently contracted County suppliers and service providers are informed of new labor criteria.

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 35 Contracting Officer Representatives (COR) trainings and 62 other procurement and contracting classes.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Initiated implementation of a new electronic supplier registration, business opportunity and proposal submittal portal.
  - Maintained percentages of competitively awarded contracts and depth of response to solicitations.
    - Competitively awarded 90% of contracts (measured by the value of the contracts not exempt from competitive requirements).
    - Achieved 50% 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 75% of RFPs.
  - Achieved PALT timeline for contract amendments within 30 days for 85% of contract amendments.

2023–25 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - Participate in at least 24 community engagement activities that focus on minority and small businesses. Continue collaboration with local business associations, community organizations and public agencies.
  - Continue to advance opportunities for economic growth and development to all businesses within the community to offer goods and services that the county needs.
  - Increase accessibility to procurement and contracting opportunities by hosting supplier outreach events both in-person and virtually; and provide information to assist businesses engage in the County contracting process.
  - 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 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.

- 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.

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.
  - Complete implementation of a new electronic supplier registration, business opportunity and proposal submittal portal.
  - Maintain percentages of competitively awarded contracts and depth of response to solicitations.
    - Competitively award 90% of contracts (measured by the value of the contracts not exempt from competitive requirements).
    - Achieve 60% of solicitations receiving at least three vendor responses.
  - Achieve Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for at least 90% of RFPs.

Related Links

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

- www.sandiegocounty.gov/purchasing

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
Participate/host vendor outreach events[1]	33	10	37	24	24
Participate/host community engagement activities[1]	N/A	N/A	N/A	10	10
Percent of new contract awards to Small Business enterprises	N/A	N/A	N/A	20%	20%
Percentage of total contract value competitively awarded (for those eligible)[2]	88.0%	90.0%	90.0%	90.0%	90.0%
Percentage of competitive solicitations receiving at least 3 vendor responses[3]	43.0%	60.0%	50.0%	60.0%	60.0%
Percentage of Requests for Proposal (RFP) completed within 180 days[4, 5]	81.0%	75.0%	75.0%	90.0%	90.0%
Percentage of contract amendments requiring change in funding or scope completed within 30 days[4]	88%	85%	85%	N/A	N/A

Table Notes

[1] This measure reports the number of outreach events the Department participates in or hosts. This measure has been updated to community engagement activities to reflect the County's strategic efforts to inform and educate local businesses in areas where concentrated minority groups or people of color live or have 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.

[2] This measure reflects the percentage of the value of contracts competitively awarded. The last reported federal government-wide competition rate was 64.4% for the federal year of 2015 as reported in the Contracting Data Analysis by the U.S. Government Accountability Office.
[3] This Performance Measure demonstrates the efficiency of the solicitation process. Fiscal Year 2022–23 percentage decline in depth of responses is reflective of continuing post-COVID impacts to businesses. Contractors and suppliers continue to operate with shortages in labor and resources, which results in businesses being very selective on which programs and solicitations they choose to propose.
[4] These measures are based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. They are intended to measure the time required for DPC to award a contract or purchase order; and time to process an amendment after receiving a complete package from a client department. The metric for changes in contract amendments is being retired as it has been consistently achieved over multiple years.
[5] Goal of 75% is best procurement practice considering there are several factors that may extend RFP timelines such as protests and necessity to amend requirements during the solicitation process.

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

Staffing

Increase of 1.00 staff years to support sustainability and climate change activities in the Land Use & Environment Group.

Expenditures

Net increase of $1.4 million

- Salaries & Benefits—increase of $0.7 million associated with negotiated salary and benefit increases and staffing change noted above.
- Services & Supplies—increase of $0.6 million.
  - Increase of $0.2 million for expanded community engagement efforts and contracts.
  - Increase of $0.3 million for new ongoing IT costs and annual licenses.
  - Increase of $0.1 million for facility-related cost increases.
- Other Charges—increase of $0.1 million due to increase in software depreciation expense.

Revenues

Net increase of $1.4 million

- Charges for Current Services—increase of $5.4 million of internal service fund revenue due to increase of ongoing operational costs and decrease of the Use of Fund Balance to stabilize internal service fund procurement rates.
- Miscellaneous Revenues—decrease of $0.2 million in revenue proceeds from usage rebates for a total budget of $0.9 million.
- Use of Fund Balance—decrease of $3.8 million for a total budget of $1.7 million. The $1.7 million budget includes $0.8 million to stabilize internal service fund procurement rates and $0.9 million for IT applications depreciation expense.

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

Net increase of $0.7 million primarily associated with negotiated salary and benefit increases.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Content/Records Services	3.00	2.00	2.00	—	2.00
Purchasing ISF	65.00	72.00	73.00	1.4	73.00
Total	**68.00**	**74.00**	**75.00**	**1.4**	**75.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Content/Records Services	$ 1,254,238	$ 1,120,906	$ 1,192,801	6.4	$ 1,228,194
Purchasing ISF	14,465,440	16,233,611	17,519,783	7.9	18,228,541
General Fund Contribution	594,000	—	—	—	—
Total	**$ 16,313,678**	**$ 17,354,517**	**$ 18,712,584**	**7.8**	**$ 19,456,735**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 10,788,953	$ 11,994,117	$ 12,734,093	6.2	$ 13,439,914
Services & Supplies	4,120,173	4,504,412	5,073,140	12.6	5,061,470
Other Charges	810,552	855,988	905,351	5.8	955,351
Operating Transfers Out	594,000	—	—	—	—
Total	**$ 16,313,678**	**$ 17,354,517**	**$ 18,712,584**	**7.8**	**$ 19,456,735**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 60,000	$ 60,000	$ 60,000	—	$ 60,000
Charges For Current Services	8,334,283	10,686,906	16,097,234	50.6	17,541,385
Miscellaneous Revenues	1,100,000	1,100,000	900,000	(18.2)	900,000
Other Financing Sources	594,000	—	—	—	—
Use of Fund Balance	5,631,395	5,507,611	1,655,350	(69.9)	955,350
General Purpose Revenue Allocation	594,000	—	—	—	—
Total	$ **16,313,678**	$ **17,354,517**	$ **18,712,584**	**7.8**	$ **19,456,735**

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 $40.2 million.

2022–23 Anticipated Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Long-term: Initiated evaluation of the fiscal impact and feasibility of leasing electric trucks and vehicles for the delivery of election materials and supplies.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Short-term: Replaced high-capacity printers with more efficient ones to reduce energy usage.
  - Short-term: Offered virtual meetings for outreach and community events to reduce carbon footprint.
  - Short-term: Provided staff training on office sustainability practices.
  - Short-term: Provided staff with the opportunity to telecommute, when feasible, to reduce vehicle miles traveled.
  - Mid-term: Installed filtered water bottle refill station in the 2nd floor of the ROV building.

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.
  - Processed 100% of the 3,273 valid voter registrations by the 7th day before Election Day to facilitate seamless access to the democratic process. Close of registration was 15 days prior to the November 8, 2022 Gubernatorial General.
  - Managed all updates for the November 8, 2022 Gubernatorial General 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.
  - Partnered with 37 local hospitals to participate in emergency mail ballot application program to enable registered voters confined to hospital facilities to vote in the November 8, 2022 Gubernatorial General Election. The goal was to recruit 30 out of 30 local hospitals to participate in this program through partnerships and innovation.
  - Provided continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the November 8, 2022 Gubernatorial General Election, sufficient to fill 96% of board positions at all vote centers, including bilingual poll workers.

Empower

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

- Reported 99.9% of eligible mail ballots (those received by the Registrar's office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 8, 2022 Gubernatorial General Election.
- Reported 100% of mail ballots received through Election Night were tallied by the Monday after Election Day to ensure timely processing, and updated results reporting were available to the public for the November 8, 2022 Gubernatorial General Election.

2023–25 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.
  - 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 March 5, 2024 Presidential Primary Election and November 5, 2024 Presidential General Election) are processed by the 7th 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 March 5, 2024 Presidential Primary Election and November 5, 2024 Presidential General Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.
  - Process poll worker applications received 29 days before election day in 7 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.
  - 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 March 5, 2024 Presidential Primary Election and November 5, 2024 Presidential General Election. The goal is to recruit a minimum of 37 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 March 5, 2024 Presidential Primary Election and November 5, 2024 Presidential General 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

- 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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Report 90% of eligible mail ballots (those received by the Registrar's office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the March 5, 2024 Presidential Primary Election, and 95% for the November 5, 2024 Presidential General 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 March 5, 2024 Presidential Primary Election and November 5, 2024 Presidential General Election.

Related Links

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

- www.sdvote.com

Performance Measures	2021–22 Actuals	2022–23 Adopted	2022–23 Estimated Actuals	2023–24 Recommended	2024–25 Recommended
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 2,768	100% of 30,000	100% of 3,273	100% of 15,000	100% of 15,000
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	N/A	30 of 30 hospital facilities	37 of 37 hospital facilities	37 of 37 hospital facilities	37 of 37 hospital facilities
Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers[2]	N/A	100% of 235 sites	96% of 217 sites	N/A	N/A
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	N/A	N/A	100% of 3,000 applications	100% of 3,000 applications
Report 90% of eligible mail ballots received by the Registrarís office by the Sunday before Election Day in the first Election Night Results Bulletin released after 8:00 pm[4]	99.9% of 362,556	90% of 500,000	99.9% of 522,424	90% of 550,000	95% of 600,000
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]	92% of 612,615	80% of 900,000	100% of 869,321	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 major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. Touch Screen Inspector position was eliminated for the November 2020 Election. It was a different election model as a result of COVID-19 and the Governor's Executive Order (i.e., Super Polls instead of traditional polling locations). The goal regarding assignment of bilingual poll workers was not met. There were not enough in person bilingual poll workers available to meet the allocations for every site; however, the United Language Group call center capability was implemented, and bilingual needs were supplemented through the use of this service.

[3] This measure reports the percent of in-house 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.

[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.

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

Staffing

No change in staffing.

Expenditures

Net Increase of $0.2 million

- Salaries & Benefits—increase of $0.6 million due to required retirement contributions, negotiated labor agreements, and increase in minimum wage for temporary employees.
- Service & Supplies—decrease of $1.1 million due to full payment of the voting system in the previous fiscal year, which is offset with the purchase of a new voter registration system.
- Capital Assets Equipment—decrease of $0.4 million due to removal of costs related to the purchase of additional equipment.
- Use of Expenditure Transfer & Reimbursements – decrease of $0.3 million to remove support of one-time projects from the previous fiscal year. Since this is a transfer of expenditures, it has a net effect of $0.3 million increase in expenditures.
- Operating Transfers Out—increase of $0.8 million to support Major Maintenance ISF projects in the Registrar of Voters building.

Revenues

Net Increase of $0.2 million

- Intergovernmental Revenues—increase of $2.0 million for the purchase of a new voter registration system and other reimbursable costs tied to the March 2024 Presidential Primary Election.
- Charges for Current Services—decrease of $2.0 million due to the lower number of billable jurisdictions that will participate in the March 2024 Presidential Primary Election.
- Use of Fund Balance—decrease of $0.2 million in unassigned General Fund fund balance related to prior year one-time negotiated labor costs.
- General Purpose Revenue Allocation—increase of $0.4 million to support a portion of departmental costs of the County's retirement contributions and negotiated labor agreements.

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

Net decrease of $0.3 million is primarily due to removal of costs related to the purchase of a new voter registration system.

Staffing by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Registrar of Voters	69.00	75.00	75.00	—	75.00
Total	**69.00**	**75.00**	**75.00**	**—**	**75.00**

Budget by Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Registrar of Voters	$ 29,485,477	$ 39,949,422	$ 40,158,441	0.5	$ 39,845,566
Total	**$ 29,485,477**	**$ 39,949,422**	**$ 40,158,441**	**0.5**	**$ 39,845,566**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 14,272,010	$ 19,958,211	$ 20,544,480	2.9	$ 21,626,249
Services & Supplies	15,183,467	19,910,211	18,813,961	(5.5)	18,219,317
Capital Assets Equipment	30,000	381,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	—	(300,000)	—	(100.0)	—
Operating Transfers Out	—	—	800,000	—	—
Total	**$ 29,485,477**	**$ 39,949,422**	**$ 40,158,441**	**0.5**	**$ 39,845,566**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 455,000	$ 5,950,501	$ 7,909,785	32.9	$ 4,800,501
Charges For Current Services	5,508,007	6,506,993	4,531,993	(30.4)	6,506,993
Miscellaneous Revenues	55,000	45,000	45,000	—	45,000
Fund Balance Component Decreases	247,219	239,217	284,637	19.0	235,171
Use of Fund Balance	2,651,044	214,221	—	(100.0)	—
General Purpose Revenue Allocation	20,569,207	26,993,490	27,387,026	1.5	28,257,901
Total	**$ 29,485,477**	**$ 39,949,422**	**$ 40,158,441**	**0.5**	**$ 39,845,566**

Capital Program

Capital Program 565

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities Planning*, which is described in more detail below. The Capital Program maintains a forward-looking perspective on the County's current capital facilities and the anticipated needs for capital in the near- and long-term. To provide a formal groundwork for funding the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds. The Capital Program does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects that are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See the departmental operational plan narratives for amounts appropriated for recurring capital expenses.

The Chief Administrative Officer (CAO) established County of San Diego CAO Administrative Manual, Policy 0030-23, *Use of the Capital Program Funds, Capital Project Development and Budget Procedures*, to set forth procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets, and the closure of capital projects within the capital program funds.

The Capital Program is composed of the following major funds:

Capital Outlay Fund

The Capital Outlay Fund provides centralized budgeting and accounting for the County's capital projects, and currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see description below).

Major Maintenance Capital Outlay Fund

This fund was implemented for financial reporting purposes. This fund enables the County to capitalize those projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the originating departmental operating budget.

County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the recognition of the financial resources used for the reconstruction of the Edgemoor Skilled Nursing Facility. These transactions are accounted for in the Edgemoor Development Fund described below.

Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects and capital improvements related to the County's justice and public safety, including detention facilities, Sheriff's stations, and other criminal justice facilities.

Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County library facilities.

Multiple Species Conservation Program Fund

This fund contains budgeted amounts for the acquisition and improvement of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, thereby conserving the quality of life for current and future generations.

Edgemoor Development Fund

Board of Supervisors Policy F-38, *Edgemoor Property Development*, provides guidelines for the use, development and disposition of County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, are to fund the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the

financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006, both of which were refunded in 2014. The Edgemoor Development Fund provides funding for the repayment of the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements, including buildings, initial furnishings and equipment.
- Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund or enterprise funds.
- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses that do not meet the capitalization requirement per accounting rules, which are budgeted within departments.
- Feasibility studies, facility master plans or other analytical or research activities that do not relate directly to the implementation of a capital project.
- Furnishings or equipment not considered a permanent component of the facility, or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's capital improvements planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities Planning*. The process reflects the goals of the County's Five Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvement Needs Assessment (CINA).

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financial obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Obligations and Financial Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

Outstanding Capital Projects by Fund

The Outstanding Capital Projects by Fund report provides information for the County's current outstanding capital projects. This report is available at:

https://www.sandiegocounty.gov/content/sdc/general_services/Facility_Planning_Design_Construction.html

Existing Capital Projects

For reference here is a listing of outstanding capital projects.

- 3rd Ave Mental Health Impatient Facility
- Alpine Local Park Acquisition
- Borrego Springs Shadeway
- Boulder Oaks Preserve Trails and Improvements
- Boulder Oaks Animal Shelter PH 1
- Calavo Park
- County Administration Center (CAC) Renovations
- Descanso Fire Station 45 Apparatus Bay
- Don Dussault Park Phase II Improvements
- Dos Picos Park Small Playground Equipment Replacement
- Dos Picos Playground Equipment
- East County Crisis Stabilization Unit (CSU) Hub/Network Plan
- East Mesa Juvenile Detention Center Outdoor Field
- East Otay Mesa Fire Station #38
- Edgemoor Psychiatric Unit
- East Region Community Based Care Facility
- El Monte Park Volunteer Pads
- El Monte River Valley
- Emergency Vehicle Operations Course
- Estrella Park Development
- Eucalyptus County Park New Playground Shade Structure
- Fallbrook Skatepark
- Felicita County Park Electrical and Sewer
- Felicita Park Outdoor Exercise and Shade Structure
- Fiscal Year 17-18 Parks Playground Equipment
- Flinn Springs Playground Shade Structure
- Food Access Initiative
- Four Gee Park
- Goodland Acres Park New Playground Shade Structure
- Guajome County Park Camping Cabins
- Guajome Sewer Improvements
- Hall of Justice MSRP
- Health Service Complex
- Heise Park Playground Equipment
- Heritage Park Building
- Hilton Head Playground Shade Structure
- I-15/76 Sheriff Station Acquisition
- Ildica Park Development
- Inmate Transfer Tunnel
- Jacumba Fire Station #43 Land Acquisition
- Jamul Fire Station 36 Land Acquisition
- Jess Martin Park Water Conservation
- Lakeside Baseball Field Pk Synthetic Turf Replacement and Energy Upgrades
- Lakeside Equestrian Facility
- Lakeside Soccer Fields Acquisition
- Lamar County Park Fitness Loop Connection
- Lamar Park Parking Lot Improvements
- Lamar Playground Shade Structure
- Liberty Park Playground Shade Structure
- Lincoln Acres Park Acquisition and Expansion
- Lindo Lake County Park Playground Equipment Replacement
- Lindo Lake Improvements & Phase 2
- Lindo Lake Park Photovoltaic Panels at Parking Areas
- Lonny Brewer Leash Free Area
- Los Peñasquitos Canyon Preserve Amphitheater
- Mira Mesa Epicentre Youth and Community Center
- Mount Laguna Fire Station
- Mount Woodson Acquisition and Parking Lot
- Multiple Species Conservation Plan Acquisition
- North Coastal Live Well Center Improvements
- North Coastal Multiple Species Conservation Plan Acq
- Ohio Street Probation Renovation and Replacement
- Old Ironside Volunteer Pads
- Otay Lakes County Park Electrical Upgrade
- Otay Lakes Park Sewer
- Otay Lakes Park Youth Campground
- Otay Lakes Parks Recreation Amenities
- Otay Valley Regional Park Heritage Staging Area Zone A
- Otay Valley Regional Park Bike Skills Course
- Otay Valley Regional Park Community Garden
- Palomar Mountain Fire Station
- Patriot Park Playground Structure
- Pine Valley Park New Playground Shade Structure
- Potts Trail
- Ramona Grasslands Phase I
- Ramona Intergenerational Community Campus-HHSA Family Resource Live Well Center Phase 2
- Ramona Sheriff Substation
- Regional Communications System Upgrade
- Sage Hill Staging Area and Trail System Improvements
- San Diego Botanic Gardens Master Plan
- San Diego County Bicycle Skills Course
- San Diego County Psychiatric Hospital Facility
- San Diego Fire Training Center

- San Diego Juvenile Justice Campus
- San Dieguito Local Park
- San Dieguito Playground Shade Structure
- San Luis Rey Land Improvements
- San Luis Rey River Park Bonsall Bridge Staging Area
- San Luis Rey River Park Duline Road Active Recreation Node
- San Luis Rey River Park Moosa Active Recreation Node
- San Luis Rey River Park Acquisition and Improvement
- San Marcos Road Maintenance Station and Fleet Garage
- Santa Ysabel East West Trail Cauzza
- Santa Ysabel Nature Center
- Sheriff Technology and Information Center COC Buildings 12 And 18
- Smuggler's Gulch Improvements
- South Lane Park
- Southeastern Live Well Center
- State Route 76 Middle Row Trail
- State Route 94 Safe Passage
- Steele Canyon Playground Shade Structure
- Steele Canyon Park New Playground Shade Structure
- Steele Canyon Park Playground Equipment Replacement
- Stelzer Park Ranger Station and Visitor Center
- Sweetwater Bike Skills Park Restroom
- Sweetwater Lane County Park Energy Upgrade
- Sweetwater Loop Trail Acquisition and Construction
- Sweetwater Regional Park Community Garden Construction
- Sweetwater Summit Regional Park Campground Expansion Phase 2
- Sycamore Canyon Trails Acquisition
- Sycuan Kumeyaay Village Dehesa Rd Sloan Canyon Rd Trail
- Tijuana River Valley Regional Park Campground and Nature Equestrian Center
- Tijuana River Valley Smugglers Gulch Basin
- Tijuana River Valley Sport Complex Concept Plan
- Tri-City Healthcare District Psychiatric Health Facility
- Twin Oaks Local Park
- Valley Center Park Improvements
- Valley Center Senior Center
- Waterfront Park Active Recreation
- Youth Transition Campus

The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.

2023–24 CAO Recommended Budget at a Glance: Capital Program

The Fiscal Years 2023–24 CAO Recommended Operational Plan Program totals $258.9 million which includes $236.5 million in new appropriations for various capital projects, $13.6 million for Major Maintenance projects required to be capitalized for financial reporting purposes and $8.8 million in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following table provides a list of capital appropriations in Fiscal Year 2023–24.

Capital Appropriations Summary

Project		Fiscal Year 2023–24 Appropriations
County Administration Center (CAC) Major Systems Renovations Project	$	30,403,147
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP)		19,940,000
Jacumba Fire Station #43		17,000,000
Alpine Local Park		5,000,000
Otay Valley Regional Park (OVRP)		2,500,000
Casa De Oro Library Park Amenities		2,400,000
Hidden Meadows Park		2,000,000
Santa Maria Creek Greenway		1,000,000
Emergency Operations Center/ Sheriff Communications Center		500,000
Stowe Trail		100,000
Capital Outlay Fund Total	**$**	**80,843,147**
San Diego County Public Health Lab and Parking Structure		109,843,150
East County Crisis Stabilization Unit (CSU) with Recovery Bridge Center		24,000,000
Edgemoor Psychiatric Unit		11,300,000
Health Total	**$**	**145,143,150**
Ramona Sheriff Station		2,000,000
Vista Detention Facility Modernization		1,000,000
Justice Total	**$**	**3,000,000**
North Central Behavioral Health Center (BHC) Renovation Project		2,000,000
Cactus Park Refurbishment		1,750,000
Fallbrook Library - Zero Net Energy		1,600,000
Remaining Major Maintenance Capital Outlay Fund Projects		8,236,200
Major Maintenance Capital Outlay Fund Total	**$**	**13,586,200**
Multiple Species Conservation Program (MSCP) Land Acquisition		7,500,000
MSCP Total	**$**	**7,500,000**
Edgemoor Development Fund	$	8,831,564
Edgemoor Development Fund Total	**$**	**8,831,564**
Total Capital	**$**	**258,904,061**

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Capital Appropriations: Fiscal Year 2023–24

The Fiscal Years 2023–25 CAO Recommended Operational Plan includes $236.5 million in new appropriations for various capital projects in the Capital Program for Fiscal Year 2023–24. This amount excludes $13.6 million appropriated in Fiscal Year 2023–24 Major Maintenance Capital Outlay Fund to support costs associated with the remaining Major Maintenance projects funded by departmental operating budgets and required to be capitalized for financial reporting purposes. This amount also excludes $8.8 million appropriated in Fiscal Year 2023–24 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following section briefly describes the anticipated cost and purpose of each capital project.

Alpine Local Park Acquisition, Design, Environmental Analysis, and Construction

Fiscal Year 2023–24 Appropriations: $5,000,000

Project Number: 1021897

Estimated Total Project Cost: $43,250,000

Funding Source(s): General Purpose Revenue $5,000,000

Scope: Design and environmental analysis for the construction of Alpine Park in Alpine. Park amenities could include sports fields, picnic areas, playgrounds, all-wheel park, dog park, trails and other recreation amenities. Project will be constructed in phases.

Current Status: Design and Environmental Analysis

Anticipated Construction Completion: Summer 2027

Casa De Oro Library Park Amenities

Fiscal Year 2023-24 Appropriations: $2,400,000

Project Number: 1026157

Estimated Total Project Cost: $2,400,000

Funding Source(s): General Purpose Revenue $2,400,000

Scope: Design of active and passive recreational amenities at the Casa de Oro Library site.

Current Status: Design

Anticipated Construction Completion: Summer 2028

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

County Administration Center (CAC) Major Systems Renovations Project (phased)

Fiscal Year 2023–24 Appropriations: $30,403,147

Project Number: 1021162

Estimated Total Project Cost: $139,837,147

Funding Source(s): Bond Proceeds, $30,403,147

Scope: Replacement of life safety, mechanical, electrical, plumbing, and architectural items past their useful life and to meet current code. Current concept includes multiple phases.

Current Status: Construction

Anticipated Construction Completion: Spring 2024

East County Crisis Stabilization Unit (CSU) with Recovery Bridge Center

Fiscal Year 2023–24 Appropriations: $24,000,000

Project Number: 1024603

Estimated Total Project Cost: $28,000,000

Funding Source(s): Other State and Health Grant, $24,000,000

Scope: Design and construction of a new Crisis Stabilization Unit and Recovery and Bridge Services, inclusive of sobering services and ASAM-level outpatient substance use disorder (SUD).

Current Status: Pre-Construction

Anticipated Construction Completion: Winter 2024*

Edgemoor Psychiatric Unit

Fiscal Year 2023-24 Appropriations: $11,300,000

Project Number: 1023737

Estimated Total Project Cost: $24,300,000

Funding Source(s): Revenue Acct 46678 Institutional Care Hospital, $11,300,000

Scope: Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing up to 16 beds. Based on the design, new project cost was identified as the project requirements are more refined.

Current Status: Pre-Construction

Anticipated Construction Completion: Spring 2025*

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

Emergency Operations Center/ Sheriff Communications Center

Fiscal Year 2023-24 Appropriations: $500,000

Project Number: 1026153

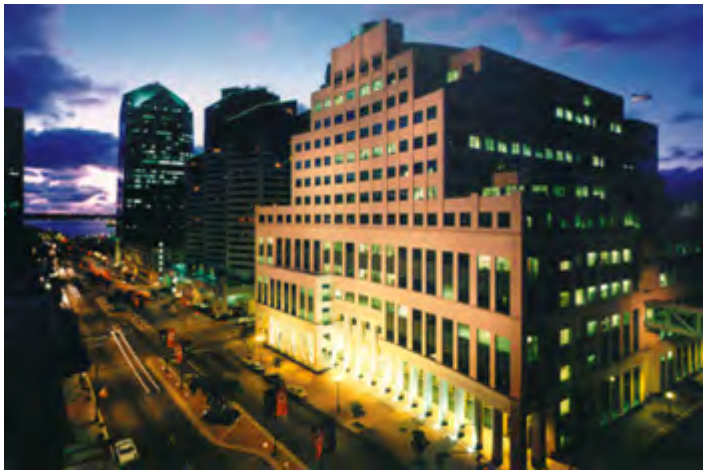
Estimated Total Project Cost: $40,500,000

Funding Source(s): General Purpose Revenue $500,000

Scope: Major Systems Replacement Project (MSRP) at Emergency Operations Center (EOC) and Sheriff Communications Center at COC.

Current Status: Planning

Anticipated Construction Completion: TBD



Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased

Fiscal Year 2023-24 Appropriations: $19,940,000

Project Number: 1023733

Estimated Total Project Cost: $76,120,000

Funding Source(s): Judicial Council of California ($12,072,000) and General Purpose Revenue ($7,868,000)

Scope: Replacement of life safety, mechanical, electrical, plumbing, and architectural items past their useful life and to meet current code.

Current Status: Construction

Anticipated Construction Completion: Summer 2024

Hidden Meadows Park

Fiscal Year 2023-24 Appropriations: $2,000,000

Project Number: 1026156

Estimated Total Project Cost: $7,900,000

Funding Source(s): Parkland Dedication Ordinance $2,000,000

Scope: Acquisition, design, environmental review, and construction of a new approximately two acre County park.

Current Status: Acquisition

Anticipated Construction Completion: Summer 2028

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

Jacumba Fire Station #43

Fiscal Year 2023-24 Appropriations: $17,000,000

Project Number: 1022910

Estimated Total Project Cost: $17,400,000

Funding Source(s): General Purpose Revenue $17,000,000

Scope: Land acquisition, design and construction of new fire station to replace Station #43.

Current Status: Planning

Anticipated Construction Completion: Spring 2026

Multiple Species Conservation Program (MSCP) Land Acquisition

Fiscal Year 2023–24 Appropriations: $7,500,000

Project Number: 1015029

Estimated Total Project Cost: $294,000,000

Funding Source(s): General Purpose Revenue $7,500,000

Scope: Acquisition, design, environmental analysis and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.

Current Status: Acquisition

Anticipated Construction Completion: Ongoing

Otay Valley Regional Park (OVRP):

Active Recreation Site 3, Area A, Area B, Area C

Fiscal Year 2023-24 Appropriations: $2,500,000

Project Number: 1022912

Estimated Total Project Cost: $68,343,230

Funding Source(s): General Purpose Revenue $2,500,000

Scope: Design and environmental analysis to build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.

Current Status: Design and Environmental Analysis

Anticipated Construction Completion: Winter 2028

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

Ramona Sheriff Station

Fiscal Year 2023-24 Appropriations: $2,000,000

Project Number: 1026160

Estimated Total Project Cost: $38,500,000

Funding Source(s): General Purpose Revenue $2,000,000

Scope: Environmental mitigation, permitting, design and construction of new approx. 18,000 square feet Sheriff Station on existing site in Ramona, CA.

Current Status: Pre-Construction

Anticipated Construction Completion: Fall 2027*

San Diego County Public Health Lab and Parking Structure

Fiscal Year 2023–24 Appropriations: $109,843,150

Project Number: 1024604

Estimated Total Project Cost: $127,100,000

Funding Source(s): Bond Proceeds, $109,843,150

Scope: Design and construction of a public health lab and parking structure at the County Operations Center (COC).

Current Status: Pre-Construction

Anticipated Construction Completion: Spring 2025*

Santa Maria Creek Greenway

Fiscal Year 2023-24 Appropriations: $1,000,000

Project Number: 1026155

Estimated Total Project Cost: $6,000,000

Funding Source(s): General Purpose Revenue $1,000,000

Scope: Acquisition, design, environmental analysis and construction of approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands.

Current Status: Acquisition

Anticipated Construction Completion: Spring 2029

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

Stowe Trail

Fiscal Year 2023-24 Appropriations: $100,000

Project Number: 1026154

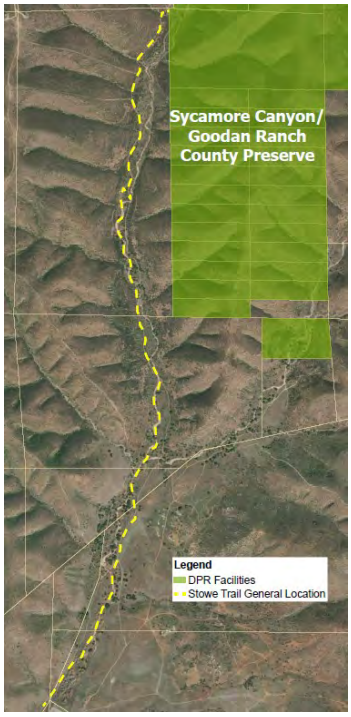
Estimated Total Project Cost: $4,000,000

Funding Source(s): General Purpose Revenue $100,000

Scope: Acquisition of Stowe Trail to provide regional trail connectivity to Sycamore Canyon/Goodan Ranch County Preserve and Trans County Trail.

Current Status: Acquisition

Anticipated Construction Completion: Summer 2025



Vista Detention Facility Modernization

Fiscal Year 2023-24 Appropriations: $1,000,000

Project Number: 1026161

Estimated Total Project Cost: $1,000,000

Funding Source(s): Prop 172 $1,000,000

Scope: Engineering study to determine full scope for this project.

Current Status: Pre-Construction

Anticipated Construction Completion: TBD

**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*

Capital Program: All Funds Summary

Budget by Fund

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Capital Outlay Fund	$ 138,685,000	$ 78,000,000	$ 80,843,147	3.6	$ —
Major Maintenance Capital Outlay Fund	16,084,000	43,639,746	13,586,200	(68.9)	—
County Health Complex	11,500,000	31,00,000	145,143,150	368.2	—
Justice Facility Construction	75,800,000	2,892,600	3,000,000	3.7	—
Library Projects	24,327,935	—	—	—	—
MSCP - Land Use and Environmental	7,500,000	7,500,000	7,500,000	—	—
Edgemoor Development Fund	8,797,800	8,735,061	8,831,564	1.1	8,866,300
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 231,800	$ 245,800	$ 310,800	26.4	$ 310,800
Capital Assets Equipment	—	—	—	—	—
Capital Assets/Land Acquisition	273,896,935	163,032,346	250,072,497	53.4	—
Operating Transfers Out	8,566,000	8,489,261	8,520,764	0.4	8,555,500
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 568,924	$ 537,973	$ 388,792	(27.7)	$ 388,792
Intergovernmental Revenues	38,012,219	22,997,721	36,869,721	60.3	797,721
Charges For Current Services	21,000,000	11,250,000	13,300,000	18.2	—
Miscellaneous Revenues	600,000	—	—	—	—
Other Financing Sources	215,661,935	130,282,346	207,122,774	59.0	6,422,277
Use of Fund Balance	6,851,657	6,699,367	1,222,774	(81.7)	1,257,510
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Revenue Detail

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Interest on Deposits & Investments	$ 240,000	$ 200,000	$ 50,000	(75.0)	$ 50,000
Rents and Concessions	328,924	337,973	338,792	0.2	338,792
State Aid for Corrections	15,000,000	—	—	—	—
State Aid Other State	16,850,000	1,000,000	24,000,000	2,300.0	—
Behavioral Health Realignment	—	20,000,000	—	(100.0)	—
Other Intergovernmental Revenue	—	—	12,072,000	—	—
Federal Aid HUD CDBG 14.218	785,000	—	—	—	—
Fed Treasury 21.027 ARPA CSLFRF	4,000,000	1,000,000	—	(100.0)	—
Federal HHS 93.778 Medical Assistance Program	1,377,219	997,721	797,721	(20.0)	797,721
Charges in Parkland Dedication Funds	—	—	2,000,000	—	—
Institutional Care Hospital	11,000,000	11,000,000	11,300,000	2.7	—
Contributions from Property Owners	10,000,000	—	—	—	—
Other Services to Government	—	250,000	—	(100.0)	—
Other Miscellaneous	600,000	—	—	—	—
Operating Transfer From General Fund	155,206,935	125,533,746	59,454,200	(52.6)	—
Operating Transfer From Internal Service Funds	—	—	—	—	—
Operating Transfer From Library Fund	455,000	1,356,000	—	(100.0)	—
Operating Transfer From Prop 172	—	2,892,600	1,000,000	(65.4)	—
Reimbursement from SANCAL - Bond Proceeds	60,000,000	—	140,246,297	—	—
Sale of Fixed Assets	—	500,000	6,422,277	1,184.5	6,422,277
Use of Fund Balance	6,851,657	6,699,367	1,222,774	(81.7)	1,257,510
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ —	$ —	$ —	—	$ —
Capital Assets/Land Acquisition	138,685,000	78,000,000	80,843,147	3.6	—
Capital Assets Equipment	—	—	—	—	—
Total	**$ 138,685,000**	**$ 78,000,000**	**$ 80,843,147**	**3.6**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 21,635,000	$ 2,000,000	$ 12,072,000	503.6	$ —
Charges For Current Services	10,000,000	250,000	2,000,000	700.0	—
Miscellaneous Revenues	600,000	—	—	—	—
Other Financing Sources	106,450,000	75,750,000	66,771,147	(11.9)	—
Total	**$ 138,685,000**	**$ 78,000,000**	**$ 80,843,147**	**3.6**	**$ —**

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ —	$ —	$ —	—	$ —
Capital Assets/Land Acquisition	16,084,000	43,639,746	13,586,200	(68.9)	—
Total	**$ 16,084,000**	**$ 43,639,746**	**$ 13,586,200**	**(68.9)**	**$ —**

Revenues					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ —	$ —	—	$ —
Other Financing Sources	16,084,000	43,639,746	13,586,200	(68.9)	—
Total	**$ 16,084,000**	**$ 43,639,746**	**$ 13,586,200**	**(68.9)**	**$ —**

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ —	$ —	$ —	—	$ —
Capital Assets/Land Acquisition	11,500,000	31,000,000	145,143,150	368.2	—
Total	**$ 11,500,000**	**$ 31,000,000**	**$ 145,143,150**	**368.2**	**$ —**

Budget by Categories of Revenues					
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ 20,000,000	$ 24,000,000	20.0	$ —
Charges For Current Services	11,000,000	11,000,000	11,300,000	2.7	—
Other Financing Sources	500,000	—	109,843,150	—	—
Total	**$ 11,500,000**	**$ 31,000,000**	**$ 145,143,150**	**368.2**	**$ —**

Justice Facility Construction Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ —	$ —	$ —	—	$ —
Capital Assets/Land Acquisition	75,800,000	2,892,600	3,000,000	3.7	—
Capital Assets Equipment	—	—	—	—	—
Total	**$ 75,800,000**	**$ 2,892,600**	**$ 3,000,000**	**3.7**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ 15,000,000	$ —	$ —	—	$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	60,800,000	2,892,600	3,000,000	3.7	—
Total	**$ 75,800,000**	**$ 2,892,600**	**$ 3,000,000**	**3.7**	**$ —**

Library Projects Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ —	$ —	$ —	—	$ —
Capital Assets/Land Acquisition	24,327,935	—	—	—	—
Capital Assets Equipment	—	—	—	—	—
Total	**$ 24,327,935**	**$ —**	**$ —**	**—**	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Other Financing Sources	$ 24,327,935	$ —	$ —	—	$ —
Total	**$ 24,327,935**	**$ —**	**$ —**	**—**	**$ —**

Multiple Species Acquisition Program Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Capital Assets/Land Acquisition	$ 7,500,000	$ 7,500,000	$ 7,500,000	—	$ —
Total	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	—	**$ —**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Intergovernmental Revenues	$ —	$ —	$ —	—	$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	7,500,000	7,500,000	7,500,000	—	—
Total	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	—	**$ —**

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 231,800	$ 245,800	$ 310,800	26.4	$ 310,800
Operating Transfers Out	8,566,000	8,489,261	8,520,764	0.4	8,555,500
Total	**$ 8,797,800**	**$ 8,735,061**	**$ 8,831,564**	**1.1**	**$ 8,866,300**

Budget by Categories of Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 568,924	$ 537,973	$ 388,792	(27.7)	$ 388,792
Intergovernmental Revenues	1,377,219	997,721	797,721	(20.0)	797,721
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	—	500,000	6,422,277	1,184.5	6,422,277
Use of Fund Balance	6,851,657	6,699,367	1,222,774	(81.7)	1,257,510
Total	**$ 8,797,800**	**$ 8,735,061**	**$ 8,831,564**	**1.1**	**$ 8,866,300**

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Capital Improvement Needs Assessment: Fiscal Years 2023–28

The County's capital improvement planning process is guided by Board of Supervisors Policy G-16, *Capital Facilities Planning*. The process is designed to align capital projects planning with the County of San Diego's strategic initiatives and the County's Five-Year Strategic Plan. Policy G-16, identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designating a process and providing specific evaluation criteria, detailed below, for establishing the Capital Improvement Needs Assessment (CINA).

In accordance with Board Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five year period. The development of the CINA involves the following annual process:

- Beginning in August departments submit capital priorities based on program needs, community feedback, and Board of Supervisor initiatives to their respective Groups for review and evaluation. Project submittals must include objectives and description, estimated costs (if available) and level of available funding. Capital requests are defined, per the County of San Diego CAO Administrative Manual, Policy 0050-01-06, *Capital, Space and Maintenance Requests*, as those projects which improve the effectiveness and efficiency, change the use, or extend the useful life of an asset. The definition includes projects such as new structures, major improvements to land and buildings, installation of infrastructure such as wells and photovoltaic systems on County property, and development of parkland.
- Groups will review and prioritize the capital priorities and forward the prioritized five year plan to the Facilities Planning Board (FPB) for its consideration.
- The FPB, which consists of the Director of the Office of Financial Planning, the Group Finance Directors, and the Director of DGS, will integrate all capital facility needs and will develop the draft annual CINA for review by the Group General Managers, Chief Financial Officer, Chief Administrative Officer, and Board Offices. The CINA reflects the County's facility priorities based on numerous factors, with emphasis given to a proposed project that advances the County's Strategic Initiatives. A methodology was developed to gauge the degree to which each project:
  - Promotes sustainability,
  - Advances equity,
  - Empowers the workforce and promotes transparency, accountability and innovation,
  - Strengthen community engagement and quality of life, and
  - Promotes justice
- Development of the CINA is an iterative process involving numerous touchpoints with the community and Board Offices. Drafts of the CINA are posted publicly on an engagement website so stakeholders have an opportunity to review and comment at any time during the CINA development cycle. Additionally, an annual community workshop is hosted in October so departments can present their draft CINA plans, answer questions and engage with community stakeholders.
- The CINA is then presented to the CAO for final review and approval before presentation to the Board of Supervisors, which approve the CINA and in turn refers it to the CAO for determining project timing and funding actions, as the Capital Improvements Plan.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that the County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the Multiple Species Conservation Program (MSCP) land acquisition program, as well as maintaining and expanding its park facilities.

Over the mid- and long-term, the County will continue to take an active approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. Aging facilities, particularly those whose major systems are reaching life expectancy, are analyzed for program delivery efficiency and compliance with regulatory requirements, and ultimately recommended for revitalization, replacement or disposition. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing, and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. The County's capital program anticipates new facilities will attain Leadership in Energy and Environmental Design (LEED) certification and be Zero Net Energy (ZNE), as well include public electric vehicle charging infrastructure and avoid the use of equipment that requires natural gas. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as Statewide bonds and State and federal grants.

Capital Project Phases	
Initiation	Client request submitted Establish project objectives and preliminary project scope statement
Pre-Construction	Scope development Communications plan Programming Due diligence, Environmental/Entitlement Review Budget development Schedule development Acquisition strategy Approval/authorization
Execution	Design Construction
Closeout	Closeout project Punch-list items

The Facilities Planning Board is responsible for creating a Capital Improvement Needs Assessment (CINA) in conformance with the County of San Diego's General Management System and Board of Supervisors (Board) Policy G-16. The CINA, a planning document that includes all planned land acquisitions and capital improvements over a five year period, is reviewed and revised annually. Several factors are taken into consideration when adding a project to the CINA including the degree to which the project promotes sustainability; advances equity; empowers the workforce and promotes transparency, accountability, and innovation; strengthens community engagement and quality of life; promotes justice; and is ready for execution. The total estimated cost of these priority projects is $2.0 billion, of which $501.5 million is funded (excludes Major Maintenance Capital Outlay Fund and Edgemoor Development Fund). The total project costs are the latest estimates based on preliminary scoping and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project.

In an effort to revitalize the County building infrastructure and reduce ongoing maintenance and repair costs the County has implemented a process to identify aged facilities for major systems renovation or replacement. This process helps categorize and prioritize County-owned structures and infrastructure which are greater than 40 years old. Based on the results of a critical systems assessment, aged facilities are recommended for major systems renovation or complete replacement. Projects that involve consolidation of multiple facilities are identified as aged facilities if one or more of the buildings being consolidated is greater than 40 years old. The projects identified as aged facilities are listed in bold font for easier reference.

Capital Improvement Needs Assessment: Fiscal Years 2023-28

Project Title	Current Status	Estimated Project Cost	Project Description
4S Ranch Library Expansion	Pre-Construction	$ 13,000,000	Expansion of a 2,000 sq ft community room to allow for cultural events and educational programming.
Alpine Community Loop	Pre-Construction	10,460,000	Design, environmental analysis, easement acquisition and construction of pathway and sidewalk improvements to increase connectivity to Alpine Park.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Pre-Construction	43,250,000	Design, environmental analysis and construction of Alpine Park in Alpine. Park amenities could include sports fields, picnic areas, playgrounds, all-wheel park, dog park, trails and other recreation amenities. Project will be constructed in phases.
Bear Valley Parkway Parcel Redevelopment	Pre-Construction	4,740,000	Design, environmental analysis and construction to develop active recreation amenities on parcels adjacent to Bear Valley Parkway in Escondido.
Bike Skills Course East County	Pre-Construction	3,250,000	Design, environmental analysis and construction of a bicycle skills course in East County. The skills course will likely include such elements as a pump track, progressive jumps and skills elements.
Bike Skills Course North County	Pre-Construction	3,250,000	Design, environmental analysis and construction of a bicycle skills course in North County.
Blossom Valley Rd Easement and Trail	Pre-Construction	2,000,000	Design, environmental analysis and construction of approx. 0.75 miles trail on Blossom Valley Road that leads to Rios Canyon Ballfields that is in CTMP. Project is a priority to community trail users.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	4,150,000	Construction of preserve infrastructure to allow public access. Improvements include approximately 8 miles of new and existing multi-use trails and one ADA accessible trail, restrooms, driveway and road improvements, staging areas, and shaded picnic areas. Year 2 construction include: construction of new trails and trail amenities such as additional signage, shade and picnic areas.
Butterfield Ranch	Pre-Construction	10,000,000	Acquisition of Butterfield Ranch property in Valley Center and construction of a public park.
Campo Library Community Room	Pre-Construction	2,389,699	Addition of 1,000 square feet community room to Campo Library.
Casa de Oro Library Park Amenities	Pre-Construction	2,400,000	Design, environmental analysis and construction of active and passive recreational amenities at the Casa de Oro Library site.
Central Region Behavioral Health Community-Based Care	Pre-Construction	32,000,000	Design and construction of a residential facility located in the Central region of the County. Home-like environment providing an array of residential services for adults living with behavioral health conditions.
Coastal Trail	Pre-Construction	3,800,000	Design, environmental analysis and construction of southern most portion of the Coast Trail through the Tijuana River Valley Regional Park.
Community Gardens	Pre-Construction	8,000,000	Design, environmental analysis and construction of community gardens throughout the County. Assumes approximately 3 community gardens.
County Administration Center (CAC) Major Systems Renovation Project (MSRP)	Construction	139,837,147	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Descanso Fire Station 45	Pre-Construction	17,400,000	Design and construction of a new fire station to replace Station #45.
Dianne Jacob Lakeside Equestrian Park to Cactus Park Trail Connection	Pre-Construction	2,500,000	Acquisition, design, environmental analysis and construction of one-mile trail connection from Lakeside Equestrian Park to Cactus Park. Trail connection is in CTMP.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Dianne Jacob Lakeside Equestrian Park to San Vicente Reservoir Trail	Pre-Construction	4,100,000	Acquisition, design, environmental analysis and construction of three-mile trail connection from Lakeside Equestrian Park to San Vicente Reservoir Trail. Trail connection is requested by Lakeside community. Acquire easement from City and private property owners is needed.
Dictionary Hill Trails	Pre-Construction	3,600,000	Design, environmental analysis and construction for trails identified in the Public Access Plan, which is currently underway.
Dos Picos County Park - Pond Restoration	Pre-Construction	4,950,000	Design, environmental analysis and construction for dredging and relining existing pond at Dos Picos (120K/sf surface area or 2.75 acres).
East County Regional Center (ECRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
East Otay Mesa Sheriff Station	Pre-Construction	52,100,000	Design and construction of approximately 44,000 square feet Sheriff Station on northern five acres of owned parcel in East Otay Mesa.
East Region Behavioral Health Community-Based Care	Pre-Construction	1,000,000	Design and construction of a residential facility located in the East region of the County. Home-like environment providing an array of residential services for adults living with behavioral health conditions.
East Region CSU with Recovery Bridge Center	Pre-Construction	28,000,000	Design and construction of a new Crisis Stabilization Unit and Recovery and Bridge Services, inclusive of sobering services and ASAM-level outpatient substance use disorder (SUD) services, located in East County.
Edgemoor Psychiatric Unit	Pre-Construction	24,300,000	Convert one unit inside the Edgemoor Skilled Nursing facility into a Psychiatric Inpatient Unit providing up to 16 beds.
El Cajon Branch Library	Pre-Construction	30,300,000	Land acquisition, design and construction of new library to include community room, study rooms (4), and living room.
Emergency Operations Center/ Sheriff Communications Center	Pre-Construction	40,500,000	Major Systems Replacement Project (MSRP) at emergency operations center (EOC) and Sheriff communications center. Programming will determine project cost estimate.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Encinitas Landfill Park Conversion	Pre-Construction	10,000,000	Project to develop passive or active recreation facilities at the former site of the Encinitas II Landfill. Fiscal Year 2023–24 request is for concept and public engagement. Future phases will include design, environmental analysis and construction of a solid waste site conversion to a park.
EV Roadmap	Pre-Construction	12,160,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicles.
Fallbrook Western Park	Pre-Construction	8,000,000	Acquisition to establish a new local park in Fallbrook.
Guajome Regional Park - Off Leash Area and Campground Expansion	Pre-Construction	6,350,000	Design, environmental analysis and construction of 25 new camp sites and an off leash dog area.
Hall of Justice (HOJ)	Pre-Construction	76,120,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Hidden Meadows Park	Pre-Construction	7,900,000	Acquisition, Design, environmental and construction of a new approximately two acre County park.
I-15 and SR-76 Sheriff Station	Pre-Construction	47,814,000	Design and construction of an approximately 37,000 square feet Sheriff Station on owned site in North County San Diego.
Intermountain Fire Station 85	Pre-Construction	16,500,000	Land acquisition, design and construction of a new fire station to replace Station #85 (Intermountain) and Station #87 (Witchcreek).
Jacumba Fire Station #43	Pre-Construction	17,400,000	Land acquisition, design and construction of new fire station to replace Station #43.
Jess Martin County Park Bleachers and Concession	Pre-Construction	1,500,000	Design, environmental analysis and construction of baseball bleachers and a concession stand to support the existing ballfields at Jess Martin Park.
Keys Creek Preserve	Pre-Construction	3,800,000	Design, environmental analysis and construction of Via Piedra Rd to create a staging area driveway that safely connects with public road W. Lilac Rd. Amenities to include parking space, fencing, benches, signage, kiosks, and trash receptacles.
La Mesa Library	Pre-Construction	30,300,000	Design and construction of new library in La Mesa.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Lakeside Off Leash Area	Pre-Construction	1,000,000	Design, environmental analysis and construction of an off leash area in an existing County park in Lakeside.
Lakeside Soccer Fields	Pre-Construction	9,000,000	Acquisition, design, environmental analysis and construction of a new soccer park in Lakeside.
Lindo Lake Photovoltaic Carports	Pre-Construction	1,000,000	Design, environmental analysis, and construction of two carports with photovoltaic panels. Project would offset electrical consumption at Lindo Lake County Park.
Lindo Lake Site Improvements	Pre-Construction	3,300,000	Design, environmental analysis and construction for recreational improvements on the site of the previous library building.
Maintenance Buildings for Storage and Security Systems	Pre-Construction	4,100,000	Design, environmental analysis and construction of 3 maintenance buildings / storage buildings for replacement parts for park playgrounds and other assets. Buildings will be geographically dispersed in north, south and east county.
Multiple Species Conservation Program (MSCP) Land Acquisition	Pre-Construction	294,000,000	Acquisition, Design, environmental and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041.
Nelson Sloan Reclamation	Pre-Construction	3,000,000	Reclamation of the Nelson Sloan property (former quarry) to meet the basic requirements of the reclamation plan under the Surface Mining and Reclamation Act (SMARA). Project includes one-time start-up costs for environmental review/surveys/permits and Storm Water Pollution Prevention Plan preparation, grading plan, sediment transport and placement and other related site preparation/ construction.
North Coastal Sheriff Station	Pre-Construction	1,350,000	Feasibility, environmental analysis and planning study of a new 37,000 square feet Sheriff Station built on an owned site in incorporated Encinitas, CA.
North County Regional Center (NCRC)	Pre-Construction	25,000,000	Major Systems Replacement Project (MSRP). Funding for design phase.
Off-Highway Vehicle Recreation Area	Pre-Construction	12,300,000	Acquisition, design, environmental analysis and construction for the implementation of an off-highway vehicle recreation are based on the results of the grant funded feasibility study.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	Pre-Construction	68,343,230	Design, environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.
Pala-Pauma Local Park	Pre-Construction	3,700,000	Acquisition, design, environmental analysis and construction of a new 4 acre County park, sports field and playground.
Photovoltaic (PV) Carports	Pre-Construction	3,300,000	Design, environmental analysis and construction of photovoltaic carports in existing parking areas.
Potrero County Park - New Camping Cabins	Pre-Construction	2,900,000	Design, environmental analysis and construction of 2-4 camping cabins at Potrero County campgrounds.
Potts Trail	Pre-Construction	1,451,265	Improvements to newly acquired primitive trail and to add interpretive signage along the historic flume trail. The subject parcel is located south of El Monte Road along 2.3 miles of the historic San Diego Flume alignment between El Capitan Reservoir and Lake Jennings.
Poway Landfill Conversion	Pre-Construction	5,000,000	Design, environmental and construction to convert the existing closed landfill in Poway to active recreation / bike park. Cost estimate still being vetted.
Ramona Fire Station 81	Pre-Construction	17,400,000	Land acquisition, design and construction of new fire station to replace Station #81.
Ramona Grasslands Preserve Phase 1, 2 & 3	Pre-Construction	6,385,000	Design, environmental analysis and construction of an additional 5.5-mile multi-use trail system connecting the three portions of the Preserve. The trail system will utilize existing ranch roads and trails, with some new trail construction and a crossing of Santa Maria Creek.
Ramona Intergenerational Community Campus (RICC) Active Recreation	Pre-Construction	32,500,000	Design, environmental analysis and construction of a new recreation amenities at the Ramona Intergenerational Community Campus. Amenities include a skate park and active recreation.
Ramona Road Maintenance Station & Fleet Garage	Pre-Construction	11,000,000	Rehabilitation of Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area.
Ramona Sheriff Station	Pre-Construction	38,500,000	Environmental mitigation, design and construction of new 18,000 square feet Sheriff Station on existing site in Ramona, CA.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Rancho Lilac Open Space Park	Pre-Construction	5,000,000	Design, environmental analysis and construction of a 900-acre open space park including staging area, trails, and interpretative displays, including improvements to existing structures onsite. Project completed in phases.
San Diego Botanic Gardens Master Plan	Pre-Construction	69,950,000	Design, environmental analysis and construction of new visitor center, parking lots, new gardens, greenhouse and nursery.
San Diego County Fire Training Tower	Pre-Construction	1,650,000	Design and construction of training tower at existing San Diego County Fire Training Site.
San Diego County Public Health Lab	Pre-Construction	134,459,377	Design and construction of public health lab at COC ($75.5M). Includes cost estimate for additional 1/2 parking garage ($33.8M) and COC consolidation costs ($25.1M).
San Diego River Trail	Pre-Construction	10,000,000	Acquisition, design, environmental analysis and construction to build out the San Diego River Trail. County is in process of identifying funding source per Board Direction. Cost estimate is still being vetted.
San Dieguito Local Park	Pre-Construction	18,000,000	Acquisition, design, environmental analysis and construction of a new local park in San Dieguito.
San Dieguito Park Destination Playground	Pre-Construction	3,450,000	Design, environmental analysis and construction to remove and replace existing play structure with new and unique play structures, surfacing, and shade to appeal to families throughout the San Diego region.
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	64,117,483	Acquisition, design, environmental analysis of development of planned 1600-acre San Luis Rey River Park (SLRRP). Project is phased.
Santa Maria Creek Greenway	Pre-Construction	6,000,000	Acquisition, design, environmental analysis of approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands. Connects to the RICC.
Santa Ysabel East-West Trail (Cauzza)	Pre-Construction	5,500,000	Design, environmental analysis and construction of trail alignment to provide an east-west trail connecting between west Santa Ysabel property/ trails to east Santa Ysabel property/ trails.
Santee Library	Pre-Construction	24,300,000	Design and construction of a new and larger facility (approximately 24,000 sq ft) library in Santee.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Santee Public Safety Center	Pre-Construction	7,000,000	Real estate acquisition (fair share costs) of a County-owned parcel at N Magnolia and Riverview Pkwy and design of an approximately 37,000 square feet Sheriff Station. Co-location with Department of Animal Services.
Scripps Ranch Civic Association / SDCWA Off Leash Area	Pre-Construction	650,000	Design, environmental analysis and construction to add an off leash area.
South Bay Regional Center (SBRC)	Pre-Construction	5,000,000	Major Systems Replacement. Project (MSRP). Funding for design phase.
South Lane Park Improvements Phase	Pre-Construction	2,450,000	Construction of Phase 2 improvements to existing park.
SR-94 Safe Passage	Pre-Construction	3,250,000	Acquisition (trail easements), design, environmental analysis and construction of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge, rip rap, and permitting/ mitigation costs.
Star Valley Park and Intergenerational Center	Pre-Construction	42,650,000	Design, environmental analysis, and construction of Star Valley Park and Intergenerational Center. Park amenities could include sport fields/courts, playgrounds, picnic areas.
Stormwater Program	Pre-Construction	201,720,209	Design and construct large-scale (regional) green infrastructure projects and other stormwater projects identified to meet statewide stormwater mandates.
Stowe Trail	Pre-Acquisition	4,000,000	Acquisition of Stowe Trail to provide regional trail connectivity to Sycamore Canyon/Goodan Ranch County Preserve and Trans County Trail.
Sweetwater Loop Trail Acquisition/ Construction: Segment 10	Pre-Construction	7,575,000	Acquisition, design, environmental analysis and permitting, mitigation and construction the multi-use Sweetwater Loop Trail Segments along the Sweetwater Reservoir. This project will be completed in segments.
Sweetwater Regional Trails - Tieber Connection	Pre-Construction	1,350,000	Design, environmental analysis and construction of Tieber Trail connection.
Sweetwater to California Riding and Hiking Connection and Sycuan Segment 7	Pre-Construction	3,100,000	Design, environmental analysis and construction of the Connector Trail from Sweetwater River and Loop Regional Trail east to CA Riding and Hiking Regional Trail. Also part of the Sycuan/ Sloane Canyon Trail (Segment 7) as well as a Pathway along Willow Glen Dr.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2023-28			
Project Title	**Current Status**	**Estimated Project Cost**	**Project Description**
Sycamore Canyon Trails	Pre-Construction	3,800,000	Implementation of public access plan, including construction of new trails, improvements to existing trails and construction of a new staging area.
Sycuan Kumeyaay Village Dehesa Road/ Sloane Canyon Road Trail	Pre-Construction	13,850,000	Design, environmental analysis and construction of an estimated 4.9 miles of trail Sycuan and KDLC property along Dehesa road and Sloane Canyon Road (a DPW maintained road). Proposed trail provides an important regional trail connection between Regional Sweetwater Loop Trail to Regional California Riding and Hiking Trail. Project is phased.
Tijuana River Valley Regional Park (TRVRP) Active Recreation and Community Park	Construction	56,796,966	Design, environmental analysis and construction of the 1800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include local park, restrooms, sports complex and equestrian center. Projects are phased.
Twin Oaks Local Park	Pre-Construction	15,850,000	Acquisition, design, environmental analysis and construction of a new local park in the Twin Oaks community.
Vallecito County Park - New Camping Cabins	Pre-Construction	1,920,000	Design, environmental analysis and construction of 2-4 camping cabins at Vallecitos County campgrounds.
Vista Detention Facility Modernization	Pre-Construction	1,000,000	Engineering study to determine full scope for this project.
Warner Springs Library	Pre-Construction	12,300,000	Planning, land acquisition, design and construction of new 5,000 square feet library in Warner Springs. New library to include 2,500 sf community room.
		$ 2,005,389,376	
* Projects listed above in BOLD are County-owned structures identified as aged facilities.			

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

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Operating Impact of Capital Program: Fiscal Years 2023–25

The County of San Diego considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include: one-time furniture, fixtures and equipment (FF&E) costs, ongoing operations and maintenance (O&M) costs which include facility and staff impacts, necessary additional staffing (staff years), ongoing program revenue related to the project, and debt service payments related to long-term financing of construction of the capital project. More detailed information regarding the debt service payments can be found in the Finance Other section of the Operational Plan in the Lease Payments table. The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2023–25.

2023–24 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
East Otay Mesa Fire Station	Operating impact for this facility will include $0.5 million in FF&E costs and $0.1 million in operations, maintenance, contracted services, and utility costs to operate the 14,141 square feet facility.	$ 20,300,000	September 2023	$ 525,000	$ 110,835	—	$ 110,835
Heritage Park	The Operating impact for this facility will include $1.4 million in operations, maintenance, contracted services, and utility costs to operate.	13,487,170	March 2024	—	1,427,205	—	1,270,341
Julian Library Community Room	Operating impact for this facility will include $0.3 million in FF&E costs and $0.02 million in operations, maintenance, contracted services, and utility costs to operate the expanded 2,500 square feet facility.	6,850,000	November 2023	250,000	15,440	—	15,440
Rancho San Diego Library Expansion	Operating impact for this facility will include $0.1 million in FF&E costs and $0.01 million in operations, maintenance, contracted services, and utility costs to operate the expanded 752 square feet facility.	1,950,000	October 2023	75,000	7,201	—	7,201
Tri-City Healthcare District Psychiatric Health Facility	Operating impact for this facility will include $0.8 million in FF&E costs and $0.0 million in operations, maintenance, contracted services, and utility costs to operate the 13,560 square feet facility.	27,600,000	April 2024	750,000	—	—	—

OPERATING IMPACT OF CAPITAL PROGRAM: FISCAL YEARS 2023–25

2023–24 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Village View Park	Operating impact for this park will include $0.1 million in, operations, maintenance, contracted services, and utility costs to operate.	10,209,000	January 2024	—	131,818	—	—
Youth Transition Campus (Phase 2)	Operating impact for this facility will include $2.3 million in FF&E costs and $1.1 million in operations, maintenance, contracted services and utility costs to operate the 60,000 square feet facility.	80,400,000	December 2023	2,300,000	1,072,673	—	1,072,673
	2023–24 Total Operating Impact	**$ 160,796,170**		**$ 3,900,000**	**$ 2,765,150**	**0.0**	**$ 2,476,490**

2024–25 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Alpine Local Park	Operating impact for this park will include $0.4 million in staffing, operations, maintenance, contracted services, and utility costs to operate.	$ 22,000,000	September 2024	$ —	$ 364,918	2.0	$ 38,186
County Operations Center Parking Garage	Operating impact for this facility will include $0.03 million in operations, maintenance, contracted services, and utility costs to operate the 240,505 square feet garage.	35,000,000	March 2025	—	32,783	—	32,783
County Public Health Laboratory	Operating impact for this facility will include $1.1 million in FF&E costs and $0.2 million in operations, maintenance, contracted services, and utility costs to operate the 52,000 square feet facility.	75,500,000	March 2025	1,072,500	213,210	—	213,210
East County Crisis Stabilization Unit with Recovery Bridge Center	Operating impact for this facility will include $01.1 million in FF&E costs and $1.2 million in operations, maintenance, contracted services, and utility costs to operate the 16,000 square feet facility.	28,000,000	December 2024	1,080,000	1,205,894	—	1,205,894
Edgemoor Psychiatric Unit	Operating impact for this facility will include $1.4 million in FF&E costs and $0.1 million in operations, maintenance, contracted services, and utility costs to operate the renovated 14,177 square feet portion of the facility.	24,300,000	April 2025	1,400,000	117,500	—	117,500
Lindo Lake Restoration Ph II	Operating impact for this park will include $0.3 million in staffing, operations, maintenance, contracted services, and utility costs to operate.	15,500,000	October 2024	—	253,229	1.00	—
Mira Mesa Epicenter	Operating impact for this park will include $0.5 million in staffing, operations, maintenance, contracted services, and utility costs to operate.	8,000,000	June 2025	—	466,678	2.00	44,471
Ramona HHSA Community Resource Center	Operating impact for this facility will include $0.6 million in FF&E costs and $0.4 million in operations, maintenance, contracted services, and utility costs to operate the 7,300 square feet facility.	15,000,000	October 2024	550,000	379,008	—	379,008

OPERATING IMPACT OF CAPITAL PROGRAM: FISCAL YEARS 2023–25

2024–25 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
San Diego Animal Shelter	Operating impact for this facility will include $1.0 million in FF&E costs and $0.1 in operations, maintenance, contracted services, and utility costs to operate the 20,000 square feet facility.	37,573,133	April 2025	1,000,000	126,634	—	126,634
SLR Bonsall Community Park	Operating impact for this park will include $0.8 million in staffing, operations, maintenance, contracted services, and utility costs to operate.	27,302,581	September 2024	—	790,753	4.00	80,498
South Lane Park	Operating impact for this park will include $0.2 million in operations, maintenance, contracted services, and utility costs to operate.	2,450,000	August 2024	—	187,810	—	—
Twin Oaks Local Park	Operating impact for this park will include $0.1 million in operations, maintenance, contracted services, and utility costs to operate.	12,850,000	February 2025	—	121,230	—	—
	2024–25 Total Operating Impact	**$ 302,275,714**		**$ 5,102,500**	**$ 4,259,647**	**9.00**	**$ 2,238,184**

County of San Diego

Finance Other

Finance Other 603

Lease Payments-Bonds 607

Finance Other

Description

Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The funding levels for these programs are explained below and shown in the table that follows.

Cash Borrowing

No appropriations are budgeted for Fiscal Years 2023–24 and 2024–25.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding level for Fiscal Year 2023–24 is budgeted at $6.2 million, all of which reflects anticipated TOT revenues compared to $5.4 million in Fiscal Year 2022–23 which was based on the economic recovery from the effects of COVID-19 pandemic to the hotel industry and tourism as a whole.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding level for Fiscal Year 2023–24 is budgeted at $10.0 million, evenly divided among the five Districts.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2023–24, $45.9 million is budgeted in the Contributions to Capital program as follows:

- $17.0 million for the Jacumba Fire Station,
- $7.9 million for the Hall of Justice Major Systems Renovation project (MSRP),
- $7.5 million for the Multiple Species Conservation Program Land Acquisition,
- $5.0 million for the Alpine Local Park,
- $2.5 million for the Otay Valley Regional Park,
- $2.4 million for the Casa De Oro Library Park Amenities,
- $2.0 million for the Ramona Sheriff Station,
- $1.0 million for the Santa Maria Creek Greenway,
- $0.5 million for the Emergency Operations Center/ Sheriff Communications Center MSRP, and
- $0.1 million for the Stowe Trail.

Other funding sources to support the Capital Program's $258.9 million budget can be found in the Capital Section under Capital Program Summary.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2024–25.

Lease Payments: Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation and the San Diego Regional Building Authority on the County's outstanding Certificates of Participation and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. The budget of $25.7 million in Fiscal Year 2023–24 is a net increase of $1.7 million from the Fiscal Year 2022–23 Adopted Operational Plan as a result of the County's first lease payment on the 2021 Youth Transition Campus Certificates of Participation and interest earnings which are used to offset future debt service payments, offset by the decrease in the annual lease payment for the 2019 Justice Facilities Refunding due to the final payment for the Hall of Justice Refunding.

The Fiscal Year 2024–25 payments are estimated at $26.2 million which is a net increase of $0.5 million from the Fiscal Year 2023–24 Recommended Operational Plan primarily due to the reduction of interest earnings which are used to offset future debt service payments. Additional expenditure and revenue details are included in the Lease Payment table of this section.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Budgeted at $130.6 million, the major components of the Countywide General Expenses program in Fiscal Year 2023–24 include:

- $92.6 million to support one-time department operational requirements including various housing programs, various major maintenance projects, Climate Action Plan and Total Maximum Daily Load (TMDL) projects. Details of these projects are included in the Groups & Departments' financial section primarily in the Expenditure Transfer & Reimbursement account. These activities are supported by General Purpose Revenue on a one-time basis to reduce the use of General Fund Reserves. These General Purpose Revenues are planned to be allocated to departments on an ongoing basis in the future to address fixed cost increases and/or to mitigate revenue shortfalls.
- $23.2 million for the Stormwater Program.
- $11.5 million for contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- $2.0 million for retirement benefit payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
- $1.2 million for appropriations for various contracts like actuaries to support the County in preparing retirement projections, for A-87 Countywide Indirect Cost Allocation Plan and for Sales & Use Tax auditing, recovery, and consulting services.
- $0.1 million for contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for court employees.

The Fiscal Year 2024–25 appropriations are estimated at $100.7 million which includes unavoidable cost increases required to sustain service levels, anticipated increases in the County's retirement contributions resulting from any changes in valuation assumptions adopted by the Retirement Board, and for future capital projects.

Countywide Shared Major Maintenance

In Fiscal Year 2023–24, appropriations totaling $24.8 million are budgeted including $2.0 million for major maintenance projects at County facilities that are shared by departments from multiple groups and $22.8 million for the County Operations Center Consolidation Project, supported by bond proceeds. The funding level for Fiscal Year 2024–25 is budgeted to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994–95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses. As of June 30, 2022, the total reported liability for the fund was $205.9 million with current assets of $216.5 million resulting in a positive net position of $10.6 million.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. The actuarial claims liability is anticipated to increase by $5.7 million as of June 30, 2023. Appropriations for Fiscal Year 2023–24 total $54.1 million for the workers' compensation internal service fund, this reflects a $5.6 million increase from the Fiscal Year 2022–23 Adopted

Budget due to a combination of anticipated increase in Excess WC insurance, actual claims/trends, and increased contract and software costs.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments provide the funding source for these payments. Unemployment insurance rates (premiums) are charged to departments based on 80% of each department's ten-year claims experience and 20% on budgeted staffing levels. Budgeted appropriations for Fiscal Year 2023–24 are $3.9 million which reflects an increase of $0.1 million from the Fiscal Year 2022–23 Adopted Budget due to an increase in projected claims payments.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in Government Code §56381. LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of $0.6 million are budgeted for Fiscal Year 2023–24 and $0.6 million are budgeted for Fiscal Year 2024–25.

Public Liability Internal Service Fund

In Fiscal Year 1994-95, the County established the Public Liability Internal Service Fund (ISF) to report all of its public risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. In addition, the County intends to obtain general liability and medical malpractice insurance beginning July 1, 2023 with self-insured retentions (SIR) of $5.0 million and $2.0 million, respectively. The cost to General Fund departments, other funds and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The fund's total reported liability as of June 30, 2022 was $105.9 million with current assets of $92.9 million resulting in a negative net position of $13.0 million. The negative net position is expected to increase to $64.0 million as of June 30, 2023 due to an increase of the actuarial claims liability by $34.0 million and a projected net operating loss for Fiscal Year 2022-23. To address the unfunded actuarial liability that is driving the negative net position, $1.8 million was budgeted in Fiscal Year 2022–23, and $6.4 million will be budgeted in Fiscal Year 2023–24. Collections of the unfunded liability are amortized over a ten-year period subject to annual review.

Appropriations for Fiscal Year 2023–24 total $76.4 million for the Public Liability Internal Service Fund, which reflects an $34.4 million increase from the Fiscal Year 2022–23 Adopted Operational Plan primarily due to an increase in Settlements relating to liability payments.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt service in the amount of $81.4 million annually. See the Debt Management Policies and Obligations section of this document for more information on the POBs, including the history, outstanding principal and scheduled payments.

Finance Other Appropriations/Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Community Enhancement	$ 4,837,336	$ 5,390,086	$ 6,203,455	15.1	$ 6,265,490
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	—	10,000,000
Contributions to Capital Program	141,417,935	84,160,000	45,868,000	(45.5)	—
Lease Payments: Capital Projects	24,505,206	24,031,204	25,723,612	7.0	26,230,369
Countywide General Expenses	115,218,329	124,366,769	130,648,757	5.1	100,719,108
Countywide Shared Major Maintenance	2,000,000	2,000,000	24,811,177	1,140.6	2,000,000
Employee Benefits Internal Service Funds (ISF)					
Workers Compensation Employee Benefits ISF	47,712,012	48,426,168	54,075,189	11.7	54,075,189
Unemployment Insurance Employee Benefits ISF	5,054,605	3,807,784	3,939,525	3.5	3,939,525
Local Agency Formation Commission Administration	498,431	514,281	582,443	13.3	599,916
Public Liability ISF	33,813,531	42,019,120	76,413,160	81.9	76,413,160
Pension Obligation Bonds	81,488,073	81,411,260	81,494,299	0.1	81,500,054
Total	**$ 466,545,458**	**$ 426,126,672**	**$ 459,759,617**	**7.9**	**$ 361,742,811**

Lease Payments-Bonds

Budget by Program

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Lease Payments-Bonds	$ 24,505,206	$ 24,031,204	$ 25,723,612	7.0	$ 26,230,369
Total	**$ 24,505,206**	**$ 24,031,204**	**$ 25,723,612**	**7.0**	**$ 26,230,369**

Budget by Categories of Expenditures

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Services & Supplies	$ 2,001	$ 2,001	$ 2,000	(0.0)	$ 2,000
Other Charges	24,503,205	24,029,203	25,721,612	7.0	26,228,369
Total	**$ 24,505,206**	**$ 24,031,204**	**$ 25,723,612**	**7.0**	**$ 26,230,369**

Budget by Categories of Revenues

	Fiscal Year 2021-22 Adopted Budget	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Recommended Budget	% Change	Fiscal Year 2024-25 Recommended Budget
Revenue From Use of Money & Property	$ 759,503	$ 770,242	$ —	(100.0)	$ —
Other Financing Sources	10,766,000	10,689,261	8,520,764	(20.3)	8,565,500
Fund Balance Component Decreases	800,000	800,000	—	(100.0)	—
General Purpose Revenue Allocation	12,179,703	11,771,701	17,202,848	46.1	17,664,869
Total	$ **24,505,206**	$ **24,031,204**	$ **25,723,612**	**7.0**	$ **26,230,369**

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**18,782.50**	**19,847.50**	**20,337.25**	**2.5**	**20,337.25**

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 2,703,488,257	$ 2,953,437,041	$ 3,147,534,419	6.6	$ 3,323,398,834
Services & Supplies	2,921,528,823	2,872,987,518	3,252,793,741	13.2	2,835,396,947
Other Charges	726,951,075	750,111,076	888,244,969	18.4	885,052,766
Capital Assets/Land Acquisition	311,044,833	186,858,491	307,583,615	64.6	103,719,108
Capital Assets Software	50,000	50,000	1,249,000	2,398.0	1,090,000
Capital Assets Equipment	47,487,968	58,841,644	52,106,056	(11.4)	34,331,754
Expenditure Transfer & Reimbursements	(98,346,516)	(143,218,519)	(150,945,450)	5.4	(63,270,152)
Operating Transfers Out	620,799,126	680,401,781	606,734,407	(10.8)	520,845,331
Total	**$ 7,233,003,566**	**$ 7,359,469,032**	**$ 8,105,300,757**	**10.1**	**$ 7,640,564,588**

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 865,370,181	$ 927,205,477	$ 982,475,162	6.0	$ 998,729,949
Taxes Other Than Current Secured	581,329,530	618,418,363	672,391,779	8.7	684,235,756
Licenses Permits & Franchises	43,873,063	57,939,426	64,834,418	11.9	68,346,263
Fines, Forfeitures & Penalties	45,571,430	44,213,710	44,442,268	0.5	40,440,068
Revenue From Use of Money & Property	47,086,009	46,526,927	88,560,420	90.3	88,219,956
Intergovernmental Revenues	3,369,308,456	3,514,704,482	3,928,028,471	11.8	3,889,254,892
Charges For Current Services	1,134,002,956	1,144,100,193	1,242,209,550	8.6	1,204,309,050
Miscellaneous Revenues	106,335,840	75,360,042	115,591,454	53.4	61,295,899
Other Financing Sources	645,862,208	642,008,768	746,550,102	16.3	475,404,564
Residual Equity Transfers In	258,486	258,486	500,000	93.4	500,000
Fund Balance Component Decreases	58,109,719	55,671,258	50,400,403	(9.5)	42,802,014
Use of Fund Balance	335,895,688	233,061,900	169,316,730	(27.4)	87,026,177
Total	**$ 7,233,003,566**	**$ 7,359,469,032**	**$ 8,105,300,757**	**10.1**	**$ 7,640,564,588**

Public Safety Group

Staffing

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**7,834.00**	**8,015.00**	**8,055.00**	**0.5**	**8,055.00**

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 1,323,482,464	$ 1,395,293,819	$ 1,477,697,507	5.9	$ 1,541,464,415
Services & Supplies	460,056,272	492,190,093	543,639,898	10.5	502,965,351
Other Charges	121,218,382	146,623,471	150,806,772	2.9	148,219,758
Capital Assets/Land Acquisition	—	—	25,000,000	—	—
Capital Assets Software	50,000	50,000	50,000	—	50,000
Capital Assets Equipment	8,113,022	23,765,712	16,146,190	(32.1)	1,969,522
Expenditure Transfer & Reimbursements	(29,134,077)	(37,693,957)	(31,709,776)	(15.9)	(21,683,985)
Operating Transfers Out	363,765,998	480,672,449	456,313,726	(5.1)	417,792,439
Total	**$ 2,247,552,061**	**$ 2,500,901,587**	**$ 2,637,944,317**	**5.5**	**$ 2,590,777,500**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 5,134,491	$ 8,505,477	$ 13,101,000	54.0	$ 13,201,000
Taxes Other Than Current Secured	50,530	72,398	2,715,000	3,650.1	2,716,000
Licenses Permits & Franchises	1,323,384	1,380,119	1,225,005	(11.2)	1,225,005
Fines, Forfeitures & Penalties	22,908,587	20,758,505	17,016,506	(18.0)	12,789,149
Revenue From Use of Money & Property	1,796,034	1,779,053	1,904,725	7.1	1,899,978
Intergovernmental Revenues	598,293,742	702,250,762	752,946,878	7.2	719,492,134
Charges For Current Services	204,500,941	204,773,587	200,624,454	(2.0)	205,519,411
Miscellaneous Revenues	22,858,595	19,454,247	20,145,825	3.6	18,034,165
Other Financing Sources	351,802,498	440,946,992	452,438,453	2.6	417,368,885
Fund Balance Component Decreases	33,605,940	33,605,940	37,124,666	10.5	33,605,940
Use of Fund Balance	94,805,125	97,645,073	69,810,633	(28.5)	19,014,960
General Purpose Revenue Allocation	910,472,194	969,729,434	1,068,891,172	10.2	1,145,910,873
Total	**$ 2,247,552,061**	**$ 2,500,901,587**	**$ 2,637,944,317**	**5.5**	**$ 2,590,777,500**

Health and Human Services Agency

Staffing

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**7,284.50**	**7,879.50**	**8,233.50**	**4.5**	**8,233.50**

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 856,944,471	$ 965,026,057	$ 1,042,784,828	8.1	$ 1,118,687,529
Services & Supplies	1,553,012,258	1,419,581,863	1,602,567,205	12.9	1,494,206,752
Other Charges	393,351,544	393,986,449	497,525,102	26.3	497,525,102
Capital Assets Software	—	—	1,199,000	—	1,040,000
Capital Assets Equipment	20,860,146	15,901,232	15,901,232	—	13,876,232
Expenditure Transfer & Reimbursements	(42,045,148)	(44,872,406)	(39,104,924)	(12.9)	(16,104,793)
Operating Transfers Out	60,234,831	65,494,754	71,147,565	8.6	70,585,234
Total	**$ 2,842,358,102**	**$ 2,815,117,949**	**$ 3,192,020,008**	**13.4**	**$ 3,179,816,056**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Other Than Current Secured	$ 2,336,673	$ 2,323,479	$ 2,419,502	4.1	$ 2,332,230
Licenses Permits & Franchises	791,772	791,772	791,772	—	791,772
Fines, Forfeitures & Penalties	4,010,721	4,010,721	3,210,721	(19.9)	3,210,721
Revenue From Use of Money & Property	2,919,407	2,919,407	2,919,407	—	2,919,407
Intergovernmental Revenues	2,419,987,943	2,439,978,846	2,771,728,096	13.6	2,787,453,709
Charges For Current Services	111,168,310	107,761,855	107,081,752	(0.6)	107,592,488
Miscellaneous Revenues	66,025,586	33,017,533	63,906,825	93.6	14,195,481
Other Financing Sources	20,528,913	20,489,331	20,545,584	0.3	20,545,584
Fund Balance Component Decreases	2,370,714	2,370,714	2,370,714	—	2,370,714
Use of Fund Balance	62,430,443	19,042,024	13,414,702	(29.6)	13,414,702
General Purpose Revenue Allocation	149,787,620	182,412,267	203,630,933	11.6	224,989,248
Total	**$ 2,842,358,102**	**$ 2,815,117,949**	**$ 3,192,020,008**	**13.4**	**$ 3,179,816,056**

Land Use and Environment Group

Staffing

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**1,855.50**	**2,026.50**	**2,081.75**	**2.7**	**2,081.75**

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 250,812,682	$ 285,082,634	$ 299,135,027	4.9	$ 320,593,967
Services & Supplies	295,579,633	331,032,435	379,954,306	14.8	296,155,219
Other Charges	13,639,941	13,011,955	15,772,844	21.2	14,525,635
Capital Assets/Land Acquisition	33,433,000	19,766,478	9,994,362	(49.4)	18,300,000
Capital Assets Equipment	7,860,800	5,978,700	4,362,315	(27.0)	2,314,000
Expenditure Transfer & Reimbursements	(19,722,784)	(50,610,672)	(64,218,662)	26.9	(14,748,674)
Operating Transfers Out	33,777,141	25,652,357	22,149,154	(13.7)	4,301,350
Total	**$ 615,380,413**	**$ 629,913,887**	**$ 667,149,346**	**5.9**	**$ 641,441,497**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 52,863,435	$ 55,426,650	$ 59,525,892	7.4	$ 61,070,702
Taxes Other Than Current Secured	13,065,525	11,724,806	14,538,948	24.0	14,554,165
Licenses Permits & Franchises	35,653,610	48,887,350	53,998,651	10.5	58,870,546
Fines, Forfeitures & Penalties	808,459	809,311	809,311	—	809,311
Revenue From Use of Money & Property	27,833,567	28,381,130	31,696,757	11.7	31,702,956
Intergovernmental Revenues	158,672,596	171,567,281	174,629,818	1.8	188,118,831
Charges For Current Services	115,155,491	123,914,708	123,075,002	(0.7)	123,583,391
Miscellaneous Revenues	1,911,888	6,378,664	15,344,423	140.6	12,488,867
Other Financing Sources	32,402,141	21,736,357	15,107,954	(30.5)	4,370,031
Fund Balance Component Decreases	6,734,440	5,295,978	3,090,936	(41.6)	1,560,068
Use of Fund Balance	85,543,023	51,375,653	65,838,271	28.2	29,208,655
General Purpose Revenue Allocation	84,736,238	104,415,999	109,493,383	4.9	115,103,974
Total	**$ 615,380,413**	**$ 629,913,887**	**$ 667,149,346**	**5.9**	**$ 641,441,497**

Finance and General Government Group

Staffing

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**1,808.50**	**1,926.50**	**1,967.00**	**2.1**	**1,967.00**

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Salaries & Benefits	$ 272,248,640	$ 308,034,531	$ 327,917,057	6.5	$ 342,652,923
Services & Supplies	481,118,730	481,022,080	535,035,028	11.2	484,116,109
Other Charges	16,284,886	16,349,322	16,373,685	0.1	16,423,685
Capital Assets Equipment	10,654,000	13,196,000	15,696,319	18.9	16,172,000
Expenditure Transfer & Reimbursements	(7,444,507)	(10,041,484)	(15,912,088)	58.5	(10,732,700)
Operating Transfers Out	5,611,048	7,081,081	10,413,407	47.1	9,288,407
Total	**$ 778,472,797**	**$ 815,641,530**	**$ 889,523,408**	**9.1**	**$ 857,920,424**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Licenses Permits & Franchises	$ 1,263,500	$ 2,112,000	$ 4,122,328	95.2	$ 2,832,728
Fines, Forfeitures & Penalties	644,150	644,150	644,150	—	644,150
Revenue From Use of Money & Property	1,667,262	2,067,262	1,987,262	(3.9)	1,987,262
Intergovernmental Revenues	9,768,829	13,216,001	15,715,285	18.9	12,606,001
Charges For Current Services	515,664,978	520,842,644	588,039,067	12.9	553,318,730
Miscellaneous Revenues	14,939,771	16,509,598	15,694,381	(4.9)	16,077,386
Other Financing Sources	14,478,735	17,644,474	19,881,917	12.7	18,010,808
Residual Equity Transfers In	258,486	258,486	500,000	93.4	500,000
Fund Balance Component Decreases	5,265,292	5,265,292	6,317,166	20.0	5,265,292
Use of Fund Balance	30,517,404	27,782,860	14,830,350	(46.6)	14,130,350
General Purpose Revenue Allocation	184,004,390	209,298,763	221,791,502	6.0	232,547,717
Total	**$ 778,472,797**	**$ 815,641,530**	**$ 889,523,408**	**9.1**	**$ 857,920,424**

Capital Program

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 231,800	$ 245,800	$ 310,800	26.4	$ 310,800
Capital Assets/Land Acquisition	273,896,935	163,032,346	250,072,497	53.4	—
Operating Transfers Out	8,566,000	8,489,261	8,520,764	0.4	8,555,500
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 568,924	$ 537,973	$ 388,792	(27.7)	$ 388,792
Intergovernmental Revenues	38,012,219	22,997,721	36,869,721	60.3	797,721
Charges For Current Services	21,000,000	11,250,000	13,300,000	18.2	—
Miscellaneous Revenues	600,000	—	—	—	—
Other Financing Sources	215,661,935	130,282,346	207,122,774	59.0	6,422,277
Use of Fund Balance	6,851,657	6,699,367	1,222,774	(81.7)	1,257,510
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Finance Other

Expenditures

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Services & Supplies	$ 131,530,130	$ 148,915,247	$ 191,286,504	28.5	$ 57,642,716
Other Charges	182,456,322	180,139,879	207,766,566	15.3	208,358,586
Capital Assets/Land Acquisition	3,714,898	4,059,667	22,516,756	454.6	85,419,108
Operating Transfers Out	148,844,108	93,011,879	38,189,791	(58.9)	10,322,401
Total	**$ 466,545,458**	**$ 426,126,672**	**$ 459,759,617**	**7.9**	**$ 361,742,811**

Revenues

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Revenue From Use of Money & Property	$ 3,592,502	$ 2,757,168	$ 3,611,419	31.0	$ 3,611,419
Charges For Current Services	164,413,236	173,457,399	207,989,275	19.9	212,195,030
Other Financing Sources	10,987,986	10,909,268	31,453,420	188.3	8,686,979
Fund Balance Component Decreases	10,133,333	9,133,334	1,496,921	(83.6)	—
Use of Fund Balance	55,748,036	30,516,923	4,200,000	(86.2)	10,000,000
General Purpose Revenue Allocation	221,670,365	199,352,580	211,008,582	5.8	127,249,383
Total	**$ 466,545,458**	**$ 426,126,672**	**$ 459,759,617**	**7.9**	**$ 361,742,811**

Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2021–22 Adopted Budget	**Fiscal Year 2022–23 Adopted Budget**	**Fiscal Year 2023–24 Recommended Budget**	**% Change**	**Fiscal Year 2024–25 Recommended Budget**
Taxes Current Property	$ 807,372,255	$ 863,273,350	$ 909,848,270	5.4	$ 924,458,247
Taxes Other Than Current Secured	565,876,802	604,297,680	652,718,329	8.0	664,633,361
Licenses Permits & Franchises	4,840,797	4,768,185	4,696,662	(1.5)	4,626,212
Fines, Forfeitures & Penalties	17,199,513	17,991,023	22,761,580	26.5	22,986,737
Revenue From Use of Money & Property	8,708,313	8,084,934	46,052,058	469.6	45,710,142
Intergovernmental Revenues	144,573,127	164,693,871	176,138,673	6.9	180,786,496
Charges For Current Services	2,100,000	2,100,000	2,100,000	—	2,100,000
Miscellaneous Revenues	—	—	500,000	—	500,000
Total	**$ 1,550,670,807**	**$ 1,665,209,043**	**$ 1,814,815,572**	**9.0**	**$ 1,845,801,195**

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Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 5,540,905,805	$ 5,654,012,679	$ 6,170,945,943	9.1	$ 6,062,219,688
Special Revenue Funds	611,874,452	725,575,179	771,646,039	6.3	701,913,558
Capital Project Funds	282,694,735	171,767,407	258,904,061	50.7	8,866,300
Debt Service County Family	81,488,073	81,411,260	81,494,299	0.1	81,500,054
County Proprietary Enterprise Funds	45,135,962	45,136,591	44,181,232	(2.1)	57,432,509
County Proprietary Internal Service Funds	559,023,418	574,576,904	673,242,743	17.2	637,375,371
County Service Areas	22,269,683	26,609,062	30,517,705	14.7	28,511,669
Miscellaneous Special Districts	12,872,907	15,519,486	12,465,356	(19.7)	11,171,676
Community Facilities Districts	3,144,030	5,591,469	6,799,638	21.6	5,538,687
Permanent Road Divisions	7,036,147	6,220,530	8,510,480	36.8	1,832,296
Sanitation Districts	58,776,906	45,319,793	38,799,585	(14.4)	36,409,104
Miscellaneous Local Agencies	7,781,448	7,728,672	7,793,676	0.8	7,793,676
Total	**$ 7,233,003,566**	**$ 7,359,469,032**	**$ 8,105,300,757**	**10.1**	**$ 7,640,564,588**

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 1,862,507,174	$ 2,018,582,221	$ 2,144,639,353	6.2	$ 2,136,203,387
Sheriff's Asset Forfeiture Program	1,300,000	150,000	1,500,000	900.0	—
Sheriff's Asset Forfeiture - US Treasury	—	1,450,000	1,000,000	(31.0)	—
Sheriff's Asset Forfeiture - State	1,100,000	100,000	100,000	—	—
District Attorney Asset Forfeiture Program Fed	1,000,000	1,000,000	1,000,000	—	1,000,000
District Attorney Asset Forfeiture Program - US Treasury	50,000	50,000	50,000	—	50,000
District Attorney Asset Forfeiture State	100,000	100,000	100,000	—	100,000
Probation Asset Forfeiture Program	100,000	100,000	100,000	—	100,000
Sheriff's Incarcerated Peoples' Welfare	4,467,410	4,526,225	6,317,225	39.6	6,531,474
Probation Incarcerated Peoples' Welfare	2,000	2,000	2,000	—	2,000
Public Safety Prop 172 Special Revenue	344,229,267	438,770,494	443,388,632	1.1	410,243,869
SD County Fire Protection Dist	1,604,839	4,136,545	11,654,245	181.7	10,499,245
SDCFPD Mt Laguna	17,300	17,600	20,000	13.6	20,000
SDCFPD Palomar	61,800	61,800	75,000	21.4	75,000
SDCFPD Descanso	58,500	59,000	120,000	103.4	120,000
SDCFPD Dulzura	12,600	12,600	53,000	320.6	13,000
SDCFPD Tecate	12,900	13,000	62,000	376.9	12,000
SDCFPD Potrero	16,000	17,000	66,000	288.2	16,000
SDCFPD Jacumba	17,300	17,700	40,000	126.0	20,000
SDCFPD Rural West	493,700	1,314,000	1,575,000	19.9	575,000
SDCFPD Yuima	50,000	150,000	55,000	(63.3)	55,000
SDCFPD Julian	104,000	254,000	110,000	(56.7)	110,000
SDCFPD Ramona Fire MED SRV ZN	—	—	2,600,000	—	2,600,000
CSA 135 Del Mar 800 MHZ Zone B	46,500	44,241	43,668	(1.3)	44,241
CSA 135 Poway 800 MHZ Zone F	165,500	165,500	160,500	(3.0)	137,385
CSA 135 Solana Beach 800 MHZ Zone H	59,500	56,500	50,000	(11.5)	39,751
CSA 135 Borrego Springs FPD 800 MHZ Zn K	8,550	8,550	8,550	—	—

Public Safety Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
County Service Area 17	5,663,670	5,804,149	7,937,395	36.8	8,237,453
County Service Area 69	8,810,177	9,151,061	260,000	(97.2)	100,000
SDCFPD CFD 04-01 Special Tax A	5,000	5,000	105,000	2,000.0	5,000
SDCFPD EOM CFD 09-01 Special Tax A	130,000	120,000	—	(100.0)	—
SDCFPD EOM CFD 09-01 Special Tax B	618,000	2,918,000	3,475,000	19.1	2,475,000
SHF Jail Stores Commissary Enterprise	7,123,292	5,923,326	7,335,724	23.8	7,451,670
Penalty Assessment	3,917,082	3,621,075	3,128,950	(13.6)	3,128,950
Criminal Justice Facility	2,994,066	1,194,869	812,075	(32.0)	812,075
Courthouse Construction	705,934	1,005,131	—	(100.0)	—
Total	**$ 2,247,552,061**	**$ 2,500,901,587**	**$ 2,637,944,317**	**5.5**	**$ 2,590,777,500**

Health and Human Services Agency

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 2,819,264,016	$ 2,792,076,639	$ 3,168,913,694	13.5	$ 3,156,709,742
Co Successor Housing Agy Gillespie Housing	25,000	25,000	25,000	—	25,000
Co Successor Housing Agy USDRIP Housing	3,500	3,500	3,500	—	3,500
Tobacco Securitization Special Revenue	15,312,638	15,312,638	15,312,638	—	15,312,638
Co Successor Agy Redev Obligation Ret Fund	2,336,673	2,323,479	2,332,230	0.4	2,332,230
Co Successor Agy Gillespie Fld Debt Srv	1,549,801	1,536,607	1,545,358	0.6	1,545,358
Co Successor Agy Gillespie Fld Interest Acct	424,801	361,607	295,358	(18.3)	295,358
Co Successor Agy Gillespie Fld Principal Acct	610,000	645,000	680,000	5.4	680,000
Co Successor Agy Gillespie Fld Debt Srv Reserve	—	—	30,000	—	30,000
Co Successor Agy Gillespie Fld Turbo Redemption	515,000	530,000	570,000	7.5	570,000
Co Successor Agy USDRIP	550,000	550,000	550,000	—	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,549,801	1,536,607	1,545,358	0.6	1,545,358
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	—	216,872
Total	**$ 2,842,358,102**	**$ 2,815,117,949**	**$ 3,192,020,008**	**13.4**	**$ 3,179,816,056**

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 239,203,151	$ 242,135,781	$ 248,623,913	2.7	$ 256,148,749
Road Fund	167,006,459	187,568,742	212,953,620	13.5	179,972,033
San Diego County Lighting Maintenance District 1	2,838,156	2,360,430	2,480,670	5.1	2,489,628
County Library	57,619,413	58,755,409	66,512,541	13.2	66,678,973
Inactive Waste Site Management	6,509,559	6,165,355	9,239,842	49.9	8,491,159
Waste Planning and Recycling	3,963,492	4,206,172	6,616,247	57.3	6,327,718
Duck Pond Landfill Cleanup	14,669	14,669	14,669	—	14,669
Parkland Ded Area 4 Lincoln Acres	300	300	2,014,200	671,300.0	1,664,600
Parkland Ded Area 15 Sweetwater	2,000	2,000	2,000	—	2,000
Parkland Ded Area 19 Jamul	300	300	300	—	300
Parkland Ded Area 20 Spring Valley	1,000	1,000	1,000	—	1,000
Parkland Ded Area 25 Lakeside	5,000	5,000	5,000	—	5,000
Parkland Ded Area 26 Crest	1,000	1,000	1,000	—	1,000
Parkland Ded Area 27 Alpine	4,000	4,000	4,000	—	4,000
Parkland Ded Area 28 Ramona	8,000	8,000	8,000	—	8,000
Parkland Ded Area 29 Escondido	1,000	1,000	1,000	—	1,000
Parkland Ded Area 30 San Marcos	2,000	2,000	2,000	—	2,000
Parkland Ded Area 31 San Dieguito	2,000	2,000	2,000	—	2,000
Parkland Ded Area 32 Carlsbad	2,000	2,000	2,000	—	2,000
Parkland Ded Area 35 Fallbrook	10,800	10,800	10,800	—	10,800
Parkland Ded Area 36 Bonsall	4,000	4,000	4,000	—	4,000
Parkland Ded Area 37 Vista	1,000	1,000	1,000	—	1,000
Parkland Ded Area 38 Valley Center	5,000	5,000	5,000	—	5,000
Parkland Ded Area 39 Pauma Valley	1,000	1,000	1,000	—	1,000
Parkland Ded Area 40 Palomar Julian	332,000	332,000	332,000	—	332,000
Parkland Ded Area 41 Mountain Empire	500	500	500	—	500
Parkland Ded Area 42 Anza Borrego	1,000	1,000	1,000	—	1,000
Parkland Ded Area 43 Central Mountain	300	300	300	—	300
Parkland Ded Area 45 Valle de Oro	500	500	500	—	500
PLD Administrative Fee	751,000	751,000	751,000	—	751,000
PRD 6 Pauma Valley	290,868	74,647	242,466	224.8	49,265
PRD 8 Magee Road Pala	116,141	57,560	365,037	534.2	31,686
PRD 9 Santa Fe Zone B	158,406	185,519	209,774	13.1	25,749
PRD 10 Davis Drive	36,272	17,808	37,566	111.0	11,230
PRD 11 Bernardo Road Zone A	50,480	74,736	89,299	19.5	19,556

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
PRD 11 Bernardo Road Zone C	5,789	6,531	7,771	19.0	3,177
PRD 11 Bernardo Road Zone D	25,791	37,010	39,372	6.4	7,515
PRD 12 Lomair	156,605	84,918	113,944	34.2	24,761
PRD 13 Pala Mesa Zone A	151,410	303,261	478,079	57.6	133,898
PRD 13 Stewart Canyon Zone B	28,055	69,385	62,063	(10.6)	31,506
PRD 16 Wynola	174,543	108,270	131,810	21.7	29,706
PRD 18 Harrison Park	80,113	91,437	106,629	16.6	45,836
PRD 20 Daily Road	392,973	201,799	241,642	19.7	127,202
PRD 21 Pauma Heights	708,695	163,173	548,212	236.0	88,444
PRD 22 West Dougherty St	5,109	5,017	3,566	(28.9)	2,377
PRD 23 Rock Terrace Road	33,990	19,704	18,254	(7.4)	7,718
PRD 24 Mt Whitney Road	75,783	69,012	87,078	26.2	10,626
CSA 26 Rancho San Diego	278,131	369,937	390,728	5.6	400,463
CSA 26 Cottonwood Village Zone A	233,845	238,880	247,486	3.6	255,097
CSA 26 Monte Vista Zone B	151,250	138,716	161,689	16.6	162,006
SD Landscape Maintenance Zone 1	179,483	184,470	189,667	2.8	192,101
Landscape Maintenance Dist Zone 2 - Julian	138,545	143,575	114,833	(20.0)	115,205
PRD 30 Royal Oaks Carroll	12,752	47,816	51,549	7.8	9,121
PRD 38 Gay Rio Terrace	50,125	71,170	77,407	8.8	11,674
PRD 45 Rincon Springs Rd	33,615	35,898	41,950	16.9	11,246
PRD 46 Rocoso Road	28,408	127,652	185,217	45.1	56,791
PRD 49 Sunset Knolls Road	58,317	62,563	64,618	3.3	7,179
PRD 50 Knoll Park Lane	29,752	42,173	46,014	9.1	8,841
PRD 53 Knoll Park Lane Extension	131,107	152,578	174,411	14.3	19,941
PRD 54 Mount Helix	82,475	103,278	115,349	11.7	18,291
PRD 55 Rainbow Crest Rd	388,337	271,909	317,919	16.9	59,566
PRD 60 River Drive	29,938	69,728	90,758	30.2	20,330
PRD 61 Green Meadow Way	186,897	199,110	228,152	14.6	15,059
PRD 63 Hillview Road	563,752	401,016	400,050	(0.2)	42,423
PRD 70 El Camino Corto	37,456	50,178	46,219	(7.9)	10,191
PRD 75 Gay Rio Dr Zone A	42,061	64,298	86,836	35.1	21,865
PRD 75 Gay Rio Dr Zone B	38,349	83,125	113,657	36.7	29,184
PRD 76 Kingsford Court	17,074	27,292	35,347	29.5	11,367
PRD 77 Montiel Truck Trail	162,047	177,244	201,990	14.0	25,659
PRD 78 Gardena Way	81,921	103,688	91,679	(11.6)	11,840
PRD 80 Harris Truck Trail	209,644	76,963	255,988	232.6	23,290

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
CSA 81 Fallbrook Local Park	552,702	580,235	631,738	8.9	664,931
CSA 83 San Dieguito Local Park	824,490	890,210	920,825	3.4	937,689
CSA 83A Zone A4S Ranch Park 95155	1,086,743	1,155,037	1,235,669	7.0	1,275,726
PRD 88 East Fifth St	26,451	16,489	37,713	128.7	6,993
PRD 90 South Cordoba	26,409	44,125	53,166	20.5	10,577
PRD 94 Roble Grande Road	133,222	130,481	224,516	72.1	35,748
PRD 95 Valle Del Sol	284,871	347,176	379,735	9.4	35,043
PRD 99 Via Allondra Via Del Corvo	46,621	67,895	94,456	39.1	24,360
PRD 101 Johnson Lake Rd	83,950	101,026	102,089	1.1	27,724
PRD 101 Hi Ridge Rd Zone A	37,085	64,354	99,915	55.3	35,600
PRD 102 Mountain Meadow	108,856	106,402	198,423	86.5	62,668
PRD 103 Alto Drive	161,661	158,738	162,999	2.7	17,709
PRD 104 Artesian Rd	16,452	23,163	34,717	49.9	16,460
PRD 105 Alta Loma Dr	71,530	87,286	100,353	15.0	19,110
PRD 105 Alta Loma Dr Zone A	75,961	94,213	105,277	11.7	17,809
PRD 106 Garrison Way Et Al	48,361	57,468	58,324	1.5	11,336
PRD 117 Legend Rock	341,780	190,137	267,191	40.5	158,428
CSA 122 Otay Mesa East	7,152	7,152	7,152	—	7,152
PRD 123 Mizpah Lane	39,490	50,753	56,810	11.9	10,445
PRD 125 Wrightwood Road	23,539	31,301	40,364	29.0	10,305
PRD 126 Sandhurst Way	7,375	13,918	15,681	12.7	4,382
PRD 127 Singing Trails Drive	27,239	34,980	49,546	41.6	17,559
CSA 128 San Miguel Park Dist	1,222,806	1,225,904	1,317,060	7.4	1,377,916
PRD 130 Wilkes Road	44,119	116,527	64,570	(44.6)	27,419
PRD 133 Ranch Creek Road	97,995	144,761	181,315	25.3	45,525
PRD 134 Kenora Lane	89,573	26,792	26,846	0.2	12,006
CSA 136 Sundance Detention Basin	22,500	22,500	22,500	—	22,500
CSA 138 Valley Center Park	369,200	369,200	388,000	5.1	426,808
San Diego County Flood Control District	7,068,773	9,379,578	7,944,008	(15.3)	7,041,370
Blackwolf Stormwater Maint ZN 349781	11,500	11,500	11,500	—	11,500
Lake Rancho Viejo Stormwater Maint ZN 442493	158,700	158,700	158,700	—	158,700
Ponderosa Estates Maint ZN 351421	12,000	12,000	12,000	—	12,000
Harmony Grove Cap Proj	—	100,000	100,000	—	—
Other Services - Harmony Grove Fund	316,789	360,881	374,462	3.8	385,360
Flood Control - Harmony Grove Fund	125,000	91,650	236,650	158.2	101,650
Fire Protection - Harmony Grove Fund	445,775	467,464	473,625	1.3	487,775

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Improvement - Harmony Grove Fund	36,707	200	200	—	200
Horse Crk Rdg CFD 13-01 Interim Maint	426,770	426,770	426,770	—	426,770
Horse Crk Rdg CFD 13-01 A-Special Tax	473,315	482,659	506,100	4.9	516,100
Horse Crk Rdg CFD 13-01 B-Special Tax	193,562	197,375	217,530	10.2	221,823
Horse Crk Rdg CFD 13-01 C-Special Tax	144,223	147,094	150,023	2.0	153,010
Meadowood Prk CFD 19-01 A-Special Tax	51,649	52,641	112,000	112.8	114,200
Meadowood FCD CFD 19-01 B-Special Tax	30,611	31,183	71,528	129.4	72,919
Meadowood Fire CFD 19-01 C-Special Tax	24,109	24,552	54,911	123.7	55,969
Hillside Meadows Maint CFD 17-01	—	—	115,780	—	130,500
Sweetwtr Pl Maint CFD 19-02 Special Tax	101,000	103,000	133,000	29.1	135,640
Park Cir Maint CFD 10-03 Special Tax	21,520	63,000	207,059	228.7	216,771
PIPER OTAY CFD 22-01 TAX A	—	—	20,000	—	20,000
PIPER OTAY CFD 22-01 TAX B	—	—	20,000	—	20,000
PRD 1003 Alamo Way	20,002	24,931	19,789	(20.6)	4,402
PRD 1005 Eden Valley Lane	89,329	11,363	107,629	847.2	8,116
PRD 1008 Canter	5,700	13,827	15,684	13.4	5,703
PRD 1009 Golf Drive	32	—	—	—	—
PRD 1010 Alpine High	46,870	72,129	105,773	46.6	46,223
PRD 1011 La Cuesta	76,045	88,855	96,411	8.5	10,605
PRD 1012 Millar Road	74,598	82,722	88,789	7.3	10,125
PRD 1013 Singing Trails	55,897	67,153	73,207	9.0	13,657
PRD 1014 Lavender Point Lane	16,019	27,241	30,288	11.2	6,653
PRD 1015 Landavo Drive	49,772	49,067	78,125	59.2	15,104
PRD 1016 El Sereno Way	77,588	79,806	93,863	17.6	9,005
PRD 1017 Kalbaugh-Haley-Toub St	56,705	57,985	39,244	(32.3)	31,387
Survey Monument Preservation Fund	270,000	270,000	270,000	—	270,000
Grazing Lands	8,700	8,700	—	(100.0)	—
Special Aviation	50,063	50,000	50,000	—	50,000
County Fish and Game Propogation	18,000	18,000	28,000	55.6	28,000
Airport Enterprise Fund	25,447,781	26,599,020	25,402,916	(4.5)	37,487,624
Liquid Waste Enterprise Fund	12,564,889	12,614,245	11,442,592	(9.3)	12,493,215
CWSMD-Zone B (Campo Hills Water)	329,500	403,000	488,500	21.2	488,500

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Campo WSMD-Zone A (Rancho Del Campo Water)	394,278	884,278	879,278	(0.6)	379,278
LIVE OAK SPRINGS WTR SYS CSA 137	2,060,000	2,310,000	490,700	(78.8)	590,700
San Diego County Sanitation District	58,776,906	45,319,793	38,799,585	(14.4)	36,409,104
DPW Equipment Internal Service Fund	6,724,700	6,245,000	6,640,000	6.3	6,640,000
DPW ISF Equipment Acquisition Road Fund	6,970,000	7,308,000	5,893,000	(19.4)	4,650,000
DPW ISF Equipment Acquisition Inactive Waste	110,000	110,000	245,000	122.7	110,000
DPW ISF Equipment Acqusition Airport Enterprise	625,000	300,000	160,000	(46.7)	160,000
DPW ISF Equipment Acquistion General Fund	50,000	50,000	50,000	—	50,000
DPW ISF Equipment Acquisition Liquid Waste	945,000	1,425,000	1,235,000	(13.3)	760,000
Total	**$ 615,380,413**	**$ 629,913,887**	**$ 667,149,346**	**5.9**	**$ 641,441,497**

Finance and General Government Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 321,454,227	$ 350,755,698	$ 364,931,539	4.0	$ 367,342,927
Information Technology Internal Service Fund	218,846,284	208,617,042	219,369,066	5.2	206,633,590
Purchasing Internal Service Fund	15,719,678	17,354,517	18,712,584	7.8	19,456,735
Fleet Services Internal Service Fund	10,784,502	11,243,745	12,388,100	10.2	13,008,342
Fleet ISF Equipment Acquisition General	26,567,336	29,333,411	32,329,921	10.2	32,041,397
Fleet ISF Materials Supply Inventory	20,168,322	19,924,577	23,211,935	16.5	23,270,325
Fleet ISF Accident Repair	1,518,077	1,518,889	1,422,217	(6.4)	1,422,217
Facilities Management Internal Service Fund	140,945,109	160,324,301	169,693,651	5.8	170,079,796
Major Maintenance Internal Service Fund	22,469,262	16,569,350	47,464,395	186.5	24,665,095
Total	**$ 778,472,797**	**$ 815,641,530**	**$ 889,523,408**	**9.1**	**$ 857,920,424**

Capital Program

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Capital Outlay Fund	$ 138,685,000	$ 78,000,000	$ 80,843,147	3.6	$ —
Major Maint Capital Outlay Fund	16,084,000	43,639,746	13,586,200	(68.9)	—
Capital MSCP Acquisition Fund	7,500,000	7,500,000	7,500,000	—	—
County Health Complex Capital Outlay Fund	11,500,000	31,000,000	145,143,150	368.2	—
Justice Facility Construction Capital Outlay Fnd	75,800,000	2,892,600	3,000,000	3.7	—
Library Projects Capital Outlay Fund	24,327,935	—	—	—	—
Edgemoor Development Fund	8,797,800	8,735,061	8,831,564	1.1	8,866,300
Total	**$ 282,694,735**	**$ 171,767,407**	**$ 258,904,061**	**50.7**	**$ 8,866,300**

Finance Other

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
General Fund	$ 298,477,237	$ 250,462,340	$ 243,837,444	(2.6)	$ 145,814,883
Pension Obligation Bonds	81,488,073	81,411,260	81,494,299	0.1	81,500,054
Employee Benefits Internal Service Fund	52,766,617	52,233,952	58,014,714	11.1	58,014,714
Public Liabilty Internal Service Fund	33,813,531	42,019,120	76,413,160	81.9	76,413,160
Total	**$ 466,545,458**	**$ 426,126,672**	**$ 459,759,617**	**7.9**	**$ 361,742,811**

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Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Public Safety Executive Office	$ 79,783,252	$ 79,378,434	$ 86,542,079	9.0	$ 86,658,260
District Attorney	232,627,064	248,217,633	294,086,220	18.5	278,954,818
Sheriff	1,059,654,610	1,150,652,581	1,175,902,922	2.2	1,181,418,136
Animal Services	9,564,853	9,720,040	9,894,202	1.8	9,942,315
Child Support Services	47,354,733	53,814,497	57,218,788	6.3	57,218,788
Office of Emergency Services	7,947,354	9,581,610	10,486,729	9.4	10,865,830
Medical Examiner	13,253,485	14,776,414	17,521,632	18.6	18,409,842
Probation	236,706,223	261,343,834	277,116,328	6.0	274,652,113
Public Defender	110,538,085	126,927,934	133,603,801	5.3	139,045,171
San Diego County Fire	65,077,515	64,169,244	82,266,652	28.2	79,038,114
Total	**$ 1,862,507,174**	**$ 2,018,582,221**	**$ 2,144,639,353**	**6.2**	**$ 2,136,203,387**

Health and Human Services Agency

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Self-Sufficiency Services	$ 611,506,801	$ 647,198,095	$ 786,018,439	21.4	$ 800,699,748
Aging & Independence Services	248,178,272	238,543,105	282,656,156	18.5	297,491,412
Behavioral Health Services	817,606,006	899,482,616	1,021,045,711	13.5	993,011,813
Child and Family Well-Being	415,958,698	442,378,091	456,858,494	3.3	472,506,585
Public Health Services	377,769,263	221,548,394	228,243,782	3.0	232,815,404
Medical Care Services Department	—	44,008,645	48,025,797	9.1	48,845,836
Administrative Support	186,514,327	160,705,317	169,072,255	5.2	179,533,130
Housing & Community Development Services	113,734,406	84,310,684	99,433,017	17.9	70,693,206
Homeless Solutions and Equitable Communities	47,996,243	53,901,692	77,560,043	43.9	61,112,608
Total	**$ 2,819,264,016**	**$ 2,792,076,639**	**$ 3,168,913,694**	**13.5**	**$ 3,156,709,742**

APPENDIX C: GENERAL FUND BUDGET SUMMARY

Land Use and Environment Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Land Use and Environment Executive Office	$ 8,179,531	$ 11,455,253	$ 11,715,431	2.3	$ 12,186,318
Agriculture, Weights and Measures	28,019,697	30,956,817	31,035,957	0.3	32,749,005
Department of Environmental Health and Quality	55,110,579	60,383,871	63,017,833	4.4	65,423,105
Parks and Recreation	52,888,981	63,137,087	65,207,896	3.3	64,444,977
Planning and Development Services	50,548,411	53,209,207	53,747,069	1.0	56,295,135
Public Works	44,455,952	22,993,546	23,899,727	3.9	25,050,209
Total	**$ 239,203,151**	**$ 242,135,781**	**$ 248,623,913**	**2.7**	**$ 256,148,749**

Finance and General Government Group

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Finance & General Government Executive Office	$ 28,497,530	$ 29,872,934	$ 32,339,040	8.3	$ 32,509,985
Board of Supervisors	12,934,126	15,087,396	16,392,037	8.6	16,872,517
Assessor / Recorder / County Clerk	78,805,699	81,115,147	89,366,846	10.2	86,828,632
Treasurer - Tax Collector	24,071,025	24,665,002	25,399,333	3.0	26,275,377
Chief Administrative Office	9,122,629	11,633,833	10,421,898	(10.4)	10,782,959
Auditor and Controller	41,585,921	41,540,331	42,534,578	2.4	44,474,986
County Communications Office	3,941,283	5,641,821	5,671,965	0.5	4,565,099
County Technology Office	11,599,262	10,482,858	10,712,561	2.2	10,859,546
Civil Service Commission	580,732	620,299	636,155	2.6	664,565
Clerk of the Board of Supervisors	4,283,346	4,864,157	5,298,477	8.9	5,460,924
County Counsel	33,848,785	39,536,825	44,116,844	11.6	45,172,293
General Services	3,065,000	3,546,211	2,550,000	(28.1)	2,550,000
Grand Jury	763,194	772,301	780,724	1.1	780,724
Human Resources	32,216,949	35,128,278	36,576,622	4.1	37,657,979
Office of Evaluation, Performance and Analytics	4,500,000	4,500,000	—	(100.0)	—
Purchasing and Contracting	594,000	—	—	—	—
Registrar of Voters	29,485,477	39,949,422	40,158,441	0.5	39,845,566
Citizens' Law Enforcement Review Board	1,559,269	1,798,883	1,976,018	9.8	2,041,775
Total	**$ 321,454,227**	**$ 350,755,698**	**$ 364,931,539**	**4.0**	**$ 367,342,927**

Finance Other

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Community Enhancement	$ 4,837,336	$ 5,390,086	$ 6,203,455	15.1	$ 6,265,490
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	—	10,000,000
Lease Payments-Bonds	24,505,206	24,031,204	25,723,612	7.0	26,230,369
Contributions to Capital Program	141,417,935	84,160,000	45,868,000	(45.5)	—
Countywide General Expense	117,218,329	126,366,769	155,459,934	23.0	102,719,108
Local Agency Formation Commission Administration	498,431	514,281	582,443	13.3	599,916
Total	**$ 298,477,237**	**$ 250,462,340**	**$ 243,837,444**	**(2.6)**	**$ 145,814,883**

Total All Group/Agency

Total All Groups/Agency

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Total	**$ 5,540,905,805**	**$ 5,654,012,679**	**$ 6,170,945,943**	**9.1**	**$ 6,062,219,688**

Financing Sources

Financing Sources by Category

	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Recommended Budget	% Change	Fiscal Year 2024–25 Recommended Budget
Taxes Current Property	$ 807,372,255	$ 863,273,350	$ 909,848,270	5.4	$ 924,458,247
Taxes Other Than Current Secured	565,876,802	604,297,680	652,805,601	8.0	664,633,361
Licenses Permits & Franchises	37,123,063	51,189,426	56,324,418	10.0	59,836,263
Fines, Forfeitures & Penalties	40,754,440	40,058,414	40,964,685	2.3	36,962,485
Revenue From Use of Money & Property	12,764,648	12,512,993	49,679,549	297.0	49,338,886
Intergovernmental Revenues	2,887,288,678	2,967,581,393	3,348,428,746	12.8	3,320,999,233
Charges For Current Services	456,310,513	460,360,073	467,093,168	1.5	468,951,808
Miscellaneous Revenues	93,750,078	64,706,706	96,066,628	48.5	42,396,420
Other Financing Sources	376,483,241	467,062,387	499,334,475	6.9	441,840,971
Total Revenues	**$ 5,277,723,718**	**$ 5,531,042,422**	**$ 6,120,545,540**	**10.7**	**$ 6,009,417,674**
Fund Balance Component Decreases	$53,845,021	$52,802,187	$50,400,403	(4.5)	$42,802,014
Use of Fund Balance	209,337,066	70,168,070	—	(100.0)	10,000,000
Total Financing Sources	**$ 5,540,905,805**	**$ 5,654,012,679**	**$ 6,170,945,943**	**9.1**	**$ 6,062,219,688**

Appendix D: Operational Plan Abbreviations and Acronyms

AB: Assembly Bill

A&C: Auditor and Controller

ACA: *Patient Protection and Affordable Care Act* of 2010

ACAO: Assistant Chief Administrative Officer

ACP: Alternative Compliance Project

ACT: Assertive Community Treatment

ADA: Americans with Disabilities Act

ADS: Alcohol & Drug Services

AIS: Aging & Independence Services

ALMS: Airport Lease Management System

ALS: Advanced Life Support

AOT: Assisted Outpatient Treatment

APCD: Air Pollution Control District

APS: Adult Protective Services

ARC: Approved Relative Caregiver program

ARCC: Assessor/Recorder/County Clerk

ARI: Advanced Recovery Initiative

ARPA: American Rescue Plan Act

ARRA: *American Recovery and Reinvestment Act* of 2009

AS: Administrative Support

ASAP NET: Advanced Situational Awareness for Public Safety Network

ASIST: Applied Suicide Intervention Skills Training

AVA: Acutely Vulnerable Adult

AWM: Agriculture, Weights and Measures

BEA: Bureau of Economic Analysis

BHS: Behavioral Health Services

BIM: Building Information Modeling

BOS: Board of Supervisors

BPR: Business Process Reengineering

BSCC: Bureau of State and Community Corrections

CA: California

CAC: County Administration Center

CAL FIRE: California Department of Forestry and Fire Protection

CalMHSA: California Mental Health Services Authority

CAHP: Coordinated Assessment and Housing Placement

CAMS: Contracts Award & Management System

CAO: Chief Administrative Officer

CAP: Climate Action Plan, Community Action Partnership

CAPI: Cash Assistance Program for Immigrants

CARE: *Community Assistance, Recovery and Empowerment* (CARE) *Act*

CATCH: Computer and Technology Crime High-Tech Response Team

CCFSA: California Counties Facilities Services Association

CCI: Coordinated Care Initiative

CCO: County Communications Office

CCRM: County Constituent Relationship Management

CCTP: Community-Based Care Transitions Program

CDBG: Community Development Block Grant

CDC: Centers for Disease Control and Prevention

CEC: California Energy Commission

CEQA: California Environmental Quality Act

CERS: California Electronic Reporting System

CERT: Community Emergency Response Team

CFO: Chief Financial Officer

CFM: Certified Farmers' Market

CFT: Child and Family Teams

CHIP: Community Health Improvement Plans

CINA: Capital Improvement Needs Assessment

CIP: Capital Improvement Plan, Capital Improvement Program, Construction In Progress

CIR: Compliance Inspection Report

CLERB: Citizens' Law Enforcement Review Board

CLPP: Childhood Lead Poisoning Prevention

CNAP: County Nutrition Action Partnership

CNC TV: County News Center Television

CoC: Continuum of Care

APPENDIX D: OPERATIONAL PLAN ABBREVIATIONS AND ACRONYMS

COC: County Operations Center
COF: Capital Outlay Fund
COOP: Continuity of Operations Plan
COPs: Certificates of Participation
COVID: Corona Virus Disease
CPI: Consumer Price Index
CPI-U: Consumer Price Index for All Urban Consumers
CQI: Continuous Quality Improvement
CREP: Comprehensive Renewable Energy Plan
CSA: County Service Area
CSAC: California State Association of Counties
CSU: Crisis Stabilization Unit
CTC: Community Transition Center
CTO: County Technology Office
CUPA: Certified Unified Program Agency
CVPD: Chula Vista Police Department
CFWB: Child and Family Well-Being
CYF: Children Youth and Families
D&I: Diversity & Inclusion
D&I EC: Diversity & Inclusion Executive Council
DA: District Attorney
DAS: Department of Animal Services
DCAI: Discipline Case Advocacy Institute
DCAO: Deputy Chief Administrative Officer
DCCA: Downpayment and Closing Cost Assistance
DCSS: Department of Child Support Services
DEHQ: Department of Environmental Health and Quality
DGS: Department of General Services
DHR: Department of Human Resources
DLP: Data Loss Prevention
DMS: Division of Measurement Standards
DMV: Department of Motor Vehicles
DO: Department Objective
DPC: Department of Purchasing and Contracting
DPR: Department of Parks and Recreation
DPSNF: Distinct Part Skilled Nursing Facility
DPW: Department of Public Works
DTT: Documentary Transfer Taxes
ECAP: Environmental Corrective Action Program
EDGA: Office of Economic Development and Government Affairs
EDI: Equity, Diversity & Inclusion
EDPP: Enterprise Document Processing Platform
EFC: Extended Foster Care
EIR: Environmental Impact Report
EMS: Emergency Medical Services
EMT: Emergency Medical Technician
EOC: Emergency Operations Center
ERAF: Educational Revenue Augmentation Fund
ERG: Employee Resource Groups
ERP: Enterprise Resource Planning
ESG: Emergency Solutions Grant
ESU: Emergency Screening Unit
EUI: Energy Use Intensity
EVOC: Emergency Vehicle Operations Course
EWG: Enterprisewide Goal
eWIN: Extension Wildfire Information Network
EV: Electric Vehicle
FASB: Financial Accounting Standards Board
FEMA: Federal Emergency Management Agency
FF&E: Furniture, fixtures and equipment
FGG: Finance and General Government Group
FHA: Federal Housing Authority
FIs: Field Interviews
FPB: Facilities Planning Board
FSP: Full Service Partnerships
FSWG: Food Systems Working Group
FTE: Full-time equivalent
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GC: Government Code
GDP: Gross Domestic Product
GEMS: Global Election Management System
GFOA: Government Finance Officers Association
GHG: Greenhouse gas
GIS: Geographic Information System
GM: General Manager
GMS: General Management System
GO: General Obligation (bonds)
GPR: General Purpose Revenue
GPS: Geographic Positioning System

GR: General Relief
GSR: Global Scale Rating
GWOW: Government Without Walls
HACSD: Housing Authority of the County of San Diego
HAVA: Help America Vote Act
HCDS: Housing and Community Development Services
HCV: Housing Choice Voucher
HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness
HHSA: Health and Human Services Agency
HiAP: Health in All Policies
HIDTA: High Intensity Drug Trafficking Areas
HMD: Hazardous Materials Division
HOME: Home Investment and Partnership Grant
HOPTR: Homeowner's Property Tax Relief
HOPWA: Housing Opportunities for Persons with Aids
HPI: Healthy Places Index
HRC: Human Relations Commission
HUD: U.S. Department of Housing and Urban Development
IHOT: In-Home Outreach Team
IHSS: In-Home Supportive Services
ILP: Information-Led Policing
IM: Independence Mapping
IP: Individual Provider
IPTS: Integrated Property Tax System
IRS: Internal Revenue Service
ISF: Internal Service Fund
IT: Information Technology
IT ISF: Information Technology Internal Service Fund
JELS: Justice Electronic Library System
JJC: Juvenile Justice Commission
JPA: Joint Powers Agreement
JUDGE: Jurisdictions United for Drug/Gang Enforcement
KIP: Knowledge Integration Program
LECC: Law Enforcement Coordination Center
LEED: Leadership in Energy and Environmental Design
LEP: Limited English Proficiency
LMS: Learning Management System
LRBs: Lease Revenue Bonds
LTC: Long-Term Care
LUEG: Land Use and Environment Group
LWSD: *Live Well San Diego*
M: million
MAA: Medi-Cal Administrative Activities
MASLs: Minimum Acceptable Service Levels
MCH: Maternal Child Health
MCRT: Mobile Crisis Response Teams
MCS: Medical Care Service
MECAP: Medical Examiners and Coroners Alert Project
MG: Master Gardener
MMCOF: Major Maintenance Capital Outlay Fund
MHSA: Mental Health Services Act
MSCP: Multiple Species Conservation Program
MSSP: Multipurpose Senior Service Program
MTS: San Diego Metropolitan Transit System
NACo: National Association of Counties
NAICS: North American Industry Classification System
NCOA: National Change of Address
NEOP: Nutrition Education and Obesity Prevention
NICHD: National Institute of Child Health and Human Development
NFP: Nurse Family Partnership
NOPA: Notices of Proposed Action
NPP: Nuclear Power Plant
NUSIPR: National University System Institute for Policy Research
OAAS: Office of Audits and Advisory Services
OEC: Office of Ethics and Compliance
OERJ: Office of Equity and Racial Justice
OES: Office of Emergency Services
OFP: Office of Financial Planning
OLSE: Office of Labor Standards and Enforcement
OMVA: Office of Military and Veteran Affairs
O&M: Operations and Maintenance
ORR: Office of Revenue and Recovery
OSEJ: Office of Sustainability and Environmental Justice
OS: Optical Scan
PA: Public Administrator
PACE: Purchase of Agricultural Conservation Easement
PB: Performance Budgeting System
PC: Public Conservatorship
PCC: Polinsky Children's Center
PDATF: Prescription Drug Abuse Task Force

PDP: Priority Development Project
PDS: Planning & Development Services
PEI: Prevention and Early Intervention
PERT: Psychiatric Emergency Response Team
PG: Public Guardian
PHAB: Public Health Accreditation Board
PHC: Public Health Center
PHS: Public Health Services
PII: Personal Identifiable Information
PILT: Payments in Lieu of Taxes
PLDO: Parkland Dedication Ordinance
PM: Performance Measure(s)
POB: Pension Obligation Bond
POFA: Project One for All
PRD: Permanent Road Division
PROP: Proposition
PSAs: Public Service Announcements
PSG: Public Safety Group
PV: Photovoltaic
QA: Quality Assurance
QR: Quick Response
RCCC: Regional Continuum of Care Council
RCFE: Residential Care Facilities for the Elderly
RCS: Regional Communications System
RFP: Request for Proposal
RG3: Regional Realignment Response Group
RIFA: Red Imported Fire Ants
RLA: Resident Leadership Academies
ROV: Registrar of Voters
RPTTF: Redevelopment Property Tax Transfer Fund
RRC: Regional Recovery Centers
RSVP: Retired & Senior Volunteer Program
RWQCB: Regional Water Quality Control Board
S&B: Salaries & Benefits
S&S: Services & Supplies
SANCAL: San Diego County Capital Asset Leasing Corporation
SANDAG: San Diego Association of Governments
SanGIS : San Diego Geographic Information Source
SAPT: Substance Abuse Prevention and Treatment
SARMS: Substance Abuse and Recovery Management System
SB: Senate Bill
SD: San Diego
SDAIM: San Diego Advancing and Innovating Medi-Cal
SDCERA: San Diego County Employees' Retirement Association
SDCFA: San Diego County Fire Authority
SDCJ: San Diego Central Jail
SDCL: San Diego County Library
SDCPH: San Diego County Psychiatric Hospital
SDG&E: San Diego Gas and Electric
SDRBA: San Diego Regional Building Authority
SF: Square foot/feet
SHSGP: State Homeland Security Grant Program
SIDS: Sudden Infant Death Syndrome
SME: Subject Matter Expert
SNAP-ED: Supplemental Nutrition Assistance Program-Education
SNF: Skilled Nursing Facilities
SOC: Standards of Cover
SR: State Route
SSS: Self-Sufficiency Services
STAR: Sheriff's Transfer, Assessment and Release
SUAS: State Utility Assistance Subsidy
TABs: Tax Allocation Bonds
TB: Tuberculosis
TEVAP: Trafficking and Crime Victims Assistance Program
TICP: Tactical Interoperable Communications Plan
TIF: Transportation Impact Fee
Title IV-E Waiver: California Well-Being Demonstration Project
TJRV: Tijuana River Valley
TMDL: Total Maximum Daily Load
TN: Technological Needs
TOT: Transient Occupancy Tax
TRANs: Tax and Revenue Anticipation Notes
TRC: Teen Recovery Centers
UAAL: Unfunded Actuarial Accrued Liability
UASI: Urban Areas Security Initiative Grant
UCLA: University of California, Los Angeles
UCCE: University of California Cooperative Extension
UDC: Unified Disaster Council
US: United States

USDA: United States Department of Agriculture

USDRIP: Upper San Diego River Improvement Project

UST: Underground Storage Tanks

VAP: Voluntary Assistance Program

VASDHS: Veterans Administration San Diego Healthcare System

VASH: Veterans Affairs Supportive Housing program

VBM: Vote-by-Mail

VLF: Vehicle License Fees

WIC: Welfare and Institutions Code

WQE: Water Quality Equivalency

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Appendix E: Glossary of Operational Plan Terms

Accomplishment: The successful achievement of a goal.

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue- or expenditure-related, are recorded in accounts. Also called "Object" in the County's Performance Budgeting (PB) system.

Access: One of the core values of the County's General Management System (GMS). The County is dedicated to: "Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs."

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: The actuarial accrued liability, commonly used in pension fund discussions, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods but is always assessed by an actuary.

Actuals: The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, it represents the year-end actual measures or results for operational performance data for a fiscal year.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

Adopted Budget: The County's annual budget as formally adopted by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first fiscal year and a tentative budget that is approved in principle for the second fiscal year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous fiscal year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assigned Fund Balance: The portion of fund balance that reflects an intended use of resources. For non-general funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

Audacious Goal: A set of focused goals for departments to collaborate on for the greatest impact to our community.

Audacious Vision: A bold statement detailing the impact the County strives to make in the community towards the four strategic initiatives of Building Better Health, Living Safely, Sustainable Environments/Thriving and Operational Excellence.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

Basis of Accounting: The term used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. The basis of accounting used for purposes of financial reporting in accordance with Generally Accepted Accounting Principles (GAAP). The County's governmental funds are required to use the modified accrual basis of accounting in GAAP financial statements.

Basis of Budgeting: Refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, that are the legal authority to spend or collect revenues. Governmental funds use the cash basis of accounting or the "cash plus encumbrances" basis of accounting for budgetary purposes.

Belonging: Is having the right and opportunity to contribute a meaningful voice and participate in the design of social and cultural structures. It is the communal and dynamic process of constantly revisiting and identifying the elements of our common good to produce social cohesion. One of the core values of the County's General Management System (GMS). The County is dedicated to: "Foster a sense of belonging, not just inclusion, for the people we serve and for the employees of the County who provide those services on a daily basis."

Best Practices: Methods or techniques that have consistently shown results superior to those achieved with other means, and that are used as benchmarks.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year that includes expenditures and the means of financing them. The County's annual budget is contained within the Operational Plan and is voted upon by the Board of Supervisors.

Business Process Reengineering (BPR): The fundamental rethinking and redesign of business processes to achieve improvements in critical measures of performance, such as cost, quality, service and/or speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents California's 58 county governments before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that provides cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Costs incurred to construct facilities, purchase fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond one year.

Capital Improvement Needs Assessment (CINA): An annually updated five year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and perma-

nent improvements. Revenues are obtained from the sale of fixed assets, from the lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of one fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California State law, the federal tax law treats the lease obligation as if it were a debt.

Change Letter: Change Letters are recommended changes to the CAO Recommended Operational Plan submitted by the CAO and/or members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Recommended Operational Plan or as a result of changes in State or federal funding.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to residents and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall; and other services.

Chief Administrative Officer (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of more than 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO), to the Deputy CAO of each Group.

Collective Impact: The commitment of organizations and individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration, alignment of efforts and common measures of success.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of an accounting period. These limitations are imposed by the highest level of decision-making (i.e. the Board of Supervisors), and require formal action at that same level to remove.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Community Stakeholder: Members of the public, community groups, businesses, industries, organizations or other agencies who are involved in or affected by a course of action.

Comprehensive Annual Financial Report: The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs for services performed by one budget unit for the benefit of another budget unit within the same fund.

County Administration Center (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California. The CAC is a public building completed in 1938 as a federal Works Progress Administration (WPA) project and is listed on the National Register of Historic Places.

County News Center Television (CNC TV): The County's government access television station, which broadcasts Board of Supervisors meetings and programs of community interest. CNC TV can be seen in San Diego County on Cox Communications channel 24 in the south county, or channel 19 in the north as well as on Spectrum (Time Warner) channels 24 or 85 and AT&T U-verse channel 99.

County Operations Center (COC): The central County operations center campus located at 5500 Overland Avenue, San Diego, California. The COC is a 44 acre regional public complex which includes 18 structures and houses 19 departments from all 4 County business groups. The campus includes office and operational functions for County services available to the public as well as the Emergency Operations Center for the region.

County Service Area (CSA): An assessment district comprised of property owners in the unincorporated area who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The three major municipal credit rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

Customer Experience Initiative: An enterprisewide initiative that uses County resources so employees can create improved interactions with community members and stakeholders resulting in a positive overall service encounter with the County of San Diego.

Customer Service Level: Describes in measurable terms the performance of customer service. Certain goals are defined and the customer service level gives the percentage to which those goals should be achieved.

Debt Service: Annual principal and interest payments that a local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources, for the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days from the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Department Objectives (DO): Drive an outcome; the outcome may be mandated by State or federal regulations or set by the department rather than from the Enterprisewide Goal focus groups.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): Title used for the General Managers (GMs) of County functional business groups: Public Safety, and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHSA) is the Director. See General Manager.

Documentary Transfer Tax (DTT): A tax assessed on property when ownership is transferred.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and various pension, medical and life insurance plans.

Encumbrance: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing these goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance and integrate existing financial and human resources information technology systems.

Enterprisewide Goals (EWG): A set of focused goals for departments to collaborate on for the greatest positive impact to the community. Each Enterprisewide Goal supports a specific Audacious Vision, as laid out in the County's Strategic Plan.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Equity: One of the core values of the County's General Management System (GMS). The County is dedicated to: "Apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. Using data driven metrics, lived experiences and the voices of our community we weave equity through all policies and programs."

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Excellence: One of the core values of the County's General Management System (GMS). The County is dedicated to: "Ensure exceptional service delivery to our customers by practicing fiscal prudence, encouraging innovation and leveraging best practices that promote continuous improvement to build strong, vibrant communities."

Expenditure Transfer & Reimbursements: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County investment pool or specific investments.

Finance Other: Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

Financial Planning Calendar: A timetable outlining the process and tasks to be completed during the annual financial planning and budget cycle.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003 and Firestorm 2007: Devastating wildfire events that occurred in San Diego County in October 2003 and October 2007 that financially affected the County and resulted in programs and services to recover from the damage and improve fire-related disaster preparedness.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fixed Assets: Assets with a useful life extending beyond one year, that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.

Functional Threading: The process of collaboration throughout the organization to pursue goals, solve problems, share information and leverage resources. Functional Threading ensures all areas of the County work together to meet goals set in both the Strategic and Operational Plans. Functional Threading is a component of the County's General Management System (GMS).

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming fiscal year as a funding source for one-time projects/services.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Component Increases/Decreases: An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are used only for adjustments to Restricted, Committed or Assigned Fund Balance.

GASB 54: Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

General Fund: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

General Manager (GM): An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO/COO. Responsible for managing all financial, personnel, and operational functions for each of the County's business Groups (Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (formerly General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as "net county cost."

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity. GAAP is a combination of authoritative standards set by policy boards such as the Governmental Accounting Standards Board (GASB), and the commonly accepted ways of recording and reporting accounting information.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Goal: A short, mid or long-term organizational target or direction stating what the department wants to accomplish or become over a specific period of time.

Governmental Accounting Standards Board (GASB): The independent authoritative accounting and financial reporting standard-setting body for U.S. State and local government entities.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by State and local governments.

Governmental Fund: The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

Grant: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

Group/Agency: Headed by a General Manager (GM), the highest organizational unit to which a County department/program reports. There are three Groups and one Agency that include: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Integrity: One of the core values of the County's General Management System (GMS). The County is dedicated to: "Earn the public's trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest standards of ethical conduct."

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary-type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to another entity.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation of an entity to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses, Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Live Well San Diego (LWSD): Started as an enterprise initiative in 2010 with the Building Better Health strategy, adding Living Safely in 2012 and Thriving in 2014. In 2015, LWSD evolved into the County's vision statement—a region that is Building Better Health, Living Safely and Thriving.

Major Fund: A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments*. By its nature, the General Fund of a government entity is always a major fund.

Major Maintenance Capital Outlay Fund: A Capital Program Fund established to account for major maintenance projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the operating budget of the originating department.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost-effective method of delivering services.

Mandate: A requirement, often set by law, from the State or federal government(s) that the County perform a task in a particular way or meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used for unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon the amount of fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries & Benefits, Services & Supplies, etc.).

Miscellaneous Revenues: A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

Mission: A statement of organizational purpose. The County's mission is: *Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workforce.*

Modified Accrual Basis: The basis of accounting under which revenues are recognized when they become available and measurable and, with a few exceptions, expenditures are recognized when liabilities are incurred. A modified accrual accounting system can also divide available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

Monitoring and Control: The process of reviewing operations to make sure the organization is on track to meet its goals, and identifying the actions needed to address any identified issues. Monitoring and Control is a component of the County's General Management System (GMS).

Motivation, Rewards and Recognition: The General Management System (GMS) component that ensures the County is rewarding excellence in employee performance by providing tangible rewards, employee development opportunities, department recognition rewards, and national and local recognition opportunities.

Multiple Species Conservation Program (MSCP): A program intended to preserve a network of habitat and open space in the San Diego region, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NACo): An organization that represents the interests of counties across the nation to elected federal representatives and throughout the federal bureaucracy.

Nonspendable Fund Balance: The portion of net resources that cannot be spent either because of its form or due to requirements that it must be maintained intact.

Objective: A measurable target that must be met on the way to implementing a strategy and/or attaining a goal.

Objects (Line Items): A summary classification (or "roll-up" account) of expenditures and revenues based on type of goods or services (Salaries & Benefits, Services & Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures & Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the recommended means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operat-

ing Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as operational goals, objectives and performance measures for County departments. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted by the Board of Supervisors as the County's operating budget while the second year is approved in principle for planning purposes.

Operational Planning: The process of allocating resources, both dollars and staff time, to the programs and services that support the County's strategic goals. This process encompasses plans for expenditures and the means of financing them and results in the County's Operational Plan document. Operational Planning is a component of the County's General Management System.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-county governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, operating transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measurement (PM): Operational indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of property owners in the unincorporated area who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Perspective: The capacity to view things in their true relations or relative importance. In relation to the County's Operational Plan, the budget and accounting reports may have different fund reporting structures, or perspective.

Policy: A high-level overall plan embracing the general goals and acceptable procedures of the subject contained therein.

Priority: An item that is more important than other things and that needs to be done or dealt with first; the right to precede others in order, rank, or privilege.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: See Recommended Budget.

Proprietary Funds: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings that are open to the public in order to provide residents an opportunity to express their views on the merits of the County's proposals and services.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent fiscal year.

Rebudget: To include funds for a project or services budgeted in the previous fiscal year but not spent within that year nor meeting the criteria for an encumbrance at fiscal year-end.

Recommended Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

Reporting Component: An object, unit or fund within a department that is reported on. In the Operational Plan, the County may present "reporting components" and funds in different ways than the County's Comprehensive Annual Financial Report.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought for procurement by the County and requests information from firms interested in the engagement.

Restricted Fund Balance: The portion of fund balance subject to externally enforceable limitations on its use imposed by law, constitutional provision, or other regulation.

Revenue From Use of Money & Property: Revenue accounts that include investment income, rents and concessions and royalties.

Salaries & Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: The San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors appointed by the Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

Securitization: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an up-front payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue up-front and reducing the risk of not collecting all of the payments.

Service Level: Measures the performance of a system of service delivery. Certain goals are defined and the service level gives the percentage to which those goals should be achieved.

Services & Supplies: A group of expenditure accounts that includes non-personnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An independent unit of local government set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year generally equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

Strategic: Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

Strategic Alignment: The process and the result of linking an organization's resources with its strategy and business. Strategic alignment enables higher performance by optimizing the contributions of people, processes and inputs to the realization of measurable objectives.

Strategic Framework: Shows how the County's vision, with its tagline of *Live Well San Diego*, is supported by the organization's mission, values, four strategic initiatives and the foundation of the General Management System.

Strategic Initiatives: The means through which a vision is translated into practice. The County's five Strategic Initiatives are Equity, Sustainability, Community, Empower and Justice and can be found in the Strategic Plan.

Strategic Plan: A document that explains the County's five strategic initiatives, in addition to its vision, mission and values. The four strategic initiatives focus on how the County achieves its vision of just, sustainable, and resilient future for all..

Strategic Planning: As used by the County, a process that identifies and communicates the County's strategic direction for the next five years and results in the Strategic Plan. Strategic Planning is a component of the County's General Management System.

Subject Matter Expert (SME): A person who possesses expert knowledge in a particular area, field, job, system or topic because of their education and/or experience.

Successor Agency: The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill X1 26 (2011), *Community Redevelopment Dissolution.* In most cases, the city or county that created the redevelopment agency has been designated as the successor agency. The County of San Diego is the Successor Agency for the County of San Diego Redevelopment Agency.

Sustainability: One of the core values of the County's General Management System (GMS). The County is dedicated to: "Secure the future of our region, by placing sustainability at the forefront of our operations deeply embedded into our culture. Dedicate ourselves to meeting our residents' current resource needs without compromising our ability to meet the needs of generations to come."

Targeted Universalism: Means setting universal goals pursued by targeted processes to achieve those goals. Within a Targeted Universalism framework, an organization or system sets universal goals for all groups concerned. It is a platform for bridging programs that move all groups toward the universal goal of equity and belonging.

Tax and Revenue Anticipation Notes (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Taxes Current Property: A group of revenue accounts that includes the property tax amount for the current year based on the assessed value of the property as established each year on January 1st by the Office of the Assessor/Recorder/County Clerk.

Taxes Other Than Current Secured: A group of revenue accounts that includes unsecured property taxes. The term "unsecured" refers to property that is not "secured" real estate, that is a house or parcel of land which is currently owned. In general, unsecured property tax is either for business personal property (e.g. office equipment, owned or leased), boats, berths, or possessory interest for use of a space. It can, however, also be based upon supplemental assessments based on prior ownership of secured property.

Tobacco Settlement Funds: The result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies which provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population. By Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, funds are dedicated to healthcare-based programs.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unassigned Fund Balance: Residual net resources. Total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

Unfunded Actuarial Accrued Liability (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

Use of Fund Balance: The amount of fund balance used as a funding source for one-time projects/services.

Values: A shared culture of organizational behavior. The County's values are: Integrity, Equity, Excellence, Sustainability, Access and Belonging.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A just, sustainable, and resilient future for all."

World Class: Ranking among the world's best; outstanding. To be world class, the goals that the County of San Diego sets and the resources allocated must be consistent with the purpose of the organization and its continuous drive to create a higher level of excellence.