



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Diego County
California**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

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 2023**. 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 2024

Office of Financial Planning

Damien Quinn, Director



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Board of Supervisors



Nora Vargas
Supervisor
District One



Joel Anderson
Supervisor
District Two



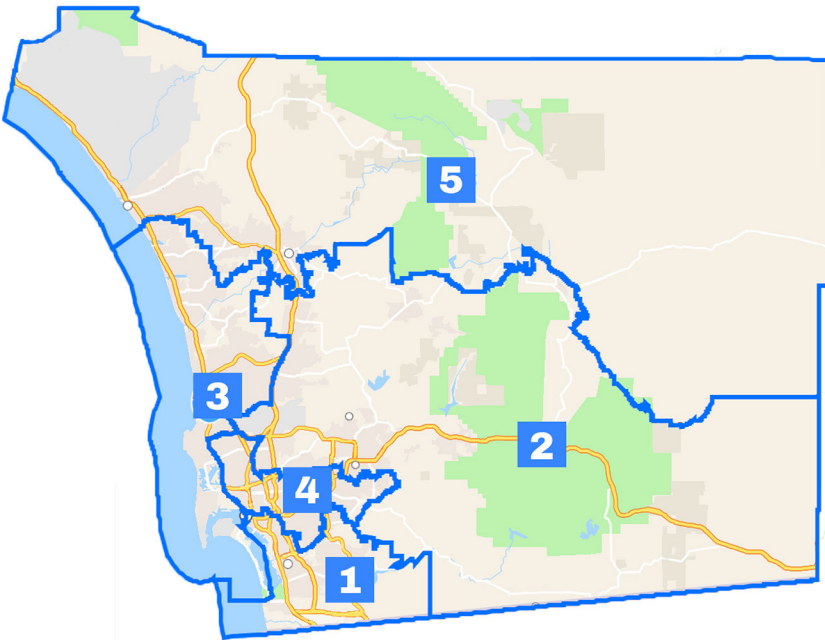
Terra Lawson-Remer
Supervisor
District Three



Monica Montgomery Steppe
Supervisor
District Four



Jim Desmond
Supervisor
District Five





Organizational Chart



County of San Diego Organizational Chart



*Elected Officials

**Reports to the Board of Supervisors





Tribal Land Acknowledgment

We acknowledge that this document includes information on the San Diego Region and places of the traditional lands of the Kumeyaay, Luiseño/Payómkawichum, Cahuilla and Cupeño/KuupangaxwicheM Peoples.

We acknowledge the harmony that existed among the land, nature, and its original Peoples, who have since endured displacement, persecution, and systemic oppression.

We pay our respect to the unceded territory and homelands of the 18 federally recognized tribes in our region.

We honor the ancestral grounds and sovereignty of Tribal Nations, whose resilience and strength inspire forward movement towards more equitable and sustainable programs, policies, and practices.







Message from the Chief Administrative Officer

San Diego County is a region with nearly 3.3 million people. There is a lot to love about this place we call home.

Nearly the geographic size of Connecticut, our county is a destination spot for almost 32 million visitors a year. It's home to wonderfully diverse residents who live, work and recreate in a place that includes beaches, mountains, desert and some of the rarest and most unique environmental habitats in the nation.

I am as proud to call this county home as I am to be part of a County of San Diego team of more than 20,000 employees who touch the lives of nearly everyone in our local communities through programs and services in both the unincorporated areas of the region and its 18 cities.

Our organization is responsible for providing many services to support the entire region—things like food and restaurant inspections, beach and bay water-quality testing, elections, social services, public health programs, foster care, adult protective services and more.

In our unincorporated communities, we provide all of those things as well as city-type services, from fire protection and maintaining roads and flood control districts to libraries, parks, law enforcement and land use decision-making that shapes our communities for generations to come. The communities within the unincorporated area make up a good portion of the region. In fact, if the unincorporated area were a city, it would be the second largest in our region by population and larger geographically than Rhode Island and Delaware combined.

So it's not a surprise that our County budget—\$8.48 billion—and the role it plays in the lives of everyone who lives and visits here, is also significant.

We build our budget on our core values—belonging, equity, access, sustainability, integrity and excellence.

And we could not do it without your help; from meeting you in our communities, collecting your thoughts in surveys and getting together with you online, we know you are our best partners in moving the region forward.

Because of our work together, this is a budget that not only provides the essential services that we all rely on; it also strives to make a difference in areas that increasingly affect our community.

Housing is one of the most pressing issues of our time, and we are working to significantly reduce homelessness and create affordability for all income levels. This new budget includes investments in resources for people experiencing homelessness to provide access to shelter, housing and services, as well as \$30 million for resources to encourage housing affordability and remove barriers to housing production.

The recommended budget also includes collaborative efforts with other agencies to address homelessness, one of our top priorities. One example is the Leave No Veteran Homeless program—a multi-agency effort to ensure no veteran is without permanent supportive housing.

In the area of behavioral health, our new budget invests more than a billion dollars, including the addition of health workers hired to provide culturally responsive services and care to all, along with increased funding for substance-use disorder treatment to support individuals.

This budget prioritizes justice reform, funding evidence-based and data driven programs like Alternatives to Incarceration, an investment of more than \$230 million. It supports fair and equitable outcomes and accountability for those who are justice-involved through prevention, diversion and reentry programs.

You'll also see our budget continue to invest in safety-net programs that help more than 1 million vulnerable residents—ensuring access to programs like Cal Fresh and Medi-Cal—to make sure people have the food, health services and financial support they need.

The County is dedicated to sustainability and reducing the impacts of climate change, investing in watershed protection, adding public electric vehicle charging stations, and planting thousands of trees while also reflecting that commitment in our own operations with a plan to reduce carbon emissions in County facilities by 90% by 2030.





MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Additionally, this budget will maintain its investment in the County of San Diego's team, the workforce that is proud to serve you, a team that is the heart and soul of all we do, a team that wants to make a difference.

There is much more to explore in the recommended budget and more to learn about the investments being made in this region we are so proud to call home. I invite you to look through our open budget website. Together, we are building a better region—a place we not only call home, but one where every one of us can truly be at home.

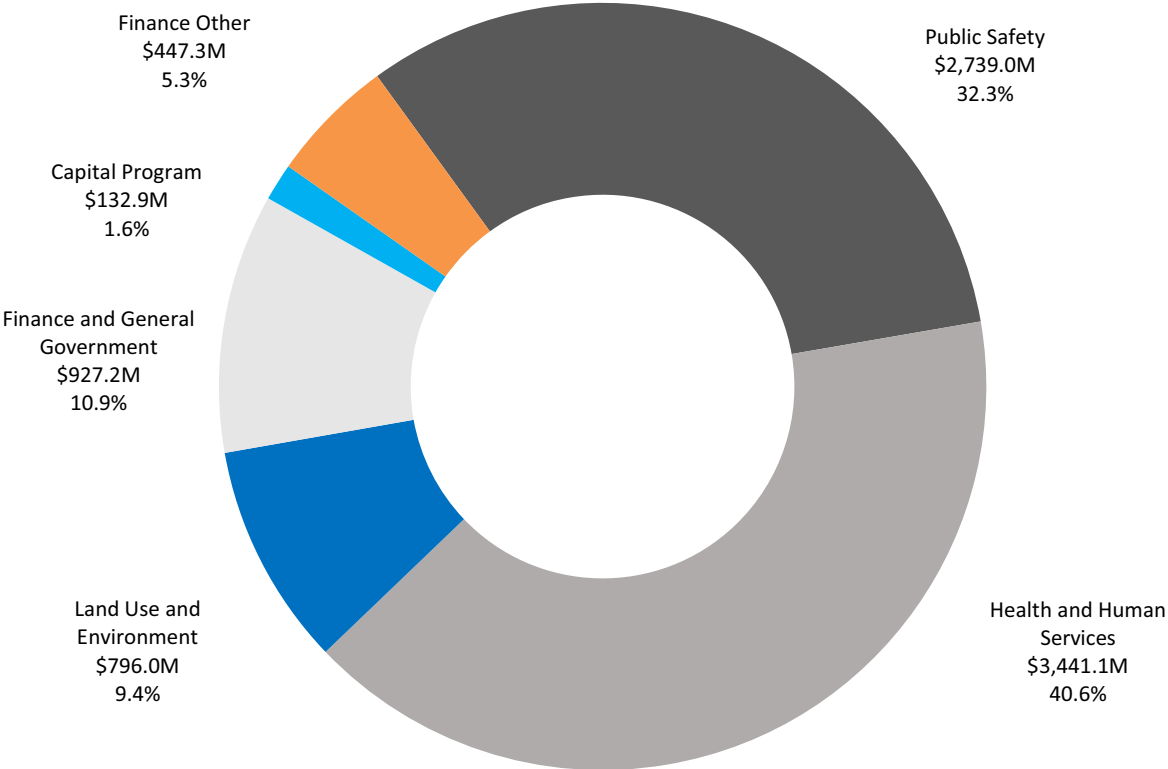
Sarah E. Aghassi
Interim Chief Administrative Officer



Budget at a Glance

Recommended Budget by Group/Agency: All Funds

Total Recommended Budget: \$8.48 billion



Recommended Budget by Group/Agency: All Funds					
	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	
Public Safety	\$ 2,683.4	\$ 2,739.0	\$ 55.6	2.1	
Health and Human Services	3,197.9	3,441.1	243.2	7.6	
Land Use and Environment	674.4	796.0	121.6	18.0	
Finance and General Government	889.6	927.2	37.7	4.2	
Capital Program	258.9	132.9	(126.0)	(48.7)	
Finance Other	461.7	447.3	(14.4)	(3.1)	
Total	\$ 8,165.9	\$ 8,483.6	\$ 317.7	3.9	

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

Appropriations total \$8.48 billion in the CAO Recommended Budget for Fiscal Year 2024–25. This is an increase of \$317.7 million or 3.9% for Fiscal Year 2024–25 from the Fiscal Year 2023–24 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 and Finance and General Government Group; and decreases in Capital Program and Finance Other.

The Fiscal Year 2024–25 budget increase is a part of an overall strategy to sustain core County services, limit growth in mandated programs, meet obligations to operate capital facilities set to open, and contain staffing or FTE (full time equivalent) growth to meet previous obligations or mandates. This strategy is dependent upon maximizing alternative funding sources beyond General Purpose Revenue (GPR), including the prudent use of the General Fund Reserve and bridge funding until certain revenues can recover from dips in performance. While the County will continue to meet its local revenue share of commitments to labor, capital infrastructure, and retirement, the most recent Financial Outlook as of Second Quarter on March 12, 2024 shows a \$63.5 million gap remaining in Fiscal Year 2025–26. This does leave the door open for significant Countywide service realignment during the next budget cycle if trends don't change, particularly given the impact of slowing HHS Realignment Revenue. Investing in capital and one-time spending towards County operations continues to be a priority for the County through the budget; a capital budget of \$100.5 million and one-time investments of \$158.6 million to demonstrate the County's commitment in these areas. With this overall budget strategy in mind, the following narrative in this section describes the County budget by Group/Functional Area, Expenditures, Revenues, and Staffing.

The Public Safety Group's overall increase of \$55.6 million is primarily due to negotiated labor agreements as well as increased funding for public safety, justice reform, services for those in need, and infrastructure investments. In the area of public safety, additional funds will support fire, emergency, and ambulance services; and new FTEs to address retail theft in the DA's Office and to coordinate gun violence prevention in the PSG Executive Office. Regarding justice reform, the budget will support programs and services for youth in the Youth Development Academy; and Alternatives to Incarceration, a Board priority to reduce jail populations through prevention, diversion and re-entry. For services for those in need, appropriations will support medical and mental health for adult incarcerated individuals; the restoration of funds for Indigent Defense, which offers legal representation to detained immigrants facing removal proceedings or deportation; the deployment of a mobile veterinary clinic to underserved areas within the unincorporated region; increased support to decedent investigations, pathology and toxicology to address increased caseload experienced in the Medical Examiner; medical and mental health for youth in the institutions; and

to establish a network of partners for the South County Family Justice Center, including case management, counseling, forensic medical exams, and a restraining order clinic. And increased one-time investments will support adult detention facility improvements, including ADA compliance; East Mesa Juvenile Detention Facility improvements; Ramona Fire Station 80 remodel to address operational and safety concerns; and funding for the design and environmental review for a new Ramona Sheriff Substation.

The overall increase of \$243.2 million in the Health and Human Services Agency is primarily due to negotiated labor agreements as well as increased funding for behavioral health, homelessness and housing, services for those in need, and public health and protection. Behavioral health investments will support behavioral health workforce development; involuntary behavioral health treatment established under Senate Bill 43, including items such as support of expanded services and supportive infrastructure; activities to address the opioid crisis funded through Opioid Settlement funds; behavioral health supportive services to be provided at housing sites funded through the State's Project Homekey program; and payment reform efforts supporting opioid treatment programs and substance use disorder residential services and outpatient treatment services. For homelessness and housing, appropriations will support a new infusion into the Innovative Housing Trust Fund to increase the region's inventory of affordable housing; addressing the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita areas; the Prohousing Incentive Program (PIP) to increase the creation and preservation of multifamily rental housing in the unincorporated area; and the County's second Safe Parking site. Regarding services for those in need, the budget will support expanded program capacity to help veterans in need of long-term support to avoid confinement; continued increases supporting the In-Home Supportive Services program; promoting food security, nutrition, and support services for older adults; cash assistance for eligible residents who have no other means of support; child abuse prevention efforts; and transitional housing for youth exiting foster care.

Land Use and Environment Group is increasing overall by \$121.6 million primarily due to negotiated labor agreements as well as increased funding for housing inspections and plan reviews, services for those in need, environmental sustainability, public health and protection, infrastructure investments, and other priorities. In the area of housing, additional funds will support inspections and plan reviews, improving the project review/approval process, crafting affordable housing programs, and guaranteeing review times for 100% of affordable housing projects. Regarding services for those in need, the budget will support improving food security through community gardens, education, meals, food pantries and acceptance of public benefits at farmers markets. For environmental sustainability, appropriations will support climate action, including diverting waste



from landfills, supporting renewable energy uses, updating the Climate Action Plan (CAP), guiding the region toward zero carbon emissions (RDF), planting 4,000 new trees on County property to lower GHGs and urban heat, and installing electric vehicle charging stations; appropriations will also support natural resources, including protecting the region's watershed from stormwater run-off and providing new green infrastructure projects, managing closed landfills, preserving land to protect species (MSCP), protecting agriculture from destructive pests, capturing trash flowing into and removing sediment from the Tijuana River Valley, managing groundwater sustainability, preserving farmland, guiding land use planning, conserving water, and expanding native plants and habitats. And public health and protection expenditures will support preventing food-borne illnesses through food facility inspections; regulating hazardous material operations; preventing mosquito-borne illnesses; inspecting customer-used devices to prevent overcharges; reducing exposure to pollution; testing and same-day reporting results of recreational water quality along San Diego County beaches; preventing improper household hazardous waste disposal; and regulating pest management activities to protect the environment. Infrastructure investments include supporting road safety with new signals, guardrails, sidewalks, and pedestrian crossings; maintaining 2,000 miles of roadways; operating the County sewer system and water districts; preventing storm flooding by keeping culverts, channels, levees, and storm drains safe and clean; operating park facilities and trails, including the redevelopment of the Mira Mesa youth recreation center; operating libraries, bookmobiles, and kiosks, including curating new books and developing the new Casa de Oro Library; operating County airports for travel and emergency operations during wildfires; and infrastructure improvements to spur housing development in designated sustainable areas. Other priorities will support advancing broadband connectivity projects in rural areas; engaging the community in various formats; and translating information and materials to improve participation.

The overall increase of \$37.7 million in Finance and General Government Group is due to negotiated labor agreements as well as increased funding for environmental sustainability and other pri-

orities. Environmental sustainability investments will support planning activities for the Zero Carbon Portfolio Plan with a goal to reduce the County's carbon emissions by 90% by 2030; and continued expansion of the County's charging infrastructure and conversion of the fleet to electric vehicles. For other priorities, appropriations will support the Social Equity Program to address the disproportionate harm caused by the War on Drugs on communities of color by providing economic access and equity in the cannabis industry; the Uplift Boys & Men of Color initiative to provide a holistic approach to connecting at-risk youth to wrap around services, trauma support systems, and workforce development opportunities; Investment Pool activities; protecting workers' rights and continued implementation of Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*; building capacity in FGG support departments to ensure ability to be responsive to overall enterprise growth and changing program requirements; modernizing the County's technology infrastructure and initiating a project to migrate the County's enterprise resource planning (ERP) systems to cloud-based solutions; as well as other increases to support enterprise IT operations; and conducting the November 4, 2024 Presidential General Election and implementing a new elections management system.

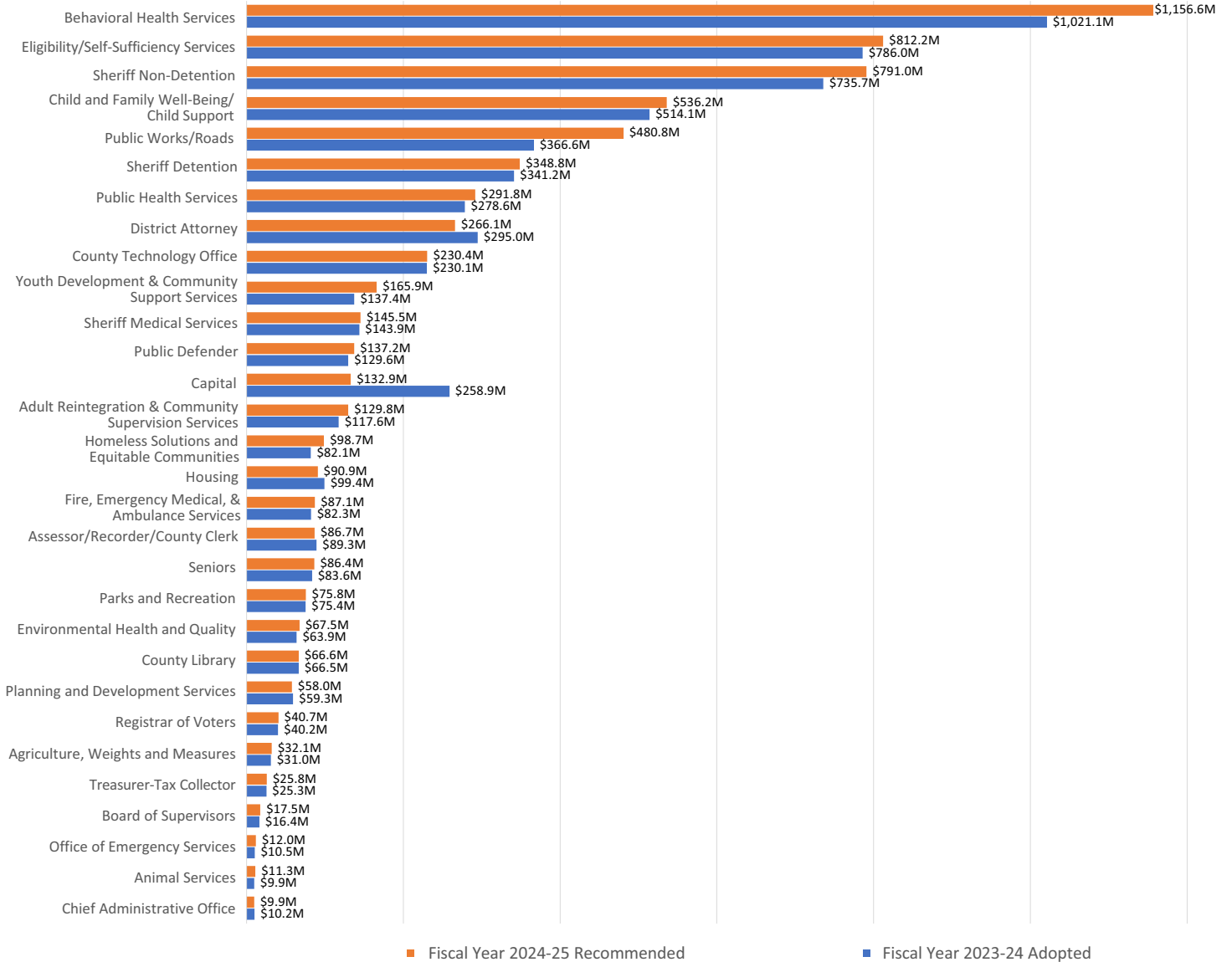
The Capital Program decrease of \$126.0 million is primarily due to reduction in one-time capital projects. The amount budgeted for capital projects vary from year to year based on the size and scope of capital needs and available County resources.

The Finance Other decrease of \$14.4 million is primarily in Countywide Shared Major Maintenance due to completion of one-time major maintenance office space consolidation project at the County Operations Center (COC) and decrease in settlement payments in the Public Liability Internal Service Fund. These decreases are offset by increases primarily due to the newly established Insurance ISF.

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 2024-25*

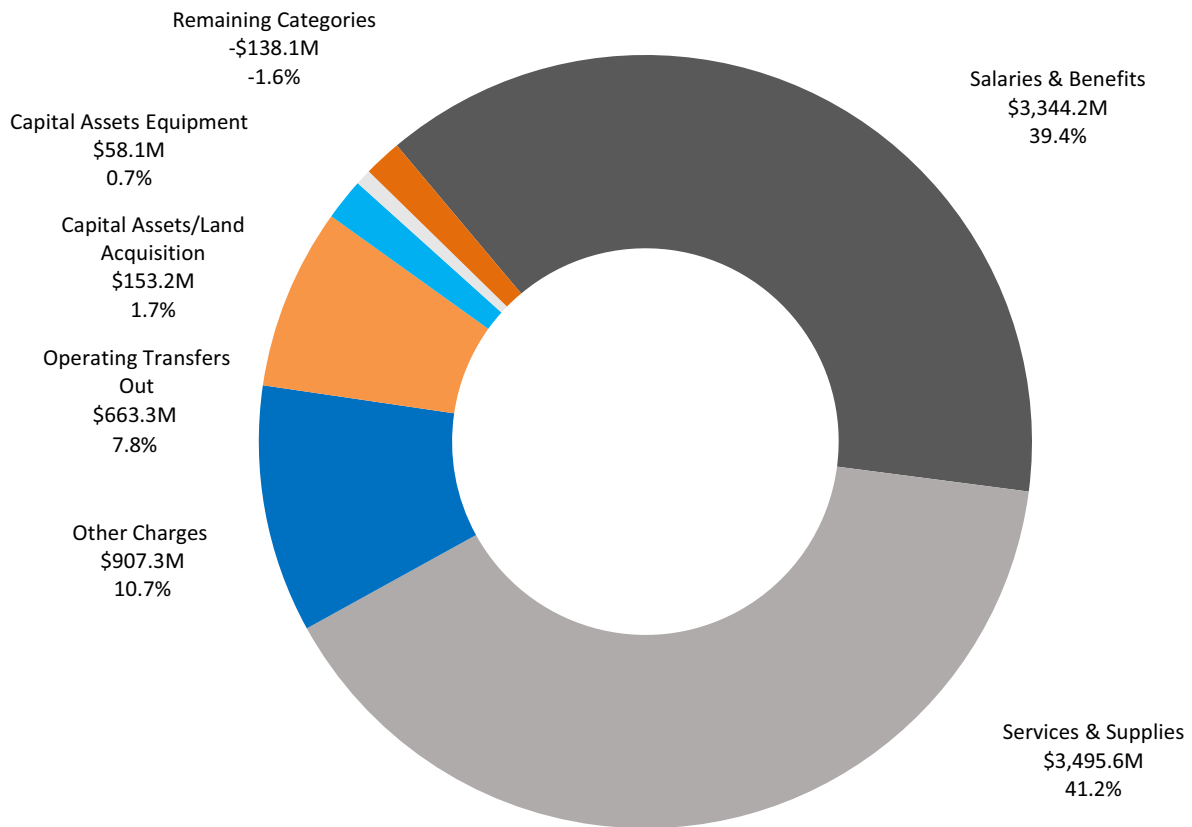


*See CAO Recommended Budget All Funds: Total Appropriations by Categories of Expenditures section for high level explanation of budgetary changes and one-time reductions year-over-year.



Recommended Budget by Categories of Expenditures: All Funds

Total Recommended Budget: \$8.48 billion



Recommended Budget by Categories of Expenditures: All Funds					
	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	
Salaries & Benefits	\$ 3,182.9	\$ 3,344.2	\$ 161.3	5.1	
Services & Supplies	3,268.8	3,495.6	226.8	6.9	
Other Charges	888.2	907.3	19.1	2.2	
Operating Transfers Out	642.3	663.3	20.9	3.3	
Capital Assets/Land Acquisition	290.6	153.2	(137.4)	(47.3)	
Capital Assets Equipment	53.3	58.1	4.8	9.0	
Remaining Categories*	(160.2)	(138.1)	22.2	(13.8)	
Total	\$ 8,165.9	\$ 8,483.6	\$ 317.7	3.9	

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 \$226.8 million, but also due to increases in Salaries & Benefits, Operating Transfers Out, Other Charges, and Capital Assets Equipment. These increases are offset by decreases in Capital Assets/Land Acquisition and Capital Assets Software as well as a net decrease in Expenditure Transfer & Reimbursements. When preparing the CAO Recommended Budget, it was important to consider and address structural needs within the County.

The increase in Services & Supplies includes amounts to further develop the Behavioral Health Continuum of Care including an intergovernmental transfer agreement (IGT) between the County and Revive Pathway; to provide a comprehensive array of community-based behavioral health services to vulnerable populations with substance use conditions; for the Public Behavioral Health Workforce Development and Retention Program; rate increases to Substance Use Disorder (SUD) Residential Service contracts associated with payment reform as a part of Medi-Cal Transformation (formerly CalAIM); implementation of Involuntary Behavioral Health Treatment under Senate Bill 43; for the ambulance transport services in San Diego County Fire Protection District (SDCFPD) Ambulance Service Area; increased costs related to insurance, facilities management, fleet services and information technology (IT) projects in the Sheriff's Department; to continue Probation's Pretrial Services program; increase in contracted road services and consultant contracted services in the Road Program; for one-time projects for the Watershed Protection Program and Closed Landfill Program; to align with projected spending for contracted services and maintenance at County facilities; and for the implementation of the Integrated Property Tax System (IPTS).

An increase of \$161.3 million in Salaries & Benefits is primarily due to negotiated labor agreements, retirement contributions for safety members, increased staffing levels across the organization to support programs and operational needs; the increase is partially offset by salary adjustments to reflect normal staff turnover.

An increase of \$20.9 million in Operating Transfers Out is primarily from an additional annual draw from the Tobacco Securitization fund to help offset impacts of slowing Realignment revenue; and one-time transfers to support capital projects and facility improvements.

Increases of \$19.1 million in Other Charges primarily to align various benefit payments with increasing costs tied to State mandated grant increases and caseload trend; to support medical and mental health services contracts; right-of-way and depreciation costs; electrical vehicle replacement; and increase in software depreciation.

Increases of \$4.8 million in Capital Assets Equipment primarily due to projected spending for vehicles and equipment replacement; one-time purchase of fixed assets; and purchase of a fire suppression system for the East County Archives and Vitals Mobile vehicle for the Recorder.

These increases are offset by decreases in Capital Assets/Land Acquisition and Capital Assets Software. Decrease of \$137.4 million in Capital Assets/Land Acquisition due to reduction in the Capital Program; completion of one-time tenant leasehold improvements; decrease in Sanitation District's capital projects; and completion of public infrastructure construction for Harmony Grove Community Facility District. The decrease in Capital Assets/Land Acquisition is offset by an increase to address capital, IT, and emergency response efforts enterprisewide and an appropriations for contingencies pursuant to government code § 29084. In addition, there is a decrease of \$1.2 million in Capital Assets Software due to a reduction of prior year one-time costs associated with Electronic Health Record and the development of expandable data management system.

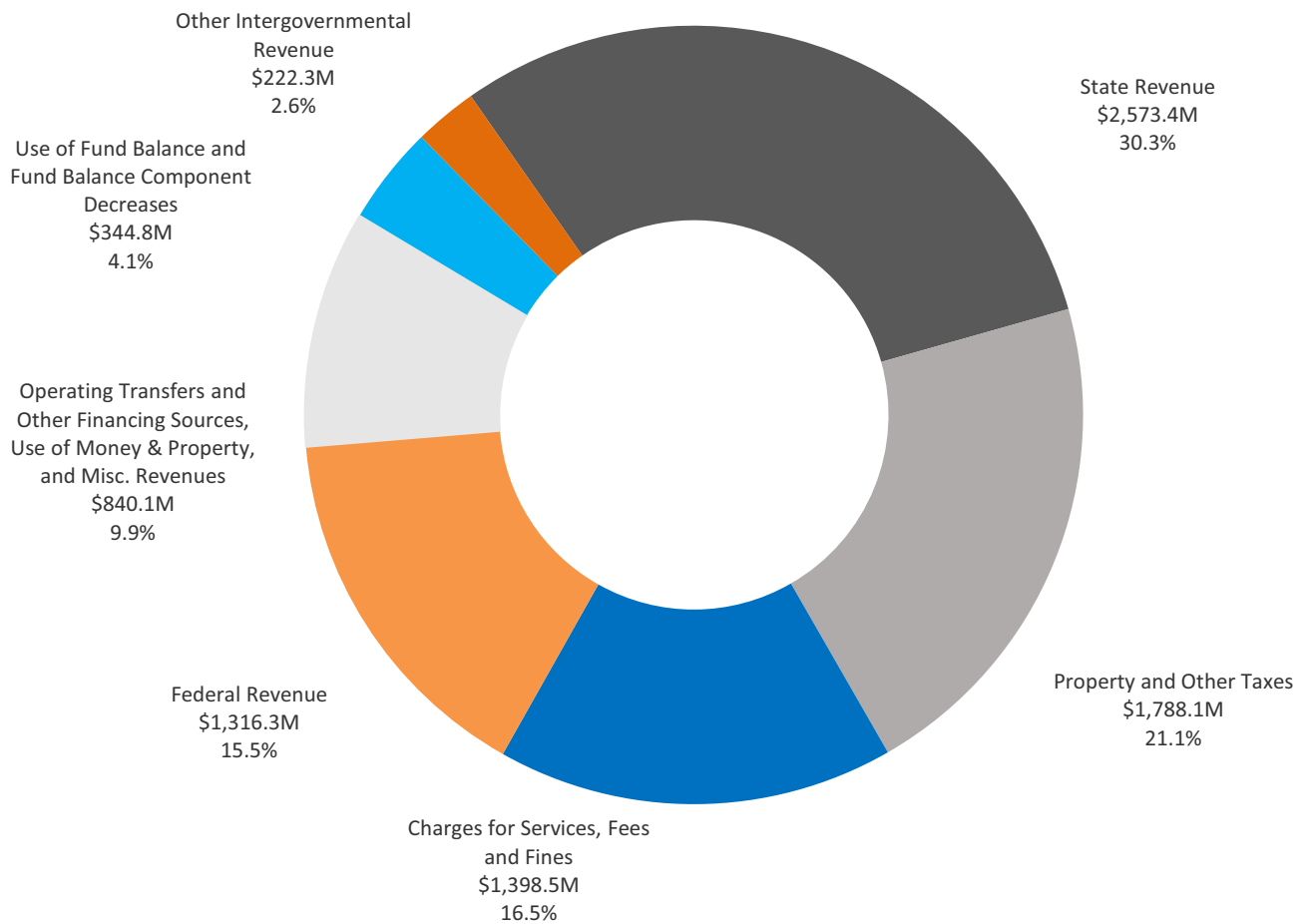
There is also a net decrease of \$23.4 million in Expenditure Transfer & Reimbursements due to changes in one-time spending levels. Since this is a transfer of expenditure, it has a net effect of an increase to appropriations.

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

Total Recommended Budget: \$8.48 billion



Recommended Budget by Categories of Revenues: All Funds					
	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	
State Revenue	\$ 2,471.6	\$ 2,573.4	\$ 101.8	4.1	
Property and Other Taxes	1,655.2	1,788.1	132.9	8.0	
Charges for Services, Fees and Fines	1,354.5	1,398.5	44.0	3.2	
Federal Revenue	1,260.1	1,316.3	56.1	4.5	
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	981.4	840.1	(141.3)	(14.4)	
Use of Fund Balance/Fund Balance Component Decreases	239.7	344.8	105.1	43.9	
Other Intergovernmental Revenue	203.2	222.3	19.1	9.4	
Total	\$ 8,165.9	\$ 8,483.6	\$ 317.7	3.9	

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



For Fiscal Year 2024–25, the largest challenge in this budget is the revenue shortfall tied to HHSA Realignment Revenue, which is due to slowing sales tax receipts. To mitigate this shortfall, the CAO Recommended Budget is proposing a bridge funding strategy until some of the County's sales tax revenue can resume expected levels of growth. In Fiscal Year 2024–25, the following programs will be funded via bridge funding: Sheriff Medical contract, OEPA department operations, public liability costs within LUEG departments, and the new ROV election system licenses. In addition to utilizing the bridge funding, the County will make a prudent use of the General Fund Reserve by advancing FEMA reimbursement.

The combination of intergovernmental revenues such as, State Revenue (\$2.6 billion), Federal Revenue (\$1.3 billion) and Other Intergovernmental Revenue (\$222.3 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 \$177.1 million.

State revenues increased overall by \$101.8 million primarily include social services allocations supporting CalFresh; CalWORKS CC1 benefit payments; increase in CAPI; Drug Medi-Cal revenue associated with the IGT between the County and Revive Pathway; Substance Use Disorder Residential and Opioid Treatment program rate increases; Short Doyle Medi-Cal to align with projected billable units of service; other state aid primarily associated with one-time grant funding including the Behavioral Health Bridge Housing and Youth Suicide Prevention grants; one-time Realignment revenues to support IHSS MOE; social services revenues for IHSS and Adult Protective Services; State MOCA funding to support various aging services to older adults; one-time Realignment revenues to support IT projects in HHSA Administrative Support; State Aid Reimbursement for mandated services; State Aid Other for the implementation of the CalAIM Providing Access and Transforming Health Justice-Involved initiative; State youth program revenues; State homeland security initiatives; Board of State and Community Corrections (BSCC) to support law enforcement fentanyl investigations; gas tax receipts from Highway User's Tax Account (HUTA) and Road Repair Accountability Act of 2017; Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*; and payments related to facilities occupied by State courts.

Federal revenues increased by \$56.1 million primarily include CalFresh administrative revenues; CalWORKS CC1 benefit payments; Diaper Assistance; mental health services funding driven by increased mental health services and payment reform; alignment to ARPA Framework federal funding allocation for Regional Homeless Assistance Program (RHAP), Local Rental Subsidy Program, Inclement Weather Program and Compassionate Emergency Solutions and Pathways to Housing efforts; new federal funding tied to Additional Ukraine Supplemental Appropriations Act (AUSAA); temporary staffing tied to Community Health

Workers Resilient grant and Community Services Block Grant; social services revenues for IHSS and Adult Protective Services; federal OAA funding to continue to promote food security and senior nutrition, support services, and other aging services to older adults; federal revenues primarily to support a one-time IT project in HHSA Administrative Support; youth program revenues; homeland security initiatives; and federally funded capital projects in the Airport Enterprise fund.

Other Intergovernmental revenues increased by \$19.1 million in Finance Other due to continuing growth in pass-through distributions and Aid From Redevelopment Successor Agencies revenues.

Property and Other Taxes increased by \$132.9 million primarily due to projected assessed value growth, property tax revenues, special tax collections, increase in TransNet-funded projects in the Road Fund and Redevelopment Property Tax Trust Fund tied to the Gillespie Field Bond Payment

Another 16.5% or \$1.4 billion of the County budget comes from Charges for Current Services and Fees and Fines. Charges for current services increased by \$44.0 million primarily associated with increased cost of services provided to client departments in the Department of General Services and County Counsel; revenue from ambulance transports and recategorization of revenue accounts in the County Service Area 17; work funded by various special revenue funds and sewer service charges in the Sanitation District; contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd Agricultural Association and tribes; funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Account and Supplemental Trial Court Security; anticipated revenues from jurisdictions that will participate in the November 2024 Presidential General Election; and reimbursable staff costs for public liability and workers' compensation legal services.

Use of Fund Balance and Fund Balance Component Decreases increased overall by \$105.1 million, for planned use of \$344.8 million on a one-time basis. Most significant uses are for 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, support for the SB 43 Program, San Diego Behavioral Health Workforce in the Health and Human Services Agency and use funds restricted for the Department of Environmental Health and Quality.

Operating Transfers and Other Financing Sources, Use of Money & Property, and Miscellaneous Revenues decreased by \$141.3 million overall primarily due to decrease in use of Proposition 172, The Local Public Safety Protection and Improvement Act of 1993 due to completion of one-time projects; decrease in Library's major maintenance projects and Fallbrook Roof project; completed one-time DGS projects associated with the Zero Car-



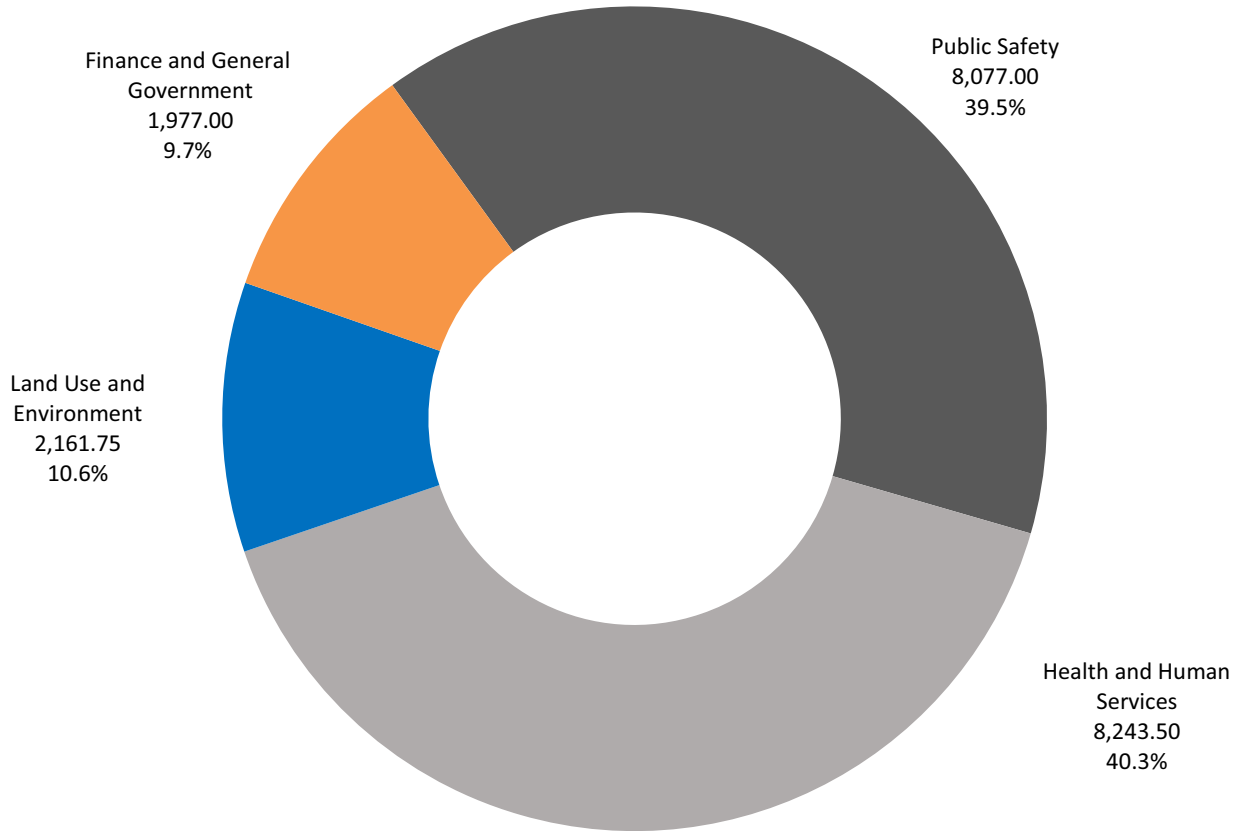
bon Portfolio Plan; decrease in Public Liability ISF; decreases in the Land Use and Environment Group Department of Public Works due to the change in funding source for the Closed Landfills Program; and decrease in the Finance and General Government Group due to Purchasing and Contracting usage rebates

and the Department of General Services projected revenue for third-party recoveries related to accident repairs.

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

Total Recommended Staffing: 20,459.25



Recommended Staffing by Group/Agency: All Funds (Staff Years ¹)				
	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change
Public Safety	8,065.00	8,077.00	12.00	0.1
Health and Human Services	8,233.50	8,243.50	10.00	0.1
Land Use and Environment	2,117.75	2,161.75	44.00	2.1
Finance and General Government	1,971.00	1,977.00	6.00	0.3
Total	20,387.25	20,459.25	72.00	0.4

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

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



Total staff years for Fiscal Year 2024–25 increased by 72.00 from the Adopted Budget for Fiscal Year 2023–24, an increase of 0.4% to a total of 20,459.25 staff years. This net increase is attributable to increased staffing in all Groups. As noted at the beginning of this section, part of this year's budget strategy included containing staffing or FTE (full time equivalent) growth to meet previous obligations or mandates. A new FTE was included in the budget if it was mandated or approved by the Board, had a revenue source that is restricted, or if there is a new capital facility built and coming online where County staff are required for operational support.

The Public Safety Group has a net staffing increase of 12.00; the overall staffing increase is 60.00 and is predominantly to address key initiatives and operational requirements including but not limited to support the realigned youth transferred from the Department of Juvenile Justice to the County per Senate Bill 823, Juvenile Justice Realignment, and for CalAIM Enhance Care Management; to support the implementation of ambulance services program; for the new mobile veterinary unit to provide animal medical services to underserved areas of the county; to support efforts on consumer fraud protection; to lead and coordinate gun violence reduction activities; to expand scope of toxicology testing in people who have died of suspected drug cases per Opioid Settlement Framework; for law enforcement services requested by the Pala Band of Mission Indians; and to support the administration of the Operations Stonegarden Grant. This increase is offset by a decrease of 48.00 staff years in the Sheriff's Department to reduce positions that were being held vacant since the pandemic with no impact to overall service delivery.

Health and Human Services Agency staffing increase of 10.00 is primarily to address the demand for safety net services including staffing to expand capacity to help veterans in need of long-term support to avoid confinement and continue to live in their communities by arranging consumer self-directed services; to support modernizing the Mello-Granlund Older Californians Act (OCA) Supportive Services and Nutrition Services; to support the

Live Well on Wheels mobile clinic in bringing services to communities with limited access to resources; and to provide additional fiscal support to the Housing Choice Voucher (HCV) programs. In addition to these changes, there are staff year transfers for operational needs in several HHSA departments with no increase to overall staffing.

Land Use and Environment Group staffing increase of 44.00 is primarily to support operations and various programs including the Capital Improvement Program, traffic engineering, road crew program, waste planning and recycling program, Closed Landfill and Airport operations; library operations at the Julian Branch due to the community room expansion; Building Services for reduced plan check processing times and support the implementation of the licensing component of the Socially Equitable Cannabis program; Food, Housing and Water program and meet new State well standards; Multiple Species Conservation Plan and maintenance of the new and expanded park facilities; and ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements.

Finance and General Government Group staffing increase of 6.00 is primarily to provide administrative support for the Board of Supervisors' student intern program; to support Investment Pool activities in the Treasurer-Tax Collector; to establish the new Chief Binational Officer to support binational affairs; to support Countywide payroll activities and overall growth in number of County employees; and to support enterprise IT operations. In addition to these changes, there are staff year transfers for operational needs in the Chief Administrative Office with no impact to staffing.

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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety	8,015.00	8,065.00	8,077.00	12.00	0.1	8,077.00
Public Safety Executive Office	15.00	20.00	21.00	1.00	5.0	21.00
District Attorney	1,026.00	1,050.00	1,052.00	2.00	0.2	1,052.00
Sheriff	4,727.00	4,748.00	4,702.00	(46.00)	(1.0)	4,702.00
Child Support Services	461.00	424.00	424.00	—	0.0	424.00
Office of Emergency Services	33.00	36.00	36.00	—	0.0	36.00
Animal Services	62.00	63.00	66.00	3.00	4.8	66.00
Medical Examiner	66.00	77.00	78.00	1.00	1.3	78.00
Probation	1,034.00	1,040.00	1,087.00	47.00	4.5	1,087.00
Public Defender	532.00	547.00	547.00	—	0.0	547.00
San Diego County Fire	59.00	60.00	64.00	4.00	6.7	64.00
Health and Human Services	7,879.50	8,233.50	8,243.50	10.00	0.1	8,243.50
Self Sufficiency Services	2,732.00	2,845.00	2,846.00	1.00	0.0	2,846.00
Aging & Independence Services	613.00	651.00	654.00	3.00	0.5	654.00
Behavioral Health Services	1,207.50	1,332.50	1,332.50	—	0.0	1,332.50
Child and Family Well-Being	1,630.00	1,670.00	1,672.00	2.00	0.1	1,672.00
Public Health Services	730.00	764.00	775.00	11.00	1.4	775.00
Administrative Support	433.00	438.00	430.00	(8.00)	(1.8)	430.00
Housing & Community Development Services	156.00	156.00	158.00	2.00	1.3	158.00
Medical Care Services	222.00	215.00	216.00	1.00	0.5	216.00
Homeless Solutions and Equitable Communities	156.00	162.00	160.00	(2.00)	(1.2)	160.00
Land Use and Environment	2,026.50	2,117.75	2,161.75	44.00	2.7	2,161.75
Land Use and Environment Group	33.00	33.00	33.00	—	0.0	33.00
<i>Executive Office</i>	22.00	20.00	21.00	1.00	5.0	21.00
<i>Office of Sustainability and Environmental Justice</i>	11.00	13.00	12.00	(1.00)	(7.7)	12.00
Agriculture, Weights and Measures	199.00	199.00	199.00	—	0.0	199.00
County Library	294.50	300.75	301.75	1.00	0.3	301.75
Environmental Health and Quality	333.00	344.00	346.00	2.00	0.6	346.00
Parks and Recreation	285.00	299.00	304.00	5.00	1.7	304.00





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Planning & Development Services	272.00	314.00	318.00	4.00	1.3	318.00
Public Works	610.00	628.00	660.00	32.00	5.1	660.00
Finance and General Government	1,926.50	1,971.00	1,977.00	6.00	0.3	1,977.00
Finance and General Government Group Executive Office	42.50	43.00	43.00	—	0.0	43.00
Board of Supervisors	82.00	82.00	83.00	1.00	1.2	83.00
Assessor/Recorder/County Clerk	446.50	448.50	448.50	—	0.0	448.50
Treasurer-Tax Collector	123.00	124.00	125.00	1.00	0.8	125.00
Chief Administrative Office	25.00	52.00	53.00	1.00	1.9	53.00
<i>Executive Office</i>	7.00	7.00	8.00	1.00	14.3	8.00
<i>Office of Ethics, Compliance and Labor Standards</i>	11.00	17.00	17.00	—	0.0	17.00
<i>Office of Equity and Racial Justice</i>	7.00	8.00	8.00	—	0.0	8.00
<i>Office of Evaluation, Performance and Analytics</i>	—	20.00	20.00	—	0.0	20.00
Auditor and Controller	233.50	234.50	236.50	2.00	0.9	236.50
County Technology Office	17.00	17.00	18.00	1.00	5.9	18.00
Citizens' Law Enforcement Review Board	9.00	10.00	10.00	—	0.0	10.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	30.00	30.00	30.00	—	0.0	30.00
County Counsel	165.00	185.00	185.00	—	0.0	185.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	131.00	137.00	137.00	—	0.0	137.00
County Communications Office	23.00	23.00	23.00	—	0.0	23.00
General Services	427.00	430.00	430.00	—	0.0	430.00
Purchasing and Contracting	74.00	77.00	77.00	—	0.0	77.00
Registrar of Voters	75.00	75.00	75.00	—	0.0	75.00
Office of Evaluation, Performance and Analytics*	20.00	—	—	—	0.0	—
Total	19,847.50	20,387.25	20,459.25	72.00	0.4	20,459.25

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





Investing in Equity, Diversity and Inclusion

As an enterprise, we seek to engage employees as well as the underserved communities in setting County department priorities, and we have taken continuous action to address long-standing inequities and strengthen our region.

We do this by following our Diversity and Inclusion (D&I) Strategic Plan for delivering on four desired outcomes: Exceptional service to our diverse community members; Inclusion for all employees and community members; A motivated and engaged workforce; and Organizational effectiveness and innovation. This D&I Strategic Plan has strengthened our diversity and inclusion efforts throughout the region and provides the framework we follow to ensure our employees and community members can be authentic, true to themselves, and feel respected.

Diversity & Inclusion 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.

Department of Human Resources Equity, Diversity & Inclusion Division

The Department of Human Resources' Equity Diversity & Inclusion Division promotes, supports, and provides resources to sustain a countywide culture of belonging and interconnectedness. The division creates collaborative, strategic and welcoming environments to foster impacts in the areas of social equity and cultural advancements. Their efforts work towards all County employees fully realizing their potential through our diversity, strategic initiatives, partnerships, training, and policy development and specifically focusing on the areas of recruitment, hiring, and professional development/advancement.

Office of Equity & Racial Justice

The Office of Equity & Racial Justice is 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.

Office of Ethics, Compliance & Labor Standards

The Office of Ethics Compliance and Labor Standards (OECLS) is 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. Additionally, OECLS

expanded its role to help advance labor standards through community and business engagement, strategic enforcement, innovation and study, and policy development with a commitment to workplace justice.

Equity, Diversity & Inclusion Champions

The grassroots network providing resources and opportunities that foster and encourage equity, diversity, and inclusion within their teams. There are many different versions of D&I Champions throughout County departments.

Trauma-Informed Systems Initiative (TISI)

The team grew out of research and principles core to the Health and Human Services Agency (HHSA) and supports the integration of trauma-informed principles in programs, policies, practices, language, consumer/client interactions, and the environment. Although the team was initiated in HHSA participation is open and all departments are encouraged to join.

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.





Leon L. 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.

COUNTY of SAN DIEGO D&I PARTNERSHIP MODEL



KEY:

- | | | | |
|---|--------------------------------|---|---------------------------|
|  | Leadership Team |  | Internal Support Networks |
|  | County Departments and Offices |  | External Partners |





San Diego County Facts and Figures

POPULATION ¹ :			
Year:	2021	2022	2023
Total:	3,315,404	3,287,306	3,269,755

¹San 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
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CIVILIAN LABOR FORCE:		
Year:	2022	2023
Total:	1,589,600	1,593,200

Source: California Employment Development Department - December 2023 Preliminary Report (Jan 19, 2024 version).

UNEMPLOYMENT RATE:		
Year:	2022	2023
Percentage:	3.4%	4.3%

Source: California Employment Development Department - December 2023 Preliminary Report (Jan 19, 2024 version).

EMPLOYMENT MIX: (Industry) ¹		
	2022 Employees	2023 Employees
Professional and Business Services	291,700	281,600
Government ²	249,500	255,800
Educational and Health Services	235,000	245,500
Trade, Transportation and Utilities	228,700	231,500
Leisure and Hospitality	200,900	211,000
Manufacturing	118,500	115,700
Construction	88,200	90,900
Financial Activities	76,000	78,800
Other Services	56,600	58,500
Information Technology	22,200	21,400
Farming	8,800	8,900
Mining and Logging	400	400
Total	1,576,500	1,600,000

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

²Excludes the U.S. Department of Defense.

Source: California Employment Development Department - December 2023 Preliminary Report (Jan 19, 2024 version).

TOP EMPLOYERS:	
	2023 Employees
County of San Diego	>10,000
32nd St Naval Station	>10,000
Collins Aerospace	>10,000
MCCS MCRD San Diego Marine Corps	>10,000
University of California	>10,000
Kaiser Permanente Vandever Med	5,000-9,999
San Diego Community College	5,000-9,999
UC San Diego Health	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
SDG&E	1,000-4,999
Sharp Memorial Hospital	1,000-4,999
Sony Electronics, Inc.	1,000-4,999
VA San Diego Healthcare System	1,000-4,999
General Dynamics NASSCO	1,000-4,999
Illumina Inc.	1,000-4,999
Rady Children's Hospital	1,000-4,999
Scripps Mercy Hospital San Diego	1,000-4,999
Seaworld San Diego	1,000-4,999
Sharp Grossmont Hospital	1,000-4,999

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



CONSUMER PRICE INDEX:			
Year:	2021	2022	2023
Amount:	319.76 (5.2% increase)	344.42 (7.7% increase)	362.02 (5.1% 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:	2020 ¹	2021 ¹	2022 ¹
Amount:	\$ 82,426	\$ 88,240	\$ 96,974

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

MEDIAN HOME PRICE ¹ :			
Year:	January 2022	January 2023	December 2023
Single Family Homes	\$ 882,500	\$ 849,000	\$ 949,000
Attached Homes	\$ 587,500	\$ 590,000	\$ 650,000

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

TOP TEN PROPERTY TAXPAYERS:	
	2023
San Diego Gas & Electric Company	\$ 211,673,752
Qualcomm Inc.	\$ 32,762,737
Kilroy Realty, LP	\$ 12,671,458
Irvine Co.	\$ 11,285,894
UTC Venture, LLC	\$ 10,862,821
Host Hotels and Resorts, LP	\$ 10,295,713
Pacific Bell Telephone Co.	\$ 9,351,343
BSK Del Partners, LLC	\$ 8,811,231
Sorrento West Properties Inc	\$ 7,495,132
Fashion Valley Mall LLC	\$ 6,745,407

Source: County of San Diego, Auditor and Controller, Property Tax Services Division as of June 30, 2023.





FISCAL YEAR 2023–24 ASSESSED VALUATION:	\$679.3 billion
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Source: San Diego County Assessor/Recorder/County Clerk (Gross less regular exemptions).

ESTIMATED TOTAL HOUSING UNITS:	1,247,318
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Source: U.S. Census Bureau, San Diego County Housing Units, July 1, 2022 (V2022).

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

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

AGRICULTURAL PRODUCTION:		
	2022 Value	2022 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 3,237,536	—
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 3,954,751	176,234
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 306,016,589	23,993
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 113,812,477	—
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 94,389,528	—
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 1,219,074,411	11,089
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 874,795	—
Timber Products (e.g., firewood and timber)	\$ 129,829,054	3,122
Grand Totals	\$ 1,871,189,141	214,438

Source: San Diego County 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: Department of Defense facilities websites.

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

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

TOTAL VISITORS 2023: 31,703,883

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2023).





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 4,526 square miles, an area 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 southern 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 the San Diego region. We have the largest number (18) of federally recognized Tribal Nations of any county in the United States. They have traditionally belonged to four cultural groups: the Kumeyaay (or Diegueño), the Luiseño (or Payómkawichum), Cahuilla and Cupeño (or Kuupangaxwichem).

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. The State of California Department of Finance released its population estimate in May 2023, which estimated population as of January 1, 2023. The County's population estimate was 3.27 million; when compared to the prior year, this was a decline of 0.53 percent or 17,500. The decrease is likely driven by individuals relocating to other parts of the United States likely influenced by the shift towards

remote work arrangements (Department of Finance, E1 Press Release, May 1, 2023).

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 2022 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	2022	2023	Year Incorporated
Carlsbad	78,247	115,585	114,549	1952
Chula Vista	173,556	276,785	274,784	1911
Coronado	24,100	22,277	22,150	1890
Del Mar	4,389	3,929	3,903	1959
El Cajon	94,869	105,638	104,619	1912
Encinitas	58,014	61,515	61,085	1986
Escondido	133,559	150,679	149,799	1888
Imperial Beach	26,992	26,243	25,864	1956
La Mesa	54,749	60,472	60,418	1912
Lemon Grove	24,918	27,242	27,420	1977
National City	54,260	61,471	60,974	1887
Oceanside	161,029	173,048	171,063	1888
Poway	48,044	48,759	48,483	1980
San Diego	1,223,400	1,374,790	1,368,395	1850
San Marcos	54,977	93,585	94,530	1963
Santee	52,975	59,015	59,227	1980
Solana Beach	12,979	12,812	12,784	1986
Vista	89,857	100,291	99,835	1963
Unincorporated	442,919	513,170	509,873	1850
Total	2,813,833	3,287,306	3,269,755	

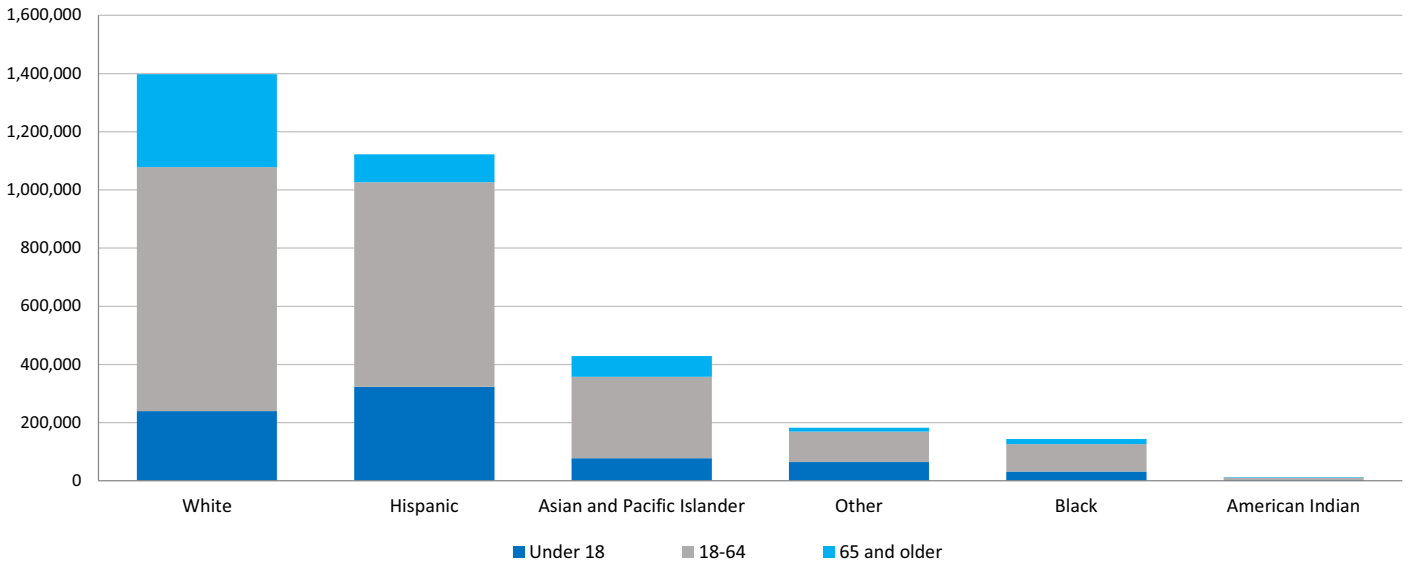
Source: U.S. Census - 2010 data, California Department of Finance 2022 estimate as of May 2, 2022 and California Department of Finance 2023 estimate as of May 2, 2023 estimate



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

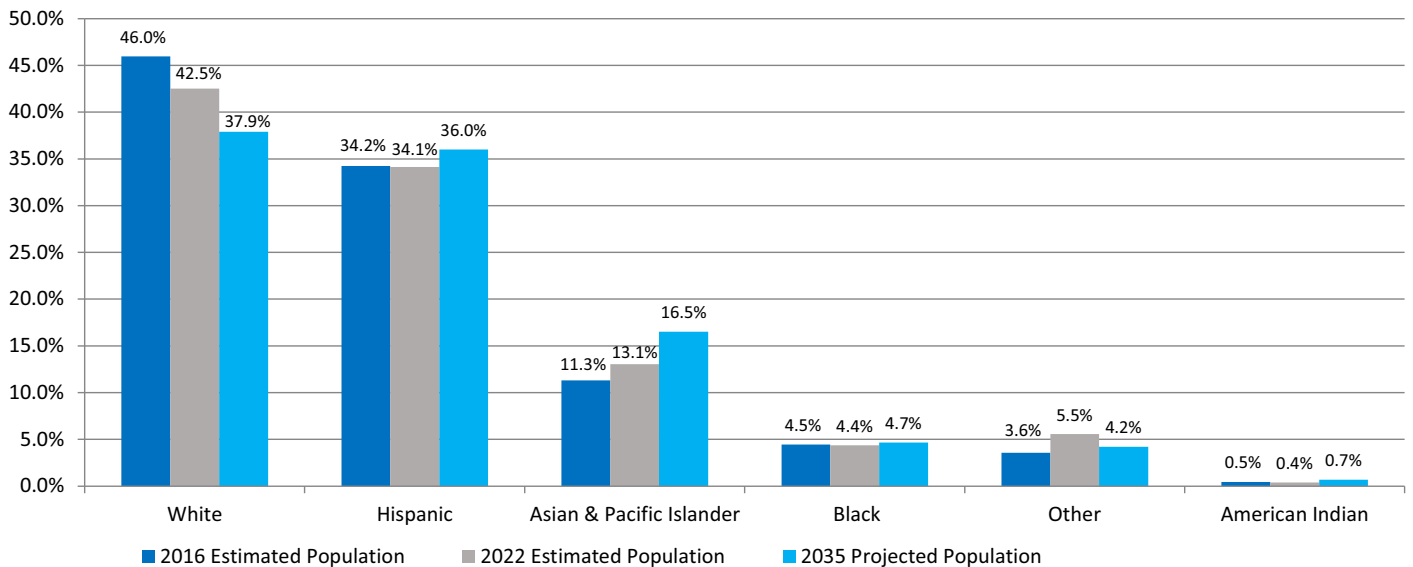
Hispanic; 16.5 percent Asian and Pacific Islander; 4.7 percent Black; and 4.9 percent all other groups including American Indian. A significant growth in the region's Asian and Pacific Islander population and a decline in the region's White population is seen in this projection.

San Diego County Population Distribution by Race, Ethnicity and Age
2022 Total Population: 3,287,306



Source: San Diego Association of Governments 2022 Demographic & Socio Economic Estimates, as of February 2024 reflects latest data available

San Diego County Population Distribution by Race and Ethnicity
2012, 2022 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 2022 Demographic & Socio Economic Estimates and Series 14 Regional Growth Forecast, as of February 2024 reflects latest data available

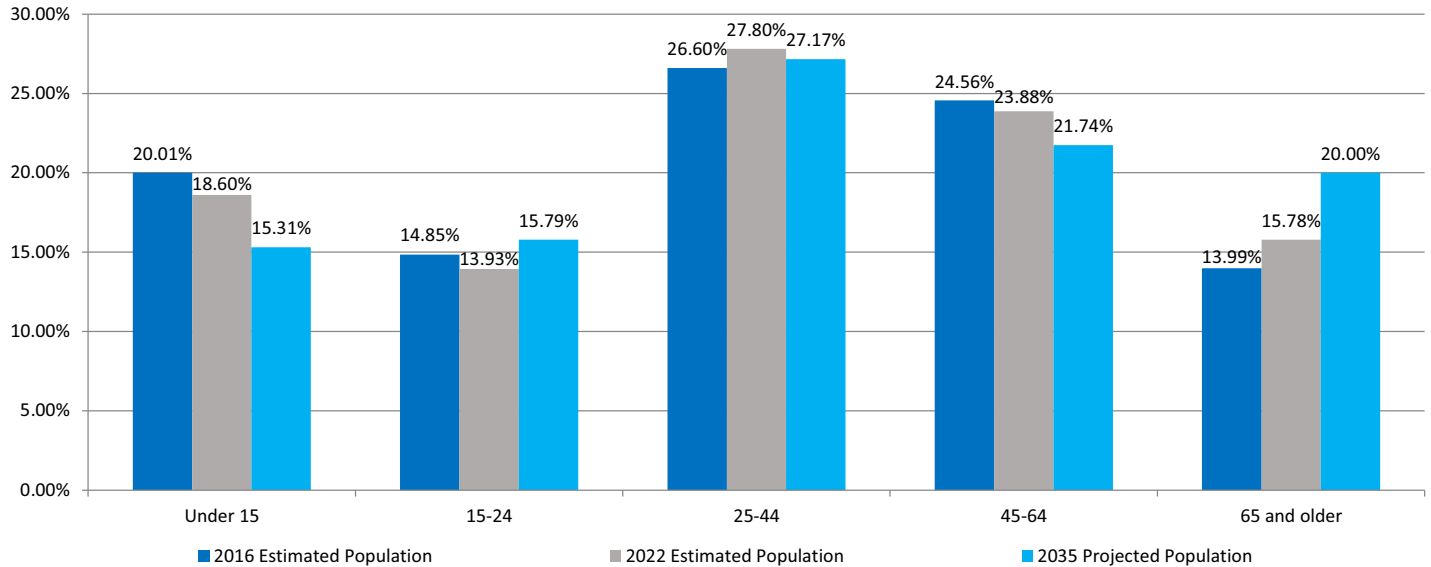




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 15 years of age, aged 25 to 44, and aged 45 to 64 to decline from the 2022 estimates, and the number of individuals aged 15 to 44 and 65 and older estimated to increase by 2035. San Diego County's population has grown approximately 0.5 percent annually on average since 2009. As presented in the accom-

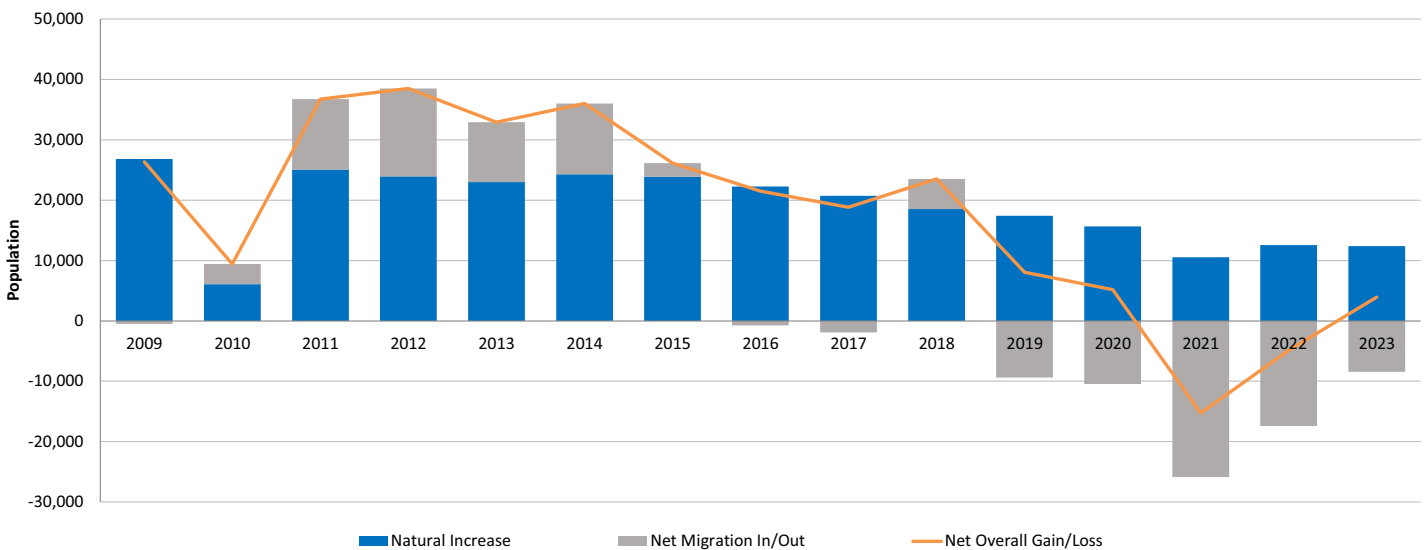
panying chart, the population declined in 2021 which was mostly due to net domestic migration, before trending slowly up. As of July 2023, the population showed a slight year over year increase, primarily driven by natural increase (local birth minus death) followed by individuals moving into the San Diego region from foreign locations. However, there continues to be a decline in net domestic migration.

San Diego County Population Distribution by Age 2016, 2022 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 2022 Demographic & Socio Economic Estimates and Series 14 Regional Growth Forecast, as of February 2024 reflects latest data available

San Diego County Population Change: 2009 through 2023



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. Prior year data is restated.
Source: California Department of Finance E-6 Report: Population Estimates and Components of Change by County - July 1, 2020-2023.



Economic Indicators

U.S. Economy

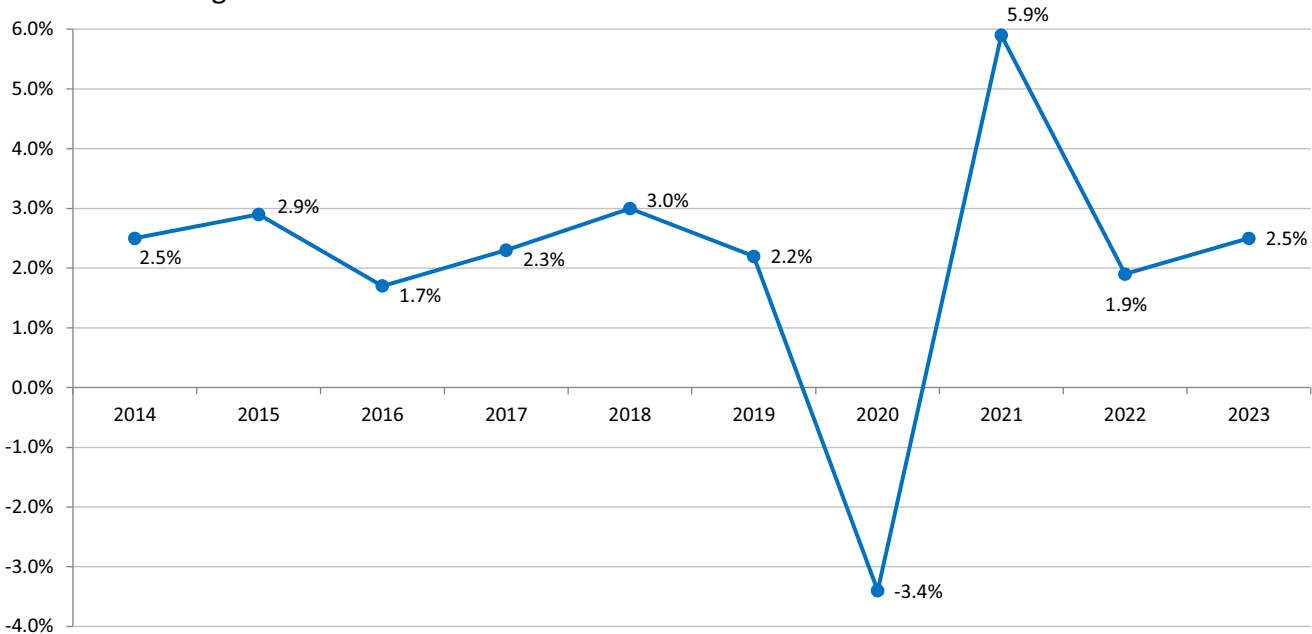
Gross domestic product (GDP) is one of the main indicators of the health of the nation's economy, representing the net total dollar value of all goods and services produced in the U.S. over a given time period. See the accompanying chart for a historical comparison of GDP over the past ten years. GDP 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), the advance estimate of real GDP in 2023 increased 2.5 percent (from the 2022 annual level to the 2023 annual level), compared to the increase of 1.9 percent in 2022 (Bureau of Economic Analysis [BEA], Gross Domestic Product Fourth Quarter and Year 2023 [Advance Estimate], January 2024). According to the BEA, the increase in real GDP in 2023 primarily reflected increases in consumer spending, business investment, state and local government spending, exports, and federal government spending that were partly offset by decreases in residential fixed investment and inventory invest-

ment (ibid). Quarter over quarter, the percent changes in 2023 also shows increases in GDP and was strong in the third quarter with an increase of 4.9 percent before decelerating in the fourth quarter but still at an increase of 3.3 percent (ibid).

In the last couple of years, many economists predicted the possibility of a recession due to elevated inflation and high interest rates, but that possibility has now faded. According to the Beacon Outlook, the running economic narrative is becoming more optimistic about the year ahead, while the economic reality is looking less so (The Beacon Outlook United States, Winter 2024). Beacon Economics doesn't see 2023 as being a positive turning point for the economy, as the narrative suggests. Rather it was a year where the economy experienced another surge of growth largely fueled by excessive high values, excessive amounts of on hand household cash, and the stimulus effect of the widening Federal budget deficit. All of these forces are weakening, and as such, so is consumer spending (ibid). The UCLA Anderson Forecast also expects a weaker 2024 with real GDP growth at 1.9 percent in 2024 and 1.5 percent in 2025 (UCLA Anderson Forecast,

U.S. Gross Domestic Product Annual Percent Change
2014 through 2023



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2012 dollars. For 2023, GDP is an estimate based on source data that are incomplete or subject to further revision by the source agency. Prior year data is restated except 2022.
Source: Bureau of Economic Analysis

December 2023 Economic Outlook). Quarter over quarter, UCLA Anderson forecast three quarters of 1 percent growth which then accelerates back to the 2.5 percent trend growth by the end of 2025 (ibid).

According to the minutes of the January 30–31, 2024 meeting of the Federal Open Market Committee (FOMC) of the Federal Reserve (“the Fed”), growth in U.S. GDP was solid in the fourth quarter of 2023 but had stepped down from the third quarter’s





strong pace. Labor market conditions continued to be tight but showed further signs of easing. Consumer price inflation had declined markedly over the course of the year, though it remained above 2 percent (Minutes of the Federal Open Market Committee, January 30–31, 2024). The Fed has incrementally hiked the federal funds rate since April 2022 as it seeks to achieve maximum employment and return inflation to 2 percent over the longer run. In support of these goals, the Committee decided to maintain the federal funds rate to 5-1/4 to 5-1/2 percent. Per the Fed, in considering any adjustments to the target range for the federal funds rate, the Committee will carefully assess incoming data, the evolving outlook, and the balance of risks. The Committee does not expect it will be appropriate to reduce the target range until it has gained greater confidence that inflation is moving sustainable toward 2 percent (ibid). The Federal Reserve Board has projected the Federal funds rate to decrease to 4.6 percent in 2024, 3.6 percent in 2025 and 2.9 percent in 2026 (Federal Reserve System, Summary of Economic Projections, December 14, 2023).

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) for all items increased 3.1 percent for the 12 months ending January before seasonal adjustment, a smaller increase than December at 3.4 percent (Bureau of Labor Statistics News Release, Consumer Price Index, January 2024). The shelter index which increased 6.0 percent over the last year, accounting for over two thirds of the total 12-month increase in the all items less food and energy. In contrast, the energy index fell 4.6 percent over the past 12 months. The gasoline index decreased 6.4 percent, the natural gas index declined 17.8 percent, and the fuel oil index fell 14.2 percent over this 12-month span (ibid). UCLA Anderson forecast a CPI of 3.1 in 2024 and 2.8 in 2025 (UCLA Anderson Forecast, December 2023 Economic Outlook). The second major measurement of inflation, the Personal Consumption Expenditures index, is produced by the Bureau of Economic Analysis and is the Fed's preferred measure of inflation. According to the BEA, PCE price index for December increased 2.6 percent from the same month one year ago, reflecting increases in both goods and services (Bureau of Economic Analysis [BEA], Personal Income and Outlays December 2023, January 26, 2024). The Fed forecast PCE at 2.4 percent in 2024, 2.1 percent in 2025, and 2.0 percent in 2026 (Federal Reserve System, Summary of Economic Projections, December 13, 2023).

With regards to energy prices, the GasBuddy Fuel Price Outlook states that the U.S. oil production reached record-setting levels in 2023, as U.S oil producers continued slowly raising output as

oil prices remained conducive to bringing online additional production (GasBuddy Fuel Price Outlook 2024). GasBuddy further states, “however, while global refinery capacity has improved, robust growth in the global economy could pose a rising risk, gobbling up the newly added capacity” (ibid). Patrick De Haan, the Head of Petroleum Analysis for GasBuddy, says “as 2023 fades away, I'm hopeful those \$5 and \$6 prices for gasoline and diesel will also fade into memory. The global refining picture continues to improve, providing more capacity and peace of mind that record-setting prices will stay away from the pump this year. 2024 will feature some volatility, unexpected outages and disruptions, and potentially weather-related issues, but I do not expect it to feature record prices anywhere” (ibid). 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 20 cents to \$3.31 in 2024 and will remain the same in 2025 (U.S. Energy Information Administration, Short-Term Energy Outlook, February 2024).

In the housing market, the U.S. Department of Housing and Urban Development (HUD) January monthly update shows the activity in housing was mixed overall. The Federal Housing Finance Agency (FHFA) seasonally adjusted purchase-only house price index for November estimated that home values rose 0.3 percent month-over-month and 6.6 percent year-over-year, up from an annual gain of 6.3 percent in October (U.S. Department of Housing and Urban Development, Housing Market Indicators Monthly Update, January 2024). With respect to home sales, purchases of new single-family homes, which are based on purchase agreements, increased 8.0 percent month-over-month in December and were 4.4 percent higher year-over-year. As for existing homes, the National Association of REALTORS® reported that December sales of existing homes decreased 1.0 percent month-over-month in November and were down 6.2 percent year-over-year. Because existing home sales are based on closings, December sales reflect contract signings in October and November. For all of 2023, existing home sales in 2023 dropped 18.7 percent and were the slowest pace since 1995 (ibid). According to HUD, mortgage financing became more expensive as the Federal Reserve raised interest rates. House prices peaked in June 2022 and began to decline modestly, as the higher rates put downward pressure on prices. But that trend reversed itself in February 2023 as current owners became increasingly reluctant to sell (ibid).

The 30-year fixed rate mortgage rate (FRM) rose steadily in 2022 reaching a high of 7.08 percent in November 2022 and then trended down to a low of 6.09 percent in February 2023 as inflation appeared to be retreating. Mortgage rates climbed again, peaking at 7.79 percent in October 2023, as indications of economic strength put upward pressure on rates, but have descended since with the slowing of inflation (ibid). In the latest Freddie Mac mortgage rate report, the 30-year FRM reached an average weekly high in February of 6.90 percent for the week



ending February 23, 2024 (Freddie Mac, Primary Mortgage Market Survey, February 22, 2024). The Mortgage Bankers Association (MBA) forecast is that the average 30-year FRM will decrease to 6.1 percent in 2024 compared to the average in 2023 of 7.3 percent, and will continue to decrease to 5.5 percent in 2025, and 5.4 percent in 2026 (MBA Mortgage Finance Forecast, February 20, 2024). Focusing on 2024, MBA predicts that the 30-year FRM will hold steady at 6.9 percent in the first quarter which is a decrease compared to the fourth quarter of 2023 (7.3 percent), and will continue to decrease to 6.6 percent in the second quarter, 6.3 percent in third quarter, and 6.1 percent in the fourth quarter of 2024 (ibid).

As for unemployment, the national unadjusted unemployment rate in 2023 remained steady at 3.6 percent reflecting no change from the year prior. Starting the year of 2024, the unemployment rate rose to 4.1 percent in January. (Bureau of Labor Statistics, [Unadj] Unemployment Rate Series extracted on February 23, 2024). According to the UCLA Anderson Forecast, the recent rise in unemployment can be traced in the main to new entrants to the labor market rather than layoffs. The layoff rate as measured by the ratio of new unemployment claims to payroll employment is at historically low levels. However, slower growth in the economy in 2024 will result in fewer new jobs and therefore, an increase in the unemployment rate (UCLA Anderson Forecast, December 2023 Economic Outlook). The Federal Reserve Board has projected unemployment rate to increase to 4.1 percent in 2024 and remain at 4.1 percent in 2025, and 2026 (Federal Reserve System, Summary of Economic Projections, December 13, 2023).

Taken together, the signs point to a slowing national economy in 2024 and 2025 (Los Angeles Economic Development Corporation, LAEDC 2024 Economic Forecast, February 2024). While a recession is not expected in the next two years, it cannot be ruled out. This likelihood can also be influenced positively and negatively by external factors, such as ongoing geopolitical conflicts, which reinforces that nothing is certain (ibid).

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 2023, December 22, 2023). Even though recession worries have faded, increased military activity abroad and a sense of greater geopolitical risk have kept uncertainty about the future high (UCLA Anderson Forecast, December 2023 Economic Outlook). These uncertainties combined with a slower growing U.S. economy in 2024 leads to a slower-growing California economy (ibid). In 2023, economic growth in California was an estimated 1.9 percent, notably lower than the national rate of 2.5 percent (Los Angeles Economic Development Corporation (LAEDC), LAEDC 2024 Economic Forecast, February 2024).

The State of California has been experiencing budget turbulence over the past year, shifting from a historic surplus of nearly \$100 billion to a substantial deficit within one year. According to the 2024–25 Governor's proposed budget released on January 10, 2024, California now faces a \$37.9 billion deficit, while the Legislative Analyst's Office (LAO) suggests an even higher deficit of \$73 billion. The State's GDP growth is anticipated to slow to about 1.7 percent in 2024 and 1.6 percent in 2025 (ibid). The State is heavily dependent on personal income tax, which accounts for well over half of major general fund money, and which includes volatile capital gains (Beacon Economics, The Beacon Outlook California, Winter 2024). According to Governor Newsom's revised 2023–24 budget proposal released in May, the top 1 percent of income earners paid about half of all personal income taxes in 2021, with more than 11 percent of all personal income tax coming from capital gains during the same year (ibid). Looking beyond Fiscal Year 2024–25, California will likely face continued budget challenges in the coming years. The California Department of Finance (DOF) and the LAO project recurring deficits of around \$30 billion annually through 2027–28. On the other hand, if the Federal Reserve cuts interest rates throughout 2024, it could potentially stimulate the real estate market and the growth in other economic sectors in the state (LAEDC, LAEDC 2024 Economic Forecast, February 2024).

In the job market, there are normally two measures of employment considered when analyzing labor markets in California; the household survey metric which counts the number of people employed and the enterprise survey metric which counts the number of payroll jobs. The household survey reports that the number of people employed in October 2023 was just 1.7 percent below the number in the pre-pandemic peak (UCLA Anderson Forecast, December 2023 Economic Outlook). The labor





force decline is attributable to retirements, migration out-of-state, and individuals choosing to spend their time in non-market activities such as child raising. Over the same period, California's non-farm payroll jobs increased, and it now exceeds the pre-pandemic level by 482,300 jobs (ibid). In 2023, the non-farm employment added 372,000 wage and salary jobs reaching 18 million jobs, a 2.1 percent increase over 2022 (LAEDC, LAEDC 2024 Economic Forecast, February 2024). Nearly all major industry sectors in California experienced job growth, with the most significant gains in the private sector in private education and health, leisure and hospitality, and professional and business services. The public sector also contributed to the increase. The information sector, however, witnessed substantial job declines with a 3.3 percent drop from 2022, likely attributed to the dual Hollywood strikes and the recent layoffs and hiring slowdown in the tech industry. In the coming years, California's job creation rate is expected to slow. LAEDC forecasts a projected annual growth rate of 1.2 percent in 2024 and a further decrease of growth to 0.7 percent in 2025. This translates to an addition of 211,600 new jobs in 2024 and 123,100 jobs in 2025 (ibid).

The decline in employment over and above the decline in the labor force has led to an increase in the California unemployment rate. In 2022, California's unemployment rate returned to pre-pandemic levels. However, entering 2023, the State's unemployment rate, starting at 4.2 percent, rose to 5.1 percent in December, marking a one percentage point increase from a year ago. Over the next two years, LAEDC forecast that the annual unemployment rate is anticipated to continue to rise from 4.6 percent in 2023 to 5.0 percent in 2024 and 5.1 percent in 2025. Despite this increase, the unemployment rate remains comparable to pre-pandemic levels and has significantly improved from its peak of 16.1 percent in April 2020 following the onset of the COVID-19 pandemic (ibid).

Today, the challenges facing California's economy are very much the same as they were prior to the pandemic. Housing costs in California have long been higher than the national average. In recent years, these costs have grown substantially—in some cases, growing at historically rapid rates (LAO, California Housing Affordability Tracker, January 2024). Prices for mid-tier homes are more than twice as expensive as the typical mid-tier U.S. home. Perhaps even more importantly for a first-time home buyer, a bottom-tier home in California is now about 33 percent more expensive than a mid-tier home in the rest of the U.S., a gap that has widened over the last decade (ibid). With existing home sales at depression levels, builders are responding with new developments (UCLA Anderson Forecast, December 2023 Economic Outlook). Relative to the rest of the nation, California's new home construction is holding up. Over the first three quarters of 2023 new building permits declines by over 20 percent in the Northeast and in the West excluding California compared to the first three quarters of 2022. The decline was 16.2 percent and 11.3 percent in the Midwest and the South respectively. For

California, the decline was only 8.8 percent. UCLA Anderson expects that the new home products in the state and eased permitting will continue to ease the nationwide residential building downturn's impact on the state (ibid). The California Association of Realtors (C.A.R.) sees an increase in existing single-family home sales of 22.9 percent in 2024 to reach 327,100 units, up from the projected 2023 sales figure of 266,200. The 2023 figure is 22.2 percent lower compared with the pace of 342,000 homes sold in 2022 (C.A.R., C.A.R. releases its 2024 California Housing Market, September 30, 2023). Housing supply in 2024 will remain below the norm despite a projected increase in active listings of between 10 percent to 20 percent, as market conditions and the lending environment continue to improve (ibid).

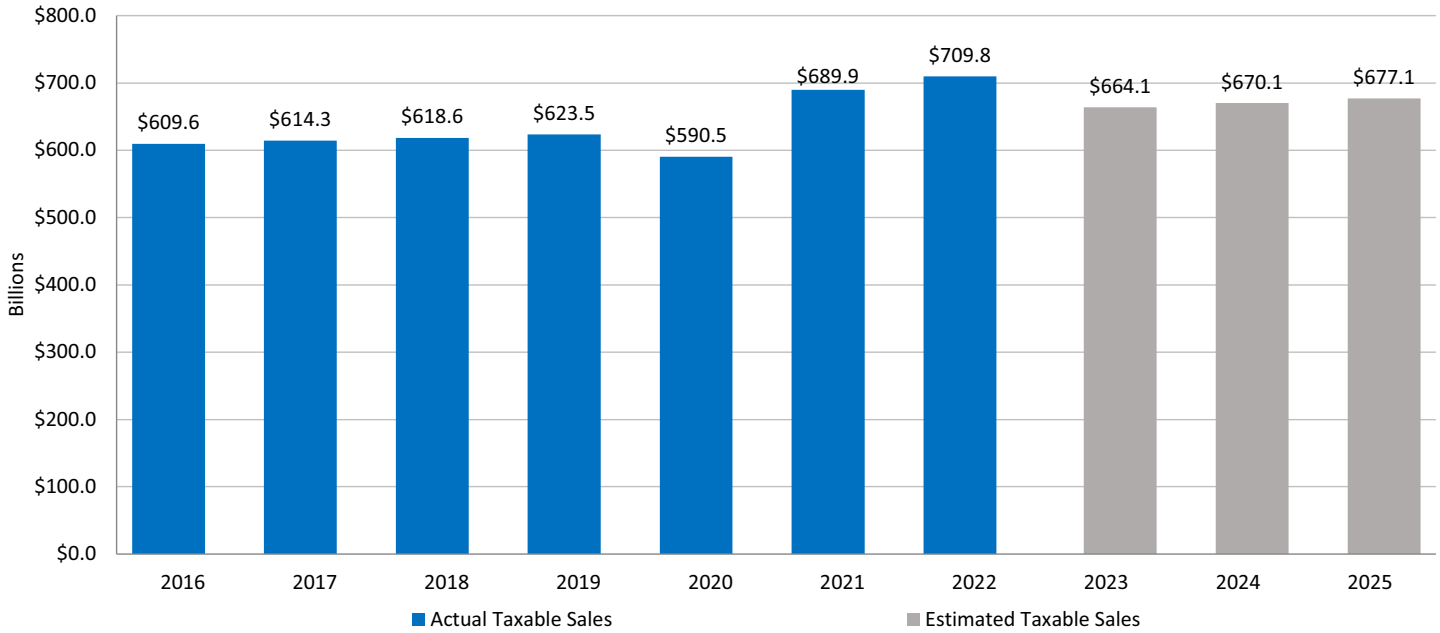
According to the UCLA Anderson Forecast, the higher mortgage rates should have sent prices lower. Though home prices are lower than their previous peak with the median price of existing single-family homes sold declining on a seasonally adjusted basis by 5.5 percent from May of 2022, they have been climbing since December (UCLA Anderson Forecast, December 2023 Economic Outlook). The California median home price is forecast to rise 6.2 percent to \$860,300 in 2024, following a projected 1.5 percent dip to \$810,000 in 2023 from \$822,300 in 2022. A persistent housing shortage and a competitive housing market will continue to put upward pressure on home prices (C.A.R., C.A.R. releases its 2024 California Housing Market, September 30, 2023). In terms of affordability, the annual household income needed to qualify for a mortgage on a mid-tier California home in December 2023 was about \$224,000 which is 2.6 times the median California household income in 2022 at \$85,300. For a bottom-tier home, nearly \$137,000 in annual income is needed to qualify for a mortgage, about 60 percent higher than median household income in 2022 (LAO, California Housing Affordability Tracker, January 2024). For 2024, C.A.R. states that the lower economic growth and cooling inflation will bring down mortgage interest rates in 2024 and create a more favorable market environment to spur California home sales next year. C.A.R. Senior Vice President and Chief Economist Jordan Levine said, “buyers will have more financial flexibility to purchase homes at higher prices, which could generate increased housing demand and result in more upward pressure on home prices” (ibid).

The affordability of rental units is also an important issue when it comes to housing. According to LAO, monthly rents have also grown significantly in recent years, but not as quickly as monthly payments needed to purchase a home (LAO, California Housing Affordability Tracker, January 2024). The monthly rent on a typical property is \$2,000 less than a monthly payment on a 2-bedroom home, with costs between buying and renting much higher in high-cost areas of the state (ibid).

With regards to sales tax, California's local one cent Sales & Use Tax receipts for sales during the months of July through September were 1.6% lower than the same quarter one year ago after



California Annual Taxable Sales Trend
2016 through 2025



Note: Taxable sales are stated in calendar year 2017 dollars. Prior year data is restated.
Source: UCLA Anderson Forecast, December 2023

adjusting for accounting anomalies (HdL Companies, San Diego County Sales Tax Update 3Q 2023, January 2024). The third quarter of the calendar year continued with a challenging comparison to prior year growth and stagnating consumer demand in the face of higher prices of goods. Fuel and service stations contributed the greatest overall decline as lower fuel prices at the pump reduced receipts from gas stations and petroleum providers. While global crude oil prices have stabilized, they remained 15 percent lower year-over-year. The general consumer categories were also down from the 2022 quarter, confirming consumers pulling back on purchases. Spending at building and construction suppliers moderately slowed. As for the autos-transportation sector, despite continued increases of new car registrations, revenue from this sector slipped 2.6 percent. The improved activity remains mostly attributed to rental car agencies restocking their fleets. Like other segments, elevated financing costs are

expected to impede future retail volume. Use taxes remitted via the countywide pools dipped 3.0 percent, marking the fourth consecutive quarter of decline. While overall online sales volume is steady, pool collections dropped with the offsetting effect of more taxes allocated directly to local agencies via in-state fulfillment generated at large warehouses and through existing retail outlets. Restaurants remained an economic bright spot through summer exhibiting a 2.6 percent gain (ibid). The accompanying chart presents the historical and estimated trend in taxable sales in California.

Overall, the California economy is forecasted to, once again, grow faster than the U.S. but not by much. The risks to the forecast are political, geopolitical and the potential for interest rates to still disrupt the current expansion on the downside (UCLA Anderson Forecast, December 2023 Economic Outlook).





San Diego Economy

As of 2023, the San Diego region is home to more than 3.3 million residents, the second largest county in California accounting for 8.3 percent of the State's population, and fifth largest in the nation in terms of population according to the U.S. Census Bureau (U.S. Census Bureau, County Population Totals: 2020–2022, accessed on February 20, 2024). In 2022, San Diego County accounted for more than \$257.3 billion, or 8.1 percent of California's GDP, based on data from the BEA (Bureau of Economic Analysis, Real Gross Domestic Product by County, December 7, 2023). With breakthrough technology companies and research institutes, the largest military concentration in the world and a strong tourism industry, the San Diego region has one of the most dynamic economies in the United States. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which have contributed to local consumer spending.

In the San Diego Business Journal 2024 Economic Trends Preview, Mark Cafferty, President and Chief Executive Officer of the San Diego Regional Economic Development Corporation (EDC), stated that “It's likely 2024 will not be called an easy year. The good news is the San Diego community has a better sense than in past Januarys about where challenges are and the direction the economy is headed” (SDBJ 2024 Economic Trends Preview, January 15, 2024). Cafferty further states that San Diego's economy has “four critical anchors” that position it to do well—Tourism, Innovation, Military and Defense, and the U.S.-Mexico border (ibid). In Tourism, San Diego solidified its position as a top destination in 2023 for both leisure and business travelers with a 10.1% year-over-year growth of 31.7 million visitors, bringing in record-breaking numbers in visitor spending of \$14.3 billion and hotel tax revenue collections of \$418 million (San Diego Tourism Authority, Annual Report Fiscal Year 2023, and San Diego County Visitor Industry Performance 2023). As the second-largest local industry, tourism remains vital to the San Diego economy, creating 214,000 jobs, delivering a regional economic impact of \$23.4 billion (ibid). In Innovation, Juli Moran, San Diego Office Managing Partner of Deloitte, says “our unique community and innovation ecosystem across diagnostics, biotech/biopharmaceuticals and medical technology drove continued growth in the life science San Diego employment base” (SDBJ 2024 Economic Trends Preview, January 15, 2024). San Diego life science employment surpassed 77,770 jobs as medical technology companies based in San Diego continue to experience double-digit growth in revenue and headcount. Mike Krenn, CEO of Connect, says “equally important is the breadth and depth of our innovation cluster.” Krenn further states that “on a macroeconomic perspective, San Diego benefits from having equally strong life sciences and technology sectors.” In the past four years, San Diego companies raised \$24 billion dollars in venture capital and is now the fifth biggest venture capital hub in the country. This is a big contrast in comparison to the 10 years prior to 2015 where San Diego

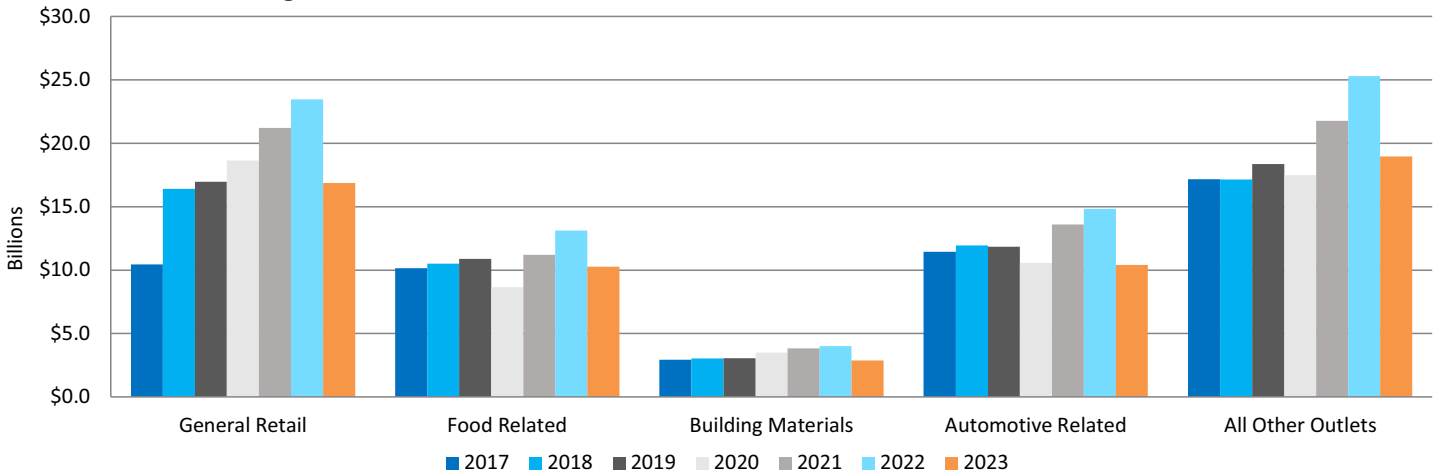
companies never raised more than \$1.1 billion collectively (ibid). As for defense spending and military jobs, San Diego represents more than 20 percent of the economy and the sector is continuing to experience consistent growth trends in recent years (ibid).

Tracking the consumer activity, Google Mobility analyzes the movement of a community compared to the baseline, which is the median value during the 5-week period from January 3 to February 6, 2020, prior to the COVID-19 pandemic shutdown. In San Diego, retail & recreation, grocery & pharmacy, parks, transit stations and workplaces visits continues to be below the baseline, while residential locations continues to be above the baseline (Google COVID-19 Mobility Report. California Mobility Data, accessed on February 24, 2024). Consumer spending in San Diego increased primarily due to online sales. As of the third quarter of 2023, HDL reports an increase in San Diego County sales tax of 0.9 percent with the unincorporated area increasing at 32.1 percent (HDL Companies, San Diego County Sales Tax Update 3Q 2023, January 2023). The County's substantial sales tax growth is attributed to increased taxpayer allocations in the business and industry group spiking that group 111 percent compared to a year ago. The countywide use-tax pool allocation increased by 22 percent compared to a year ago reflects the county's resultant growth in pool share. As online retailers shift the fulfillment of internet orders from out-of-state to in-state fulfillment centers, some revenues shift out of the pools and into direct allocations (ibid). Economist Lynn Reaser says that in 2024, “expect a slower pace of spending for many reasons. These include a lower saving rate, leveling off in wage gains, high interest rates, and less demand for some durable goods. Other downward trends are a resumption of student loan payments and higher delinquencies on sub-prime credit. These trends will be counterbalanced by healthy balance sheets and good worker income leading to continued consumer spending, albeit at a lower pace” (The San Diego Union-Tribune, San Diego in '24: Experts predict higher home prices, January 5, 2024).

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 \$15.8 million in Fiscal Year 2023–24. 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, and Health and Public Safety Realignment, and Sales & Use Taxes revenues are expected to be lesser than the Fiscal Year 2023–24 budgeted levels by \$34.2 million due to lower than expected receipts and



San Diego County Taxable Sales by Category
2017 through 2023



Note: For 2023, Quarter 4 and Annual San Diego Taxable Sales amounts not yet available as of February 2024. 2023 amounts are based on Quarter 1 to Quarter 3 totals. Prior year data is restated.

Source: California Department of Tax and Fee Administration.

public works project schedule changes. Consumer activity also supports the County's program revenue for Behavioral Health through the Mental Health Services Act and road repair activities through the State Gas Tax. As of the Second Quarter, the County Mental Health Services Act and State Gas Tax program revenues are expected to be higher than the Fiscal Year 2023–24 budgeted levels by \$5.4 million.

The San Diego County Taxable Sales by Category chart records annual, actual data and does not reflect the discussion above. For 2023, the fourth quarter and annual data has not yet been released and therefore the chart does not reflect an accurate comparison with prior years.

According to the San Diego Tourism Authority, San Diego hotels continued to receive strong demand, placing fourth nationwide in both hotel occupancy and revenue per available room ranked sixth in average daily rate. The region's hotels witnessed a notable 5.5 percent year-over-year increase in average occupancy, reaching 73.7 percent, while average daily rate showed a significant rise of 10.9 percent (San Diego Tourism Authority, Annual Report Fiscal Year 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 2022–23, TOT revenue was budgeted at a higher amount assuming a recovery to overall tourism to the region. However, actual TOT revenue came in more than anticipated at 39.1 percent more than was budgeted. In Fiscal Year 2023–24, the TOT revenue was budgeted at an increase of 15.5 percent, and as of Second Quarter of Fiscal Year 2023–24, TOT revenue was expected to be \$1.1 million higher than the budget based on prior year receipts and continued growth in the hotel industry and tourism as a whole.

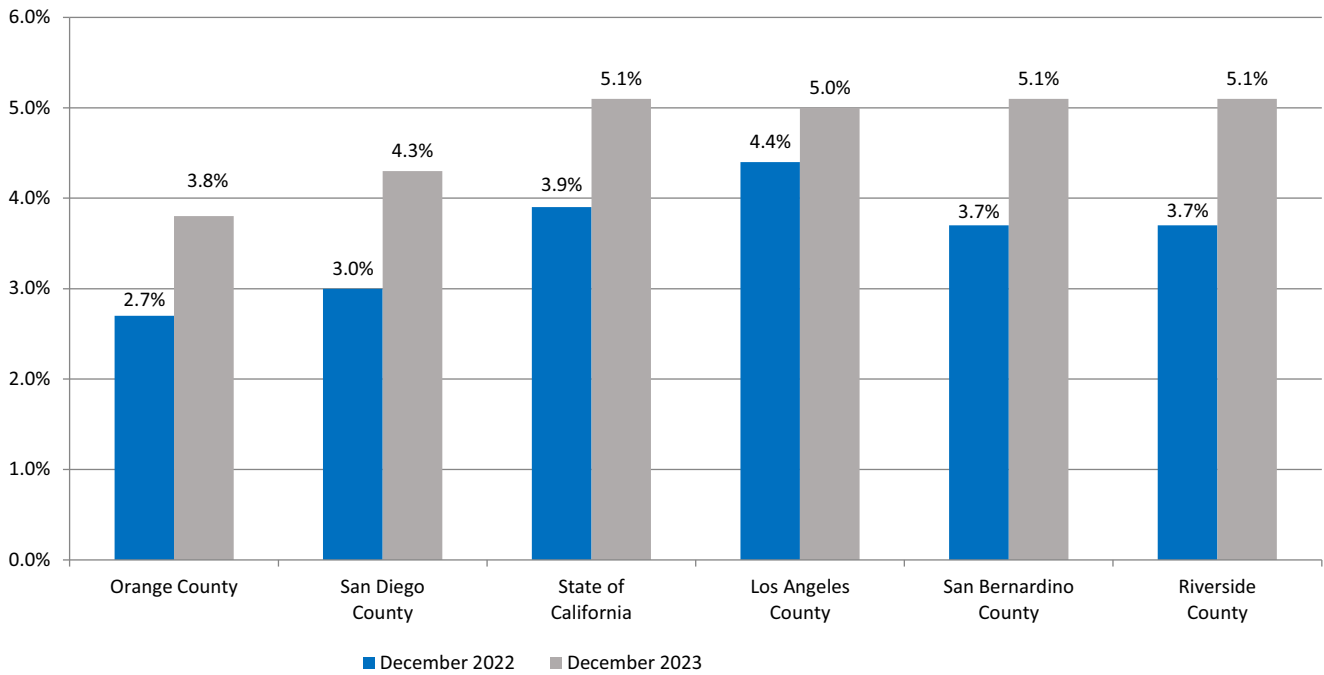
In terms of employment, Kelly Cunningham of the San Diego Institute for Economic Research commented, "While total jobs fully recovered from pandemic shutdowns, employment dynamics continue happening as some sectors thrive and others diminish. As the past year progressed, regional employment appeared to flounder" (The San Diego Union-Tribune, San Diego in '24: Experts predict higher home prices, January 5, 2024). According to the U.S. Bureau of Labor Statistics, San Diego's metro area employment is at 1.59 million jobs as of December 2023, showing an increase of 1.5 percent from December 2022 (U.S. Bureau of Labor Statistics, San Diego Area Economic Summary, February 8, 2024).

Unemployment rose sharply during the start of the pandemic from 3.2 percent in February 2020 to 16.1 percent in April 2020, and started to slowly decline showing a lowest unemployment rate in May 2022 at 2.9 percent (California Employment Development Department, San Diego-Carlsbad MSA Industry Employment & Labor Force - By Month, accessed on February 24, 2024). In December 2023, the local San Diego unemployment rate was 4.3 percent, up from a revised 4.2 percent in November 2023, and above the year-ago estimate of 3.0 percent. This compares with an unadjusted unemployment rate of 5.1 percent for California and 3.5 percent for the nation during the same period (California Employment Development Department, San Diego-Carlsbad Metropolitan Division Labor Force Data, January 19, 2024). A panel of San Diego business leaders and economists mostly predicted that the unemployment rate would be higher by the end of the year than it is right now, ranging from 3.8 percent to 5.5 percent and averaging at 4.5 percent (The San Diego Union-Tribune, San Diego in '24: Experts predict higher home prices, January 5, 2024). Increase in unemployment constraints



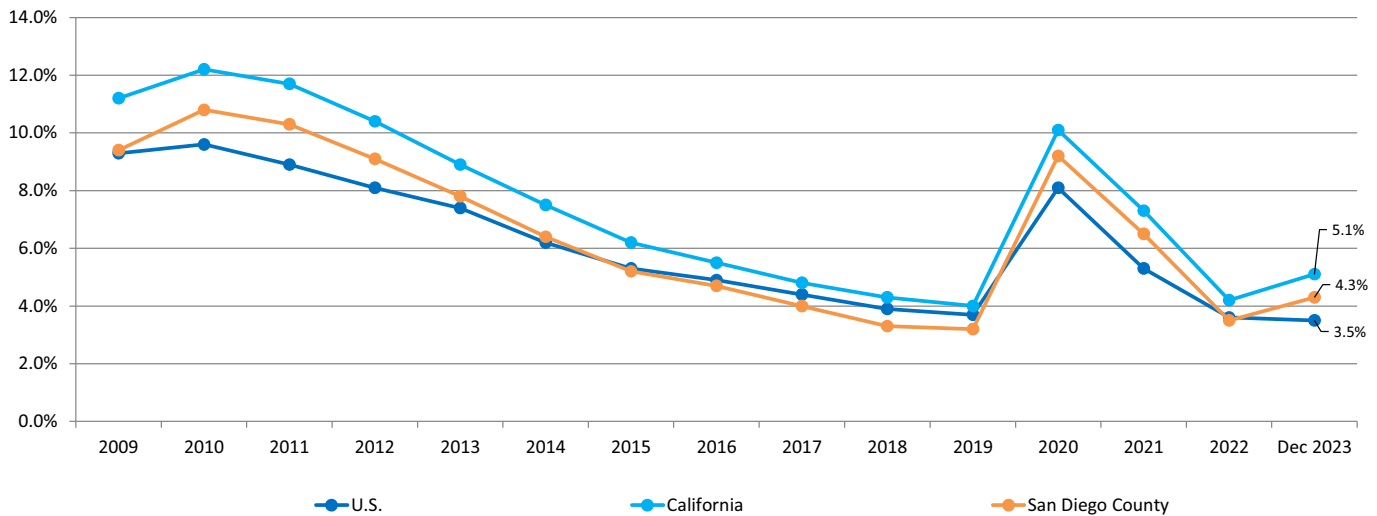


Unemployment Rate Comparison by Select California Regions December 2022 and December 2023



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

Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2009 through December 2023



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

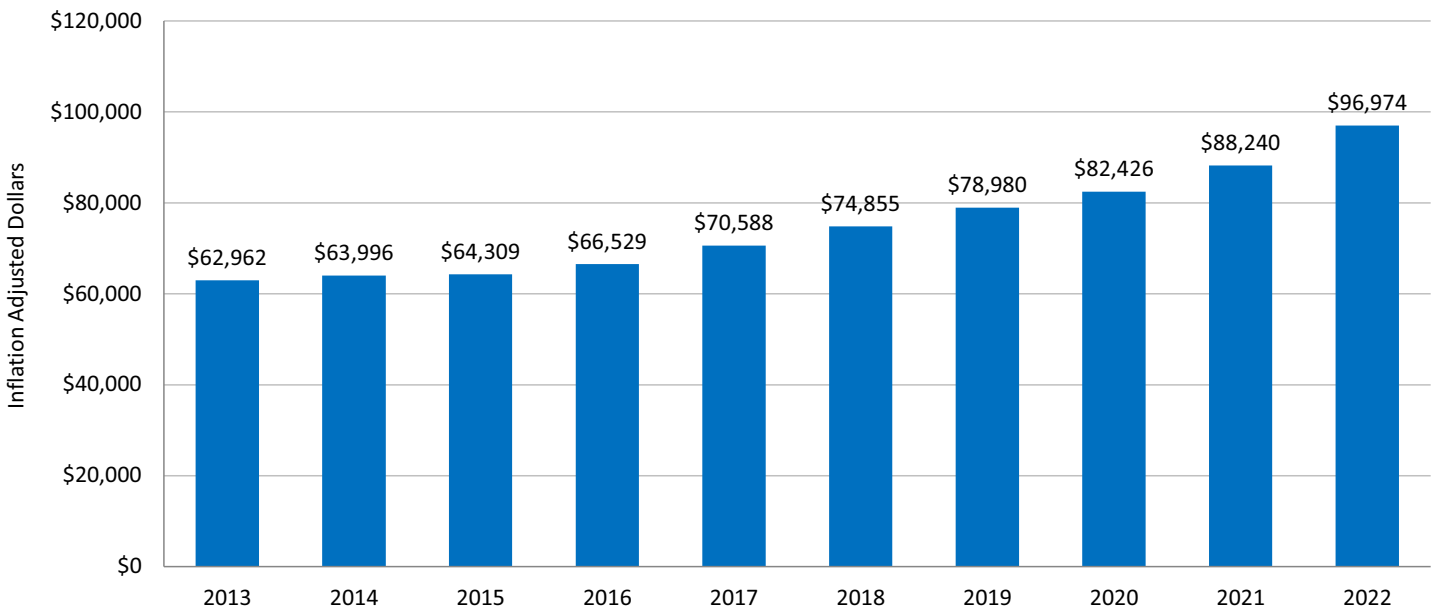


consumer spending and associated County revenues, while inversely increasing the County's costs due to demand for the County's essential safety net services that residents rely upon in times of uncertainty and need.

When it came to wages, middle wage San Diego County workers made slightly more than the State average, however low wage on average and high earners made less than the State average in 2022 (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 \$96,974 but diminishing factors including inflation and the real estate market can reduce that overall buying power.

Recent data shows that inflation is slowing down, but it remains elevated, and consumers are still feeling the pressure from high prices. Prices in the San Diego area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), advanced 0.4 percent for the two months ending in January 2024 influenced by higher prices for shelter (Bureau of Labor Statistics, Consumer Price Index, San Diego Area. January 2024). Over the last 12 months, CPI-U increased 3.8 percent. Food prices increased 3.7 percent. Energy prices fell 11.6 percent, largely the result of a decrease in the price of natural gas service. The index for all items less food and energy increased 5.0 percent over the year (ibid).

San Diego County Median Household Income 2013 through 2022



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

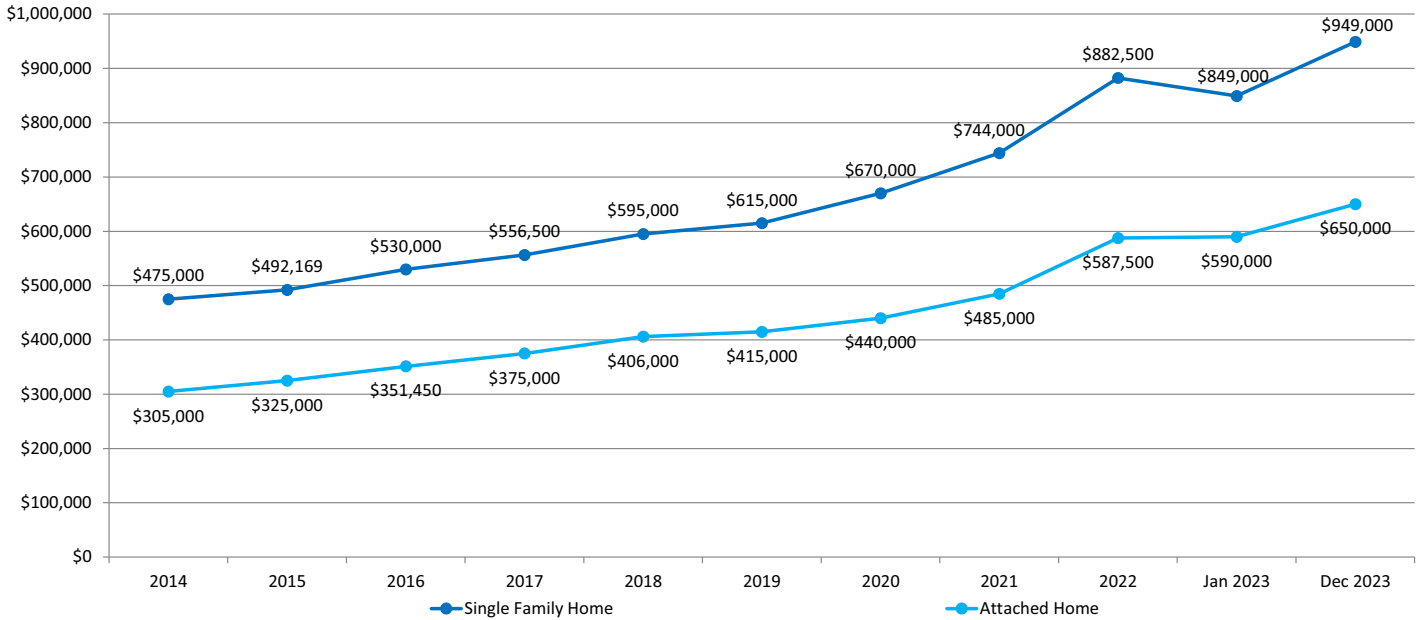
San Diego is one of the least affordable areas in the country with only a small percentage of workers able to afford a median priced home. While many factors have contributed to the housing crisis, the root cause is the fact that housing development has not kept pace with population growth, resulting in housing costs that have increased at a much faster rate than income levels. In 2023, the median price peaked in August with single family homes pushing past \$1.0 million and existing attached homes at \$670,000 (San Diego Regional Chamber of Commerce, January 2024 Monthly Indicators). San Diego home prices started to slowly decrease and by December 2023, the median price for

single family homes decreased to \$949,000 while the median price for existing attached homes decreased to \$650,000. Year-over-year, home prices show an increase of 9.7 percent for single family homes and 11.1 percent of existing attached homes (ibid). A panel of San Diego business leaders and economists predicted that the county's median home price ranging from \$800,000 to \$1.0 million and a median of \$880,000, which is lower than December (The San Diego Union-Tribune, San Diego in '24: Experts predict higher home prices, January 5, 2024). 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 and December 2023. Prior year data is restated.
Source: San Diego Regional Chamber of Commerce

Since the pandemic-stricken 2020, housing prices in San Diego have been up and down, leaving buyers and investors uncertain. But the trend has been mostly upwards (Little Big Homes, San Diego Housing Market Forecast for 2024, December 1, 2023). San Diego's sales numbers justify the fear of a retrogressing housing market. According to the California Association of Realtors, sales volume has dropped incredibly since August 2021. The demand-supply dynamics are heavily skewed in the San Diego real estate market. Demand has been outpacing the available inventory, causing a red-hot seller's market. According to Rocket Homes, San Diego County's homes for sale were 5,616 in October 2023. The number of homes sold was 1,559 homes in the same month. By computation, we are looking at a 3.6-month supply, which is way below the six-month supply that is considered balanced (ibid). In an article from The San Diego Union-Tribune, it says that "San Diegans are staying in their homes twice as long as they used to, which experts say is part of the reason for an unsteady housing market" (The San Diego Union-Tribune, San Diegans are staying in their homes twice as long as they used to, February 23, 2024). San Diego County homeowners stayed a median of 15 years before selling, said a Redfin study of 2023 data. That was up from a median of 7.4 years in 2005, and higher than the national median of 11.9 years. Most experts point to rising interest rates and home prices as top reasons why current owners don't want to sell and find a new place. There are other factors, too, such as tax advantages in not moving, as well as households becoming multigenerational as for-sale housing shortages continue. The number of home listings in San Diego

County fell to a low last year of 2,904 homes in April. It has since increased slightly to 3,056 homes listed for sale in mid-February. In the year before the pandemic, it was typical to have 7,000 to 8,000 homes for sale in a given month (ibid).

The housing crisis demands a departure from the belief that neighborhoods can't change. President and CEO of the San Diego Regional Chamber of Commerce Jerry Sanders emphasize the need for integrated housing; a diverse mix of housing-type is essential—apartments, condos, single-family homes—reflecting the multifaceted nature of San Diego (San Diego Workforce Partnership, Economic leaders tout cautious optimism for San Diego's economic future. February 8, 2024). To create more affordable housing in San Diego, Jerry Sanders says it comes down to creating more apartments in neighborhoods. But even with more housing, many of which come with a hefty price tag (ibid). According to the market rental rate data from Zillow, the average rent in San Diego is at \$2,964 as of January 2024, higher by 51.4 percent compared to the national average, making San Diego one of the most expensive regions for renters in the nation. Year-over-year, the rental rate in January increased 3.0 percent, which is comparable to the pre-pandemic trend and a far cry from the year-over-year rent increase of 17.9 percent and 8.3 percent in January 2022 and January 2023 respectively (Zillow Research. Zillow Observed Rent Index, accessed on February 26, 2024). Pushed on by historic rent increases throughout the pandemic and a nationwide push for housing, apartment construction in the U.S. hit a 36-year-high in 2023 (The San Diego Union-Tribune, San Diego apartment wave: More than 4,000

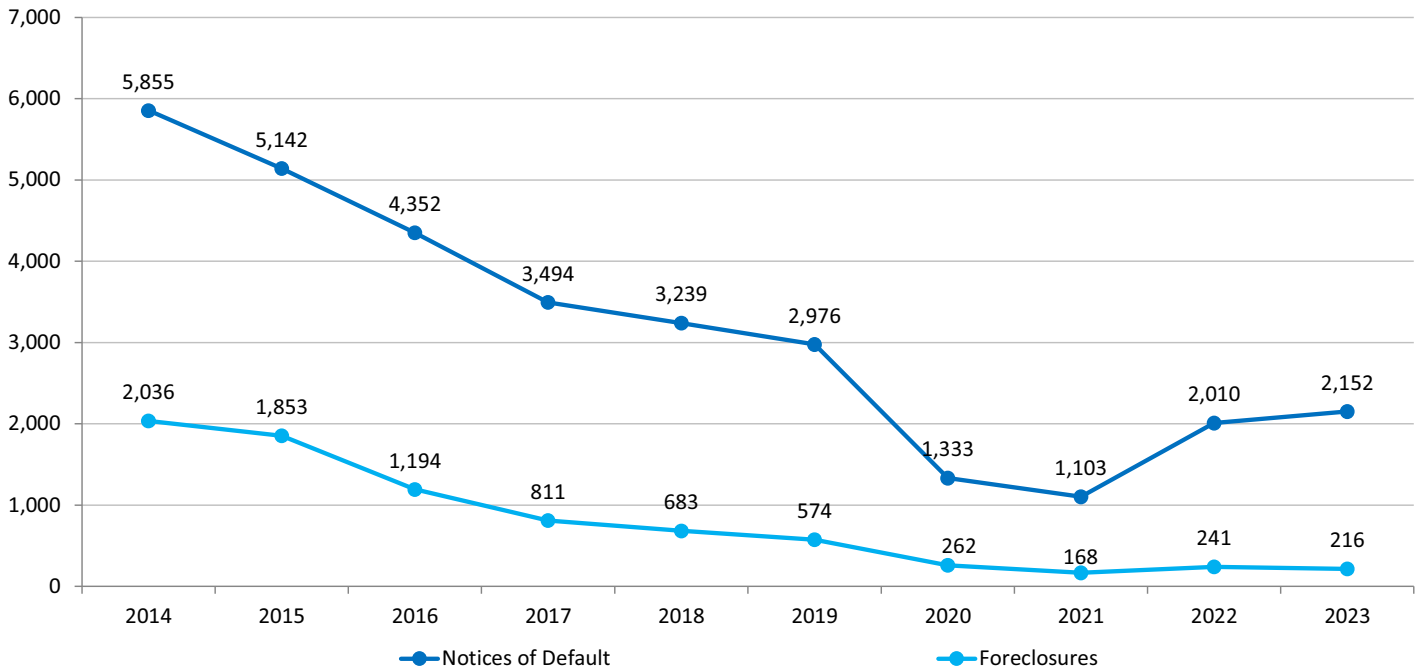


units opening this year, February 21, 2024). There are more than 4,000 new apartments opening across San Diego County in 2024, with the vast majority downtown. Yet it isn't just where you expect new complexes to be; zoning changes and a push for housing mean projects spread all over the county (ibid).

As part of the Regional Housing Needs Assessment (RHNA) process, the California Department of Housing and Community Development (HCD) in consultation with San Diego Association of Governments (SANDAG), identified a need for over 171,000 new housing units in San Diego between 2021–2029. According to the latest SANDAG RHNA progress report, the total number of approved housing units is currently over 18,000 or at 10.6 percent of its goal (SANDAG RHNA Progress Report by Jurisdiction, accessed on February 27, 2024). The City of San Diego makes up 63 percent of the goal at about 108,000, and in the City's 2023 Annual Report on Homes, the City approved 10,346 new homes for construction, approximately 10 percent of the target (City of San Diego 2023 Annual Report on Homes, November 2023). Although still in the early stages of the 8-year RHNA planning cycle for housing, this progress lays the foundation for the additional work required to ensure that everyone can live where they choose. The City will continue to build upon this progress and prioritize the creation of more homes that meet the needs of all San Diegans regardless of age, income, family size, or neighborhood (ibid).

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 0.3 percent in 2023. Total deeds recorded in 2023 was 83,523, a decrease of 20.1 percent from the previous year. Notices from lenders to property owners that they were in default on their mortgage loans peaked at 38,308 in 2009, and foreclosures reached a high of 19,577 in 2008 during the Great Recession. In comparison, San Diego County saw 2,152 notices of default in 2023, up 7.1 percent from the 2022. 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 10.0 percent in 2023, a decrease of 2.0 percent and overall decrease in terms of the number of foreclosures from 2022. Overall, despite a noticeable uptick in default notices, the actual number of defaults resulting in foreclosures has remained low in recent years. The County Assessor/Recorder/County Clerk will continue to monitor and report on the foreclosure activities in San Diego County. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.

San Diego County Total Notices of Default and Foreclosures 2014 through 2023



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. Prior year data is restated.

Source: San Diego County Assessor/Recorder/County Clerk





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 2024–25 budget is increasing by \$317.7 million or 3.9% to \$8.5 billion. The budget is balanced for Fiscal Year 2024–25 and Fiscal Year 2025–26 and conveys the notable investments in the community planned for the near-term.

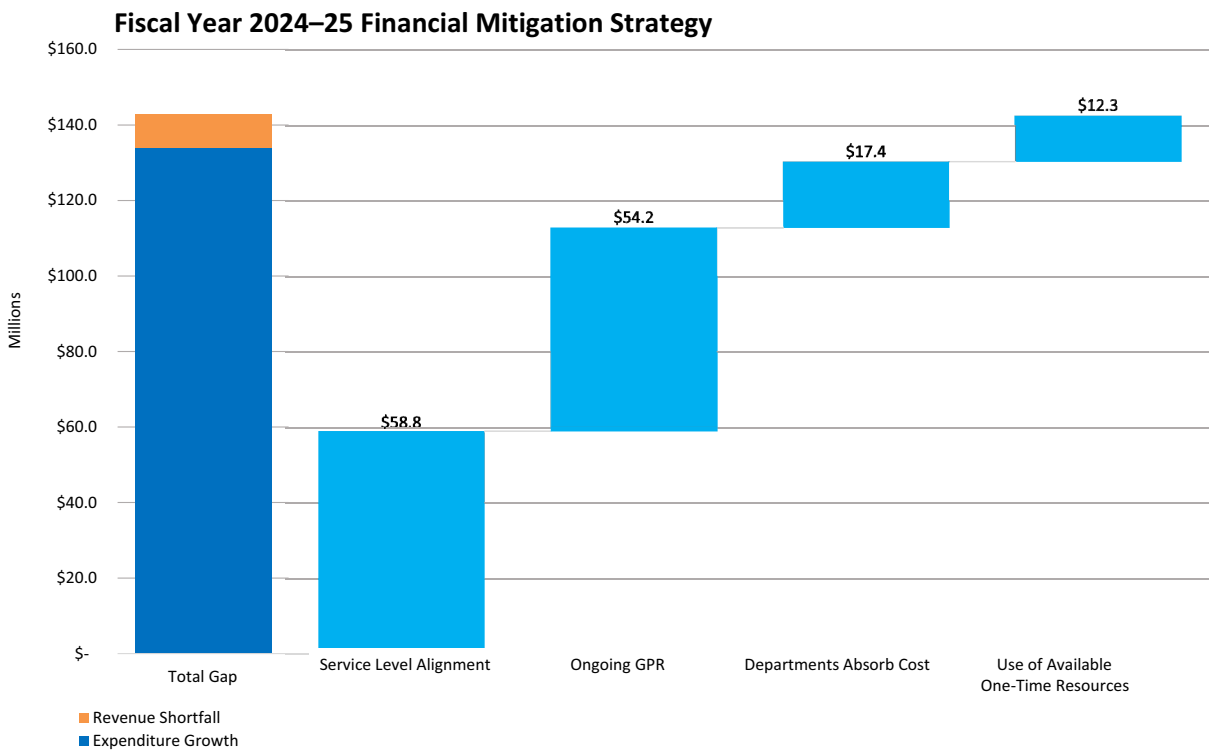
During the Fiscal Year 2024–25 budget build, there was a \$142.7 million gap between the funding requests received and the resources available within the General Fund in the first year of the budget. The Recommended Operational Plan for the Fiscal Year 2024–25 includes an overall mitigation for a projected net expenditure and revenue gap totaling \$142.7 million to ensure a balanced budget using a combination of cost containment and revenue enhancement strategies, as highlighted below:

- ◆ Service Level Alignment (\$58.8 million) of additional staffing and non-mandated avoidable cost increases for services and/or projects, and realignment of operational activities in all groups.

- ◆ Allocation of ongoing general purpose revenue (\$54.2 million) for essential ongoing operational activities, most specially for public safety services, Health and Human Services general relief programs, closed landfill operations, and various land use and general government activities.
- ◆ Departments will absorb costs (\$17.4 million) within their operating budget through cost reduction strategies within their programs.
- ◆ Use of available one-time resources (\$12.3 million) from available balances in various trust funds and other dedicated funding sources for essential one-time operational activities.

In addition to the mitigation strategies above, additional General Purpose Revenue was allocated to bridge funding on a one-time basis until long-term funding stabilizes or becomes available. In Fiscal Year 2024–25, there is \$23.3 million of bridge funding budgeted which includes:

- ◆ \$14.0 million for the Sheriff’s medical contract
- ◆ \$4.5 million for the Office of Evaluation, Performance and Analytics operations
- ◆ \$3.3 million for land use settlements
- ◆ \$1.5 million for the Registrar of Voter election system licenses



As shown in the chart on the next page, bridge funding will remain a mitigating factor in future fiscal year budgets. This is due primarily to the anticipated slowing of HHSA Realignment revenue based on sales tax and overall increasing costs and demand for services, as well as continued funding need for the

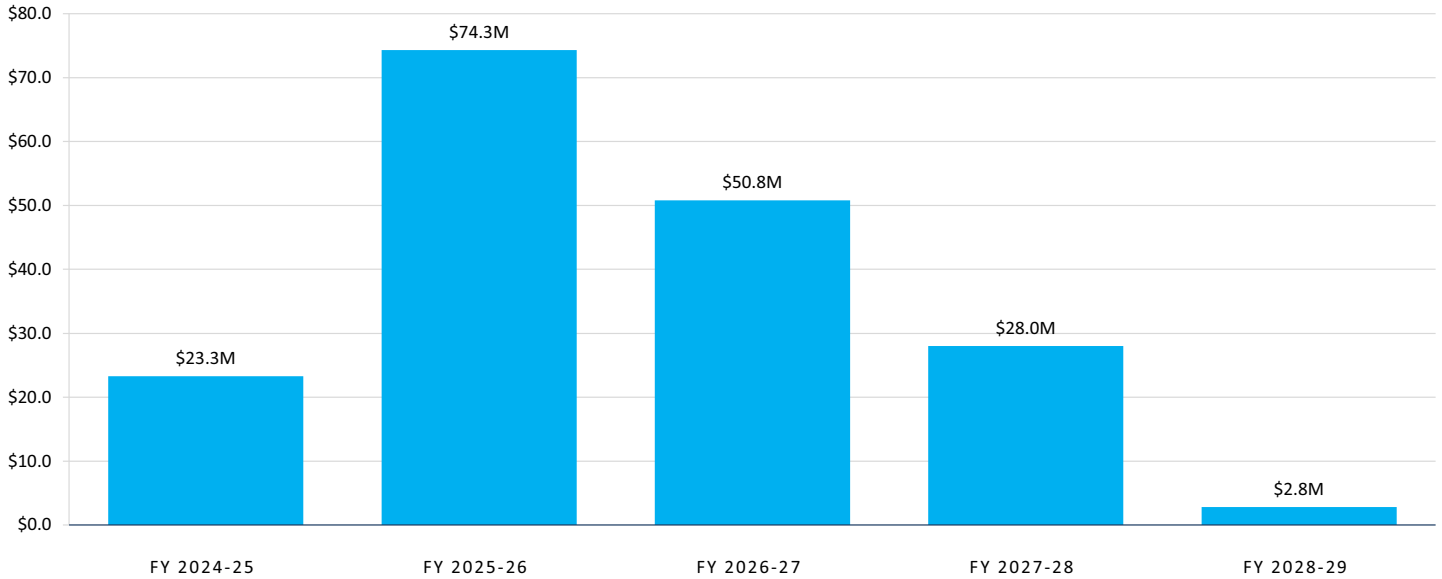
Sheriff’s medical contract and land use settlements. Future growth in HHSA Realignment and Proposition 172, Public Safety Sales Tax Revenues in the long term will mitigate revenue shortfalls in HHSA and expenditure increases in PSG. Land use settlement obligations will end over the short term bridge funding



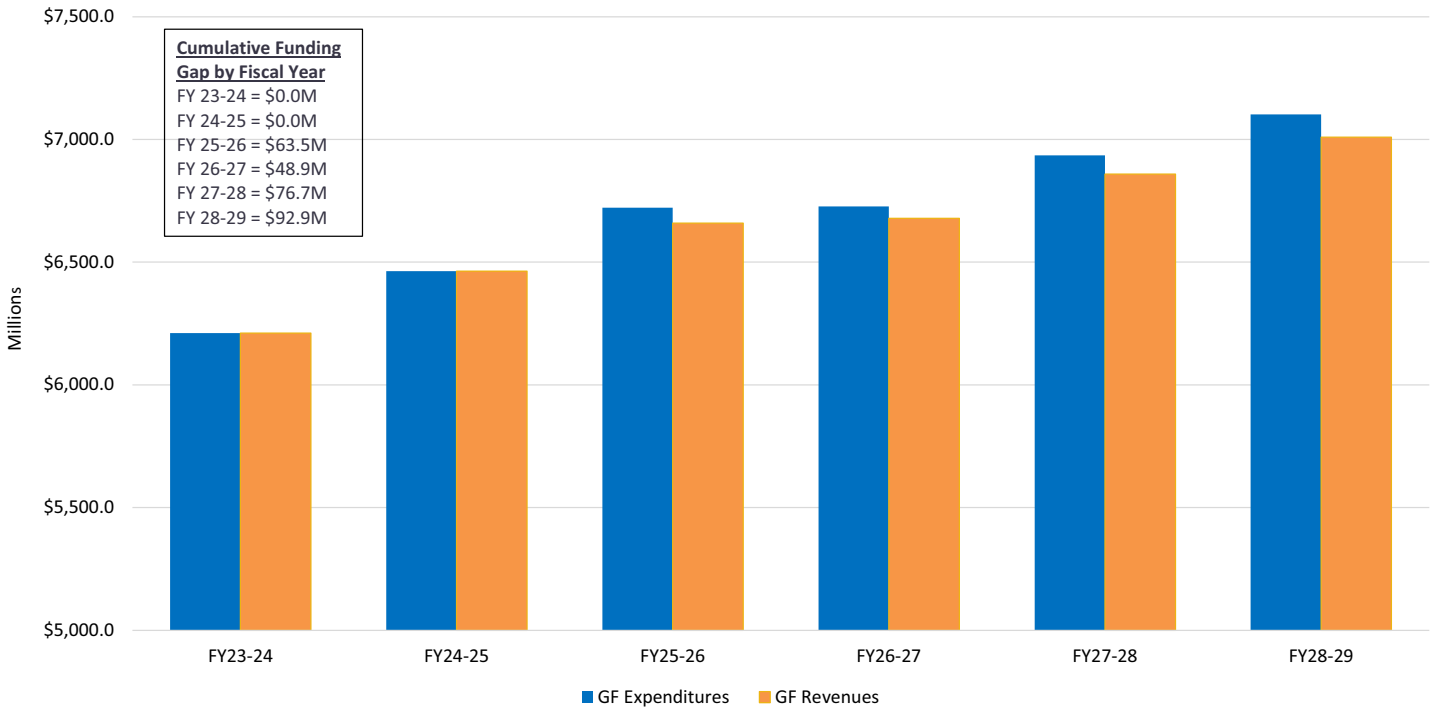
strategy time period. This chart is reflective at a point in time. Bridge funding may be utilized in the out years as depicted here subject to economic conditions and pressures on the County's cost drivers. These amounts were estimated during budget development and based on these factors make an initial diagno-

sis of the revenue shortfall problem. As the County shifts toward the Fiscal Year 2025–26 Operational Plan, it will plan to ensure County operations have less reliance on bridge funding to the fullest extent possible with the ultimate goal of permanent reform and no reliance upon bridge funding.

5-Year Bridge Funding Mitigation Strategy



County General Fund Outlook



Note: Estimated projections as of 2/12/2024. General Fund Outlook assumes the Fiscal Year 2023–24 Adopted General Fund Budget plus Salary & Benefit growth. Expenditure Gap and Revenue Shortfalls reflect requests for General Purpose Revenue. May not reflect non salary program revenue supported changes. Does not include: Enhanced Infrastructure Financing Districts, new affordable housing/homeless solutions, new sustainability initiatives, debt financing CINA projects.





Despite the overall mitigation strategies, there is currently a five year budget gap of \$92.9 million. 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 in future years. The blue bars represent department requests for general purpose revenue (GPR) 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.

This gap makes assumptions about assessed value (AV) growth, sales tax growth, and full cost recovery. The scenario assumes that AV growth will be 4.0% in Fiscal Year 2024–25, 4% from Fiscal Year 2025–26 and Fiscal Year 2026–27, and 5% in the following years. Over the past 20 years, actual AV growth has averaged about 5%, but the County is assuming a lower growth rate in the beginning of the 5-year outlook due to a slowing residential real estate market caused by high homes prices and interest rates. It also assumes sales tax will grow at less than 2% in Fiscal Year 2024–25 and at 3% in the out years. Finally, fee-based County departments also assume full cost recovery as outlined in 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 the Health and Human Services Agency (HHSA), Realignment funding is used in Fiscal Year 2024–25 on a one-time basis to fund a projected structural gap. In Fiscal Year 2025–26 through 2027–28, a total of \$105.5 million of funding will need to be identified to bridge fund essential HHSA services due to the depletion of available one-time Realignment until ongoing revenue amounts grow. Projections are closely monitored, and the outlook is updated periodically to reflect actual uses of this one-

time resource. While the HHSA budget is balanced in Fiscal Year 2024–25, they are also showing a decrease in Services & Supplies in Fiscal Year 2025–26 tied to the projected \$63.5 million gap, which is being driven primarily by slowing Realignment revenue based on sales tax receipts, the ending of one-time revenues like the American Rescue Plan Act (ARPA), and overall increasing costs and demand for services. Multiple strategies to mitigate the projected gap are under development both within the HHSA and across the enterprise and will be recommended as needed based on actual economic conditions during the development of the Fiscal Year 2025–26 CAO Recommended Operational Plan.

As noted in the General Fund Reserves and Resources section, the County projects that it will meet the General Fund Reserve requirements based on budgetary projections shared with the Board of Supervisors on March 12, 2024. 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.

In prior years, high vacancy and underfill rates have created one-time budgetary capacity in Salaries & Benefits. In recognition of this, a new guideline was brought forward to centralize adjustment for vacancies and underfills. In Fiscal Year 2024–25, the centralized adjustment reflects a decrease of 4% for vacancies and a 50% adjustment for the cost difference between the actual and budgeted amounts for underfilled positions, a total reduction of \$142 million with no impact to Group General Purpose Revenue allocations.

Over the coming years, the County will continue to observe economic uncertainty, and should the economy not improve, the County will need to consider cost reduction/revenue generating strategies such as 1) adjusting service levels, 2) reorganization, 3) the use of debt financing, and 4) a prudent use of 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 they are 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 overseeing 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 health and human services, parks and recreation, libraries, roads, law enforcement, detention and correction, and emergency response services. The County also serves as a delivery channel for many State services, such as foster care, public health care and elections.

Business Groups

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



General Management System

THE GENERAL MANAGEMENT SYSTEM REIMAGINED

The County’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.

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.sandiegocounty.gov/cao/.

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, excellence, and sustainability. The County vision is: A just, sustainable, and resilient future for all.



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.

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.

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.

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.

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 led by the Chief Administrative Officer (CAO), the Assistant CAO (ACAO), the General Managers, and the Strategic Advisory, Guidance, and Evaluation Team in conjunction with the Executive Management 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 with input from the Executive Management Team 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.sandiegocounty.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 residents 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, 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.



Strategic Framework and Alignment

Strategic Framework

The County of San Diego has the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future. In 2021, the County reimagined its governance documents including the Vision Statement, Mission Statement, and Values. The Strategic Initiatives, and Audacious Goals that were designed 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 Strategic Initiatives. They measure the individual department’s contribution.

Strategic Initiative Legend

○ - Audacious Goal
■ - Departmental Objective

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 implementing a vibrant economic development strategy to position the County as a regional leader in driving inclusive economic growth and prosperity for all communities. EDGA actively engages with internal departments on joint economic prosperity efforts, with regional economic development leaders and partners, and with community fostering collaborative efforts in arts and culture and the creative economy, EDGA administers internal 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 creation of the Workplace Justice Fund Ordinance established by the County in 2023. 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 help protect those who need it most workers. OLSE has been working with businesses during the recent 2024 winter storms to

help answer questions relating to labor standards and helping educate business owners on what their rights are during this uncertain time and to help further ensure their capability to recover.

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 founded on science-based pathways to decarbonize key sectors of the economy, community partnerships to ensure that workers and communities guide and 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) provides dedicated resources to focus on regional sustainability initiatives, such as the Regional Decarbonization Framework, to achieve zero carbon emissions while safeguarding the health of people and natural systems, working with communities and agencies at the local, state, and federal levels. It is also home to the Environmental Justice Workgroup, as well as the County's Tribal Liaison. OSEJ's efforts are particularly centered on communities that have been disproportionately impacted by systemic and institutional inequities and environmental burdens. OSEJ intentionally and actively works alongside communities and other regulatory agencies, such as the San Diego County Air Pollution Control District and the San Diego Association of Governments (SANDAG), as well as local



and regional jurisdictional partners steward sustainability solutions within the unincorporated area and incorporated cities.

Climate Action Plan Update

Our greenhouse gas (GHG) reducing Draft Climate Action Plan (CAP) establishes measures and actions that the County will take to reach net zero emissions by 2045. Implementation of the CAP 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. Between January and December 2023, the County saved 18.4 million miles of driving. This reduced 5,350 metric tons of greenhouse gases (GHGs), which is equal to the amount of electricity used by 1,041 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 311 EV chargers in place at County facilities to serve the public, County staff and our County Fleet. There are 210 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: <http://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 continue, with 67 of our buildings being Leadership in Energy and Environmental Design (LEED) certified and 10 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 2023–24 with existing planned resources, as well as one mid- and one long-term commitment that are more involved to complete or will be implemented in the future after further review and evaluation. This is an ongoing effort supported by OSEJ, where depart-



ments will continue to utilize their respective plans to implement strategies and identify new commitments to 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 \$240 million, we have acquired and preserved 27,884 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 by planting 4,000 trees per year. The trees 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) planted 5,000 trees in 2023 to reach the Board's goal of 10,000 trees planted region wide. These additional trees 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 on 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 of the region's beaches and bays and by preventing pollution from entering storm drains. San Diego County is the first testing program in the nation to offer same-day water quality results for beaches and bays 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 stormwater 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. These projects provide multiple benefits, including controlling stormwater runoff volume, reducing pollutants and, where feasible, enhancing outdoor recreational, pedestrian and urban greening opportunities.

Agriculture

This budget supports the region's \$1.8 billion agricultural economy with approximately 4,000 farms producing over 200 crops that promote food security while protecting natural resources for future generations against invasive agricultural pests 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) through Medi-Cal Transformation, which coordinates resources 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. The Live Well on Wheels (LiveWOW) bus is an example of taking County services into harder-to-reach communities, with the two vehicles currently in the LiveWOW fleet available by request from County departments and community partners. 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 through the implementation of the County's adopted and certified 6th Cycle Housing Element, identification of actions to remove barriers to housing, add resources, and expedite building housing in unincorporated communities. The County's Affordable Housing efforts continue to leverage local, State, and federal resources to support the creation and preservation of rental housing units for low-income residents throughout the region. The County is currently developing a Housing Blueprint to serve as a guiding document for the County's role in creating and maintaining affordable housing across the region as well as its role in land use authority in the unincorporated areas. These efforts explore everything that the County can do to facilitate the production and provision of housing to all people at all income levels and life stages.

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 Multi-jurisdictional 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.

Equity in Operations

The County of San Diego (County) is committed to advancing equity for all San Diegans and is taking active steps to implement long-term systemic change.

In October of 2023, the Office of Equity and Racial Justice (OERJ) put into effect Chief Administrative Officer Administrative Policy 0010-17, *Equity and Racial Justice Administrative Policy*. This policy establishes Countywide procedures for advancing equity and racial justice through normalizing, organizing, and operationalizing these concepts in departments' everyday work.

As such, the policy outlines an equity infrastructure and guides departments in coordinating Justice, Equity, Diversity, and Inclusion (JEDI) teams to implement equity via tools and processes. This includes an Equity In Contracting Questions and Considerations Checklist, Board Letter Equity Impact Statements, Budget Equity Questionnaires, and Equity Impact Assessments. The County is following up on these efforts with the development of Equity Action Plans.

Here are some examples of what departments have done, or are currently doing, to operationalize equity:

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 has had on communities of color. The program, being developed collaboratively by the OERJ and Planning & Development Services (PDS), will give greater participation 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) has significantly refined its hiring practices, underscoring our commitment to equity, diversity, and inclusion. Building upon the implementation of a blind applicant screening process, which blocks personal information like name, phone number, address, gender, age, and race to reduce bias, DHR has further updated Human Resources Policy 102A, *Filling Vacancies in the Classified Service*. This policy encompasses comprehensive, Equitable and Inclusive Interview Panel Guidelines aimed at broadening our reach to a diverse pool of potential applicants and ensuring a fair and equitable selection process.

These guidelines instruct hiring departments on establishing inclusive interviewing practices that identify talent aligning with our hiring objectives. Best practices include the collaboration between DHR, hiring managers and Departmental Human

Resources Officers to redact personally identifying information from applications, assembling diverse interview panels from various levels of the organization, and requiring panel members to complete Unconscious Bias in Hiring training. The objective is to evaluate candidates based on job-related experience and education, thereby fostering a more diverse and inclusive workforce.

Additionally, the County upgraded its HR information system, allowing the capability for employees to self-identify as non-binary. This significant enhancement promotes an environment of inclusivity and belonging, reflecting the diverse identities within our community.

By integrating these best practices, DHR aligns with the County of San Diego's overarching commitment to equity and racial justice and sets a precedent for inclusive hiring practices that contribute to a diverse and equitable workplace.

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

Community Safety and Justice

Reducing inequities and disproportionality are a focus in the County's work to transform its justice system. This includes deepened involvement in the community, building trusted and open partnerships, and an attention to both addressing underlying causes and providing ongoing support to achieve success. In the Alternatives to Incarceration initiative, the County plans and provides supportive services for people to meet the needs of vulnerable individuals and reduce the likelihood of incarceration or reincarceration. An Advisory Group that includes community members, as well as compensated consultants with lived experience in the justice system, are engaged to advise the initiative and its new programs. Community-based crisis stabilization units and sobering centers support people who experience a crisis or are intoxicated in public, including those contacted by law enforcement, to avoid criminal justice involvement. Care coordination, peer navigation, and housing services are available to support people who may have brief, although frequent interactions with the justice system because of unaddressed needs. Medical, housing, and mental health resources expand care, treatment, and support when people leave jail. The Office of the District Attorney will continue to implement the Transitional Age Youth Diversion Initiative (TAYDI), which addresses 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. The Sheriff's Department implemented the Blue Envelope Program, which is designed to promote inclusivity and serve as an enhanced communication awareness tool between law enforcement and community members diagnosed with a condition or disability that might require additional accommodations or awareness during a law enforcement response. The Probation Department expanded programming in their Youth Development Academy to provide trauma-informed, culturally responsive care utilizing a developmental and therapeutic approach to youth rehabilitation. The Office of the Public Defender, which provides traditional defense for indigent individuals charged with crimes, will provide post-conviction relief through their Fresh Start program, a comprehensive criminal relief program designed to reduce barriers to employment, education, housing, and community resources. The Department of Child Support Services established a Justice

Involved Parents & Children (JIPC) team, which serves families of current and formerly incarcerated clients by providing resources, such as employment and debt reduction programs.

Office of Equitable Communities

The Department of Homeless Solutions and Equitable Communities (HSEC) provides 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. This is achieved through the department's three offices - the Office of Homeless Solutions (OHS), the Office of Equitable Communities (OEQc), and the Office of Immigrant and Refugee Affairs (OIRA). OEQc engages with each community to create positive change to strengthen equity, health, safety, economic inclusion, and access for all. One of its guiding principles is community collaboration to address equity and access. The OIRA advances equity and opportunities for immigrants and refugee communities by removing barriers to help them integrate into society and thrive, regardless of immigration status.

Office of Sustainability and Environmental Justice

The County of San Diego is leading a regional effort to focus on environmental and climate justice. The Office of Sustainability and Environmental Justice (OSEJ) within the County's Land Use and Environment Group, offers support and resources to County departments to evolve our applied understanding of environmental justice. Across the region, OSEJ's work is centered on communities that have been disproportionately impacted by systemic and institutional inequities and environmental burdens. In this way, OSEJ serves as a liaison, advocate, and partner for residents and organizations across the region, and with federal, State, and regional regulatory agencies to advance environmental protection and remedy environmental disparities and injustices. OSEJ previously published version 1.0 of a StoryMap, "Environmental and Climate Justice Gateway," to visually represent environmental health concerns in neighborhoods of the San Diego region by census tract. This visual library of health indicators helps raise awareness and provide information for the public's use in planning, advocacy, or education. OSEJ is in the early stages of exploring content for the next version of the StoryMap, where we hope to provide weighted composites that demonstrate interrelationships and reinforce community priorities, as





Language Access and Community Engagement

The County Communications Office (CCO) has added staff positions and, in partnership with OERJ, is developing an internal infrastructure for enhanced language services and community engagement. This will centralize coordination of multiple individual departments' additions of staff and resources for deeper engagement of underserved members of the community and ensure multilingual communities can access County services. These resources will support implementation of the new County policy directing translations of vital materials or interpretation at key events in languages spoken by substantial portions of the population. The County provides certain vital information or services directly to the public in a way that makes them accessible to persons who are limited speaking in the English language consistent with Board Policy A-139 Language Access. The eight current threshold languages used are Arabic, Chinese, Filipino, Korean, Persian, Spanish, Somali, and Vietnamese.

Translation, Language and Culture Connection (TLCC) Program

The Health and Human Services Agency's departments HSEC and OEqC, and the CCO co-chair the County's Translation, Language and Culture Connection (TLCC) program. The program is comprised of staff from all four County business groups. Members share their expertise in translation 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.

Contracting

The Department of Purchasing and Contract (DPC) 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. DPC is committed to increasing the inclusion and participation of community-based providers and increasing opportunities through activities that include focused community engagement and outreach, capacity building workshops, knowledge, and capacity-building workshops access to opportunities, and the to awarding of 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. DPC will continue to advance equity in service delivery through solicitation and evaluation criteria, and program requirements community-focused requirements that incorporate lived experiences, community engagement expertise, and requiring 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 for larger projects.





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 & 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 4.00% in Fiscal Year 2024–25 and 4.00% in Fiscal Year 2025–26.

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, 2023 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 2.50% 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 2024–25 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.





Financial Planning Calendar: 2024 Dates

Calendar Year 2024

- Feb 1** Office of Financial Planning (OFP) issues Operational Plan instructions
County's budgeting application, Performance Budgeting (PB), opens for CAO Recommended Operational Plan development
Countywide Operational Plan Kickoff
- Mar 6** PB Closes to Groups for CAO Recommended Operational Plan
Due date 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
Due date 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, Final Capital Improvement Needs Assessment (CINA) Projects report, and Budget Equity Assessment Tool Finalized
- Mar 12** Due date for Groups to submit the following sections to OFP: All Funds: Total Appropriations, and All Funds: Total Staffing
- Mar 22** Due date for Groups and Departments to submit Classification Activity Reports (CARs) for CAO Recommended Operational Plan to Department of Human Resources in a package
- Apr 12** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer
- Apr 16** Run Legal Ad notifying public of hearing dates and the date available and location of the CAO Recommended budget documentation
- Apr 23** PB opens for Change Letter development
- May 2** Recommended Budget document released to the public
- May 14 & 16** Budget Presentations
- May 15** PB closes to Groups and Departments (Change Letter)
Due date for Groups and Departments to submit all final Change Letter and financial narratives to OFP
OFP send request to Groups for Referrals to Budget
- May 22** Due date for Groups and Departments to submit CARs for Change Letter to Department of Human Resources
- Jun 4** Presentation and Public Hearing on CAO Recommended Operational Plan (9:00 AM)
- Jun 4–13** Budget Hearings at the County Administration Center
- Jun 6** Public Hearing on CAO Recommended Operational Plan (5:30 PM)
- Jun 13** 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
- Jun 13** Revised Recommended Budget document available online
- Jun 25** Budget Deliberations and Budget Adoption
- Jul 31** Due date for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP



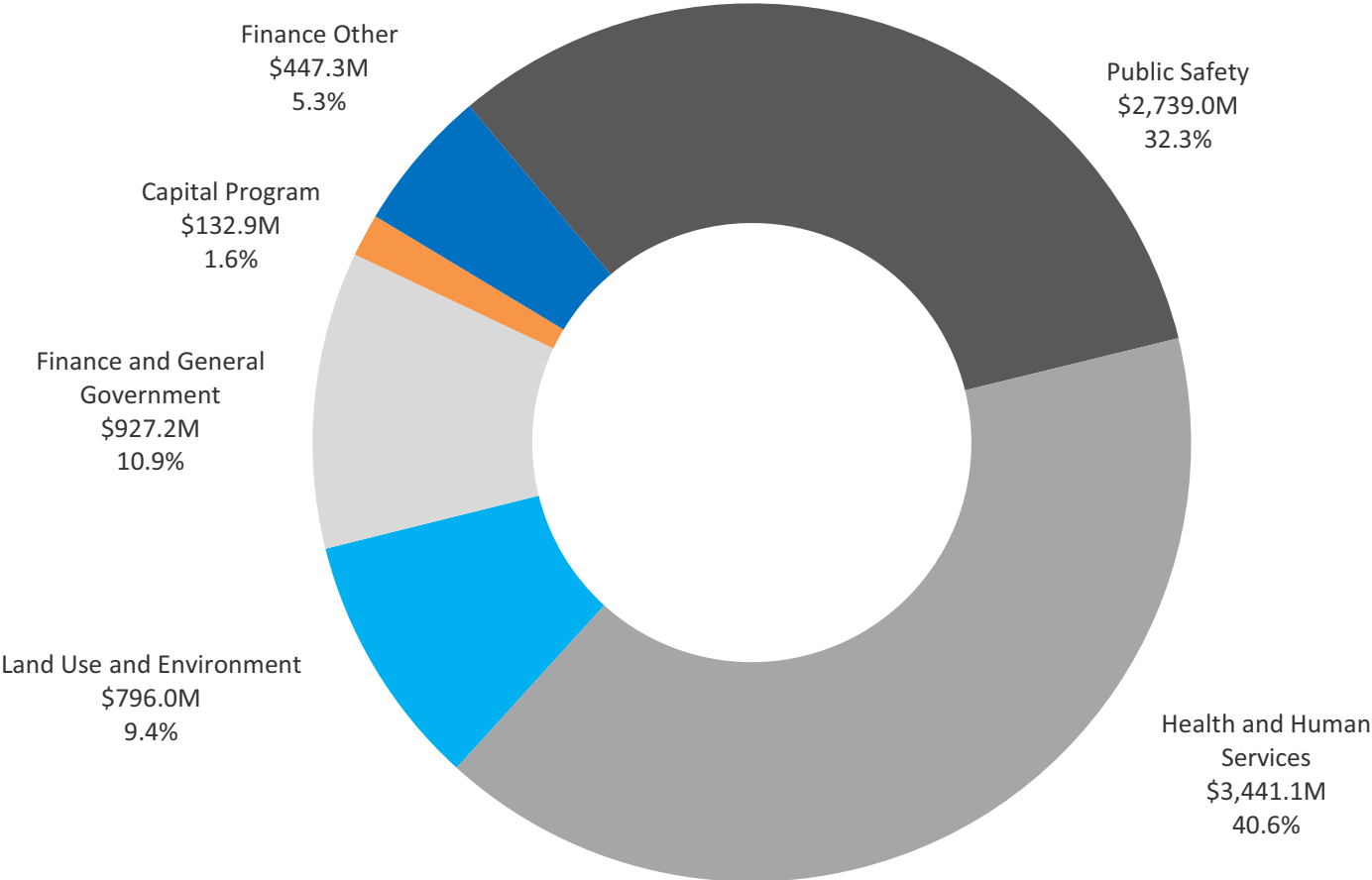


All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total **\$8.48 billion in the Recommended Budget for Fiscal Year 2024–25** and \$8.05 billion for Fiscal Year 2025–26. This is an increase of \$317.7 million or 3.9% for Fiscal Year 2024–25 from the Fiscal Year 2023–24 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in all groups except for Capital Program and Finance Other.

Total Appropriations by Group/Agency Fiscal Year 2024-25: \$8.48 billion

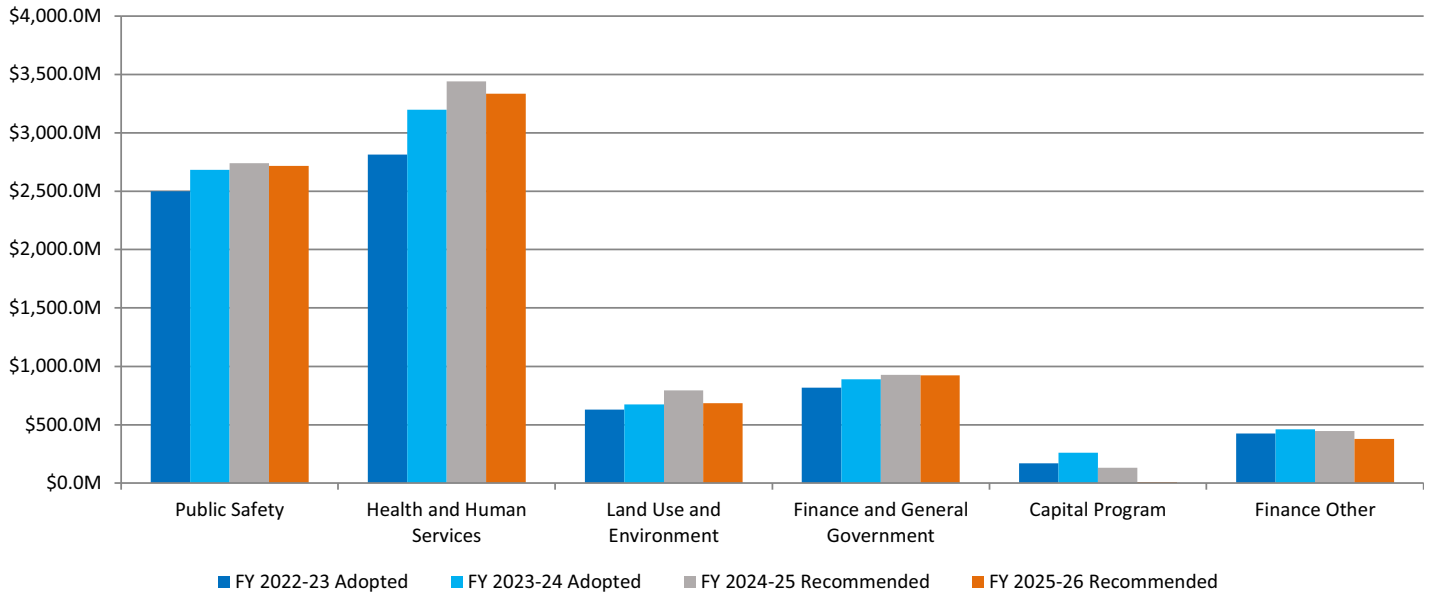


Note: In the chart and table, the sum of individual amounts may not total due to rounding.

The chart above shows each Group/Agency’s share of the Fiscal Year 2024–25 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2024–25 and 2025–26 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2024–25 Recommended Budget and the Fiscal

Year 2023–24 Adopted Budget. An overview of the County’s Operational Plan for Fiscal Year 2024–25 by Group/Agency highlights changes and key areas of focus. Appendix A: All Funds Budget Summary provides a summary of expenditures and financing sources by revenue category for the entire County and for each Group/Agency.

Total Appropriations by Group/Agency
Fiscal Years 2022-23 through 2025-26



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget	
Public Safety	\$ 2,500.9	\$ 2,683.4	\$ 2,739.0	2.1	\$ 2,717.1	
Health and Human Services	2,815.1	3,197.9	3,441.1	7.6	3,336.3	
Land Use and Environment	629.9	674.4	796.0	18.0	685.6	
Finance and General Government	815.6	889.6	927.2	4.2	923.1	
Capital Program	171.8	258.9	132.9	(48.7)	8.8	
Finance Other	426.1	461.7	447.3	(3.1)	379.3	
Total	\$ 7,359.5	\$ 8,165.9	\$ 8,483.6	3.9	\$ 8,050.3	

Public Safety Group (PSG)

A **net increase of \$55.6 million or 2.1%** from the Fiscal Year 2023–24 Adopted Budget. This includes an increase in Salaries & Benefits of \$39.2 million due to negotiated labor agreements, retirement contributions and the addition of staff years to support: the realigned youth population per Senate Bill 823, *Juvenile Justice Realignment*, in the Youth Development Academy; the mobile veterinary clinic; law enforcement requested by the Pala

Band of Mission Indians; grant administration; consumer fraud protection related to economic crimes; ambulance services; the Opioid Settlement Framework approved by the Board on October 10, 2023 (Item #13); and to lead and coordinate gun violence reduction activities approved by the Board on February 6, 2024 (Item #14). The staffing costs also include adjustments to reflect normal staff turnover.





Major changes and investments other than in staffing costs are in the following areas:

- ◆ To support overall fire and emergency medical services including the implementation of ambulance transport services to provide critical emergency medical services to residents in unincorporated communities;
- ◆ Investments for medical services for youth and incarcerated individuals;
- ◆ For interim housing, residential and treatment services for youth and programs and services for realigned youth at the Youth Development Academy;
- ◆ Support in decedent transportation, pathology, investigations, and toxicology activities;
- ◆ Restore funding for the Immigrant Rights Legal Defense Program after prior year funding suspension;
- ◆ Support to indigent defense and for increased activities resulting from legislative changes such as California Racial Justice Act (DRJA) & SB 1421 *Peace Officers: Release of Records*;
- ◆ Continuing the implementation of CalAIM and Pretrial services;
- ◆ For overall operational costs increases such as in animal services, emergency services, public liability and contributions to trial court; and
- ◆ Major maintenance improvements for safety, compliance requirements and system upgrades in various facilities including:
 - ◆ East Mesa Juvenile Detention
 - ◆ San Diego Central Jail
 - ◆ George Bailey Detention
 - ◆ ADA compliance for all detention facilities
 - ◆ Renovation and upgrades to detention facilities: Las Colinas, Vista, East Mesa and South Bay

The budget also includes activities and one-time expenses supported by increases in sales tax-based revenues, 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, operating efficiently, effectively and responsively to the needs of our community.

Key areas of focus for Public Safety and its nine departments include:

- ◆ Continuing to lead and coordinate gun violence reduction activities.
- ◆ Working with the Health and Human Services Agency to continue the second year of a three-year program to provide community care coordination and re-entry services to help incarcerated individuals as they exit the justice system and rebuild their lives by connecting clients with housing, mental

health and substance abuse services, and employment assistance that will increase self-sufficiency, pave the way to permanent homes, and reduce recidivism.

- ◆ Continuing the second year of 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.
- ◆ Collaborating with stakeholders on the implementation of the shelter bed network mobile application to connect individuals experiencing homelessness to emergency shelter services.
- ◆ Establishing a network of partners as the South County Family Justice Center opens and providing enhanced victim trauma recovery services to include but not limited to counseling, restraining order clinic, case management and forensic medical services.
- ◆ Continuing to diligently address cases of clients affected by recent legislative changes to ensure clients receive full benefit from the law.
- ◆ Continuing implementation of the Detention Facility Strategic Framework Plan, which is a long-range plan that focuses on renovation and replacement of adult detention facilities. The goal of this plan is to provide a secure and humane environment for incarcerated persons that supports their rehabilitation, access to services, and overall well-being.
- ◆ Employing a team of Health & 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 Cal-WORKS.
- ◆ Creating a *Racial Justice Act* unit to support requests from currently incarcerated individuals that their sentence and/or conviction be reviewed, modified, or vacated if it was based upon race, ethnicity, or national origin.
- ◆ Continuing the Community Health and Injury Prevention (CHIP) initiative to expand health services and community education to areas that lack health care facilities and transportation, and further develop the Community Paramedicine program to help patients avoid unnecessary trips to hospital emergency rooms and provide frequent 9-1-1 users help with case-management and public health resources.
- ◆ Expanding the County Fire Community Emergency Response Team (CERT) with a focus on ensuring the program is inclusive, equitable and integrates the full diversity of our population. This includes providing education and outreach in multiple languages to vulnerable residents such as seniors and older adults, people with disabilities or access and functional needs, tribal community members and youth. In addition, continue to address and reduce health disparities in the rural communities by providing exceptional response to med-

ALL FUNDS: TOTAL APPROPRIATIONS

ical emergencies through a robust ambulance transportation system and front-line resources within the SDCFPD Ground Ambulance Service Area.

- ◆ Co-chairing a new multi-agency overdose fatality review team examining individual deaths, as well as data trends, to look for system-wide opportunities to increase health and safety in the community.
- ◆ Begin construction 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.
- ◆ Further develop partnerships with mentorship programs that serve families of incarcerated individuals, including guidance to children of this population.
- ◆ Begin development of the next five year update to the San Diego County Multi-Jurisdictional Hazard Mitigation Plan and integrate climate change effects on regional, natural, and human-caused disasters.
- ◆ Capital facility improvements include:
 - ◆ Environmental study and design for Ramona Sheriff Substation.
 - ◆ Planning, environmental study and design for Vista Detention Facility.
 - ◆ Environmental study and design for Ramona Fire Station 80 Expansion and Remodel.
 - ◆ Environmental study and design for San Diego County Fire Training Tower.

Health and Human Services Agency (HHS)

The Health and Human Services Agency (HHS) Fiscal Year 2024–25 Recommended Budget includes appropriations of \$3.4 billion, a **net increase \$243.2 million or 7.6%** from the Fiscal Year 2023–24 Adopted Budget. This budget reflects a focus on maintaining core mandated programs and services including the significant investments made in prior years to improve service delivery and address an increasing need for safety net services. In an environment of slowing growth in more discretionary revenue streams coupled with increasing costs, several budget strategies were employed to help bridge essential services, including the use of over \$100 million in one-time available Realignment funds based on sales tax receipts from prior years. Continued planning at the County enterprise is underway to develop strategies and solutions, including service level adjustments as needed, to address next year’s anticipated budget shortfall.

A significant portion of the proposed budget increase is in Salaries & Benefits, which is going up by \$97.7 million. This is tied to negotiated labor agreements as well as adjustments to reflect implementation of successful recruitment strategies that have significantly reduced vacancy rates. Last year’s budget included

an increase of 354.00 staff years across all HHS departments. This year’s budget holds positions flat for the most part, but maintains the significant additional capacity that was added in recent years. In light of slowing revenue growth and anticipated State budget deficits, position increases were limited to those that were fully funded by federal and State revenue and include positions to make public health services more accessible and to modernize nutrition and supportive services funded under the Older Californians Act.

While there are funding constraints limiting growth in several areas, there are still areas of opportunities available to leverage dedicated funding to meet community need in County priority areas. In Behavioral Health there are investments of over \$118 million tied to dedicated funding available to further develop the Behavioral Health Continuum of Care including areas like the Evergreen Component of the American Rescue Plan Act (ARPA) Framework, Innovation Funds under the Mental Health Services Act, State grant funds, and enhanced funding as part of Medi-Cal Transformation (formerly CalAIM). Investments include items such as expanding San Diego’s Behavioral Health Workforce to recruit, train, and educate public behavioral health workers within County-funded behavioral health programs, implementation of Involuntary Behavioral Health Treatment under Senate Bill 43, and youth suicide prevention activities.

This budget also reflects Board action to approve another infusion of \$10.6 million supported by the Evergreen Component of the ARPA Framework into the Innovative Housing Trust Fund (IHTF) to increase the region’s inventory of affordable housing and reflects \$7.8 million in grant funds to address the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita areas. There are also increases to meet increased costs associated with growth in the mandated General Relief cash assistance program as well as mandated increases in In-Home Supportive Services (IHSS) associated with prior year negotiated wage increases and the annual statutory 4% increase in the County’s share of program costs.

Major changes include:

- ◆ Increases due to negotiated labor agreements and adjustments to reflect implementation of successful recruitment strategies that have significantly reduced vacancy rates. Also included are the addition of 10.00 staff years. These include 4.00 staff years in Public Health Services (PHS) to support the deployment of the Live Well on Wheels mobile clinic; 4.00 staff years in Aging & Independence Services (AIS) to expand capacity to help veterans in need of long-term support to avoid confinement and to support modernizing the Mello-Granlund Older Californians Act (OCA) Supportive Services and Nutrition Services; and 2.00 staff years in Housing and Community Development Services to provide additional fiscal support to the Housing Choice Voucher (HCV) programs.





- ◆ Increases tied to an intergovernmental transfer agreement (IGT) approved by the Board of Supervisors on October 24, 2023 between the County and Revive Pathway, wholly owned by the Viejas Band of Kumeyaay Indians (Viejas), to provide a comprehensive array of community-based behavioral health services to vulnerable populations with substance use conditions.
- ◆ Increases for the implementation of Involuntary Behavioral Health Treatment under Senate Bill 43 that will include items such as support of expanded services and supportive infrastructure in hospital and community-based settings primarily as a bridge to more sustainable funding, Public Conservator infrastructure, crisis stabilization unit capacity, training and education capacity, and support substance use disorder (SUD) services capacity including a harm reduction model.
- ◆ Increases to expand San Diego's Behavioral Health Workforce to recruit, train, and educate public behavioral health workers within County-funded behavioral health programs.
- ◆ Rate increases for opioid treatment programs and substance use disorder residential treatment services as part of the implementation of payment reform under Medi-Cal Transformation.
- ◆ Increases tied to the opening of the Tri-City Medical Center Psychiatric Health Facility anticipated to be operational early in Fiscal Year 2024–25.
- ◆ Increases in the Youth Suicide Prevention Program to perform activities related to the prevention of suicides and suicide attempts among youth 25 years of age and under.
- ◆ A new infusion of funding for the Innovative Housing Trust Fund to increase the region's inventory of affordable housing for low-income residents.
- ◆ Increases to support General Relief benefit payments to align with increased cost and caseload trends.
- ◆ Increases for the County's IHSS Maintenance of Effort tied to prior year negotiated wage increases and the annual statutory 4% increase in the County's share of program costs.
- ◆ Increases in the Transitional Housing Program Plus for enhanced navigator services as well as increases in housing rates.
- ◆ Increases for the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP) which funds direct prevention services and planning activities.
- ◆ Increases to address homelessness including the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita areas and continued funding through ARPA for the Regional Homeless Assistance Program and the Local Rental Subsidy Program.

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 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; implementing key new services as part of the Opioid Settlement Framework, in partnership with various stakeholders; ramping up the Senate Bill (SB) 1338, *Community, Assistance, Recovery and Empowerment (CARE) Act* program, which launched in October 2023; and implementing SB 43 on January 1, 2025, through a multi-sectoral planning process.
- ◆ 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 dependent and older adults through the Adult Protective Services (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 continuing efforts to reduce adult homelessness or experience of being unhoused by older adults through the Home Safe program.
- ◆ Operationalizing efforts that support the County's Framework for Ending Homelessness and enhancing the coordination of services for individuals who are at risk of or experiencing homelessness through multiple programs and initiatives supporting populations including youth, veterans, seniors, LGBTQ+, individuals with justice involvement, and those with health and behavioral health needs. Advancing efforts under compassionate emergency solutions and path-

ALL FUNDS: TOTAL APPROPRIATIONS

ways to housing to continue expanding emergency housing for the unincorporated communities and through collaborative efforts regionwide.

- ◆ 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 vulnerable populations through initiatives like Veterans Affairs Supportive Housing (VASH), No Place Like Home, Housing Opportunities for Persons with HIV/AIDS and providing ongoing rental assistance to support low-income households afford and maintain housing.
- ◆ Promoting child and family strengthening through a partnership with the Child and Family Strengthening Advisory Board and continued investments to improve service delivery by identifying and implementing culturally competent, family centered, child-focused and trauma-informed best practices. In addition, providing family strengthening and prevention services in a more holistic and integrated way with the establishment of 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 **\$121.6 million or 18.0%** from the Fiscal Year 2023–24 Adopted Budget. This increase primarily relates to the addition of 44.00 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), major maintenance projects for Closed Landfills and major maintenance projects at Parks and Library facilities.

Major changes include:

- ◆ The addition of 44.00 staff years in the following departments: County Library to support library branch operations; Environmental Health and Quality to support the Food, Housing and water programs; Parks and Recreation to support park operations at new and expanded park facilities and increased conservation and monitoring activities; Planning & Development Services to support increased workload in

building services and code compliance; and Department of Public Works to support the Capital Improvement Program, Airport Operations and Closed Landfill operations and to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements. This results in a total increase of \$19.0 million.

- ◆ Support ongoing road maintenance and resurfacing projects as well as other road safety improvements for a total increase of \$38.4 million.
- ◆ Improvements to water quality and promote sustainable management of resources for \$12.8 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.
- ◆ Expanding the community's use of libraries with the construction of a new facility in Casa de Oro for an increase of \$1.1 million.
- ◆ Investments in one-time information technology and major maintenance projects to maintain county facilities for an increase of \$9.5 million.
- ◆ Ongoing maintenance projects at various County Park facilities including funding for ADA improvements, tree planting programs, and increasing park sustainability to reduce carbon footprint for a total increase of \$2.4 million.
- ◆ The completion of one-time projects and procurements such as information technology upgrades and major maintenance project completion resulted in a total decrease of \$3.5 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.
- ◆ Maintaining the County's long-term teleworking and alternate work schedule plans to reduce employee vehicle miles traveled which reduces greenhouse gases and supports the protection of our environment.
- ◆ Committed to being a leader in sustainability efforts to implement the Regional Decarbonization Framework which will provide a framework for the region to achieve zero carbon emissions.
- ◆ 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 the region's 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 based on transparency which includes ongoing communication, 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 \$37.7 million or 4.2% from the Fiscal Year 2023–24 Adopted Budget. This increase is primarily due to the addition of 6.00 staff years across multiple departments, negotiated labor agreements, expanded equity programs, contract services and maintenance at County facilities, utilities and fuel, increased cost to replace vehicles and equipment, and security and compliance upgrades for existing IT systems and applications.

Major changes include:

- ◆ The addition of 6.00 staff years to improve delivery of services and support enterprisewide growth in the following departments and offices: Board General Office to provide administrative support for the Board of Supervisors’ student intern program, Treasurer-Tax Collector to support Investment Pool activities, Chief Administrative Office to establish the new Chief Binational Officer role, Auditor and Controller for central payroll activities to support countywide growth in employee count in recent years, and in the County Technology Office to support enterprise IT operations.
- ◆ Expand the Social Equity Program to address the disproportionate harm caused by the War on Drugs on communities of color by providing economic access and equity in the cannabis industry.
- ◆ Implement the Uplift Boys & Men of Color initiative to provide a holistic approach to connecting at-risk youth to wrap around services, trauma support systems, and workforce development opportunities.
- ◆ Invest in the Zero Carbon Portfolio Plan (ZCPP) Year 2 Planning 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.
- ◆ Protect workers’ rights and continue implementation of Board Policy B-74, Contracting Standards for Janitorial, Landscaping, and Security Services Contracts.
- ◆ Build capacity in FGG support departments to ensure ability to be responsive to overall enterprise growth and changing program requirements.
- ◆ Modernize the County’s technology infrastructure and initiate a project to migrate the County’s enterprise resource planning (ERP) systems to cloud-based solutions.
- ◆ Conduct the November 4, 2024 Presidential General Election and implement a new elections management system.

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.
- ◆ Increase civic participation and engagement in the County’s budget process by enhancing the budget outreach strategy, including the launch of a new public survey on budget priorities and communications preferences.
- ◆ Improve, refine and sustain 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.
- ◆ Enhance supplier diversity by developing a community engagement model to improve outreach to small businesses and providers.
- ◆ 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 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).
- ◆ Negotiate fair and economically responsible agreements with employee organizations.
- ◆ 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.



ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ 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 employees, including neurodivergent individuals.
- ◆ 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.
- ◆ Encourage County departments to reduce the number of under-utilized vehicles in the Fleet.
- ◆ Replace aging infrastructure and facilities with modern, energy-efficient, well-designed facilities for customers and employees, and enhance community engagement in the capital planning process.
- ◆ 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 decrease of **\$126.0 million or 48.7%** from the Fiscal Year 2023–24 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 2024–25 Capital Program includes \$124.3 million for capital projects and \$8.6 million for the Edgemoor Development Fund to pay debt service on the 2014 Edgemoor Refunding Certificates of Participation for a total of \$132.9 million. The projects included in the Capital Program funds are as follows:

- ◆ \$30.0 million for major systems renovation at the Hall of Justice;
- ◆ \$7.5 million to acquire land for the Multiple Species Conservation Program;
- ◆ \$5.0 million for preconstruction efforts of new Ramona Sheriff Substation;
- ◆ \$4.4 million for the land acquisition of Stowe Trail to provide regional trail connectivity to Sycamore Canyon/Goodan Ranch County Preserve and Trans County Trail;
- ◆ \$4.0 million for construction efforts to restore deepening the lakebed at Lindo Lake;
- ◆ \$3.6 million for a public access plan, construction of new trails, improvements to existing trails, construction of a new staging area, and erosion repairs at Sycamore Canyon Trails;
- ◆ \$2.5 million for the construction of Calavo Park;
- ◆ \$2.5 million for the design, environmental analysis, and construction of upgrades to the existing Mira Mesa Youth and Community Center Epicentre;
- ◆ \$1.0 million for construction completion at the Casa de Oro Library;
- ◆ \$1.0 million for planning study for amenities at Butterfield Ranch and Star Valley;
- ◆ \$1.0 million for a feasibility study to consider public access and passive park amenities at the former site of the Encinitas II Landfill;
- ◆ \$0.9 million for design and environmental analysis of trails at Dictionary Hill;
- ◆ \$0.5 million for planning and environmental study for the Vista Detention Facility Modernization;
- ◆ \$0.3 million for design and environmental analysis of Ramona Fire Station 80 Expansion and Remodel;
- ◆ \$0.1 million for design and environmental analysis of San Diego County Fire Training Tower;
- ◆ \$60.0 million for various major maintenance projects to be capitalized.

In Fiscal Year 2025–26, appropriations decrease by \$124.1 million from Fiscal Year 2024–25 and the program includes funding of \$8.8 million for the Edgemoor Development Fund.

Finance Other

A net decrease of **\$14.4 million or 3.1%** from the Fiscal Year 2023–24 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

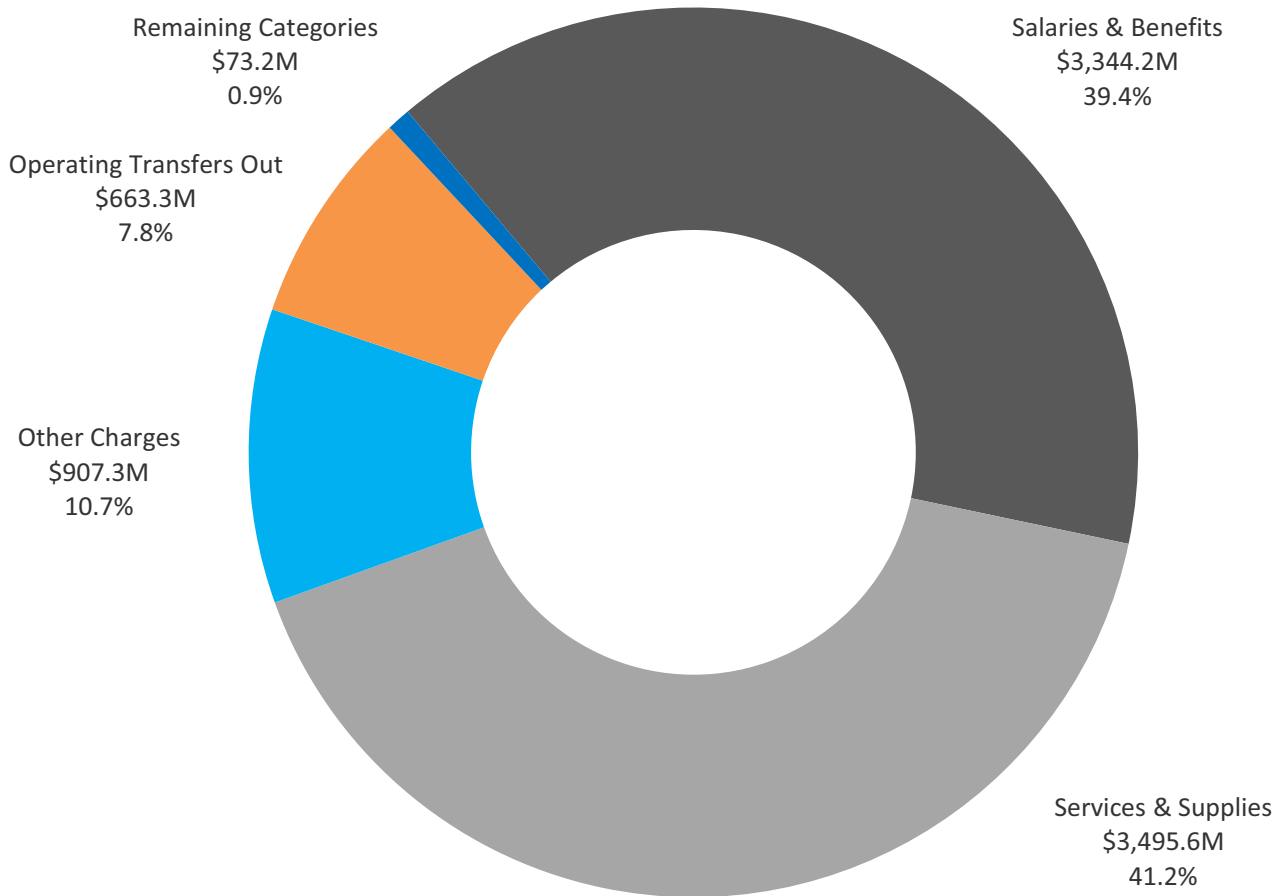
The majority of the decrease is in Countywide Shared Major Maintenance due to the one-time major maintenance office space consolidation project at the County Operations Center (COC) and in the Public Liability Internal Service Fund due to anticipated decrease in settlement relating to liability payments. These decreases are offset by increases primarily due to the newly established Insurance ISF.



Total Appropriations by Categories of Expenditures

The chart below shows the CAO Recommended Budget detailed by categories of expenditures. As noted previously, the Fiscal Year 2024–25 CAO Recommended Budget is **increasing overall by \$317.7 million or 3.9%** to \$8.48 billion from the Fiscal Year 2023–24 Adopted Budget and decreasing by \$433.3 million or 5.1% to \$8.05 billion in Fiscal Year 2025–26.

Total Appropriations by Categories of Expenditures Fiscal Year 2024-25: \$8.48 billion



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

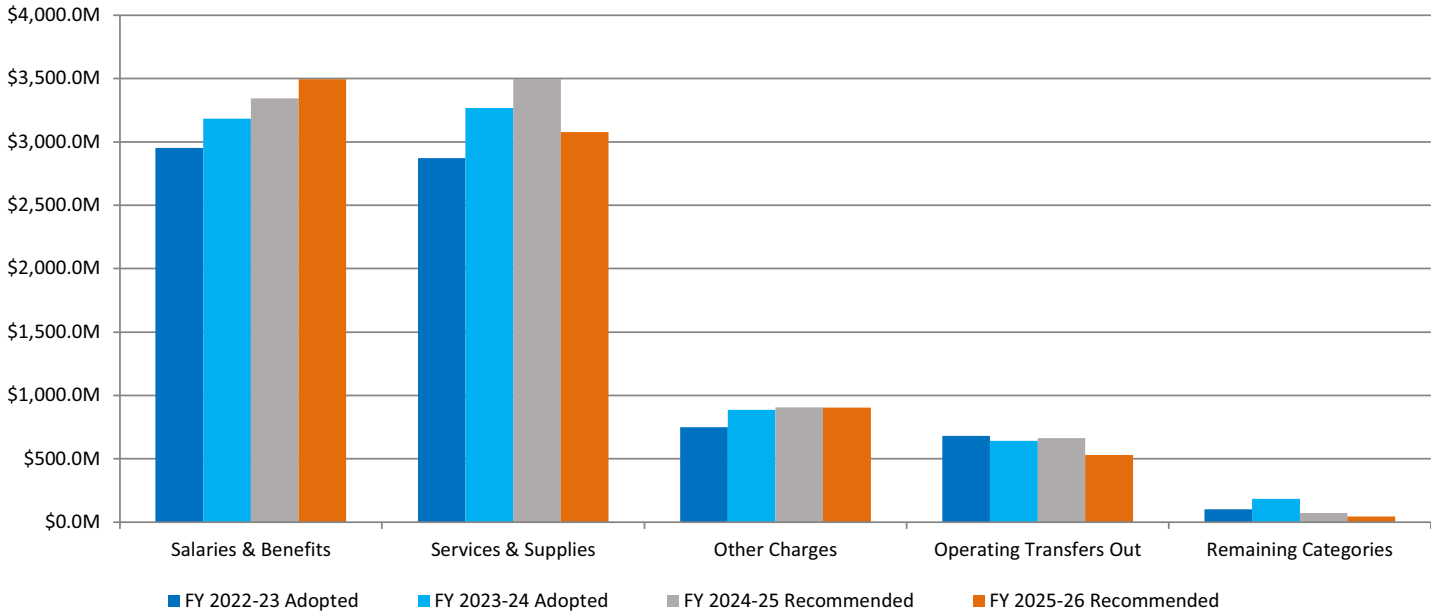
Salaries & Benefits

Salaries & Benefits are **increasing by \$161.3 million or 5.1%** in Fiscal Year 2024–25. This change is primarily due to negotiated labor agreements, increased retirement contributions for safety members, and a staffing increase of 72.00 staff years. This increase is attributable to additional staffing in all groups with most of the increase in the Land Use and Environment Group to support operational needs and meet compliance standards within various departments.

In Fiscal Year 2025–26, Salaries & Benefits are increasing by \$149.4 million or 4.5% primarily due to anticipated general members’ salary and benefit increases included primarily for planning purposes, and due to negotiated labor agreements for safety members. No change in staffing is recommended in Fiscal Year 2025–26.

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

Total Appropriations by Categories of Expenditures
Fiscal Years 2022-23 through 2025-26



Total Appropriations by Categories of Expenditures (in millions)					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Salaries & Benefits	\$ 2,953.4	\$ 3,182.9	\$ 3,344.2	5.1	\$ 3,493.6
Services & Supplies	2,873.0	3,268.8	3,495.6	6.9	3,078.1
Other Charges	750.1	888.2	907.3	2.2	903.9
Operating Transfers Out	680.4	642.3	663.3	3.3	529.2
Remaining Categories:					
<i>Capital Assets/Land Acquisition</i>	186.9	290.6	153.2	(47.3)	58.0
<i>Capital Assets Equipment</i>	58.8	53.3	58.1	9.0	44.6
<i>Capital Assets Software</i>	0.1	1.2	0.1	(96.0)	0.1
<i>Expenditure Transfer & Reimbursements</i>	(143.2)	(161.5)	(138.1)	(14.5)	(57.1)
<i>Contingency Reserves</i>	—	—	—	—	—
<i>Fund Balance Component Increases</i>	—	—	—	—	—
<i>Management Reserves</i>	—	—	—	—	—
Total	\$ 7,359.5	\$ 8,165.9	\$ 8,483.6	3.9	\$ 8,050.3

Services & Supplies

Services & Supplies are **increasing by a net of \$226.8 million or 6.9%** in Fiscal Year 2024-25. 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 of \$109.2 million is in the Health and Human Services Agency (HHS) with majority in





Behavioral Health Services due to dedicated funding available to further develop the Behavioral Health Continuum of Care including an intergovernmental transfer agreement (IGT) between the County and Revive Pathway, wholly owned by the Viejas Band of Kumeyaay Indians (Viejas), to provide a comprehensive array of community-based behavioral health services to vulnerable populations with complex substance use conditions, for the Public Behavioral Health Workforce Development and Retention Program funded by Mental Health Services Act (MHSA) Innovation funds and the Evergreen Component of the American Rescue Plan Act (ARPA) Framework, rate increases to Substance Use Disorder (SUD) Residential Service contracts associated with payment reform as a part of Medi-Cal Transformation (formerly CalAIM), and implementation of Involuntary Behavioral Health Treatment under Senate Bill 43 funded by the Evergreen Component of the ARPA Framework.

Other groups also reflect increases with \$57.9 million in the Public Safety Group (PSG) mainly for the ambulance transport services in San Diego County Fire Protection District (SDCFPD) Ambulance Service Area to provide critical emergency medical services to residents in rural communities, increased costs in the Sheriff's Department for contributions to Internal Service Funds for public liability insurance and other insurance, facilities management, fleet services and information technology (IT) projects, and to continue Probation's Pretrial Services program; \$54.2 million in the Land Use and Environment Group (LUEG) primarily in the Department of Public Works due to increase in contracted road services and consultant contracted services in the Road Program and for one-time projects for the Watershed Protection Program and Closed Landfill Program; and \$31.7 million in Finance and General Government Group (FGG) to align with the Department of General Services' projected spending for contracted services and maintenance at County facilities, and for the implementation of the Integrated Property Tax System (IPTS) and security and compliance upgrades for the Enterprise Document Processing Platform (EDPP). These increases are partially offset by decreases of \$26.1 million in Finance Other due to lesser allocation of one-time funding for General Fund departments and decrease of Public Liability ISF, and \$0.1 million in the Capital Program. Despite the overall decrease in Finance Other, there are notable increases which are tied to the establishment of an Insurance ISF to centralize County insurance activities and an increase in the Employee Benefits ISF.

A decrease of \$417.5 million or 11.9% in Fiscal Year 2025–26 is primarily due to the anticipated completion of one-time purchases and projects and an anticipated overall enterprisewide gap of \$63.5 million. The budget gap is being driven by slowing revenue streams including Realignment revenue based on sales

tax receipts, the ending of one-time revenues like the American Rescue Plan Act (ARPA), and overall increasing costs and demand for services.

Other Charges

Other Charges are **increasing by a net of \$19.1 million or 2.2%** in Fiscal Year 2024–25. This category includes items such as aid payments, debt service payments, depreciation expense, interest expense, right-of-way easement purchases and other various payments including contributions to other agencies. The overall increase is largely driven by increases of \$16.1 million in HHSA primarily in Self-Sufficiency Services to align various benefit payments with increasing costs tied to State mandated grant increases and caseload trend, and \$11.7 million in PSG mainly in the Sheriff's Department to support medical and mental health services contracts. Additionally, increases of \$1.4 million is in LUEG due to right-of-way and depreciation costs in the Department of Public Works as well as an electrical vehicle replacement in the Department of Environmental Health and Quality, and \$0.4 million in FGG due to an increase in software depreciation in the Department of Purchasing and Contracting. These are partially offset by a decrease of \$10.5 million in Finance Other Public Liability ISF due to anticipated decrease in settlement relating to liability payments.

A decrease of \$3.4 million or 0.4% is projected in Fiscal Year 2025–26 due to completion of one-time costs, a final debt service payment in Fiscal Year 2024–25 for the 2019 Justice Facilities Refunding, and the reduction of interest earnings which are used to offset future debt service payments.

Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **increasing by a net of \$20.9 million or 3.3%** in Fiscal Year 2024–25.

Increases include \$13.0 million in HHSA primarily driven by an additional annual draw from the Tobacco Securitization Fund to help offset impacts of slowing Realignment revenue based on projected sales tax receipts, \$9.8 million in LUEG mainly due to the one-time transfers from the Watershed Protection Program to the Road Program, Flood Control District, and Sanitation District for capital projects in the Department of Public Works, and \$7.6 million in Finance Other to support capital projects and facility improvements. These are partially offset by decreases of \$7.8 million in PSG, and \$1.7 million in FGG and Capital Program due to completion of prior year one-time expenditures. The decrease in PSG is mainly due to a decrease in available Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, funding offset by an increase in the Sheriff and Proba-

ALL FUNDS: TOTAL APPROPRIATIONS

tion Departments related to one-time capital major maintenance projects, and in the San Diego County Fire to fund ambulance transport services.

A decrease of \$134.1 million or 20.2% is projected for Fiscal Year 2025–26 primarily due to the nonrecurrence of one-time items from the prior year.

Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **decreasing by a net of \$137.4 million or 47.3%** in Fiscal Year 2024–25.

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. The reduction is primarily in the Capital Program reflecting a decrease of \$125.7 million. In addition, decreases of \$24.9 million in PSG is largely in the District Attorney due to completion of one-time tenant leasehold improvements, and \$1.4 million in LUEG Department of Public Works due to decrease in Sanitation District's capital projects and completion of public infrastructure construction for Harmony Grove Community Facility District. These are partially offset by an increase of 14.6 million in Finance Other due to anticipated future capital projects.

A decrease of \$95.1 million or 62.1% is projected for Fiscal Year 2025–26 due to a decrease in planned appropriations to support one-time projects.

Capital Assets Software

Capital Assets Software is **decreasing by \$1.2 million or 96.0%** in Fiscal Year 2024–25. This category includes multi-year license agreements and internally generated software. This decrease is in HHS Public Health Services due to a reduction for prior year one-time costs associated with an Electronic Health Record and the development of expandable data management system to track tobacco retailer, fee payments, and compliance with the County's Tobacco Retail Licensing Ordinance.

There is no change for Fiscal Year 2025–26.

Capital Assets Equipment

Capital Assets Equipment is **increasing by a net \$4.8 million or 9.0%** in Fiscal Year 2024–25. This account primarily includes routine Internal Service Fund (ISF) purchases of replacement vehi-

cles 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 increase of \$7.6 million is in FG due to increases in the Department of General Services to align with projected spending for replacement of vehicles and equipment, and Assessor/Recorder/County Clerk for the purchase of a fire suppression system for the East County Archives and Vitals Mobile vehicle for the Recorder. In addition, there is an increase of \$2.3 million in LUEG due to one-time vehicle and equipment purchases in the Department of Public Works and fixed asset purchase funded by Homeland Security grant in the Department of Environmental Health and Quality. These increases are partially offset by decreases of \$3.1 million in PSG and \$2.0 million in HHS mostly due to prior-year one-time purchases. However, there is a notable increase in PSG San Diego County Fire funding, allocated towards the acquisition of fire apparatuses and ambulances.

A decrease of \$13.5 million or 23.3% is anticipated in Fiscal Year 2025–26 primarily due to completion of one-time purchases.

Expenditure Transfer & Reimbursements

Expenditure Transfer & Reimbursements are **increasing by \$23.4 million or 14.5%** in Fiscal Year 2024–25. 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 funding one-time General Purpose Revenue to PSG to support one-time capital major maintenance projects, and medical and mental health service contracts in the Sheriff's Departments. PSG 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.

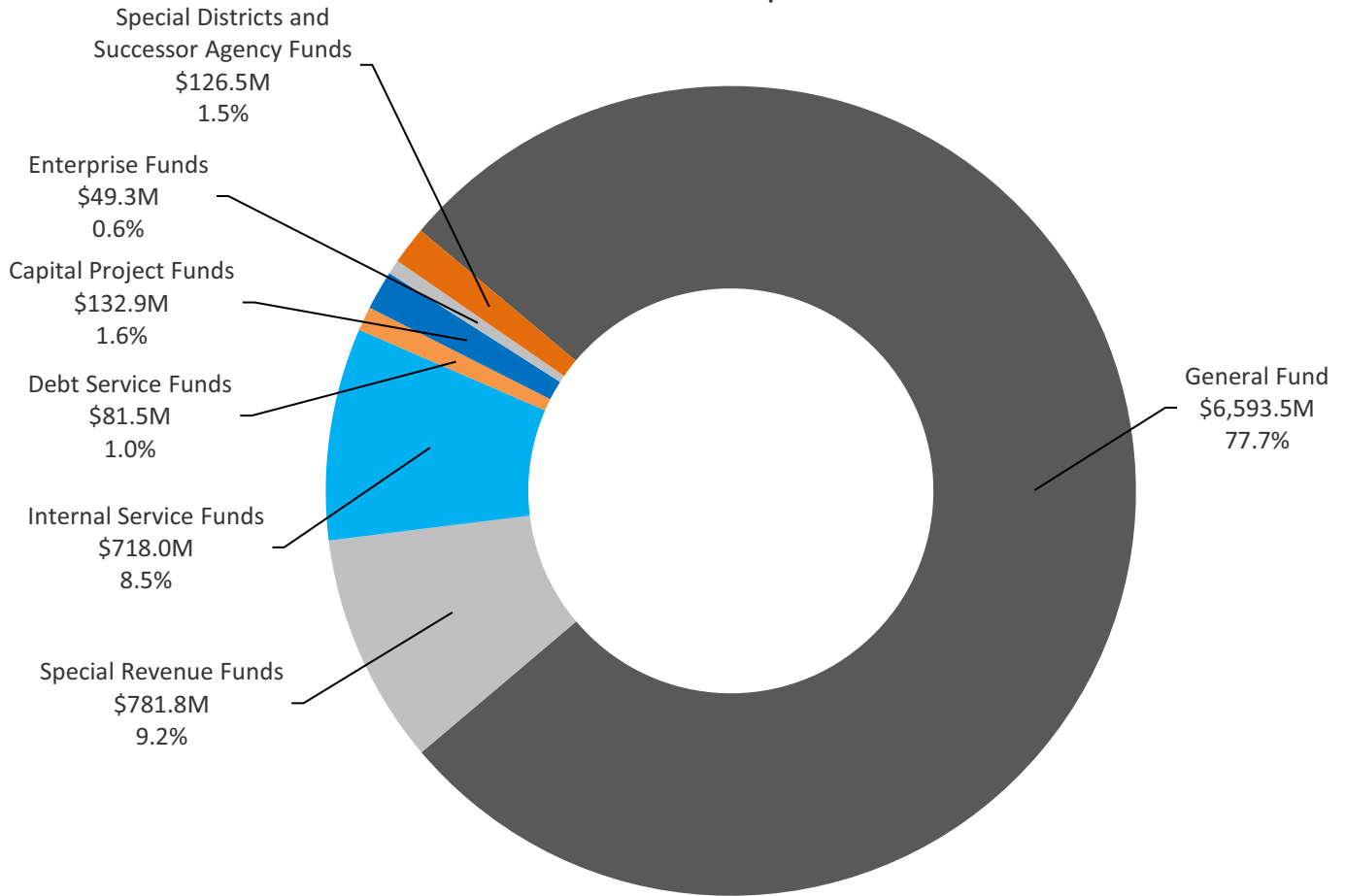
An increase of \$81.0 million or 58.6% is anticipated in Fiscal Year 2025–26.



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).

Total Appropriations by Fund Type Fiscal Year 2024-25: \$8.48 billion



Note: In the 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.

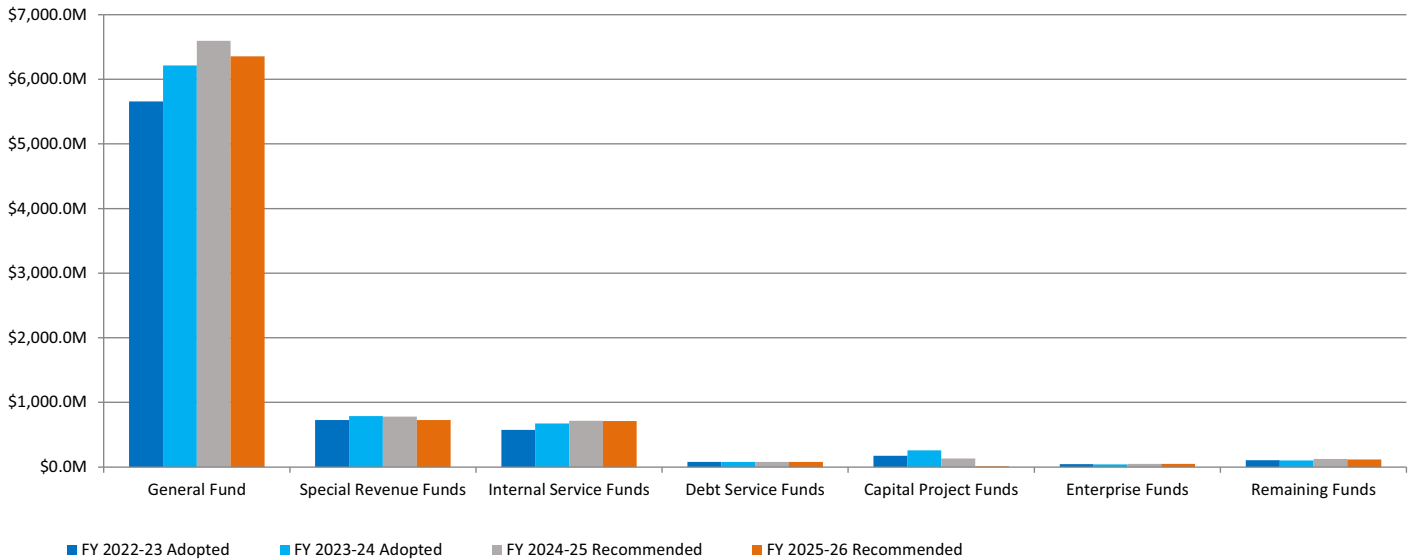
Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Tobacco Settlement and Proposition 172 funds.

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 2022-23 through 2025-26



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget	
General Fund	\$ 5,654.0	\$ 6,211.5	\$ 6,593.5	6.1	6,353.3	
Special Revenue Funds	725.6	791.2	781.8	(1.2)	726.2	
Internal Service Funds	574.6	673.7	718.0	6.6	715.1	
Debt Service Funds	81.4	81.5	81.5	0.0	81.5	
Capital Project Funds	171.8	258.9	132.9	(48.7)	8.8	
Enterprise Funds	45.1	44.2	49.3	11.5	50.1	
Remaining Funds	107.0	104.9	126.5	20.6	115.3	
Total	\$ 7,359.5	\$ 8,165.9	\$ 8,483.6	3.9	8,050.3	





Proprietary Fund Types

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

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

- ◆ 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.

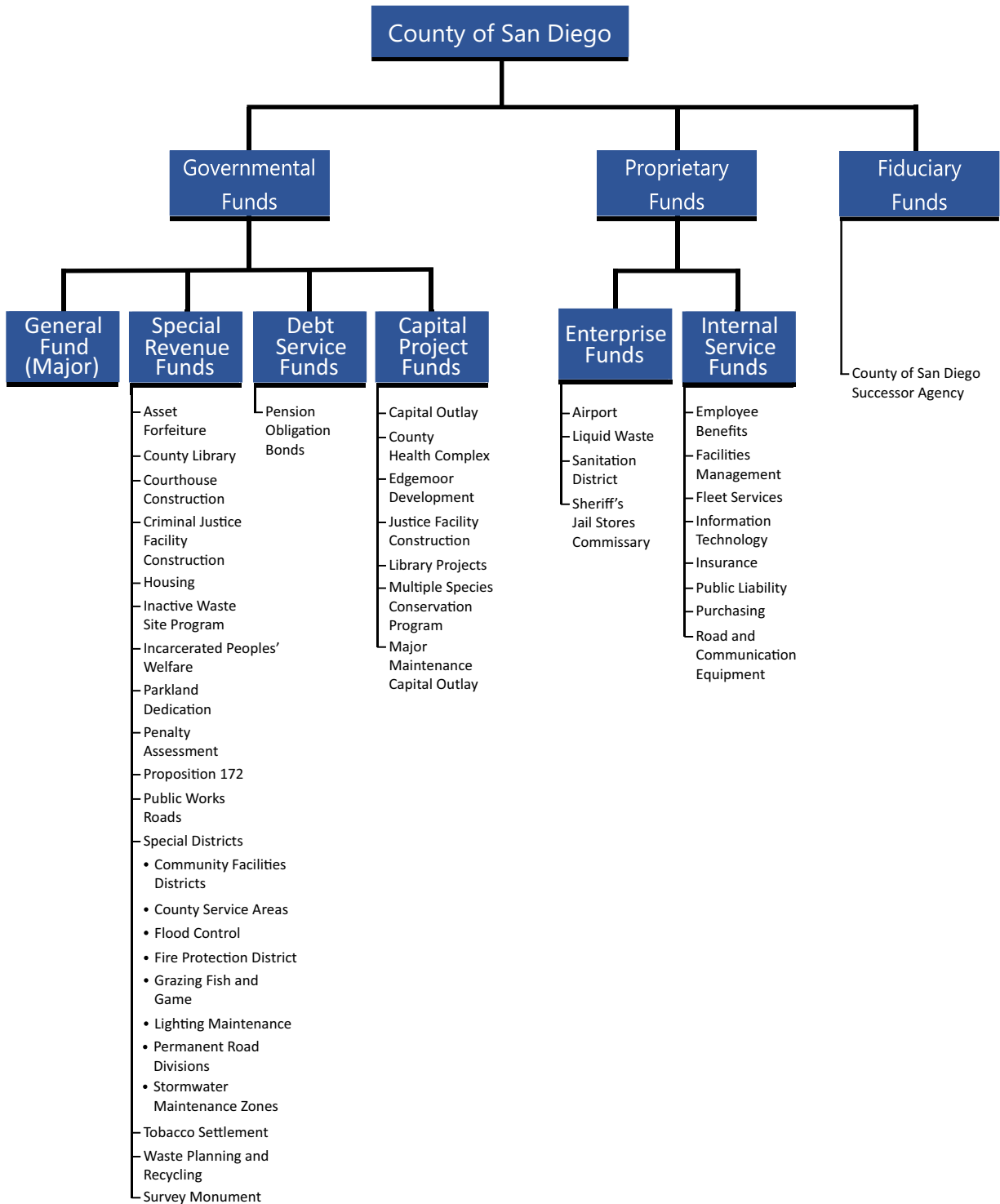
Examples include the Airport, Liquid Waste and Jail Commissary Funds.

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





Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County’s business groups as of July 1, 2024. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Public Safety Group (PSG)							
Animal Services	✓						
Child Support Services	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire	✓	✓					
Sheriff	✓	✓			✓		
Health and Human Services Agency (HHS)							
Administrative Support	✓	✓					
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child 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 2019–20	Fiscal Year 2020–21	Fiscal Year 2021–22	Fiscal Year 2022–23	Fiscal Year 2023–24
Gann Limit	\$ 5,752	\$ 5,982	\$ 6,301	\$ 6,772	\$ 7,063
Appropriations subject to the limit	\$ 2,264	\$ 2,201	\$ 2,369	\$ 3,289	\$ 3,471



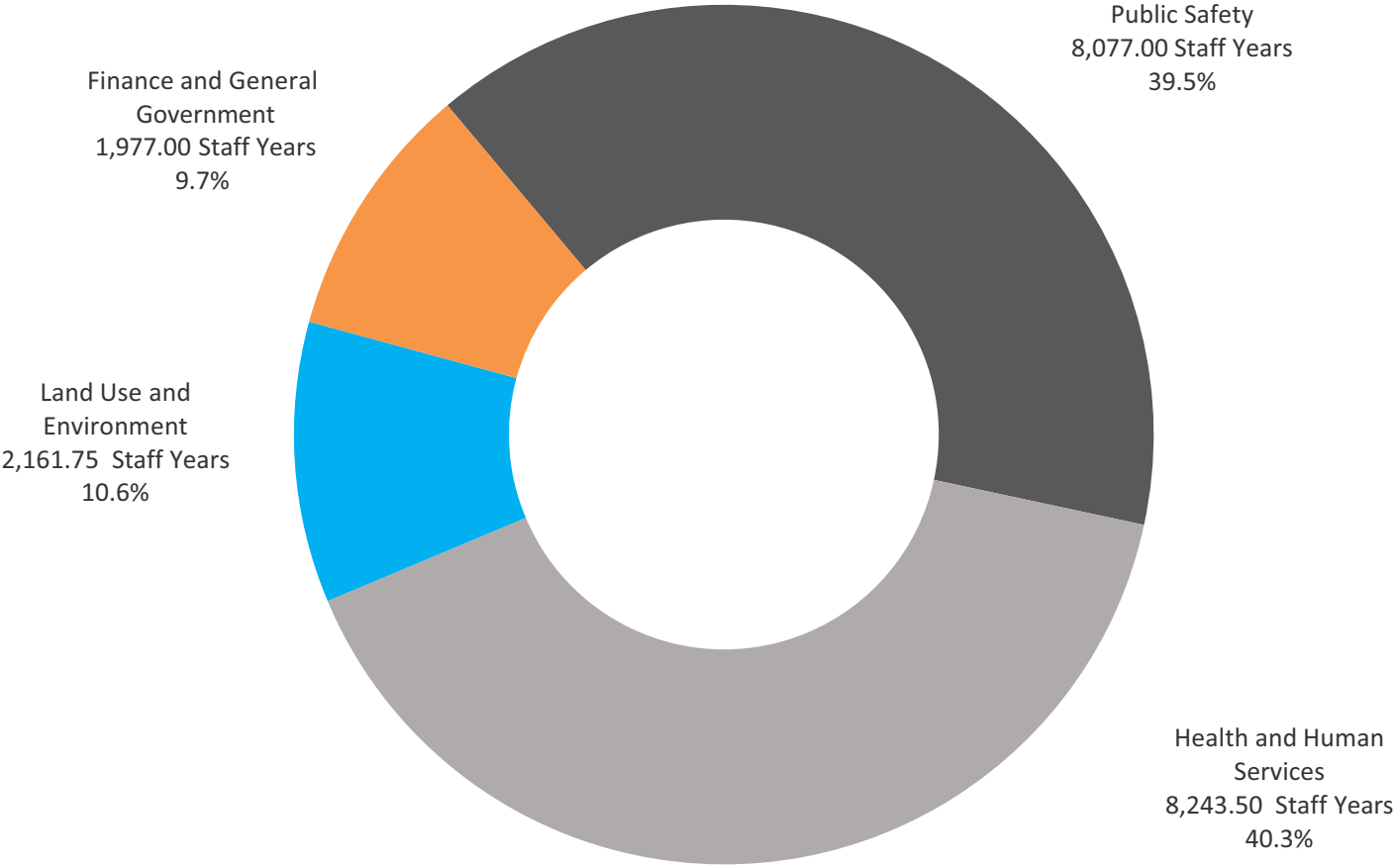
All Funds Total Staffing

Total Staffing by Group/Agency

Total staff years¹ for Fiscal Year 2024–25 **increased by 72.00** from the Adopted Budget for Fiscal Year 2023–24, an increase of 0.4% to a total of 20,459.25 staff years.

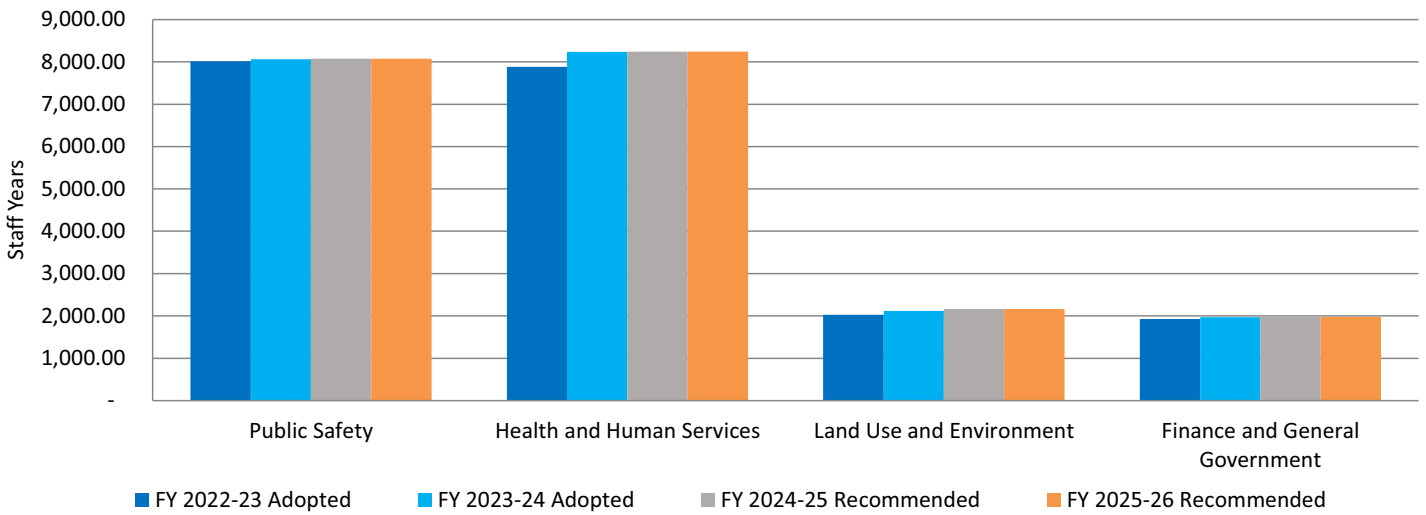
This net increase is attributable to increased staffing in all groups. The staffing changes are summarized by business group in the chart below.

Total Staffing by Group/Agency Fiscal Year 2024–25: 20,459.25 Staff Years



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

Total Staffing by Group/Agency
Fiscal Years 2022–23 through 2025–26



Total Staffing by Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety	8,015.00	8,065.00	8,077.00	12.00	0.1	8,077.00
Health and Human Services	7,879.50	8,233.50	8,243.50	10.00	0.1	8,243.50
Land Use and Environment	2,026.50	2,117.50	2,161.75	44.00	2.1	2,161.75
Finance and General Government	1,926.50	1,971.00	1,977.00	6.00	0.3	1,977.00
Total	19,847.50	20,387.25	20,459.25	72.00	0.4	20,459.25

Public Safety Group (PSG)

PSG has a **net increase of 12.00 staff years, or 0.1%**, to address key initiatives and operational requirements.

- ◆ Public Safety Group Executive Office increases by 1.00 staff year to lead and coordinate gun violence reduction activities approved by the Board of Supervisors on February 6, 2024 (Item #14).
- ◆ District Attorney increases by 2.00 staff years to support efforts on consumer fraud protection.
- ◆ Sheriff’s Department decreases by a net of 46.00 staff years primarily to permanently reduce 48.00 staff years being held vacant since the pandemic with no impact to overall service delivery, addition of 1.00 staff year for law enforcement services requested by the Pala Band of Mission Indians and 1.00 staff year to support the administration of the Operations Stonegarden Grant.
- ◆ Department of Animal Services increases by 3.00 staff years for the new mobile veterinary unit to provide animal medical

services to underserved areas of the county.

- ◆ Medical Examiner increases by 1.00 staff year to expand scope of toxicology testing in people who have died of suspected drug cases per Opioid Settlement Framework approved by the Board of Supervisors on October 10, 2023 (Item #13).
- ◆ Probation Department increases by 47.00 staff years primarily for the Youth Development Academy to support the realigned youth transferred from the Department of Juvenile Justice to the County per Senate Bill 823, *Juvenile Justice Realignment, and for CalAIM Enhanced Care Management*.
- ◆ County Fire increases by 4.00 staff years to support the implementation of ambulance services program approved by the Board of Supervisors on September 12, 2023 (Item #20).

In Fiscal Year 2025–26, no change in staffing is recommended.





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety	8,015.00	8,065.00	8,077.00	12.00	0.1	8,077.00
Public Safety Executive Office	15.00	20.00	21.00	1.00	5.0	21.00
District Attorney	1,026.00	1,050.00	1,052.00	2.00	0.2	1,052.00
Sheriff	4,727.00	4,748.00	4,702.00	(46.00)	(1.0)	4,702.00
Child Support Services	461.00	424.00	424.00	—	0.0	424.00
Office of Emergency Services	33.00	36.00	36.00	—	0.0	36.00
Animal Services	62.00	63.00	66.00	3.00	4.8	66.00
Medical Examiner	66.00	77.00	78.00	1.00	1.3	78.00
Probation	1,034.00	1,040.00	1,087.00	47.00	4.5	1,087.00
Public Defender	532.00	547.00	547.00	—	0.0	547.00
San Diego County Fire	59.00	60.00	64.00	4.00	6.7	64.00

Health and Human Services Agency (HHS)

HHS has a **net increase of 10.00 staff years or 0.1%** from the Fiscal Year 2023–24 Adopted Budget. Position increases were limited to those that were fully funded by federal and State revenue sources. Heading into the budget year with slowing growth in realignment revenue driven by sales tax receipts and the projected State budget deficit, all other positions were held flat. In last year's budget, there were significant investments to address caseload growth and a robust recruitment strategy for operational needs that has dramatically reduced vacancy rates. Currently HHS is exceeding required State requirements measuring timely access to services. HHS will continue to closely monitor performance metrics to ensure State requirements are met in the budget year.

- ◆ Self Sufficiency Services (SSS): increase of 1.00 staff year due to a transfer from Administrative Support for operational needs.
- ◆ Aging & Independence Services (AIS): net increase of 3.00 staff years; 2.00 staff years in the San Diego Veteran Services at any Age (SD-VISA) program to expand capacity to help veterans in need of long-term support to avoid confinement and continue to live in their communities by arranging consumer self-directed services and 2.00 staff years to support modernizing the Mello-Granlund Older Californians Act (OCA) Supportive Services and Nutrition Services, offset by a decrease of 1.00 staff year tied to the prior year transfer of the Public Conservator to Behavioral Health Services. Staff increase to support OCA will support the expansions of the Linkages Pro-

gram, Older Californians Nutrition Program, and Caregiver Respite, as well as planning and coordinating future opportunities to maximize this one-time funding available into 2029.

- ◆ Behavioral Health Services (BHS): no change in staff years; increase by 1.00 staff year tied to the prior year's transfer of the Public Conservator from Aging & Independence Services, offset by a decrease of 1.00 staff year due to transfer to Administrative Support for operational needs.
- ◆ Child and Family Well-Being (CFWB): increase of 2.00 staff years due to a transfer from Homeless Solutions & Equitable Communities to support operational needs.
- ◆ Public Health Services (PHS): increase of 11.00 staff years; 4.00 staff years to support the deployment of the Live Well on Wheels mobile clinic in bringing services to communities with limited access to resources and 7.00 staff years due to transfers from Administrative Support of Information Technology staff to facilitate the implementation and integration of an electronic health record system and ongoing operational needs.
- ◆ Medical Care Services (MCS): increase of 1.00 staff year due to a transfer from Administrative Support for operational needs.
- ◆ Administrative Support: net decrease of 8.00 staff years; decrease of 7.00 staff years due to transfer to Public Health Services of Information Technology staff to facilitate the implementation and integration of an electronic health



ALL FUNDS TOTAL STAFFING

record system and ongoing operational needs; 1.00 staff year to Medical Care Services and 1.00 staff year to Self-Sufficiency Service for operational needs, offset by an increase of 1.00 staff year due to a transfer from Behavioral Health Services for operational needs.

- ◆ Housing & Community Development Services (HCDS): increase of 2.00 staff years to provide additional fiscal support to the Housing Choice Voucher (HCV) programs.
- ◆ Homeless Solutions and Equitable Communities (HSEC): decrease of 2.00 staff years due to a transfer to Child and Family Well-Being to support operational needs.

In Fiscal Year 2025–26, no change in staffing is recommended.

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Health and Human Services	7,879.50	8,233.50	8,243.50	10.00	0.1	8,243.50
Self-Sufficiency Services	2,732.00	2,845.00	2,846.00	1.00	0.0	2,846.00
Aging & Independence Services	613.00	651.00	654.00	3.00	0.5	654.00
Behavioral Health Services	1,207.50	1,332.50	1,332.50	—	0.0	1,332.50
Child and Family Well-Being	1,630.00	1,670.00	1,672.00	2.00	0.1	1,672.00
Public Health Services	730.00	764.00	775.00	11.00	1.4	775.00
Administrative Support	433.00	438.00	430.00	(8.00)	(1.8)	430.00
Housing & Community Development Services	156.00	156.00	158.00	2.00	1.3	158.00
Medical Care Services	222.00	215.00	216.00	1.00	0.5	216.00
Homeless Solutions and Equitable Communities	156.00	162.00	160.00	(2.00)	(1.2)	160.00

Land Use and Environment Group (LUEG)

LUEG has a **net increase of 44.00 staff years or 2.1%**.

- ◆ County Library: increase by 1.00 staff year to support library operations at the Julian Branch due to the community room expansion which will support expanded educational, cultural and community engagement programs.
- ◆ Environmental Health and Quality: increases by 2.00 staff years to support Food, Housing and Water program, to support department operations and meet new State well standards.
- ◆ Parks and Recreation: increases by 5.00 staff years to support the Multiple Species Conservation Plan and support daily operations and maintenance of the new and expanded park facilities.

- ◆ Planning & Development Services: increases by 4.00 staff years to support Building Services for reduced plan check processing times and increase of direct customer support in the land development permit process and support the implementation of the licensing component of the Socially Equitable Cannabis program.
- ◆ Public Works: increases by 32.00 staff years to support the Capital Improvement Program, support traffic engineering and the road crew program, ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements, support waste planning and recycling to reduce waste, support Closed Landfill operations and support Airport operations.

In Fiscal Year 2025–26, no change in staffing is recommended.





Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment	2,026.50	2,117.75	2,161.75	44.00	2.1	2,161.75
Land Use and Environment Group	33.00	33.00	33.00	—	0.0	33.00
<i>Executive Office</i>	22.00	20.00	21.00	1.00	5.0	21.00
<i>Office of Sustainability and Environmental Justice</i>	11.00	13.00	12.00	(1.00)	(7.7)	12.00
Agriculture, Weights and Measures	199.00	199.00	199.00	—	0.0	199.00
County Library	294.50	300.75	301.75	1.00	0.3	301.75
Environmental Health and Quality	333.00	344.00	346.00	2.00	0.6	346.00
Parks and Recreation	285.00	299.00	304.00	5.00	1.7	304.00
Planning & Development Services	272.00	314.00	318.00	4.00	1.3	318.00
Public Works	610.00	628.00	660.00	32.00	5.1	660.00

Finance and General Government Group (FGG)

FGG has a **net increase of 6.00 staff years or 0.3%.**

- ◆ Board General Office: increase of 1.00 staff year to provide administrative support for the Board of Supervisors' student intern program.
- ◆ Treasurer-Tax Collector: increase of 1.00 staff year to support Investment Pool activities.
- ◆ Chief Administrative Office: increase of 1.00 staff year to establish the new Chief Binational Officer to support binational affairs.

- ◆ Auditor and Controller: increase of 2.00 staff years in Central Payroll to support Countywide payroll activities and overall growth in number of County employees.
- ◆ County Technology Office: increase of 1.00 staff year to support enterprise IT operations.

In Fiscal Year 2025–26, no change in staffing is recommended.

ALL FUNDS TOTAL STAFFING

Total Staffing by Department within Group/Agency (staff years)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Change	% Change	Fiscal Year 2025–26 Recommended Budget
Finance and General Government	1,926.50	1,971.00	1,977.00	6.00	0.3	1,977.00
Finance and General Government Group Executive Office	42.50	43.00	43.00	—	0.0	43.00
Board of Supervisors	82.00	82.00	83.00	1.00	1.2	83.00
Assessor/Recorder/County Clerk	446.50	448.50	448.50	—	0.0	448.50
Treasurer-Tax Collector	123.00	124.00	125.00	1.00	0.8	125.00
Chief Administrative Office	25.00	52.00	53.00	1.00	1.9	53.00
<i>Executive Office</i>	7.00	7.00	8.00	1.00	14.3	8.00
<i>Office of Ethics, Compliance and Labor Standards</i>	11.00	17.00	17.00	—	0.0	17.00
<i>Office of Equity and Racial Justice</i>	7.00	8.00	8.00	—	0.0	8.00
<i>Office of Evaluation, Performance and Analytics</i>	—	20.00	20.00	—	0.0	20.00
Auditor and Controller	233.50	234.50	236.50	2.00	0.9	236.50
County Technology Office	17.00	17.00	18.00	1.00	5.9	18.00
Citizens’ Law Enforcement Review Board	9.00	10.00	10.00	—	0.0	10.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Board of Supervisors	30.00	30.00	30.00	—	0.0	30.00
County Counsel	165.00	185.00	185.00	—	0.0	185.00
Grand Jury	—	—	—	—	0.0	—
Human Resources	131.00	137.00	137.00	—	0.0	137.00
County Communications Office	23.00	23.00	23.00	—	0.0	23.00
General Services	427.00	430.00	430.00	—	0.0	430.00
Purchasing and Contracting	74.00	77.00	77.00	—	0.0	77.00
Registrar of Voters	75.00	75.00	75.00	—	0.0	75.00
Office of Evaluation, Performance and Analytics*	20.00	—	—	—	0.0	—

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

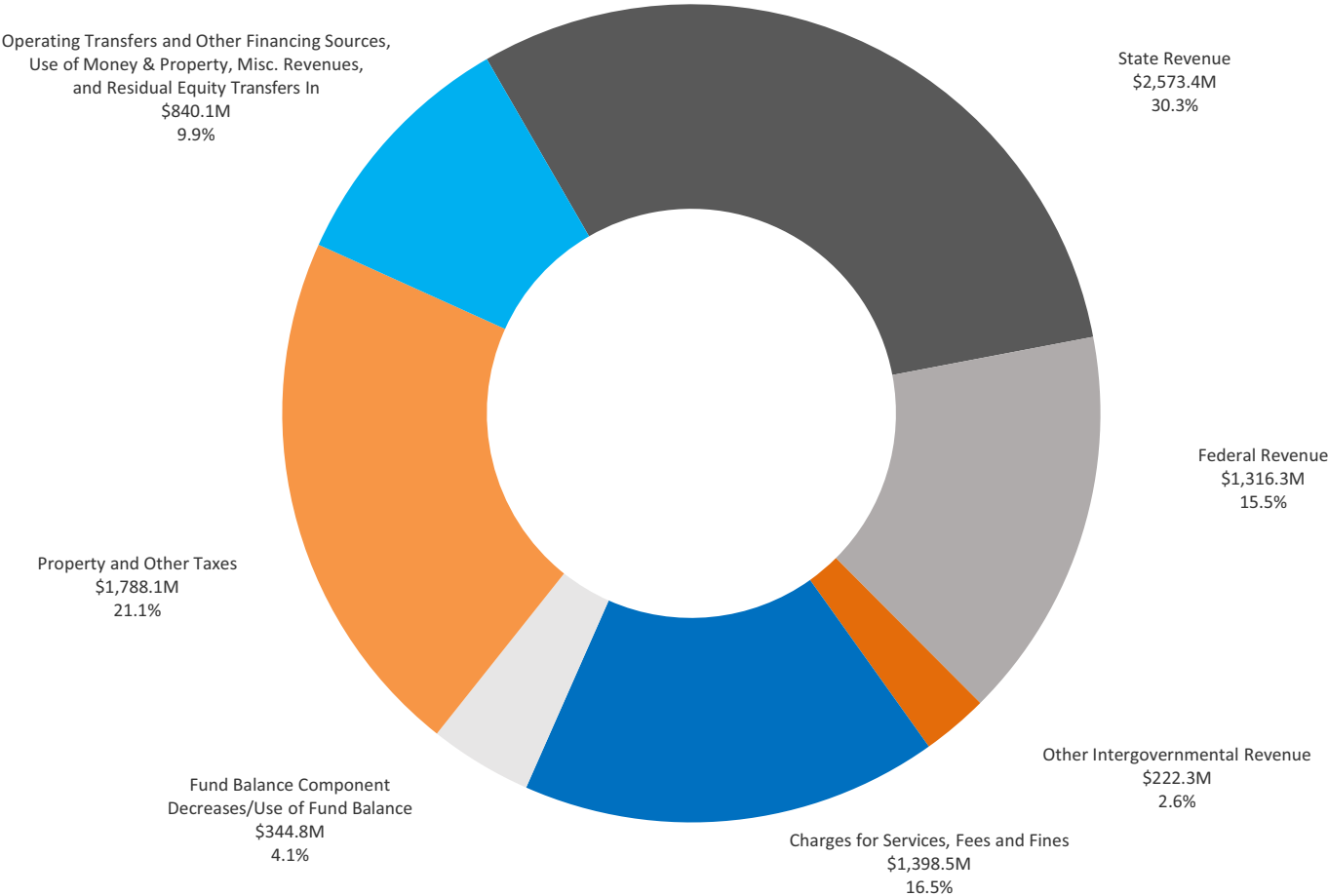


All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for Fiscal Year 2024–25 are \$8.48 billion, an increase of \$317.7 million or 3.9% from the Fiscal Year 2023–24 Adopted Budget. Total resources decrease by \$433.3 million or 5.1% to \$8.05 billion in Fiscal Year 2025–26. For Fiscal Year 2024–25, the combination of State Revenue (\$2.57 billion), Federal Revenue (\$1.32 billion) and Other Intergovernmental Revenue (\$222.3 million) supplies 48.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues, Residual Equity Transfers In and Other Financing Sources make up 9.9% of the funding sources (\$840.1 million). Another 16.5% (\$1.40 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 4.1% (\$344.8 million) of the funding sources.

Total Funding by Source
Fiscal Year 2024-25: \$8.48 billion



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

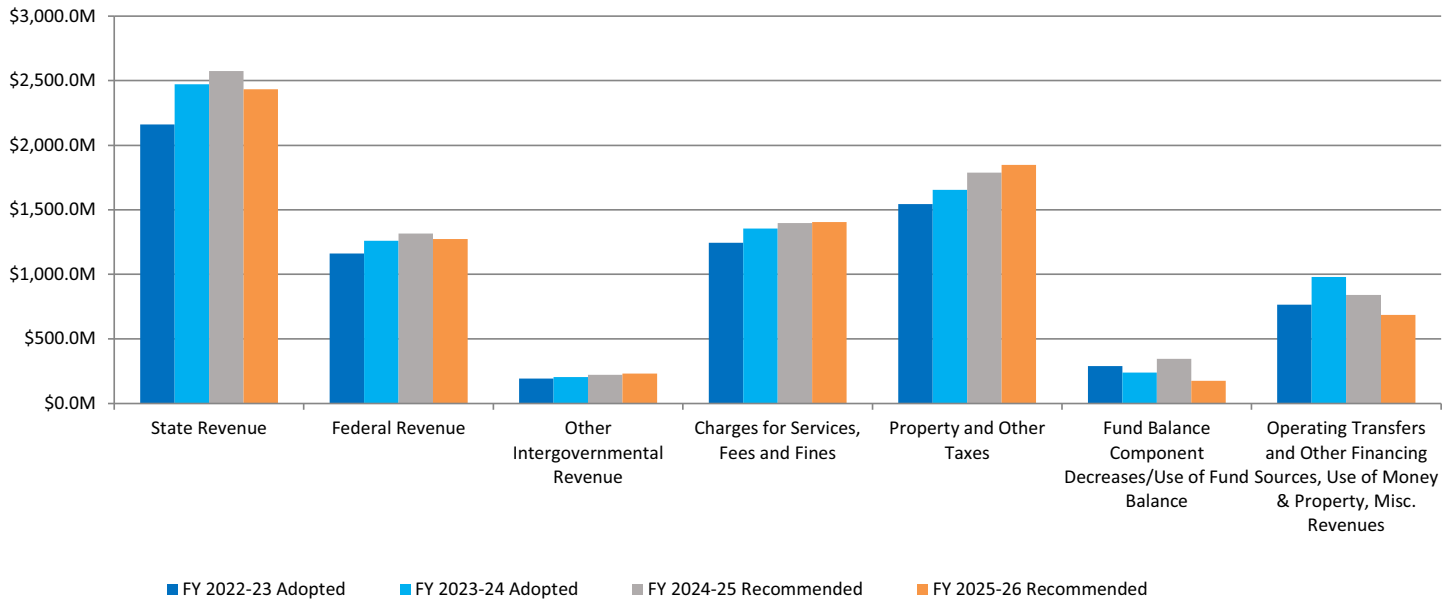
Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other

revenues account for 21.1% (\$1.79 billion) of the financing sources for the County's budget. The majority of the revenues in this category (77.7%) are in the General Fund with the balance in the Library Fund, the Road Fund and other miscellaneous funds.

ALL FUNDS: TOTAL FUNDING SOURCES

Total Funding by Source (in millions)					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Program Revenue	\$ 5,405.6	\$ 6,111.4	\$ 6,175.8	1.1	\$ 5,850.9
Use of Fund Balance/Fund Balance Component Decrease	288.7	239.7	344.8	43.8	175.2
General Purpose Revenue	1,665.2	1,814.8	1,963.0	8.2	2,024.2
Total	\$ 7,359.5	\$ 8,165.9	\$ 8,483.6	3.9	\$ 8,050.3

Total Funding by Source
Fiscal Years 2022-23 through 2025-26





Total Funding by Source (in millions)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget	
State Revenue	\$ 2,161.1	\$ 2,471.6	\$ 2,573.4	4.1	\$ 2,434.3	
Federal Revenue	1,161.7	1,260.1	1,316.3	4.5	1,274.5	
Other Intergovernmental Revenue	191.8	203.2	222.3	9.4	230.5	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues and Residual Equity Transfers In	764.2	981.4	840.1	(14.4)	684.2	
Charges for Services, Fees and Fines	1,246.3	1,354.5	1,398.5	3.2	1,403.8	
Property and Other Taxes	1,545.6	1,655.2	1,788.1	8.0	1,847.8	
Fund Balance Component Decrease	55.7	51.4	68.3	33.0	43.6	
Use of Fund Balance	233.1	188.3	276.5	46.8	131.6	
Total	\$ 7,359.5	\$ 8,165.9	\$ 8,483.6	3.9	\$ 8,050.3	

Overall Change

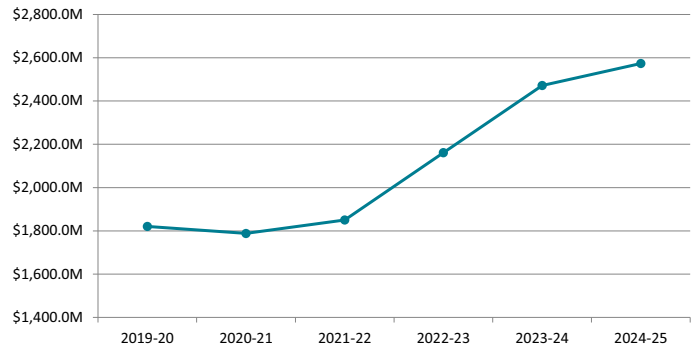
In the Total Funding by Source table, the \$317.7 million increase in the Fiscal Year 2024–25 CAO Recommended Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by a net of \$101.8 million or 4.1%** overall in Fiscal Year 2024–25. The increases in State Revenue are in the Health and Human Services Agency (HHSA) of \$102.5 million, in the Public Safety Group (PSG) of \$19.1 million, in the Land Use and Environment Group (LUEG) of \$4.7 million, and in Finance Other of \$1.0 million. These are partially offset by decreases in the Capital Program of \$24.0 million and the Finance and General Government Group (FGG) of \$1.5 million. The increase of \$120.1 million is in the General Fund and is described in the next section.

All Funds:
State Revenue History

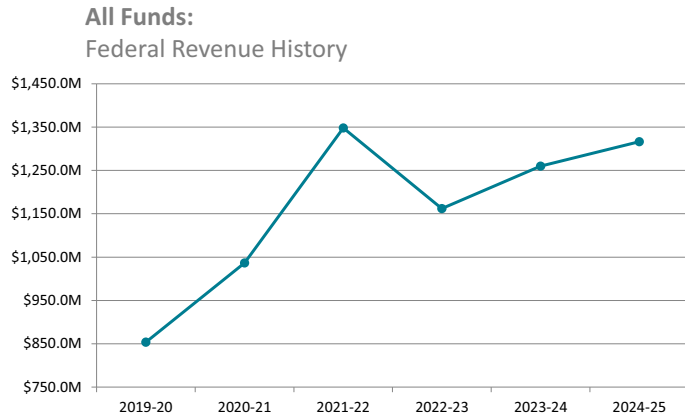


State revenue outside of the General Fund decreases by a net of \$18.3 million. The decrease is mainly due to a \$24.0 million decrease in the Capital Program due to completed one-time projects. This is partially offset by increases of \$4.7 million in LUEG Department of Public Works' Road Program due to increase in anticipated gas tax receipts from the Highway User's Tax Account and Road Repair Accountability Act of 2017, slightly offset by a decrease in State grant funding for completed capital projects; \$0.9 million in PSG due to an increase in Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*, funding which supports regional law enforcement services; and \$0.1 million in FG Department of General Services for payments related to facilities occupied by State courts.



Federal Revenue

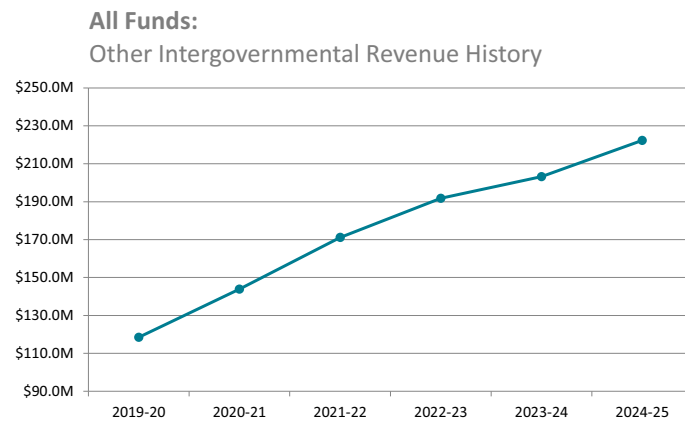
Federal Revenue **increases by a net of \$56.1 million or 4.5%** overall in Fiscal Year 2024–25. Of the increases in Federal Revenue, \$55.9 million are in the General Fund and is described in the next section.



The overall increase of \$0.2 million outside of the General Fund includes net increase of \$0.4 million in LUEG Department of Public Works due to capital projects in the Airport Enterprise Fund partially offset by a decrease in federal revenue in the Road Program. Other groups reflect decreases of \$0.1 million in the Capital Program due to prior year one-time projects and \$0.1 million in PSG San Diego County Fire County Service Area (CSA) 17 due to recategorization of revenue account for ambulance transports.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$19.1 million or 9.4%** overall in Fiscal Year 2024–25. Of the increases, \$20.0 million are in the General Fund and is described in the next section.

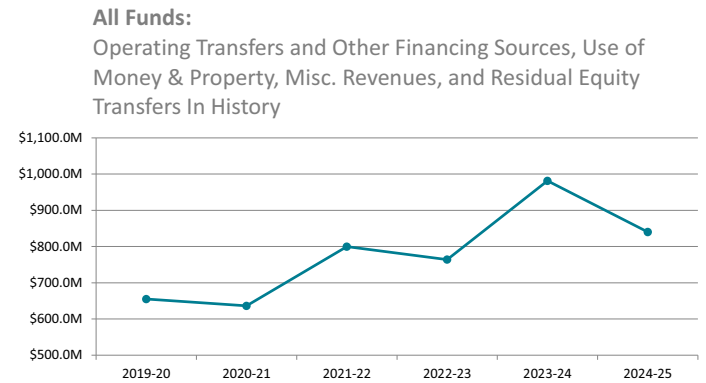


The overall decrease of \$0.9 million outside the General Fund is tied to a decrease of \$1.9 million mainly in PSG from the recategorization of revenue for ambulance transports in CSA 17, partially offset by an increase of \$1.0 million in LUEG County Library

due to increase in 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 **decrease by a net of \$141.3 million or 14.4%** overall in Fiscal Year 2024–25.



- ◆ Other Financing Sources (primarily Operating Transfers between funds) decreases by a net of \$142.3 million or 18.6%. The General Fund decreases by \$75.5 million and is described in the next section. The most significant change outside of the General Fund is a decrease of \$87.4 million in the Capital Program due to prior year one-time projects. This is partially offset by increases of \$10.5 million in PSG associated with an operating transfer from General Fund for ambulance transport services in the San Diego County Fire Protection District Ambulance Services Area and an increase in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Incarcerated Peoples' Welfare Fund; \$9.5 million in LUEG for one-time transfers for General Fund Program projects that require capitalization, partially offset by a decrease in the County Library for Library's major maintenance projects and Fallbrook Roof project; \$0.4 million in FGG primarily due to increases in enterprisewide license costs in the County Technology Office, and a transfer from the Major Maintenance Internal Service Fund and acquisition of new vehicles in the Department of General Services (DGS), partially offset by completed one-time DGS projects associated with the Zero Carbon Portfolio Plan; and \$0.2 million in HSA to fund increases in Gillespie Field Bond payments and projected Debt Service Reserve.
- ◆ Revenue from Use of Money & Property increases by \$21.8 million or 24.6% in Fiscal Year 2024–25. The General Fund increases by \$16.1 million and is described in the next section. Outside of the General Fund, the most significant increase of \$3.9 million is in Finance Other due to an increase

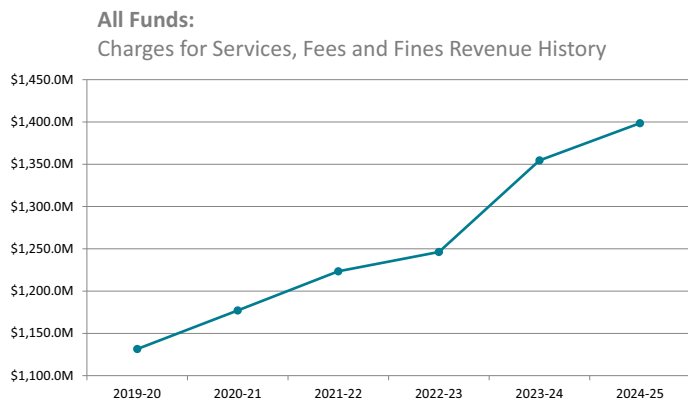


in Worker's Compensation ISF, partially offset by a decrease in Public Liability ISF. In addition, increases of \$1.2 million is in LUEG Department of Public Works due to vehicle usage rental revenue in the Equipment Internal Service Fund (ISF) Program, and Interest on Deposits & Investments to align budget with historical actuals, partially offset by a decrease in revenue from rents, leases and landing fees in County Airports to align with historical actuals; \$0.5 million in PSG for the Incarcerated Peoples' Welfare Fund to align the budget with anticipated actuals and interest revenues; and \$0.1 million in FGG Purchasing and Contracting associated with higher bank interest rates.

- ◆ Miscellaneous Revenues decrease by \$20.8 million or 16.4% in Fiscal Year 2024–25. The General Fund decreases by \$13.2 million and is described in the next section. A decrease of \$7.6 million outside of the General Fund is due to decreases of \$8.9 million in LUEG Department of Public Works due to the change in funding source for the Closed Landfills Program, and \$0.3 million in FGG due to Purchasing and Contracting usage rebates and the Department of General Services projected revenue for third-party recoveries related to accident repairs. These are offset by an increase of \$1.6 million in PSG Sheriff's Department due to anticipated increase in sales of commissary goods to incarcerated people housed within detention facilities.
- ◆ There is no change in Residual Equity Transfers.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of \$44.0 million or 3.2%** overall in Fiscal Year 2024–25.



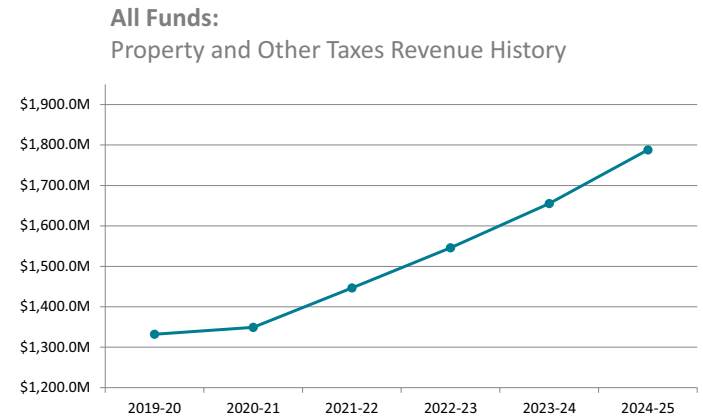
- ◆ Charges for Current Services increase by a net of \$38.9 million or 3.1% in Fiscal Year 2024–25. There is an overall increase of \$4.6 million in the General Fund and is described in the next section. Outside of the General Fund, the overall increase is \$34.3 million. An increase of \$21.7 million is in FGG Department of General Services due to increase of cost of services provided to client departments, partially offset by decreases in Purchasing and Contracting due to a decrease of

the Use of Fund Balance to stabilize internal service fund procurement rates and in the County Technology Office primarily due to decrease in departmental operation, maintenance, and one-time costs. Additional increases include \$14.2 million in PSG San Diego County Fire due to revenue from ambulance transports and recategorization of revenue in the CSA 17; \$4.8 million in LUEG Department of Public Works mostly due to work funded by various special revenue funds and sewer service charges in the Sanitation District; and \$6.9 million in Finance Other due to the new Insurance ISF and increase in Workers' Compensation ISF and Pension Obligation Bonds, partially offset by a decrease in Public Liability ISF. These are partially offset by a decrease of \$13.3 million in the Capital Program due to prior year one-time projects.

- ◆ Licenses, Permits & Franchises increase by \$4.6 million or 7.0% in Fiscal Year 2024–25. There is an overall \$0.6 million increase in the General Fund and is described in the next section. The increase of \$4.0 million outside of the General Fund is in LUEG Department of Public Works due to the SDG&E Franchise Fee in the Road Program.
- ◆ Fines, Forfeitures & Penalties increase by a net of \$0.5 million or 1.1% in Fiscal Year 2024–25. There is an overall \$0.3 million decrease in the General Fund and is described in the next section. An increase of \$0.8 million outside of the General Fund is mainly in the PSG Executive Office due to increase of collections in penalty assessment revenues for debt service.

Property and Other Taxes

Property and Other Taxes **increase by \$132.9 million or 8.0%** in Fiscal Year 2024–25.



The overall increase of \$110.9 million is in the General Fund and is described in the next section. Outside of the General Fund, there is an increase of \$22.0 million. The most significant increase of \$21.1 million is in LUEG due to an increase of Trans-Net-funded projects in the Road Fund; projected taxes from property owners for Harmony Grove Village Community Facilities District, Flood Control District, Permanent Road Division and

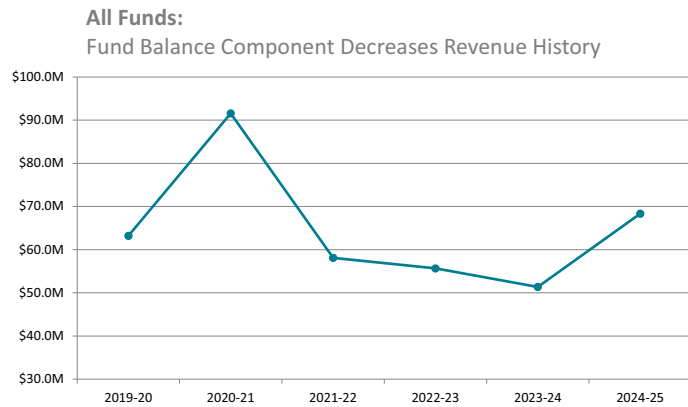


ALL FUNDS: TOTAL FUNDING SOURCES

Street Lighting District in the Department of Public Works; and revenue from property taxes in the County Library and Department of Parks and Recreation. Additional increases of \$0.8 million is in PSG San Diego County Fire due to increase in property tax collections and \$0.1 million in HHS County Successor Agency for the increase in Redevelopment Property Tax Trust Fund tied to the Gillespie Field Bond Payment.

Fund Balance Component Decreases

The Use of Fund Balance Component Decreases **increase by \$16.9 million or 33.0%** in Fiscal Year 2024–25. A total of \$68.3 million is budgeted in the General Fund for existing Pension Obligation Bonds (\$42.8 million), to support the SB 43 Program (\$15.0 million), the San Diego Behavioral Health Workforce (\$10.0 million) and to use funds restricted for the Departmental of Environmental Health and Quality (\$0.5 million).



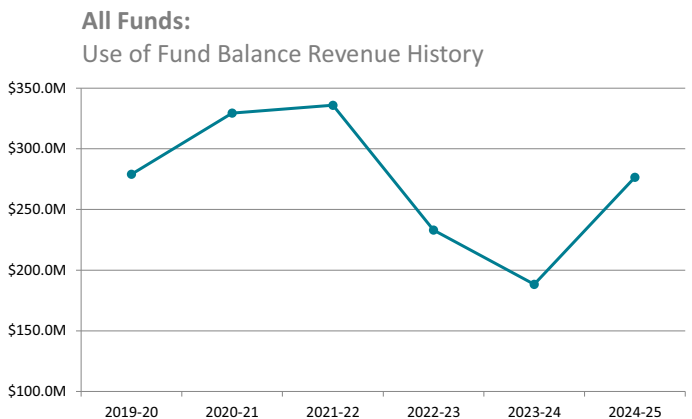
Use of Fund Balance

Finally, the Use of Fund Balance **increases by a net of \$88.2 million or 46.8%** in Fiscal Year 2024–25. A total of \$150.6 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 \$150.6 million includes:

- ◆ \$72.8 million in LUEG mainly in the Department of Public Works (\$63.4 million) for investments in several capital and maintenance projects primarily in the Road Fund and Airports Program, purchase of vehicles in the Equipment Acquisition ISF and Wastewater Management, specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program, asset management

improvements in the Street Lighting District. In addition, fund balance is budgeted in the County Library Fund for one-time projects (\$8.3 million); Parks Special Districts Funds for increased operations and maintenance costs (\$0.7 million); and Park Land Dedication Ordinance Fund for various parks expansion projects (\$0.4 million).

- ◆ \$26.4 million in PSG for Proposition 172 Special Revenue Fund for one-time costs related to regional law enforcement services and public safety focused services (\$11.6 million); in Asset Forfeiture Funds for law enforcement activities and project costs, and for the transfer to the General Fund (\$8.7 million); in the Incarcerated Peoples' Welfare Fund to support core services (\$3.4 million); to provide ambulance transport services in County Service Areas (\$1.4 million); in Courthouse Construction Special Revenue Fund for debt service payments (\$0.8 million); for the Ramona station 80 and training tower pre-construction capital projects (\$0.4 million); and in various Countywide 800 MHz CSA funds for costs related to one-time support of Next-Gen infrastructure and network operating costs (\$0.1 million).
- ◆ \$24.9 million in FGG to fund the Department of General Services Fleet Management Internal Service Fund countywide replacement acquisition program (\$18.5 million) and in Purchasing and Contracting for one-time project for a new Records Management system and to stabilize internal service fund procurement rates (\$6.4 million).
- ◆ \$23.6 million in HHS associated with the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- ◆ \$2.9 million in Finance Other for Worker's Compensation ISF (\$2.0 million) and scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation Bonds (\$0.9 million).





Fiscal Year 2024–25 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	\$ 28,049,357	\$ 392,821,399	\$ 70,206,851	\$ 491,077,607
Animal Services	1,613,025	—	9,678,497	11,291,522
Child Support Services	322,421	56,896,367	—	57,218,788
District Attorney	92,778,770	32,141,799	141,217,696	266,138,265
Medical Examiner	734,614	59,073	20,396,818	21,190,505
Office of Emergency Services	2,299,946	4,486,264	5,172,020	11,958,230
Probation	46,008,839	157,765,997	117,721,075	321,495,911
Public Defender	2,793,400	8,305,032	126,138,757	137,237,189
San Diego County Fire	54,984,510	3,390,000	76,251,083	134,625,593
Sheriff	563,091,394	114,040,577	609,642,852	1,286,774,823
Group Total	\$ 792,676,276	\$ 769,906,508	\$ 1,176,425,649	\$ 2,739,008,433

Health and Human Services Agency

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Administrative Support	\$ 52,506,338	\$ 134,610,626	\$ 11,809,784	\$ 198,926,748
Aging & Independence Services	5,866,659	276,689,976	22,249,890	304,806,525
Behavioral Health Services	151,002,860	973,047,535	32,578,466	1,156,628,861
Child and Family Well-Being	4,830,165	435,381,853	38,798,632	479,010,650
County Successor Agency	8,063,416	—	—	8,063,416
Homeless Solutions and Equitable Communities	3,614,377	79,493,392	15,630,936	98,738,705
Housing & Community Development Services	17,215,838	65,133,033	8,597,664	90,946,535
Medical Care Services Department	692,532	43,489,584	10,817,980	55,000,096
Public Health Services	10,931,941	204,986,348	20,873,193	236,791,482
Self-Sufficiency Services	8,551,282	727,834,474	75,768,017	812,153,773
Group Total	\$ 263,275,408	\$ 2,940,666,821	\$ 237,124,562	\$ 3,441,066,791



ALL FUNDS: TOTAL FUNDING SOURCES

Land Use and Environment Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Land Use and Environment Executive Office	\$ 4,867,028	\$ —	\$ 10,272,394	\$ 15,139,422
Agriculture, Weights and Measures	6,361,334	14,278,584	11,505,049	32,144,967
County Library	58,311,220	8,245,357	—	66,556,577
Environmental Health and Quality	58,598,288	4,731,577	4,213,683	67,543,548
Parks and Recreation	24,885,981	3,135,342	47,817,126	75,838,449
Planning & Development Services	26,045,436	885,350	31,058,969	57,989,755
Public Works	307,263,872	149,855,754	23,660,137	480,779,763
Group Total	\$ 486,333,159	\$ 181,131,964	\$ 128,527,358	\$ 795,992,481

Finance and General Government Group

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Finance & General Government Executive Office	\$ 3,279,234	\$ 201,671	\$ 30,736,340	\$ 34,217,245
Board of Supervisors	287,680	—	17,211,608	17,499,288
Assessor/Recorder/County Clerk	53,682,629	—	33,053,930	86,736,559
Treasurer-Tax Collector	16,922,408	—	8,912,071	25,834,479
Auditor and Controller	7,888,267	1,050,000	36,070,322	45,008,589
Chief Administrative Office	534,012	50,000	9,277,034	9,861,046
Citizens' Law Enforcement Review Board	34,488	—	1,986,583	2,021,071
Civil Service Commission	62,073	—	617,108	679,181
Clerk of the Board of Supervisors	752,520	—	4,830,416	5,582,936
County Communications Office	663,268	—	4,129,907	4,793,175
County Counsel	23,032,453	—	23,527,851	46,560,304
County Technology Office	220,883,008	—	9,537,890	230,420,898
General Services	310,223,502	4,401,728	2,550,000	317,175,230
Grand Jury	—	—	789,302	789,302
Human Resources	16,089,207	—	20,990,554	37,079,761
Purchasing and Contracting	22,277,392	—	—	22,277,392
Registrar of Voters	6,890,664	6,163,883	27,642,022	40,696,569
Group Total	\$ 683,502,805	\$ 11,867,282	\$ 231,862,938	\$ 927,233,025





Capital

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Capital Program	\$ 120,183,538	\$ 12,763,427	\$ —	\$ 132,946,965
Group Total	\$ 120,183,538	\$ 12,763,427	\$ —	\$ 132,946,965

Finance Other

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Department Total
Community Enhancement	\$ —	\$ —	\$ 5,265,490	\$ 5,265,490
Contributions to Capital Program	22,928,000	—	27,380,000	50,308,000
Countywide General Expense	—	—	130,146,545	130,146,545
Lease Payments-Bonds	9,965,340	—	15,691,969	25,657,309
Local Agency Formation Commission Administration	—	—	617,716	617,716
Neighborhood Reinvestment Program	—	—	10,000,000	10,000,000
Pension Obligation Bonds	81,500,054	—	—	81,500,054
Public Liability ISF	70,771,524	—	—	70,771,524
Workers Compensation Emp Ben ISF	62,681,926	—	—	62,681,926
Insurance ISF	10,380,721	—	—	10,380,721
Group Total	\$ 258,227,565	\$ —	\$ 189,101,720	\$ 447,329,285

Countywide Totals

Revenues				
	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	County Total
County Total	\$ 2,604,198,751	\$ 3,916,336,002	\$ 1,963,042,227	\$ 8,483,576,980





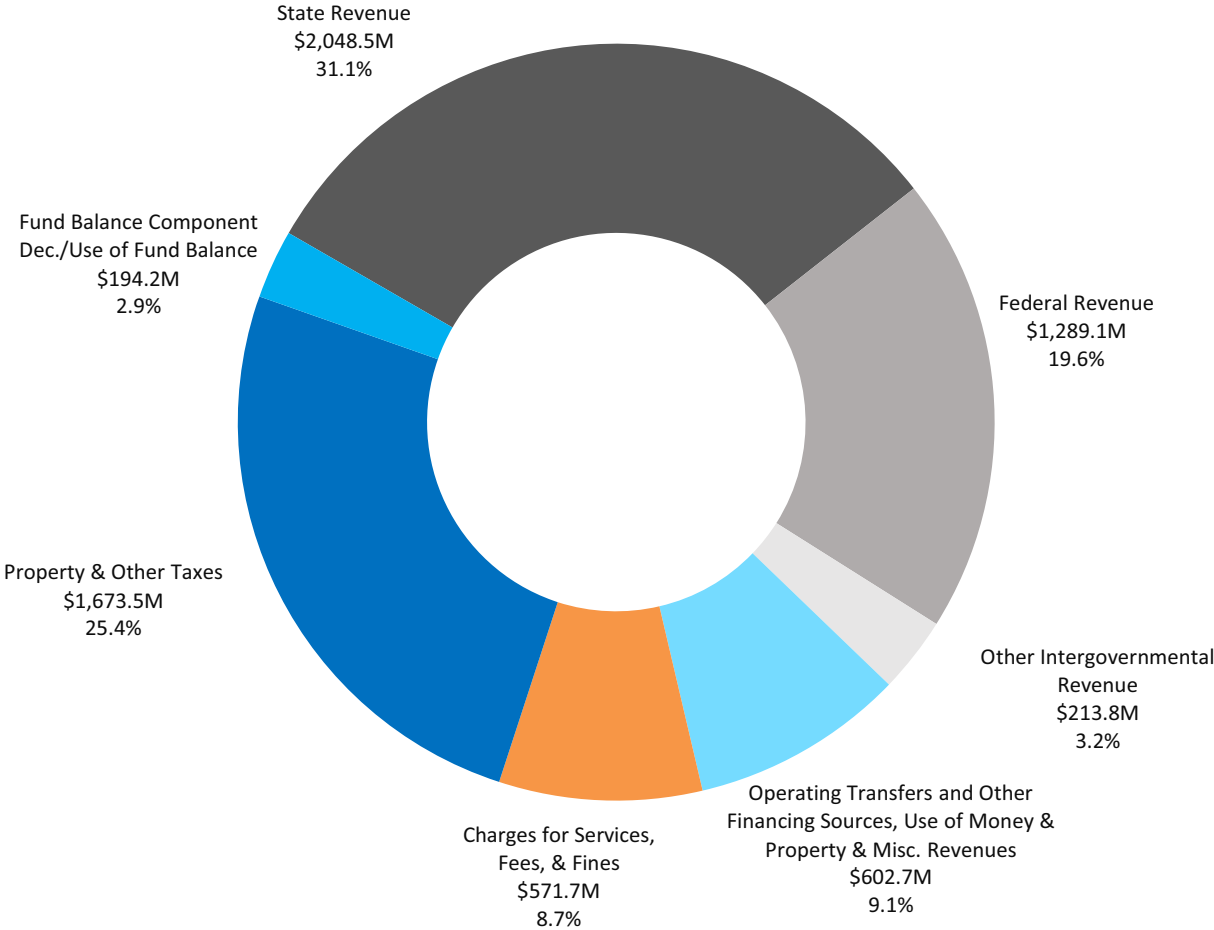


General Fund

Overview of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this CAO Recommended Operational Plan, General Fund Financing Sources total \$6.59 billion for Fiscal Year 2024–25, a **\$382.0 million or 6.1% increase** from the Fiscal Year 2023–24 Adopted Budget.

General Fund Financing Sources Fiscal Year 2024–25: \$6.59 billion



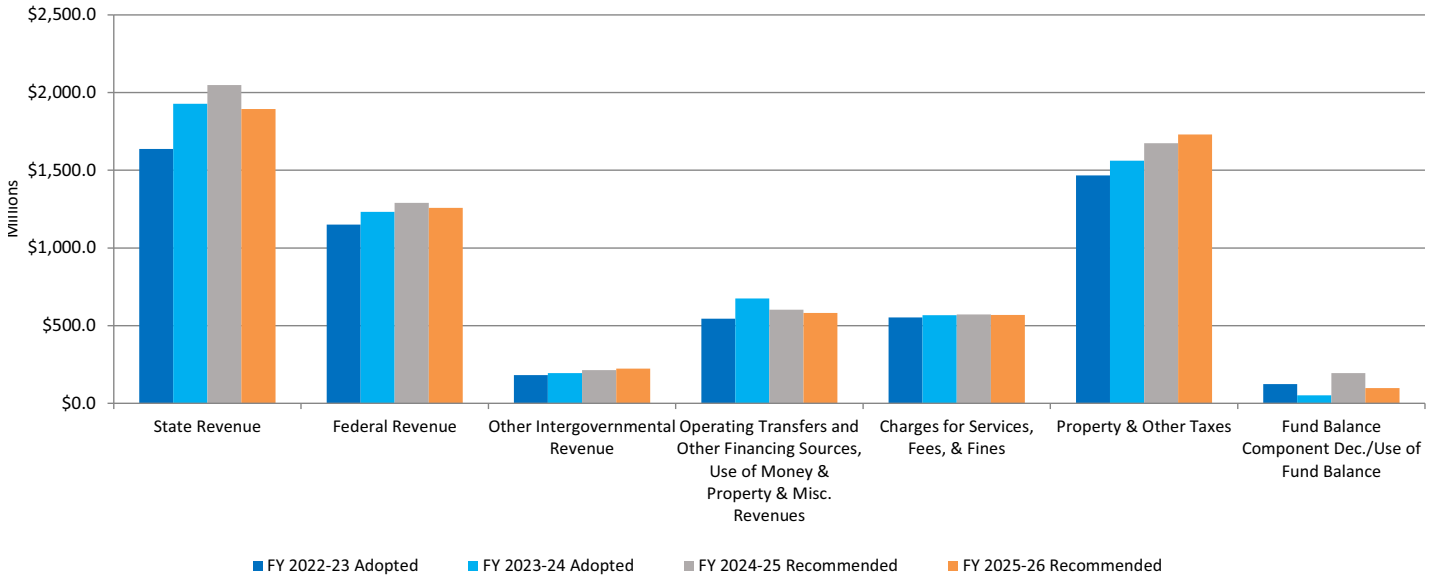
Note: In the chart and table, the sum of individual amounts may not total due to rounding.

The increase in General Fund is mainly in the Health and Human Services Agency and Finance Other. The increase in the Health and Human Services Agency is primarily driven by federal and State funding dedicated for behavioral health service expansions as well as increases tied to behavioral health payment reform under the Medi-Cal Transformation. There are also significant increases of one-time Realignment revenues to support increased operating costs such as Salary & Benefit increases tied to negotiated labor agreements and the mandated 4% wage

increase in In-Home Supportive Services, in Use of Fund Balance associated with increases to support the implementation of SB 43 and Behavioral Health Workforce, and in social services revenues to align with current year social services allocations supporting increased staffing and other operating costs. The increase in Finance Other is primarily due to increases in Assessed Value growth, contributions to the Capital Program, interest earnings from higher interest rates, stronger performing Sales & Use Tax in the unincorporated area, and continuing

General Fund Financing by Sources

Fiscal Years 2022-23 through 2025-26



growth in pass-through distributions from former redevelopment agency and higher residual revenue. An additional increase is also reflected in the Land Use and Environment Group mainly due to increase in Use of Fund Balance for stormwater projects and closed landfill major maintenance and capital projects in the Department of Public Works. These are partially offset by decreases in the Public Safety Group primarily due to completed one-time projects funded by Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*, and the Finance and General Government Group mainly in the Assessor/

Recorder/County Clerk tied to Recording and Filing Document fees due to fewer recording and filing documents resulting from the increased interest rates in the real estate market. General Fund Financing Sources decrease by \$240.2 million or 3.6% in Fiscal Year 2025–26 mostly due to reduction in the use of one-time resources and an anticipated overall enterprisewide gap of \$63.5 million driven by slowing revenue streams including Realignment revenue based on softening statewide sales tax receipts, and overall increasing costs and demand for services.

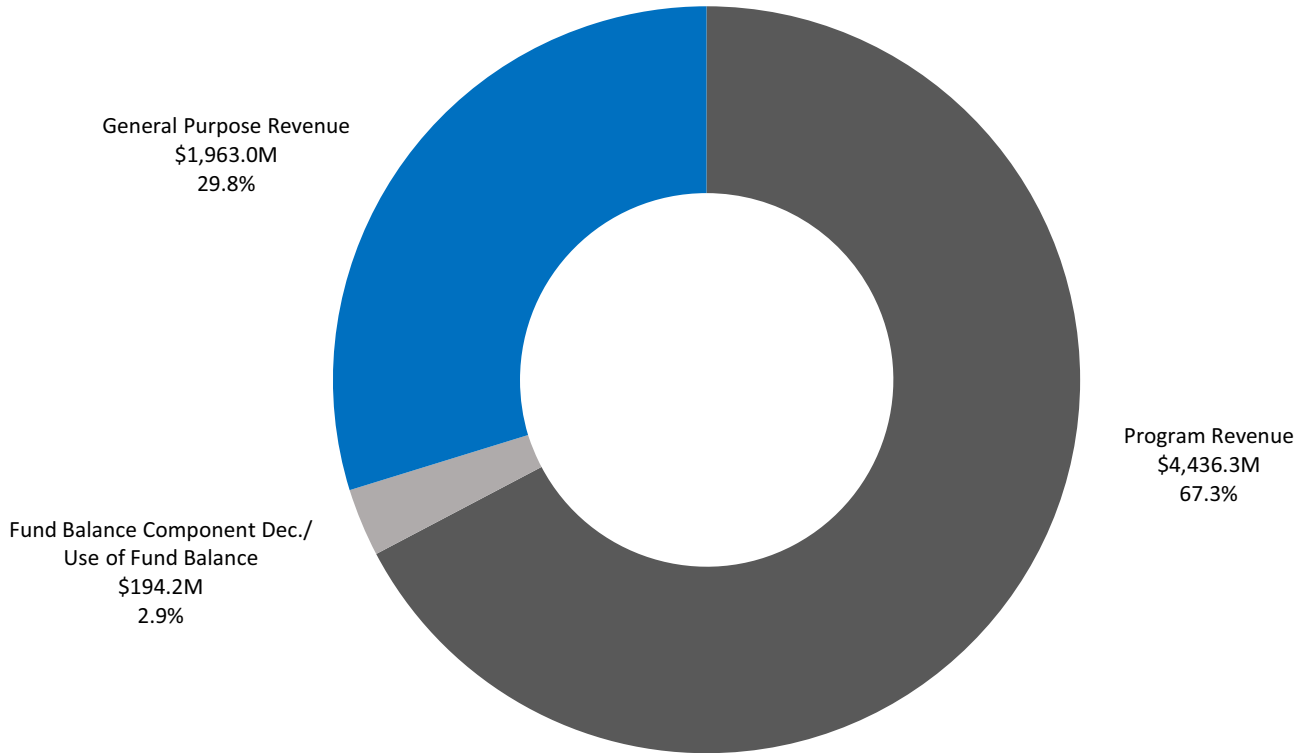
General Fund Financing Sources (in millions)						
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget	
State Revenue	\$ 1,636.8	\$ 1,928.3	\$ 2,048.5	6.2	\$ 1,893.9	
Federal Revenue	1,149.6	1,233.2	1,289.1	4.5	1,258.1	
Other Intergovernmental Revenue	181.1	193.8	213.8	10.3	222.0	
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	544.3	675.3	602.7	(10.7)	581.4	
Charges for Services, Fees, & Fines	551.6	566.9	571.7	0.8	569.1	
Property & Other Taxes	1,467.6	1,562.7	1,673.5	7.1	1,731.1	
Fund Balance Component Decreases	52.8	51.4	68.3	33.0	43.6	
Use of Fund Balance	70.2	0.0	125.9	—	54.0	
Total	\$ 5,654.0	\$ 6,211.5	\$ 6,593.5	6.1	\$ 6,353.3	



General Fund Financing Sources by Category

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

General Fund Financing Sources by Category Fiscal Year 2024-25: \$6.59 billion



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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget	
Program Revenue	\$ 3,865.8	\$ 4,345.4	\$ 4,436.3	2.1	\$ 4,231.5	
Fund Balance Component Decreases/Use of Fund Balance	123.0	51.4	194.2	278.1	97.6	
General Purpose Revenue	1,665.2	1,814.8	1,963.0	8.2	2,024.2	
Total	\$ 5,654.0	\$ 6,211.5	\$ 6,593.5	6.1	\$ 6,353.3	

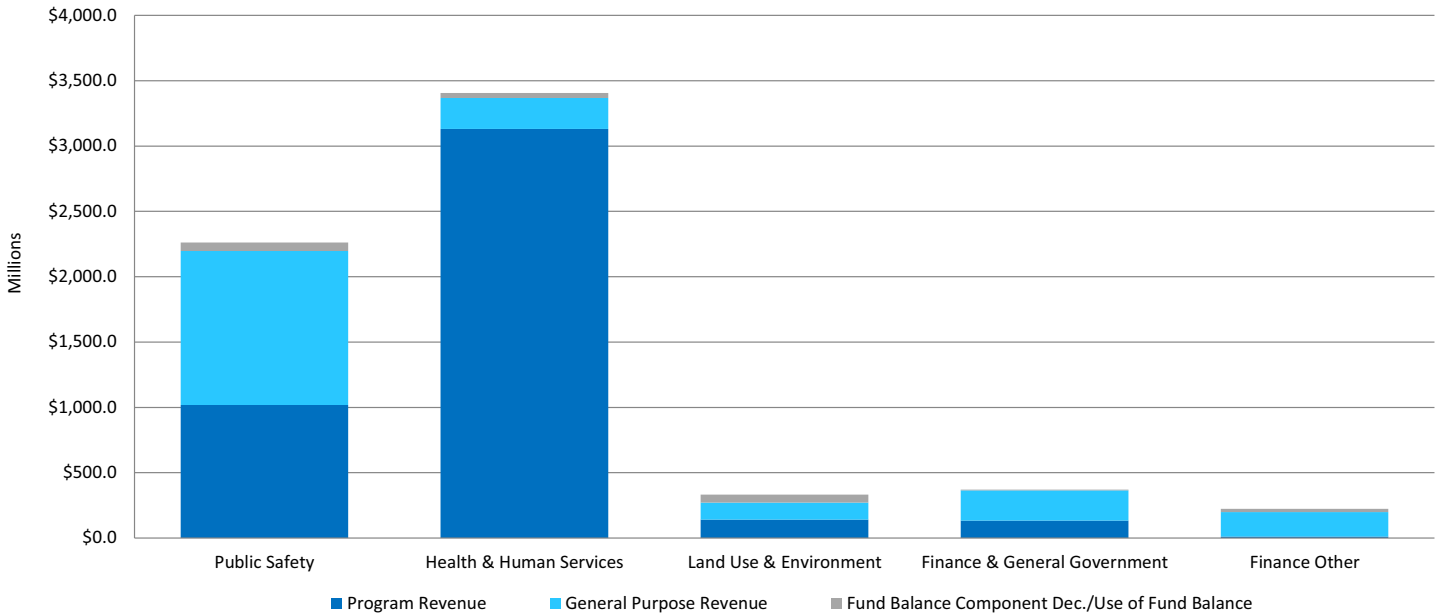
In Fiscal Year 2024–25, Program Revenue increased by \$90.9 million or 2.1%, General Purpose Revenue (GPR) increased by \$148.2 million or 8.2%, and Use of Fund Balance decreased by \$142.8 million or 278.1% from the Fiscal Year 2023–24 Adopted Budget.

In Fiscal Year 2025–26, Program Revenue decreased by 4.6% (\$204.8 million), GPR increased by 3.1% (\$61.1 million), and Use of Fund Balance decreased by 49.7% (\$96.6 million).

Uses of fund balance in Fiscal Year 2025–26 are tentative and subject to revision during the next Operational Plan development cycle.

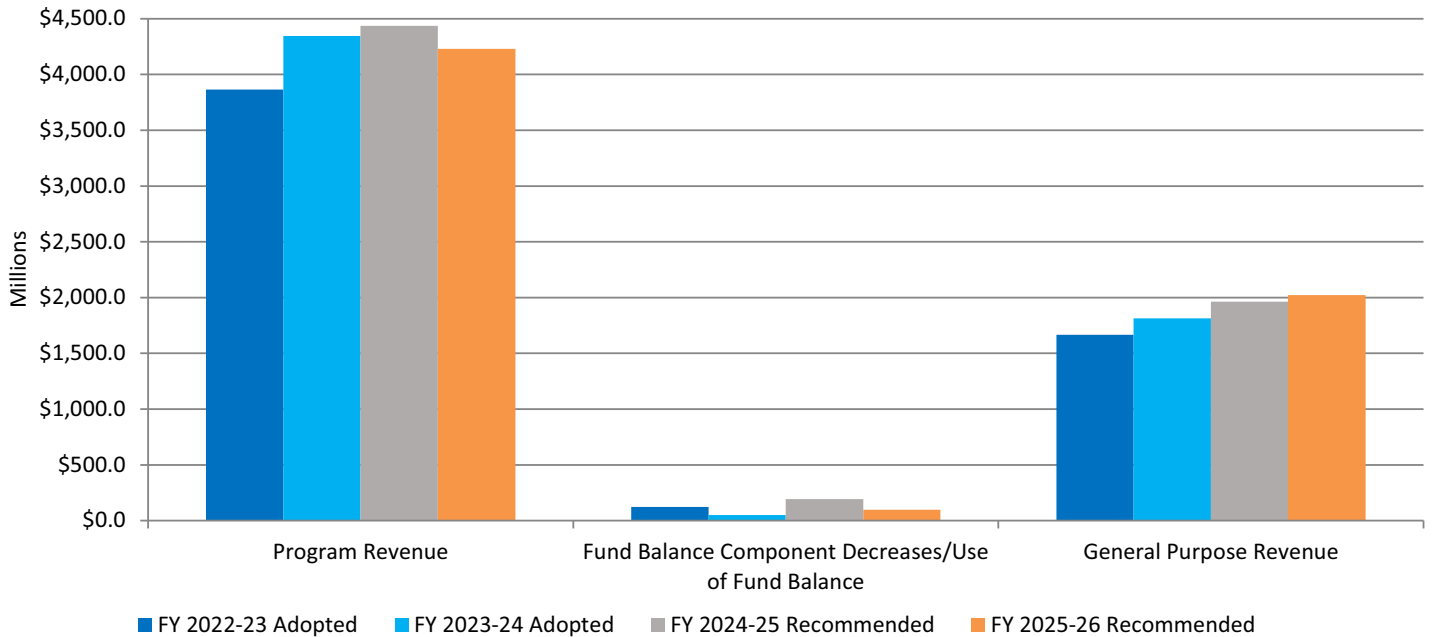
General Fund Financing by Group and Category

Fiscal Year 2024-25: \$6.59 billion



General Fund Financing Sources by Category

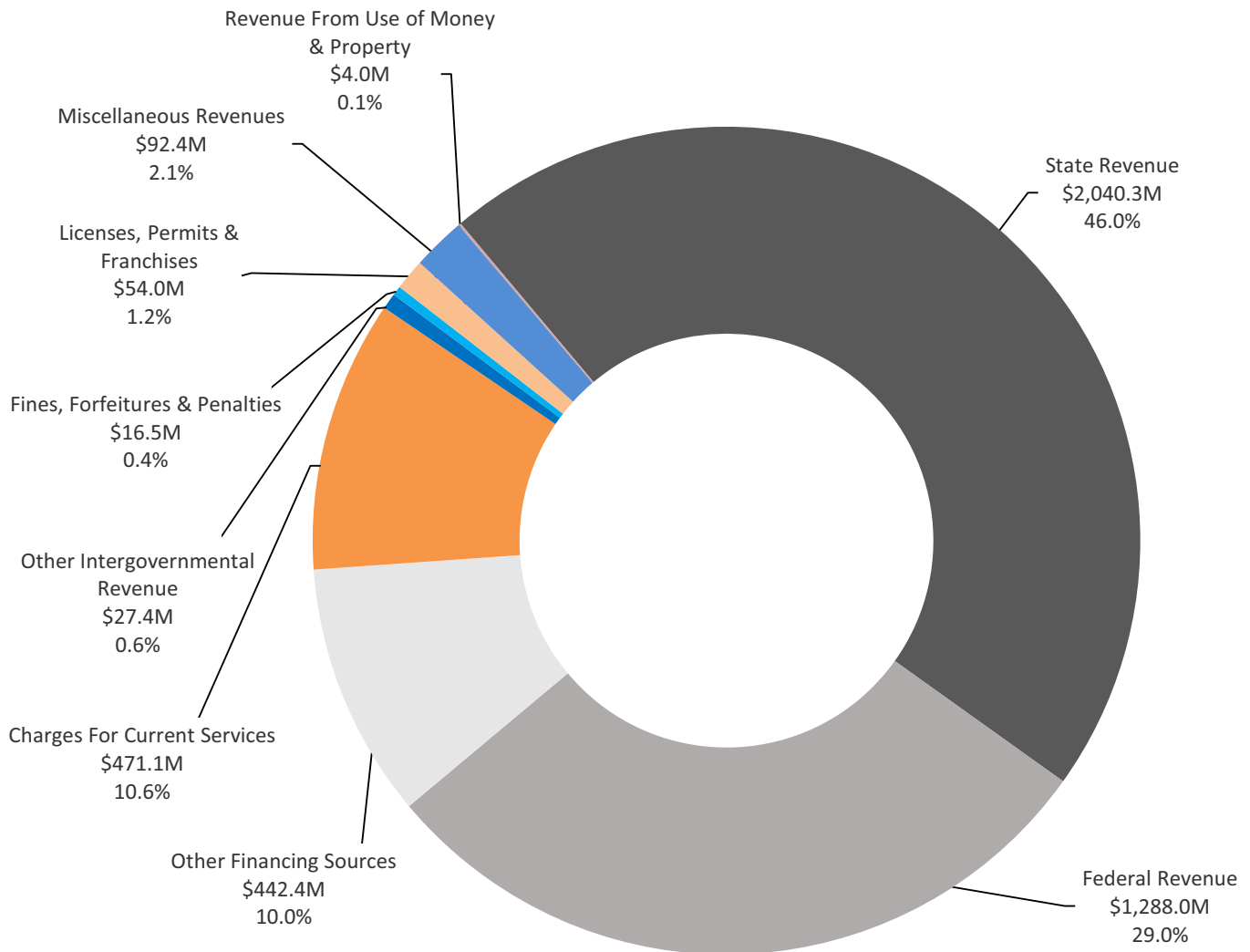
Fiscal Years 2022-23 through 2025-26



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 67.3% of General Fund financing sources in Fiscal Year 2024–25, and is derived primarily from State and federal subventions, grants, and fees charged by specific programs. Of the County's Program Revenue, Health and Human Services Agency manages 70.6%, Public Safety Group manages 23.0% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 2.1% (\$90.9 million) from the Fiscal Year 2023–24 Adopted Budget compared to an average annual growth for the last ten years of 4.8%.

General Fund Program Revenue by Source Fiscal Year 2024-25: \$4.44 billion



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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget	
State Revenue	\$ 1,629.7	\$ 1,921.2	\$ 2,040.3	6.2	\$ 1,885.7	
Federal Revenue	1,148.5	1,232.1	1,288.0	4.5	1,257.0	
Other Financing Sources	467.1	517.9	442.4	(14.6)	441.1	
Charges For Current Services	458.3	466.6	471.1	1.0	469.2	
Other Intergovernmental Revenue	24.7	25.9	27.4	5.6	27.3	
Fines, Forfeitures & Penalties	22.1	18.2	16.5	(9.1)	13.0	
Licenses, Permits & Franchises	46.4	52.5	54.0	2.9	56.5	
Miscellaneous Revenues	64.7	107.2	92.4	(13.8)	77.6	
Revenue From Use of Money & Property	4.4	3.6	4.0	10.1	4.0	
Taxes Other Than Current Secured	—	0.1	—	(100.0)	—	
Total	\$ 3,865.8	\$ 4,345.4	\$ 4,436.3	2.1	\$ 4,231.5	

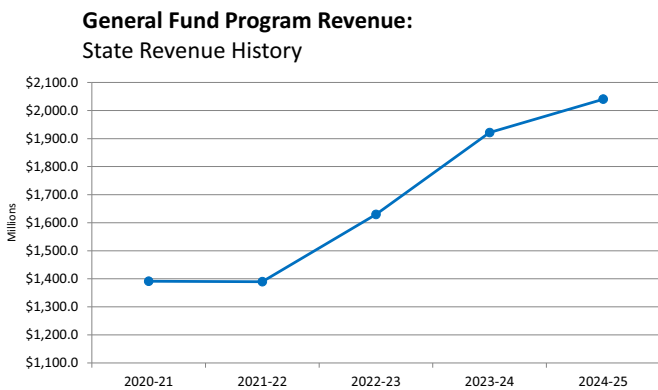
General Fund Change in Program Revenue

The \$90.9 million increase in Program Revenue in the Fiscal Year 2024–25 CAO Recommended Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue increases by \$119.1 million or 6.2%.



There is an overall net increase of \$102.6 million in the Health & Human Services Agency (HHSA) primarily due to dedicated State revenues for behavioral health service expansions, increases tied to payment reform under Medi-Cal Transformation, and available one-time Realignment revenues to support increases in Salaries & Benefits tied to negotiated labor agreements, In-Home Supportive Services Maintenance of Effort, Behavioral Health

Services, child welfare caseload costs, and other operating costs. Furthermore, there is a significant increase in social services revenues to align with current year social services allocations. Other additional increases in HHSA include the San Diego Riverbed and Plaza Bonita Encampment Resolution Funding grant revenues, funding for safety net programs to align with estimated benefit payments and caseload, and State Prohousing Incentive Program revenue to align with anticipated award. These increases are partially offset by decreases in CalWORKs, Medi-Cal funding and other supportive service programs.

An overall net increase of \$18.2 million in the Public Safety Group (PSG) is primarily for the Pretrial Services program, implementation of the of the CalAIM Providing Access and Transforming Health Justice-Involved initiative, increases in Caltrans reimbursements, and to support youth programs. There are also increases in the *Local Revenue Fund 2011, Community Corrections Subaccount* to support staffing costs. These increases are offset by a reduced allocation for the Public Defense Pilot Program and lower costs for activities reimbursed by Public Defender Revocations.

An overall net decrease of \$1.6 million in the Finance and General Government Group (FGG) Registrar of Voters is mainly due to a reduction in Help America Vote Act (HAVA), following the full payment of the voting system in the prior fiscal year.

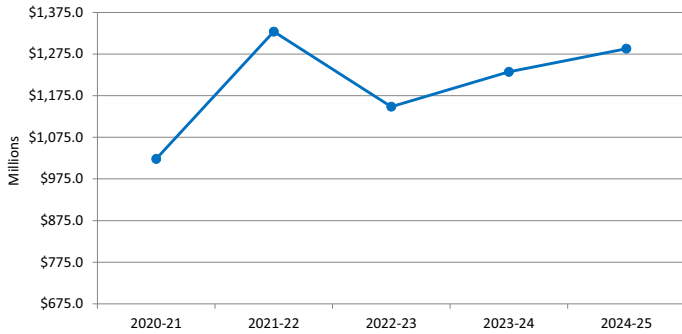
An overall net decrease of \$0.1 million in the Land Use and Environmental Group (LUEG) is primarily in Planning & Development Services due to completion of the San Diego Association of Governments (SANDAG) and State Local Early Action Planning (LEAP) grants related to housing affordability. This is partially offset by an increase in State supplemental funding in Agriculture, Weights and Measures.



Federal Revenue

Federal Revenue increases by a net of \$55.9 million, or 4.5%.

General Fund Program Revenue:
Federal Revenue History



There is an overall net increase of \$61.2 million in HHSA due to dedicated federal revenues for behavioral health service expansions, increases tied to payment reform under the Medi-Cal Transformation, and social services revenues to align with current year social services allocations. Other additional increases in HHSA include increase in safety net programs, new funding tied to the Additional Ukraine Supplemental Appropriations Act (AUSAA), the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP) funding, and for temporary staffing tied to the Community Health Workers Resilient grant. These increases are partially offset by decreases in various federal revenues to align with funding allocations, associated decreases in CalWORKs, Medi-Cal funding, and other employment and supportive service programs, in Epidemiology and Laboratory Capacity Enhancing Detection Expansion grant primarily tied to the winding down of COVID-19 related activities, and for prior year one-time American Rescue Plan Act (ARPA) projects.

A net increase of \$0.3 million in LUEG Department of Environmental Health and Quality is due to increased funding for Homeland Security grant, partially offset by a decrease in Agriculture, Weights and Measures due to decrease in various federal pest detection and agricultural contracts.

A net decrease of \$3.2 million in PSG is primarily related to the California Wildfire Mitigation and Climate Investment Fire Prevention programs and for the Board of State and Community Corrections Mobile Probation Service Centers Grant which were included in prior year budget, offset by increases in homeland security initiatives.

A net decrease of \$2.4 million in FGG is mainly due to decrease of American Rescue Plan Act (ARPA) funds in various departments.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **decreases by a net of \$75.5 million or 14.6%.**

There is a net decrease of \$64.8 million in PSG mainly from decreases of \$62.3 million in Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*, due completion of one-time projects within various departments and \$2.8 million for prior year one-time fire apparatuses and equipment purchases, offset by \$0.3 million increase to be transferred from the Incarcerated Peoples' Welfare Fund and Jail Commissary Enterprise Fund to the General Fund.

A net decrease of \$21.4 million in Finance Other is due to a prior-year County Operation Center Consolidation Project supported by bond proceeds, partially offset by an increase to support debt service payments from the Courthouse Construction Fund.

A net increase of \$10.2 million in HHSA is tied to the Tobacco Securitization Fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The additional funds will be used in Behavioral Health Services to support substance use disorder programs previously funded by Realignment revenue including recovery residences and peer support services.

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

Charges For Current Services

Charges For Current Services increases by a net of \$4.5 million or 1.0%. Revenues increase by \$5.6 million in PSG, \$0.8 million in FGG, and \$0.7 million in LUEG, offset by a decrease of \$2.6 million in HHSA.

- ◆ In PSG, the net increase of \$5.6 million is mainly in the Sheriff's Department for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd Agricultural Association and tribes, and in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Account and Supplemental Trial Court Security, offset by a decrease mainly for housing misdemeanants from the City of San Diego.
- ◆ In FGG, the net increase of \$0.8 million include increases of \$2.1 million in the Registrar of Voters due to the number of billable jurisdictions that will participate in the November 2024 Presidential General Election; \$2.0 in County Counsel due to an anticipated increase in reimbursable staff costs for public liability and workers' compensation legal services; \$0.5 million in the Auditor and Controller due to changes in the cost allocation plan revenues; and \$0.3 million in the FGG Executive Office associated for reimbursement of administrative services provided to other County departments. These increases are partially offset by a decrease of \$3.3 million in the Assessor/Recorder/County Clerk primarily from Recording and Filing Document fees due to fewer recording and filing documents resulting from the increased interest rates in

the real estate market, and \$0.8 million in the Department of Human Resources for reimbursement of insurance premium costs that were transferred to the newly established Insurance Internal Service Fund.

- ◆ In LUEG, an overall net increase of \$0.7 million include increases of \$1.1 million in the Department of Environmental Health and Quality due to increases in Service to Property Owners, Plan Check and Field Inspections, and other accounts related to service, and fee revenue decrease in Hazardous Materials Settlement Trust Fund use to support Certified Unified Program Agency (CUPA) program; \$0.6 million in the Department of Public Works for work funded by other funds such as the Permanent Road Districts, Road Fund, and Special Districts; \$0.3 million in the LUEG Exec Office for support costs from LUEG departments; and \$0.2 million in the Department of Parks and Recreation due to anticipated increase in camping use and park and recreation fees. These increases are partially offset by a decrease of \$1.5 million in Planning & Development Services to align with current fiscal year projections in plan check revenue.
- ◆ In HHSA, the net decrease of \$2.6 million is due to a net decrease of \$2.0 million in Medical Care Services tied to one-time projects and a decrease of \$0.6 million in Public Health Services administrative fees collected from Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM) participants projected in Intergovernmental Revenue.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$1.4 million or 5.6%.**

An overall net increase of \$0.7 million in HHSA Housing and Community Development Services is tied to Housing Authority administrative revenue to support the increase in the program administration for the Housing Choice Voucher (HCV).

An overall net increase of \$0.6 million in PSG is due to a \$0.5 million increase in the Sheriff's Department based on Network Operating Costs fees collected from the Regional Communication System partner agencies, revenue from the Grossmont Union High School District for School Resource Officers, and \$0.1 million in the Office of Emergency Services due to an increase in Unified Disaster Council member shares to support increased contracted services cost.

A net increase of \$0.1 million in LUEG is due to an increase of \$0.2 million in the Department of Environmental Health and Quality due to increased funding for the Hazardous Incident Response contract, partially offset by a decrease of \$0.1 million

in Planning & Development Services primarily due to expiring SANDAG grants.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of \$1.7 million or 9.1%.**

An overall net decrease of \$1.6 million in PSG is related to \$0.8 million in the Sheriff's Department as a result of a decrease in planned expenditures for the Cal-ID program.

A net decrease of \$0.1 million in LUEG Planning & Development Services is to align with current fiscal year projections in fines revenue.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$1.5 million or 2.9%.**

A net increase of \$2.4 million in LUEG is due to increases of \$2.0 million in the Department of Environmental Health and Quality primarily for fee revenue increases related to the department's Fiscal Year 2024–25 Cost Recovery Proposal and permit fees, and \$0.8 million in Agriculture, Weights and Measures due to the enacted legislation (AB1304) that raised the capped fees related to inspections of commercial weighing devices. These increases are partially offset by a decrease of \$0.4 million in Planning & Development Services to align with current fiscal year projections for permit revenue.

A net increase of \$0.1 million in PSG is for license fees, to align the budget with anticipated actuals in the Sheriff's Department.

A net decrease of \$1.0 million in FGG County Communications Office is tied to the Public Educational Government (PEG) Access Fee revenue, due to removal of one-time expenditures for the County News Center TV studio.

Miscellaneous Revenues

Miscellaneous Revenues **decreases by a net of \$14.8 million or 13.8%.**

A net decrease of \$7.7 million in HHSA is primarily attributed to a decrease of \$14.4 million in the Housing and Community Development Services Innovative Housing Trust Fund (IHTF) funds due to the completion of \$25.0 million in prior year one-time affordable housing project awards, partially offset with a new infusion of \$10.6 million supported by the Evergreen component of the ARPA Framework. HHSA reflects additional increases of \$4.2 million in Public Health and Behavioral Health Services primarily in Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse, \$2.4 million in Aging & Independence Services tied to the San Diego Veteran Services at any Age (SD-



A net decrease of \$7.6 million in PSG is mainly due to a decrease of \$9.9 million in the Sheriff's Department for the prior year upgrade of system infrastructure to the NextGen Regional Communications System offset by increases of \$2.0 million in the Office of the District Attorney to support Economic Crime Prosecution and \$0.3 million in Medical Examiner due to the Opioid Settlement Framework to expand surveillance and data collection of emerging drug trends.

A net decrease of \$0.1 million in LUEG is due to decreases of \$3.3 million in the Department of Parks and Recreation due to the completion of the San Diego River Conservancy grant project, and \$1.2 million in Agriculture, Weights and Measures for major maintenance projects completed in the prior year, partially offset by an increase of \$4.4 million in the Department of Public Works due to the change in funding source for the Closed Landfills Program.

A net increase of \$0.6 million in FGG is due to increases of \$0.5 million in the Department of Human Resources due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions, and \$0.1 million in the Treasurer-Tax Collector to continue administration of the deferred compensation plan.

Revenue from Use of Money & Property

Use of Money & Property **increases by \$0.4 million or 10.1%**, is primarily in LUEG Department of Public Works due to increases in rents and leases to align with historical actuals.

Taxes Other Than Current Secured

Taxes Other Than Current Secured **decreases by \$0.1 million or 100.0%** in HHSA Homeless Solutions and Equitable Communities tied to the State Prop 10 tobacco tax in support of First 5 Refugee Family Support Services that ended in the prior year.

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 (**\$879.2 million in Fiscal Year 2024–25** and \$783.7 million in Fiscal Year 2025–26) are projected to be received from the State to support health and social services programs.

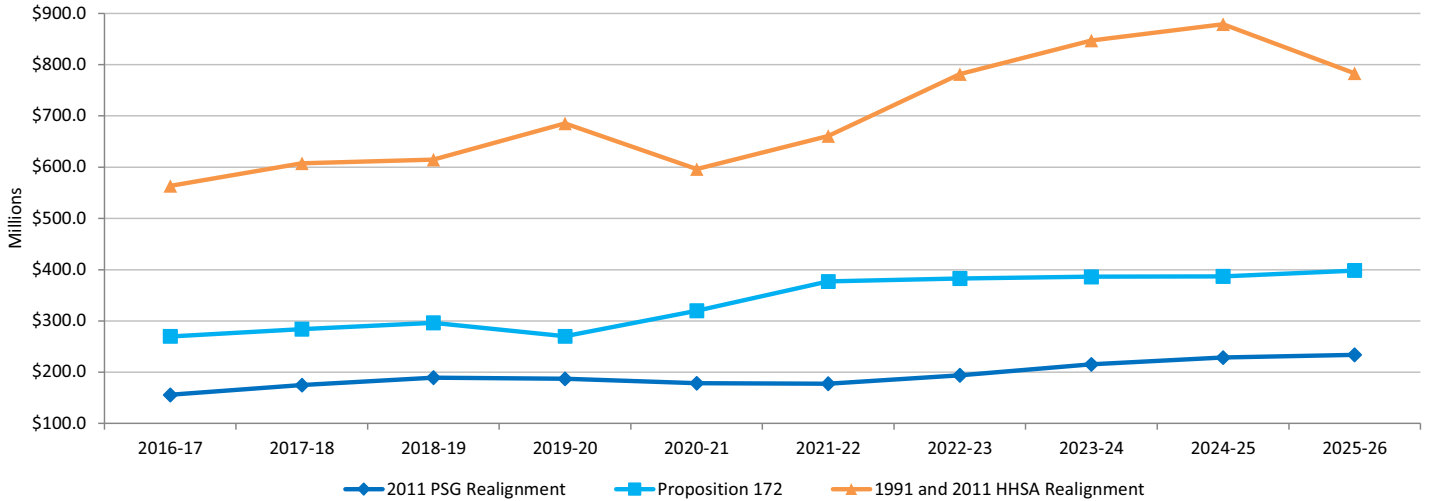
The term “1991 Realignment” refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and Vehicle License Fee (VLF) revenues to pay for these services. In Fiscal Year 2011–12 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 2024–25, it is projected that 25.8% 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 2.2% and Vehicle License Fee increase of 3.1% for Fiscal Year 2024–25 to reflect the slowing growth in the economic forecast. These revenues are projected to increase by 3.7% (\$31.7 million) compared to the Fiscal Year 2023–24 Adopted budget (\$847.5 million). The net increase includes a baseline adjustment to align with projected statewide sales tax & vehicle license fees, and use of over \$100 million in one-time available realignment funds to help bridge essential services with the projected slowing growth in Realignment. In addition, the Fiscal Year 2024–25 HHSA budget assumes a total of \$32.3 million in cost saving measures, including \$11.9 million in revenue enhancements, primarily from an increased draw from the Tobacco Settlement Fund; another \$11.1 million in contracts and other operational changes; and \$9.2 million to address unanticipated costs within the HHSA budget. Fiscal Year 2025–26 is projected to decrease by 10.9% or \$95.5 million compared to Fiscal Year 2024–25 to align with projected sales tax & vehicle license fees receipts and decrease tied to adjustment of one-time realignment funds. In Year 2 of the budget, there is also a significant bridge funding strategy for HHSA to reflect a \$54 million Realignment funding shortfall. This gap will be structurally fixed in the future by anticipated future growth of Realignment revenue.

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 Years 2016-17 to Fiscal Year 2025-26



Note: Fiscal Year 2016–17 to 2022–23 figures represent actual revenues. Fiscal Year 2023–24 through Fiscal Year 2025–26 figures represent projected revenue as included in the Fiscal Years 2024–26 CAO Recommended Operational Plan. Starting in 2011, the 1991 Realignment was adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding was incorporated into the 1991 Realignment.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment revenues (**\$228.3 million in Fiscal Year 2024–25** and \$233.8 million in Fiscal Year 2025–26) are budgeted to support adult and juvenile justice programs. The revenue source is a dedicated portion of State sales tax and State and local VLF. The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts 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 2024–25 by 6.2% (\$13.3 million) compared to Fiscal Year 2023–24. This change in revenues is a slight increase from Fiscal Year 2023–24. The projected increase in sales tax revenue and VLF is due to stabilizing of economy and based on formulaic assumptions provided by the State of California and assumes an underlying receipts in statewide sales tax rate of 2.2% for Fiscal Year 2024–25.

2011 Realignment for Public Safety includes the following subaccounts: Enhancing Law Enforcement Activities (various pro-

grams), 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 (**\$387.1 million in Fiscal Year 2024–25** and \$398.3 million in Fiscal Year 2025–26) 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 2024–25, these revenues increase by 0.2% (\$0.9 million) from the Fiscal Year 2023–24 Adopted budget. This assumes an underlying receipts in statewide sales tax rate of 2.2% for Fiscal Year 2024–25. It is anticipated that these revenues will have a minimal growth in Fiscal Year 2024–25 as the economy remains stable. The chart above shows the realized revenues for Proposition 172 for Fiscal Years 2016–17 through 2022–23 and projected levels for Fiscal Years 2023–24 through 2025–26.



Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$25.3 million in Fiscal Year 2024–25** and \$25.3 million in Fiscal Year 2025–26) 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 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 \$25.3 million budgeted in Fiscal Year 2024–25 reflects Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. This is a proposed increase of \$10.2 million from the prior year to help offset the impacts of slowing realignment revenue based on projected sales tax receipts. The additional funds will be used in Behavioral Health Services to support substance use disorder programs previously funded by realignment revenue including recovery residences and peer support services.

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 29.8% 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, (\$194.2 million in Fiscal Year 2024–25 and \$97.6 million in Fiscal Year 2025–26), represents 2.9% of General Fund Financing Sources in Fiscal Year 2024–25. 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 \$68.3 million in Fiscal Year 2024–25 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 General Purpose Revenue.
- ◆ \$25.0 million associated with increases in Behavioral Health Services to support the implementation of SB43 and Behavioral Health Workforce, approved by the Board of Supervisors on February 27, 2024.
- ◆ \$0.5 million from fund balance restricted for Department of Environmental Health and Quality for increased need of Environmental Health commitment.

The General Fund Use of Fund Balance of \$125.9 million in Fiscal Year 2024–25 consists of:

- ◆ \$56.3 million for one-time capital and major maintenance projects in the Department of Public Works Stormwater and Closed Landfill programs.
- ◆ \$39.8 million for one-time major maintenance projects in various departments within the Public Safety Group, Land Use and Environment Group, and Health and Human Services Agency (HHSa).
- ◆ \$17.9 million for the renovation of the Hall of Justice.
- ◆ \$5.0 million for design and environmental study of new Ramona Sheriff Substation.
- ◆ \$2.9 million for work associated with the Public Housing Physical Needs Assessment (PHPNA) in HHSa Housing & Community Development Services.
- ◆ \$2.3 million to bridge Medi-Cal Administrative funding in HHSa Self-Sufficiency Services.
- ◆ \$1.7 million associated with the implementation of the new case management system to maintain software compliance and meet Housing and Urban Development federal guidelines in HHSa Housing & Community Development Services.

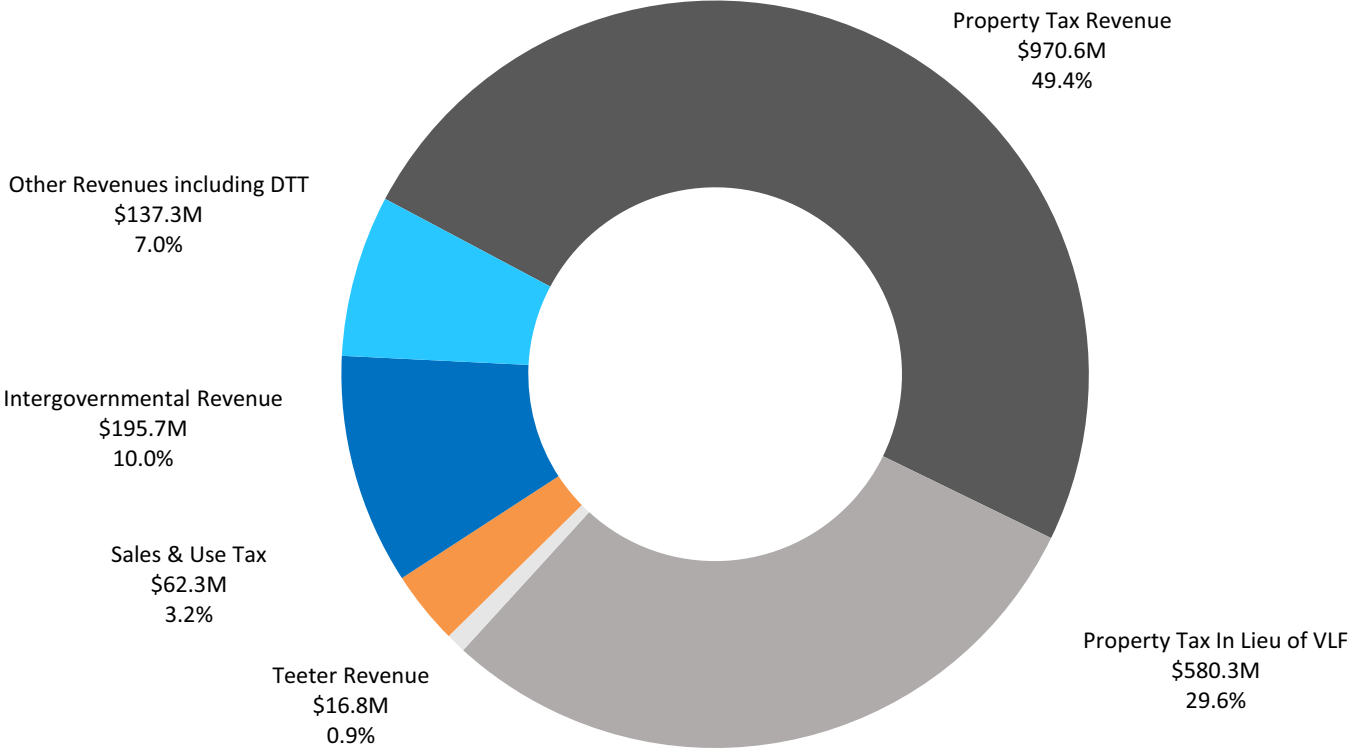


General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 29.8% 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, intergovernmental revenue and Other revenues including Documentary Transfer Tax (DTT). It may be used for any purpose that is a legal expenditure of County funds. Therefore, the Board of Supervisors has the greatest flexibility in allocating this revenue. The following section presents details of the major components of General Purpose Revenue.

General Purpose Revenue by Source
Fiscal Year 2024-25: \$1,963.0 million



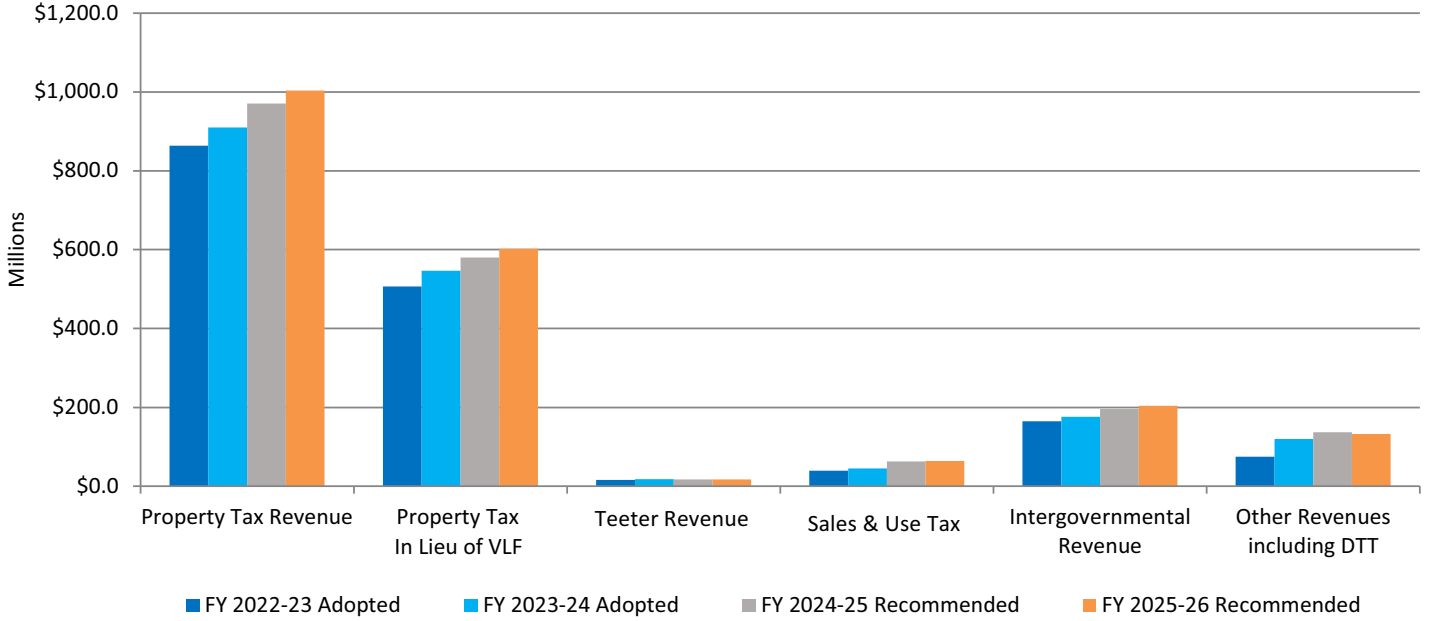
Note: In the chart and table, the sum of individual amounts may not total due to rounding.

For Fiscal Year 2024–25, the \$1,963.0 million budgeted for GPR is **an increase of \$148.2 million** or 8.2% from the Fiscal Year 2023–24 budgeted amount of \$1,814.8 million primarily due to increase in Assessed Value (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 \$2,024.2 million in Fiscal Year 2025–26. 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.

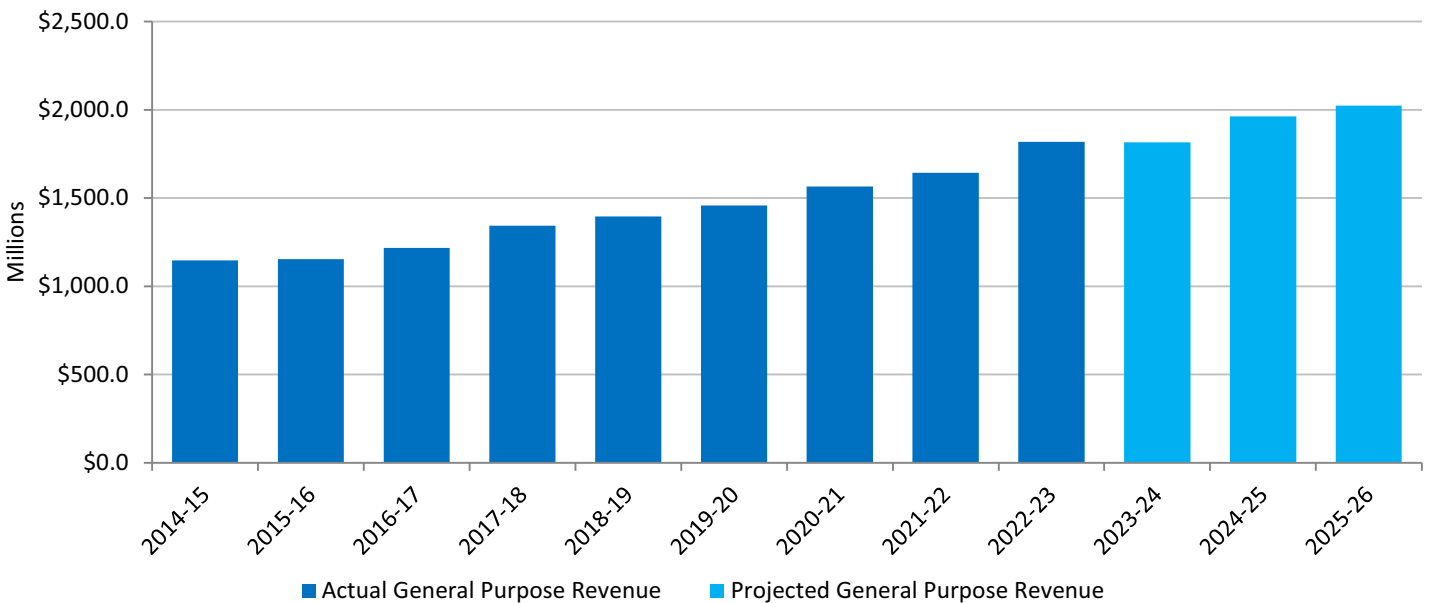
General Purpose Revenue by Source

Fiscal Years 2022-23 through 2025-26



General Purpose Revenue History

Fiscal Year 2014-15 to Fiscal Year 2025-26



Notes: General Purpose Revenue (GPR) for Fiscal Years 2014–15 through 2022–23 represents actual revenue. For Fiscal Years 2023-24 to 2025-26, the projections are included in the Fiscal Years 2024-26 Recommended Operational Plan.



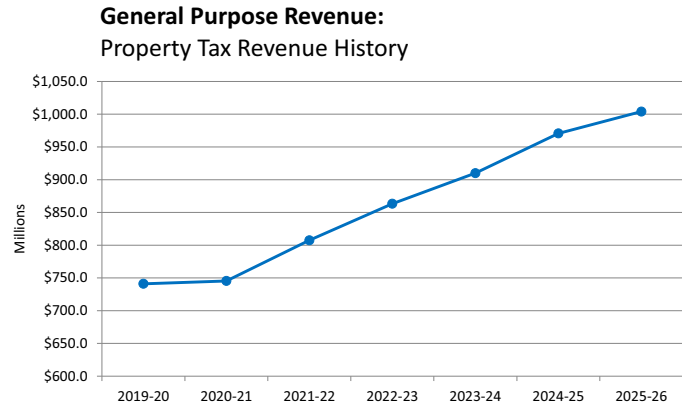


General Purpose Revenue					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Property Taxes Current Secured	\$ 831,749,072	\$ 881,072,375	\$ 932,995,908	5.9	\$ 966,472,340
Property Taxes Current Supplemental	8,738,450	8,694,758	8,651,284	(0.5)	8,608,028
Property Taxes Current Unsecured	22,727,801	20,022,240	28,936,748	44.5	28,857,937
Property Taxes Current Unsecured Supplemental	58,027	58,897	59,781	1.5	60,678
Total Property Tax Revenue	\$ 863,273,350	\$ 909,848,270	\$ 970,643,721	6.7	\$ 1,003,998,983
Total Property Tax In Lieu of VLF	\$ 506,268,955	\$ 547,134,262	\$ 580,260,703	6.1	\$ 602,750,518
Teeter Tax Reserve Excess	\$ 10,791,321	\$ 11,256,008	\$ 10,837,168	(3.7)	\$ 10,820,860
Teeter Property Tax All Prior Years	5,562,875	6,095,687	6,004,252	(1.5)	5,914,188
Total Teeter Revenue	\$ 16,354,196	\$ 17,351,695	\$ 16,841,420	(2.9)	\$ 16,735,048
Total Sales & Use Tax	\$ 39,547,604	\$ 45,098,087	\$ 62,315,121	38.2	\$ 63,939,662
State Motor Vehicle In-Lieu	\$ —	\$ —	\$ 1,000,000	100.0	\$ 1,000,000
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	1,100,000	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	153,918,804	165,363,606	183,937,212	11.2	192,212,516
Total Intergovernmental Revenue	\$ \$164,693,871	\$ 176,138,673	\$ 195,712,279	11.1	\$ 203,987,583
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000
Property Taxes Prior Secured Supplemental	8,395,766	8,353,787	8,312,018	(0.5)	8,270,458
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	2,201,352	2,168,332	2,135,807	(1.5)	2,103,769
Transient Occupancy Tax	5,373,163	6,203,455	6,265,490	1.0	6,328,145
Documentary Transfer Taxes (DTT)	25,206,644	25,458,711	25,713,298	1.0	25,970,431
Cannabis Tax	—	—	100,000	100.0	100,000
Franchises, Licenses, Permits	4,768,185	4,696,662	3,750,654	(20.1)	3,563,122
Fees, Fines & Forfeitures	1,078,139	812,335	771,718	(5.0)	733,132
Penalties & Cost Delinquency Taxes	16,912,884	21,949,245	23,334,410	6.3	24,042,917
Interest On Deposits & Investments	8,084,934	46,052,058	61,835,588	34.3	56,608,671
Interfund Charges/Miscellaneous Revenues	2,100,000	2,600,000	4,100,000	57.7	4,100,000
Total Other Revenues including DTT	\$ 75,071,067	\$ 119,244,585	\$ 137,268,983	15.1	\$ 132,770,645
Total General Purpose Revenue	\$ 1,665,209,043	\$ 1,814,815,572	\$ 1,963,042,227	8.2	\$ 2,024,182,439



Property Tax Revenue

Property Tax Revenue, (**\$970.6 million in Fiscal Year 2024–25 and \$1,004.0 million in Fiscal Year 2025–26**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 49.4% of the total General Purpose Revenue in Fiscal Year 2024–25 and 49.6% in Fiscal Year 2025–26.

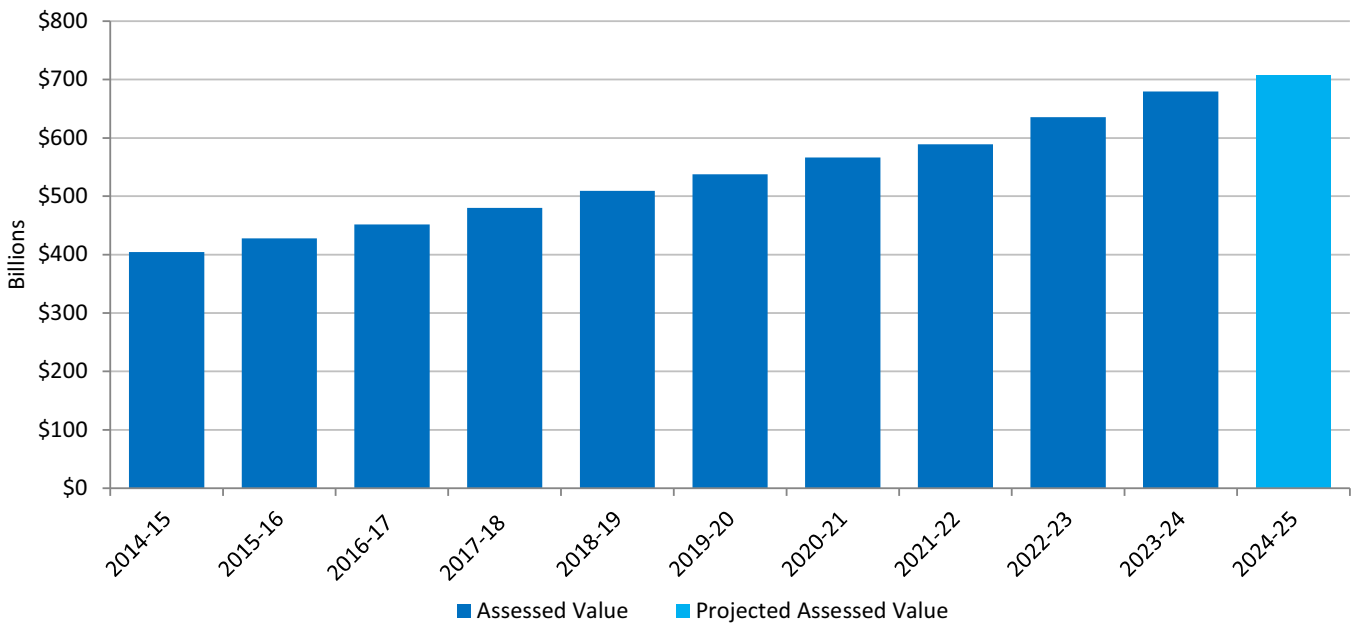


The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2024–25, property tax revenue is budgeted to be \$60.8 million or 6.7% higher than the budget for Fiscal Year 2023–24. The increase is mainly due to the anticipated 4.0% Assessed Value

(AV) growth in Fiscal Year 2024–25. Property Tax Revenue is projected to increase 3.4% or \$33.4 million for Fiscal Year 2025–26. 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, 2022 and 2023 the final growth rate was 5.80%, 5.59%, 6.35%, 6.08%, 5.72%, 5.33%, 4.02%, 7.96% and 6.86% respectively. For Fiscal Year 2024–25, an assumed rate of 4.00% is projected in overall assessed value of real property. The Fiscal Year 2025–26 revenue is estimated using a 4.00% assessed value growth.

Locally Assessed Secured Property Values Fiscal Year 2014–15 to Fiscal Year 2024–25



Note: The projected locally assessed secured values assume a 4.0% growth rate for Fiscal Year 2024–25.
Source: San Diego County Auditor and Controller



Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$933.0 million in Fiscal Year 2024–25 and \$966.5 million in Fiscal Year 2025–26**) is expected to increase by \$51.9 million in Fiscal Year 2024–25 from the adopted level for Fiscal Year 2023–24.

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 2024–25 revenue amount assumes an increase of 4.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2023–24 of 6.86%. The Fiscal Year 2023–24 current secured revenue assumed a 5.00% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2022–23; however, the actual current local secured assessed value increased by 6.86% (gross less regular exemptions). For Fiscal Year 2025–26, local secured assessed value is assumed to grow by 4.00%. The budget also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate, exemptions and the amount of tax roll corrections and refunds on prior year assessments.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**\$8.7 million in Fiscal Year 2024–25 and \$8.6 million in Fiscal Year 2025–26**) is expected to slightly decrease by \$0.1 million in Fiscal Year 2024–25 from the adopted level for Fiscal Year 2023–24. 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 (**\$28.9 million in Fiscal Year 2024–25 and \$28.9 million in Fiscal Year 2025–26**) is not based on a lien on real property and is expected to increase by \$8.9 million in Fiscal Year 2024–25 from the adopted level for Fiscal Year 2023–24 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

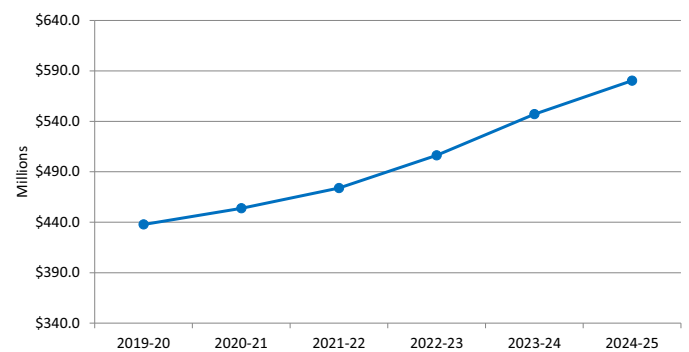
Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2024–25 and \$0.1 million in Fiscal Year 2025–26**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or 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 **29.6% (\$580.3 million)** of the General Purpose Revenue amount in Fiscal Year 2024–25 and 29.8% of the projected amount (\$602.8 million) in Fiscal Year 2025–26.

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 4.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2024–25, revenues are anticipated to be \$33.1 million higher than budgeted for Fiscal Year 2023–24. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2023–24 which increased by 6.86% compared to a budgeted increase of 5.00%. The Fiscal Year 2025–26 revenue is estimated using a 4.00% assessed value growth.

Teeter Revenue

Teeter Revenue (**\$16.8 million in Fiscal Year 2024–25 and \$16.7 million in Fiscal Year 2025–26**) represents approximately 0.9% of General Purpose Revenue in Fiscal Year 2024–25 and 0.8% of the projected amount in Fiscal Year 2025–26. Teeter Revenue is expected to decrease by \$0.5 million in Fiscal Year 2024–25 from the adopted level for Fiscal Year 2023–24 primarily due to projected lower collections from prior year receivables. Teeter Revenue is expected to decrease by \$0.1 million in Fiscal Year 2025–26 from the recommended level for Fiscal Year 2024–25 primarily due to improving delinquency rates, indicating the strength of the local real estate market.

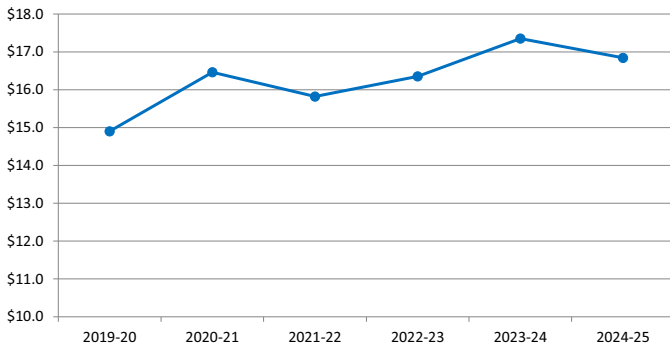


GENERAL PURPOSE REVENUE

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



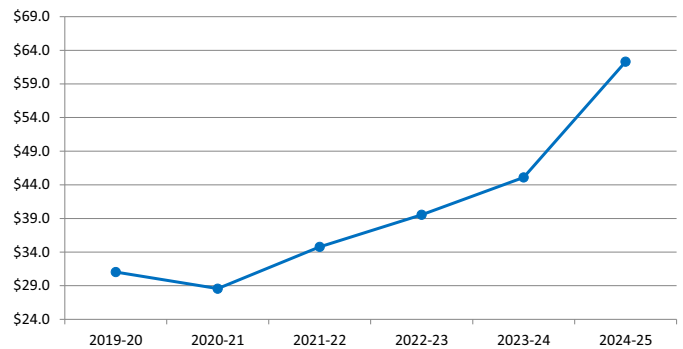
Sales & Use Tax Revenue

Sales & Use Tax Revenue (**\$62.3 million in Fiscal Year 2024–25 and \$63.9 million in Fiscal Year 2025–26**) represents approximately 3.2% of General Purpose Revenue in Fiscal Year 2024–25 and 3.2% in Fiscal Year 2025–26. 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 2024–25 is estimated to be \$17.2 million or 38.2% higher than the Fiscal Year 2023–24 Adopted Operational Plan and is estimated to be \$1.6 million higher in Fiscal Year 2025–26. The increase in Fiscal Year 2024–25 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 and Use Tax Revenue History



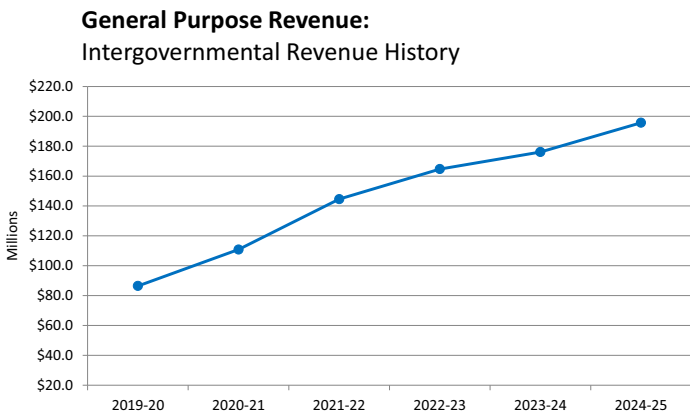
Intergovernmental Revenue

Intergovernmental Revenue (**\$195.7 million in Fiscal Year 2024–25 and \$204.0 million in Fiscal Year 2025–26**) comprises 10.0% of the General Purpose Revenue amount in Fiscal Year 2024–25 and 10.1% of the projected amount in Fiscal Year 2025–26. For Fiscal Year 2024–25, the amount budgeted is \$19.6 million or 11.1% higher than the Fiscal Year 2023–24 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.

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

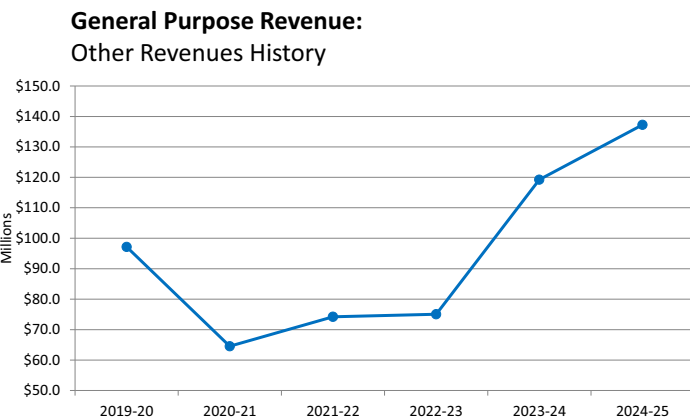


December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety Code, the county auditor-controller shall remit from the Redevelopment Property Tax Trust Fund to each affected taxing agency property tax revenues in an amount equal to that which 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 2024–25 total **\$137.3 million and decrease to \$132.8 million in Fiscal Year 2025–26** and are approximately 7.0% of the total General Purpose Revenue amount in Fiscal Year 2024–25 and 6.6% in Fiscal Year 2025–26. The Fiscal Year 2024–25 amount represents a 15.1% or \$18.0 million increase from the Fiscal Year 2023–24 Adopted Operational Plan.



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 (**\$61.8 million in Fiscal Year 2024–25 and \$56.6 million in Fiscal Year 2025–26**) is expected to increase by \$15.8 million or 34.3% higher than the Fiscal Year 2023–24 Adopted Operational Plan due to a higher projected cash balance in various funds in the County Pool applied to an interest rate projected to remaining the same. 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 (**\$25.7 million in Fiscal Year 2024–25 and \$26.0 million in Fiscal Year 2025–26**) is anticipated to increase by \$0.3 million or 1.0% from the Fiscal Year 2023–24 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 and 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 (**\$23.3 million in Fiscal Year 2024–25 and \$24.0 million in Fiscal Year 2025–26**) are projected to increase by \$1.4 million or 6.3% higher than the Fiscal Year 2023–24 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

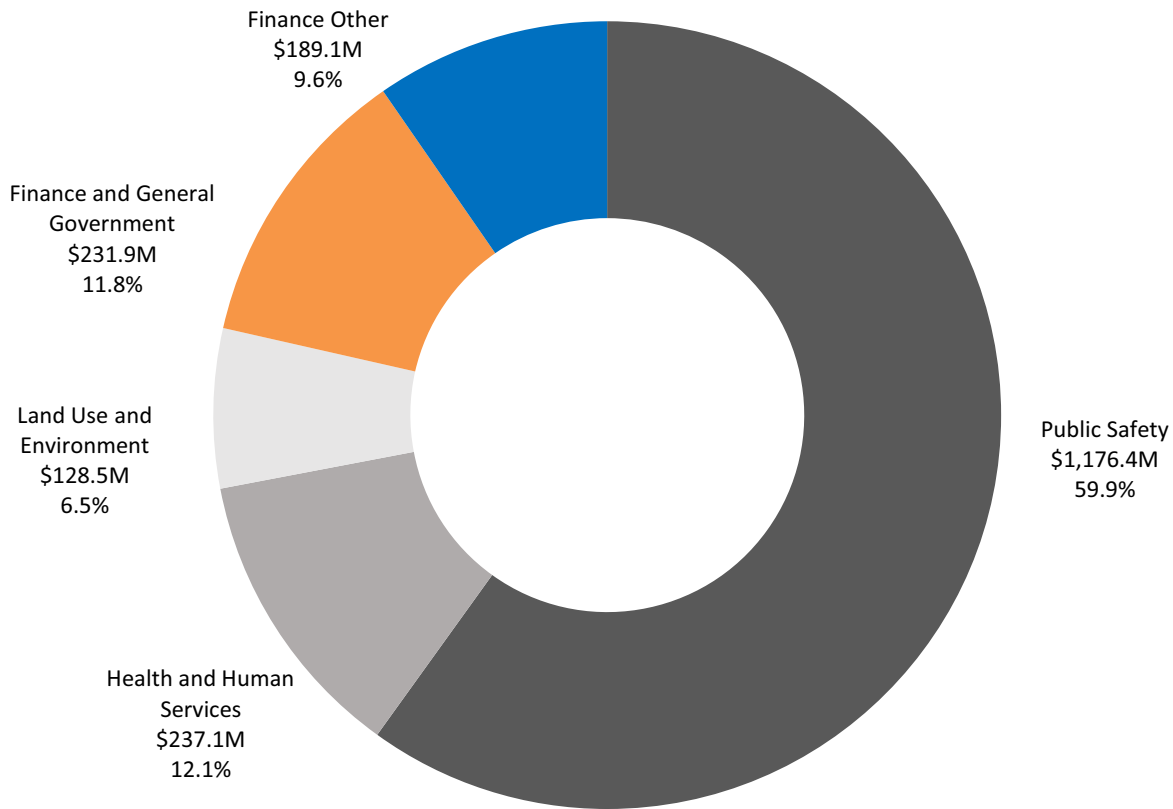
Other Miscellaneous Revenues are projected to be **\$26.4 million in Fiscal Year 2024–25 and \$26.1 million in Fiscal Year 2025–26**, which is an increase of \$0.6 million or 2.3% from the Fiscal Year 2023–24 Adopted Operational Plan. This increase is primarily due to the anticipated closure of Flex Forfeitures Trust Funds.



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 2024–25 budget for the Public Safety Group represents 32.3% of total County expenditures, the allocation of GPR for services in that Group equals 59.9% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 40.6% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 12.1% of total GPR.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2024-25: \$1,963.0 million



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

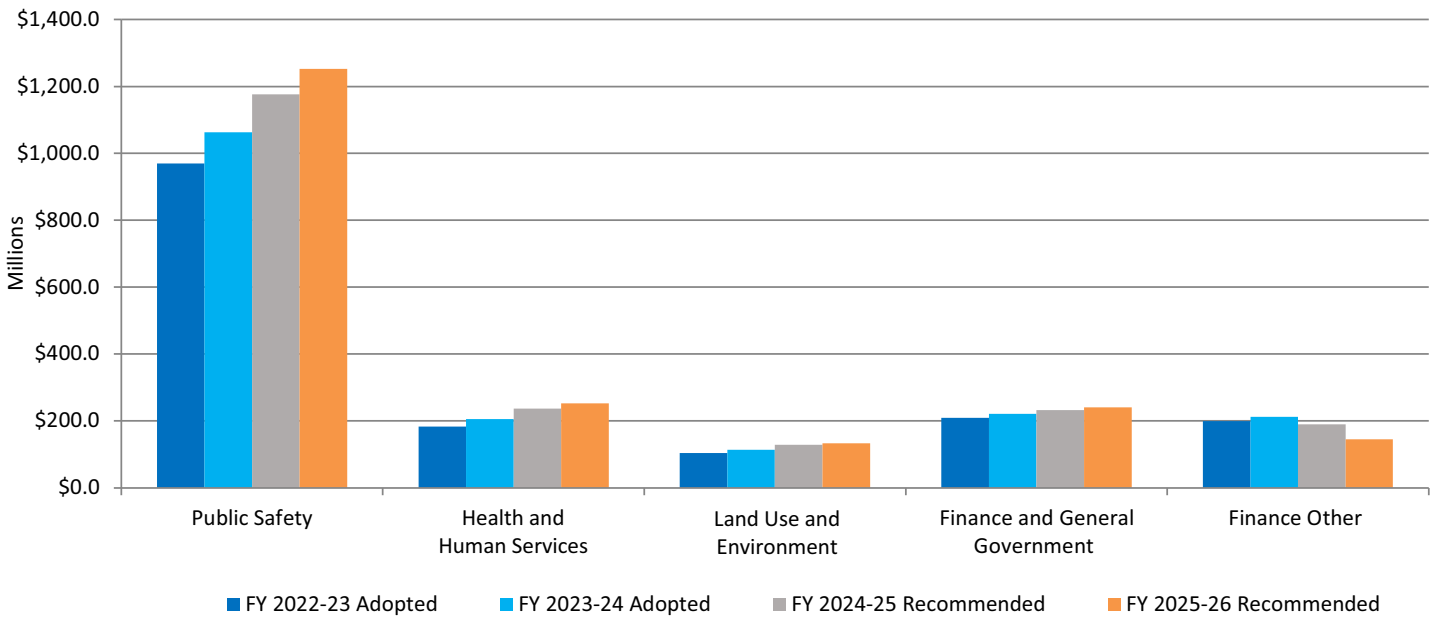
The allocation of GPR for Fiscal Years 2024–25 and 2025–26 reflects a multi-year strategy to manage County resources within the slowly growing economic environment. The primary goals of this strategy are to continue the Countywide stabilization strategy which will meet local revenue requirements for negotiated labor agreements, required retirement contributions, and capital infrastructure. Allocations in Fiscal Year 2024–25 seeks to preserve essential core services to the public, however as of the March 12, 2024, Second Quarter Economic Update to the Board, there existed a projected \$63.5 million budget gap in Fiscal Year 2025–26. This gap is primarily due to a revenue shortfall tied to HHSA Realignment revenue. If this gap is not resolved by Fiscal Year 2025–26, the County will need to review core services and

discretionary investments and potentially propose reductions after careful priority and timing considerations.

GPR is budgeted at **\$1,963.0 million in Fiscal Year 2024–25**, an increase from \$1,814.8 million in Fiscal Year 2023–24. While in Fiscal Year 2023–24 employer contributions to the retirement fund are budgeted to increase by 7.1%, the annual rate of increase beyond Fiscal Year 2024–25 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. In Fiscal Year 2024–25, the assumed rate of return used for budget remain at 6.50%.



General Purpose Revenue by Group/Agency Fiscal Years 2022-23 through 2025-26



	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety	\$ 969.7	\$ 1,062.8	\$ 1,176.4	10.7	\$ 1,252.6
Health and Human Services	182.4	205.1	237.1	15.6	252.6
Land Use and Environment	104.4	113.6	128.5	13.2	133.6
Finance and General Government	209.3	221.3	231.9	4.8	240.3
Finance Other	199.4	212.0	189.1	(10.8)	145.2
Total	\$ 1,665.2	\$ 1,814.8	\$ 1,963.0	8.2	\$ 2,024.2

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 2024–25 Recommended Operational Plan allocates \$171.1 million of GPR to fund growth in salary and benefit costs including retirement (\$113.3 million) as well as allocation for programs (\$57.8 million). GPR stabilization remaining as of Fiscal Year 2023–24 was \$172.3 million. The Fiscal Year 2024–25 GPR stabilization balance decreased by \$44.1 million, to reflect the allocation of GPR net of GPR growth of \$171.1 million, leaving total stabilization resources of \$128.2 million. In Fiscal Year 2024–25, these resources will be spent on a one-time basis to support capital, retirement,

appropriations for contingency, and other various one-time operational expenses.

- ◆ The Fiscal Year 2025–26 Recommended Budget allocates \$123.0 million of GPR to fund increases to support anticipated salary and benefit growth, primarily for planning purposes. GPR stabilization is anticipated to decrease to \$65.2 million in Fiscal Year 2025–26. In subsequent budget years these amounts will be used to address anticipated increases in retirement costs, negotiated labor agreements, and to support capital.

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





Summary of Financial Policies

Background

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

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:
 - ◆ Annually undertake long-range, five year Strategic Planning, after a comprehensive review of community and organizational needs and issues.
 - ◆ This is followed by short-term, two-year Operational Planning, in which the organization's revenues are budgeted to accomplish the strategic goals set forth in the Strategic Plan.
 - ◆ Evaluation & Accountability takes place throughout the year in the form of various regularly-scheduled activities that ensure plans are followed, risks are identified, goals are tracked and results are reported.
 - ◆ Continuous Collaboration and Employee Investment and Satisfaction activities take place throughout the fiscal year.
 - ◆ Continuous Collaboration maximizes efficient use of personnel and material resources by coordinating resources, staff and linking the functions they perform.
 - ◆ Employee Investment and Satisfaction encourages continuing progress by rewarding those employees who meet and exceed 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 added 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 liability and/or economic defeasance of outstanding long-term obligations) and/or to avoid the issuance of new long-term obligations by cash financing of capital projects.
- ◆ The County shall invest one-time over-realized General Purpose Revenue generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability.

The County Charter, Administrative Code, 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*.
- ◆ The County provides guidance to its departments on how to budget and forecast for staffing. This Administrative Manual item is designed to be a tool for the annual budget build, which occurs prior to the release of the CAO Recommended Operational Plan and before the Board of Supervisors takes action to adopt the annual budget. Furthermore, this item does not provide guidance for mid-year budget adjustments.
 - ◆ Vacant Positions—Upon implementation during the budget build process, each County Department's total Salary & Benefits (S&B) amount shall be adjusted by 4% and shall be adjusted annually by 4% in each following year by the Office of Financial Planning (OFP) to ensure a normal rate of attrition. County Departments with 20 or fewer FTEs will be exempted from this policy.
 - ◆ Underfilled Positions—Each County Department's total S&B amount shall be adjusted by OFP during the budget build process to account for underfilled positions. An annual study shall be conducted by OFP to determine the S&B amount to be adjusted.

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 (Section 800.2) 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, 2023, 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, 2023)
Nonspendable	\$ 59,839
Restricted	928,457
Committed	616,549
Assigned	415,618
Unassigned	797,452
Total General Fund Balance	\$ 2,817,915

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

Restricted fund balance represents amounts with constraints placed on their use that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. The most significant restricted amounts included in the June 30, 2023 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, 2023 annual report are amounts committed for capital projects in progress including:

- ◆ Youth Transition Center (formerly Juvenile Justice Campus) Phase 1

- ◆ 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
- ◆ Sheriff's Department helicopter replacement
- ◆ Integrated Property Tax System
- ◆ HCDS housing development
- ◆ Regional Communications System upgrade
- ◆ Various major maintenance capital outlay fund projects.

Other significant amounts committed include:

- ◆ 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, 2023, reflect 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, 2023 annual report include:

- ◆ 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 2024–25 Recommended Use of Fund Balance

The Fiscal Year 2024–25 total \$344.8 million uses of fund balance

and fund balance components includes amounts within and outside of the general fund. Outside of the General Fund, \$150.6 million uses are primarily in Public Works, Proposition 172, County Library, Sheriff Asset Forfeiture, Incarcerated People's Welfare, General Services/Purchasing Internal Service Funds (ISF), Tobacco Securitization, Workers' Compensation Employee Benefits ISF and Pension Obligation. The remaining \$194.2 million represents the use of General Fund resources including \$125.9 million of General Fund Unassigned fund balance used to fund one-time operational needs and capital projects; and \$68.3 million use of General Fund resources restricted for Pension Obligation Bonds, Senate Bill 43 program, San Diego Behavioral Health Workforce, and environmental health and quality. Details of these planned uses are included in the General Fund section of this document.

Decreases (Uses) in Fund Balance Restrictions and Commitments

Fund balance component decreases of \$68.3 million are included for Fiscal Year 2024–25. The table below lists those fund balance components and respective amounts that are included 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 Restrictions and Commitments (in millions)		
	Fiscal Year 2024–25 Recommended Budget	Source
Restricted: Pension Stabilization	\$ 42.8	Restricted
Committed: SB 43 Program	15.0	Committed
Committed: SD BH Health Workforce	10.0	Committed
Restricted: Environmental Health	0.5	Restricted
Total	\$ 68.3	

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, 2023, which was \$797.5 million, through various mid-year actions the Board of Supervisors has approved the use of \$9.6 million which must be subtracted. Next, as of 2nd Quarter projections (March 12, 2024), the Fiscal Year 2023–24 projected year end operating results in the General Fund are \$86.0 million resulting in a projected General Fund Balance amount of \$873.9 million. This projected amount compares to the General Fund Reserve minimum requirement of \$863.0 million per the latest Financial Statements as of June 30, 2023. Financial Statements for Fiscal Year 2023–24 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 \$873.9 million which means it will meet the General Fund Reserve requirement based on these assumptions.

In addition, the Fiscal Year 2024–25 budget includes appropriations for contingencies pursuant to Government Code §29084. Transfers and revisions to the appropriation for contingencies may be made by formal action of the Board of Supervisors, by a four-fifths vote (Government Code §29125).

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. Second Quarter projections (as of March 12, 2024) are anticipated to be above the minimum. However, in the Fiscal Year 2024–25 CAO Recommended Operational Plan, planned uses of \$125.9 million will be to draw projected balances below the General Fund Reserve. This strategy is based on prior year costs anticipated to be reimbursed by FEMA and putting those anticipated replenishment funds to use for County operations.

Restoration of Fund Balance & Reserves (in millions)	
Fiscal Year	Amount
2024–25	\$ 125.9
2025–26	0.0
2026–27	0.0
Total	\$ 125.9



Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the delivery 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, managing outstanding debt and provides guidance to decision makers. Adherence to a long-term financial strategy and policy is important to ensure the County maintains a sound debt position and its 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 include that proceeds of any long-term obligation of the County General Fund shall not be used for recurring operational needs. Long-term financial obligations are those that exceed one fiscal year.

Long-Term Obligations Limits and Uses

- ◆ 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. The Debt Advisory Committee is currently composed of the Deputy Chief Administrative Officer/Chief Financial Officer, the 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.

DEBT MANAGEMENT POLICIES AND 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 September 2023, 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 budgetary and operating performance, supported by strong financial profile characterized by significant reserves and liquidity, as well as long-term liabilities for overall debt and pensions at the low end of the moderate range relative to the County’s large economic resource base.

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 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.

Bond Ratios					
	Fiscal Year 2020–21	Fiscal Year 2021–22	Fiscal Year 2022–23	Fiscal Year 2023–24	Fiscal Year 2024–25
Net Bonded Debt (in millions) ¹	\$ 682.5	\$ 608.4	\$ 577.7	\$ 498.4	\$ 576.6
Net Bonded Debt per Capita ²	\$ 204	\$ 182	\$ 174	\$ 152	\$ 176
Ratio of Net Bonded Debt to Assessed Value ³	0.12%	0.10%	0.08%	0.08%	0.08%

¹ Net Bonded Debt is outstanding principal at the beginning of the fiscal year that is secured by the County General Fund, net of amounts in debt service reserve funds.
² Population 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.

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. The annual payments required for the Certificates of Participation, Lease Revenue Bonds and Pension Obligation Bonds is provided in the Finance Other section.

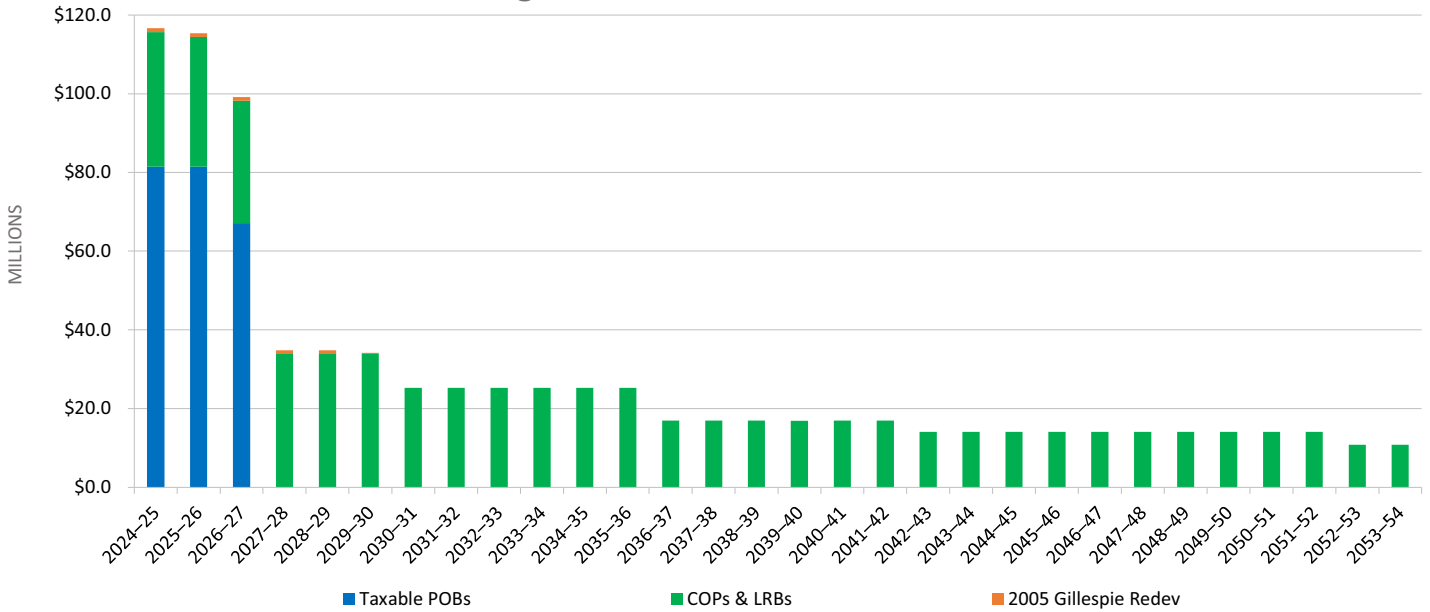
Components of General Fund Debt Service Ratios (in millions)						
	Fiscal Year 2021–22 Adopted Budget	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	Fiscal Year 2025–26 Recommended Budget	
General Fund Revenue ¹	\$ 5,277.7	\$ 5,531.0	\$ 6,160.1	\$ 6,399.0	\$ 6,255.7	
Total Debt Service ²	\$ 105.9	\$ 107.9	\$ 107.6	\$ 107.6	\$ 106.3	
Ratio of Total Debt Service to General Fund Revenue	2.01%	1.95%	1.75%	1.68%	1.70%	
General Fund Share of Debt Service Cost ³	\$ 83.6	\$ 83.1	\$ 88.7	\$ 89.0	\$ 89.5	
Ratio of General Fund Share of Debt Service to General Fund Revenue	1.58%	1.50%	1.44%	1.39%	1.43%	

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 net of Capitalized Interest.
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.





**Long-Term Debt Obligations
Fiscal Years 2024–25 through 2053–54**



¹Represents principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2024. Details of these obligations are provided in the Outstanding County Financings table nearby.

Outstanding Principal Bonded Debt (in millions)			
	Actuals as of June 30, 2023	Projected as of June 30, 2024	Projected as of June 30, 2025
Certificates of Participation	\$ 147.0	\$ 299.2	\$ 287.2
Lease Revenue Bonds	79.8	75.4	70.7
Pension Obligation Bonds	278.0	211.2	140.4
Redevelopment Successor Agency Bonds	5.6	4.3	3.6
Total	\$ 510.4	\$ 590.1	\$ 501.9

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, the Youth Transition Campus and the County's newest financing for the Public Health Lab, parking structure and other capital improvements. These bonds are the second Green Bonds issued by the County of San Diego totaling \$160 million par value. As of June 30, 2024, the County is anticipated to have \$374.6 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, 2024, the County is anticipated to have \$211.2 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 was set aside to mitigate any significant changes in retirement costs. In

the subsequent fiscal years, the unused amounts of these annual set-asides were committed and are now restricted 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 restriction will continue to be appropriated each year and will serve as an alternative to GPR as a funding source for POB costs. Fiscal Year 2017–18 was the first year that these amounts were used, and portions will be appropriated each year until the final maturity of the POBs in Fiscal Year 2026–27.

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 2053–54 as of June 30, 2024, 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, 2024.

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	\$ 44,360
2016 COC Refunding, issued March 2016	2035	105,330	75,375
2019 Justice Facility Refunding	2025	19,450	4,905
2020 CAC Waterfront Park Refunding, issued November 2020	2041	21,910	19,875
2020 Cedar, Kettner Development Refunding, issued November 2020	2041	23,815	20,885
2021 Youth Transition Campus, issued December 2021	2051	49,060	48,290
2023 Public Health Lab and Capital Improvements	2053	160,910	160,910
Total Certificates of Participation and Lease Revenue Bonds		\$ 474,225	\$ 374,600
Taxable Pension Obligation Bonds			
Series 2006	2024	\$ 454,113	\$ 57,250
Series 2008	2026	\$ 343,515	153,975
Total Pension Obligation Bonds		\$ 797,628	\$ 211,225
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2029	\$ 16,000	\$ 4,300
Total Tax Allocation Bonds		\$ 16,000	\$ 4,300

This table reflects the County’s outstanding financings as of June 30, 2024.

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 eleven fiscal years.

Conduit Issuances

In previous years, the County has assisted qualified nonprofit and for-profit entities to access tax-exempt long-term bonds 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 debt of the County.

Because of the expanding market and availability of other non-profit agencies specializing in these conduit programs, the County has discontinued its conduit program. The County will continue to administer the remaining outstanding conduit issuances until the debt mature. As of June 30, 2024, the County will have three outstanding conduit issuances and has not issued a conduit financing since 2015.





County of San Diego

Public Safety Group

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Public Safety Group Summary & Executive Office

Mission Statement

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

Vision Statement

A county where residents are safe and protected and have confidence in the 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, emergency medical services and essential animal protection, sheltering, and adoption services. To ensure these critical services are provided, the Public Safety Group has 8,077.00 staff years and a budget of \$2.74 billion.

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 Public Safety Group (PSG) continues to take a community-focused and data-driven approach to addressing crime, promoting justice, and supporting community safety. PSG departments 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.” Below are some examples of how PSG departments will carry out and support the County’s Strategic Initiatives, mission, and vision.



Serving and Protecting All Residents

PSG departments seek to serve and protect all residents while advancing racial and social equity by:

- ◆ Implementing the Transitional Age Youth Diversion Initiative (TAYDI), for adults 18 to 24 years, to foster accountability while addressing barriers and impacts of justice system involvement. Participants will be provided an opportunity to engage with community-

based organizations to address root causes of criminogenic factors while preventing further crime and victimization.

Continuing the implementation of the Detention Facility Strategic Framework Plan, which is a long-range plan that focuses on infrastructure upgrades and advancing innovation and safety in adult detention facilities. The goal of this plan is to provide a secure and humane environment for incarcerated persons that supports their rehabilitation, access to services, and overall well-being.

Ensuring equal opportunity for community health and well-being by providing subsidized spay/neuter services to underserved pet owners. In addition, a mobile veterinary surgical unit will serve areas identified as having the greatest need for spay/neuter and basic wellness.

Providing equitable access to services for all members of the community by participating in homeless outreach pop-up events, Veterans Standdown events and other events that improve customer service to unhoused participants, including those individuals who may require further services and follow-up.

Participating in a new multi-agency overdose fatality review team examining individual deaths, as well as data trends, to look for system-wide opportunities to increase health and safety in the community.

Providing Fresh Start assistance to clients, which is a comprehensive criminal record relief program designed to help eligible community members with post-conviction relief to reduce barriers to employment, education, housing, and community resources.

Continuing the Community Health and Injury Prevention (CHIP) initiative to expand health services and community education to areas that lack health care facilities and transportation, and further develop the Community Paramedicine program to help patients avoid unnecessary trips to hospital emergency rooms and provide frequent 9-1-1 users help with case-management and public health resources.

Advancing opportunities for economic growth and development to all individuals in the community by using housing and resource navigators with lived experience to actively engage with clients who have touched the justice system and are homeless and/or in need of community support to assist them in obtaining stable housing, career opportunities and critical resources by partnering with community-based organizations.

 Sustainability

Supporting a Sustainable Future

PSG departments are committed to supporting a sustainable future for all by:

Continuing to promote opportunities for virtual customer service practices to reduce vehicle miles traveled by customers. Identifying opportunities to convert fleet vehicles to plug-in hybrid/electric vehicles to reduce fuel use and greenhouse gas emissions.

Establishing a team of Health & Human Services Agency Self Sufficiency social workers in regional offices to assist and support clients on probation and families in moving towards self-sufficiency and stability by providing them with access to social services, including Medi-Cal, CalFresh and Cal-WORKs.

Integrating climate change effects on regional, natural, and human-caused disasters into the next five year update to the San Diego County Multi-Jurisdictional Hazard Mitigation Plan.

Managing and training new County Disaster Service Workers to assume disaster response or recovery roles for the Ready Disaster Service Worker program (Ready DSW).

 Community

Improving Community Safety and Well-being

PSG departments are committed to improve community safety and well-being through supportive programs, effective communication, and collaborative partnerships. This important work includes:

Continuing to focus on Prevention, Diversion, and Re-entry planning and investments, collectively under the umbrella of Alternatives to Incarceration, which will include:

- ◆ Using data-driven strategies 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 safety needs.
- ◆ Using funds from a Proposition 47, *Safe Neighborhoods and Schools Act* grant, PSG and the Health & Human Services Agency will begin year two of 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.

Reducing gun violence in our region by implementing the Gun Violence Reduction Work Plan. Work Plan actions address suicide, domestic/intimate partner violence and community vio-





lence and cover the spectrum of prevention strategies, from actions designed to stop violence before it starts to services that address immediate and long-term responses to violence.

Working with community-based providers to establish a network of partners for the South County Family Justice Center (SCFJC). The SCFJC will provide trauma recovery services that include case management, counseling, forensic medical exams, and a restraining order clinic.

Continuing to address and reduce health disparities in the unincorporated communities by responding to medical emergencies through a robust ambulance transportation system and front-line resources.

Continuing to strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by maintaining 20 feet of hazardous fuels reduction along the 200 lane miles of key evacuation corridors identified under the Roadside Vegetation Management Program.

Proactively identifying unknowing victims of public benefit skimming/scamming schemes 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.



Empower

Achieving Organizational Excellence

PSG departments support staff and operations through transparency, accountability, and fostering innovation to achieve organizational excellence by:

Ensuring a workplace of belonging and inclusion for all staff through implementation of action plans to continue to foster and develop an engaged and empowered workforce. This effort will include activities such as all-staff meetings, diversity and inclusion trainings, and focus group feedback to further improve employee engagement.

Focusing on improved technology and client interfaces, including website and case management system updates.



Justice

Supporting Fairness and Reducing Disparities in the Justice System

PSG departments, both collectively and independently, support fairness in the justice system by defending and prosecuting crimes, supporting victims, and reducing disparities, while also

contributing to restorative justice efforts to repair harm to the community. This includes:

Continuing 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.

Continuing collaboration with the Health & Human Services Agency 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.

Continuing to 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.

Establishing partnerships with mentorship programs to help serve families of incarcerated individuals and providing more accessible child support services for parents on probation or parole through the Justice Involved Parents and Children program.

Providing alternatives to incarceration for individuals through the Community Transition Center and Work Furlough programs that allow clients to live and work in the community without having to be in a traditional custody setting.

Providing reentry services to clients as they are transitioning back to the community upon release from custody to ensure continuity of care while improving client outcomes.

Expanding staff to support the Youth Development Academy to provide programs and services for youth who have committed the most serious crimes to be housed locally. The program structure is designed to support the principles of trauma-informed, culturally responsive care and a development approach to youth rehabilitation.

Implementing a Fuels Crew Program to provide 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.

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 1.00 staff year.

- ◆ Increase of 1.00 staff year to support programs and initiatives to reduce gun violence approved by the Board of Supervisors on February 6, 2024 (Item #14).

Expenditures

Net decrease of \$61.0 million.

- ◆ Salaries & Benefits—increase of \$0.1 million primarily due to the addition of 1.00 staff year.
- ◆ Services & Supplies—decrease of \$0.7 million primarily due to the completion of one-time projects.
- ◆ Other Charges—increase \$0.6 million for payment to the courts for enhanced collection activities.
- ◆ Operating Transfers Out—net decrease of \$61.0 million.
 - ◆ Decrease of \$63.3 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, available funds to support regional law enforcement services and public safety focused services including one-time cost for information technology, facility costs, fleet and other operational costs.
 - ◆ Increase of \$1.6 million to support debt service payments from the Courthouse Construction Fund.
 - ◆ Increase of \$0.7 million for shared major facility maintenance projects.

Revenues

Net decrease of \$61.0 million.

- ◆ Fines, Forfeitures & Penalties—net increase of \$0.5 million.
 - ◆ Increase of \$0.9 million for collections in penalty assessment revenues for debt service.
 - ◆ Decrease of \$0.4 million for collections in Contribution for Trial Courts.

- ◆ Intergovernmental Revenues—increase of \$1.0 million.
 - ◆ Increase of \$0.9 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
 - ◆ Increase of \$0.1 million in Public Safety Realignment for the addition of the 1.00 staff year to support programs and initiatives to reduce gun violence.
- ◆ Charges For Current Services—decrease of \$0.1 million for collections in Contribution for Trial Courts.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million for one-time funding for Human Trafficking Peer Support Navigator program.
- ◆ Fund Balance Component Decrease—decrease of \$13,392 for one-time negotiated Salaries & Benefits payments. A total of \$87,660 is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$63.4 million. A total of \$12.4 million is budgeted.
 - ◆ \$11.6 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.
 - ◆ \$0.8 million in Courthouse Construction Special Revenue Fund for debt service payments.
- ◆ General Purpose Revenue—increase of \$1.1 million for negotiated labor agreements, shared projects, and to support enhanced collection activities in Contribution for Trial Courts.

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

No significant changes.





Group Staffing by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Executive Office	15.00	20.00	21.00	5.0	21.00
District Attorney	1,026.00	1,050.00	1,052.00	0.2	1,052.00
Sheriff	4,727.00	4,748.00	4,702.00	(1.0)	4,702.00
Animal Services	62.00	63.00	66.00	4.8	66.00
Child Support Services	461.00	424.00	424.00	—	424.00
Office of Emergency Services	33.00	36.00	36.00	—	36.00
Medical Examiner	66.00	77.00	78.00	1.3	78.00
Probation	1,034.00	1,040.00	1,087.00	4.5	1,087.00
Public Defender	532.00	547.00	547.00	—	547.00
San Diego County Fire	59.00	60.00	64.00	6.7	64.00
Total	8,015.00	8,065.00	8,077.00	0.1	8,077.00

Group Expenditures by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Executive Office	\$ 523,970,003	\$ 552,065,831	\$ 491,077,607	(11.0)	\$ 494,522,309
District Attorney	249,367,633	295,036,220	266,138,265	(9.8)	276,148,234
Sheriff	1,163,076,923	1,222,087,438	1,286,774,823	5.3	1,267,486,478
Animal Services	9,720,040	9,894,202	11,291,522	14.1	11,441,237
Child Support Services	53,814,497	57,218,788	57,218,788	—	57,218,788
Office of Emergency Services	9,581,610	10,486,729	11,958,230	14.0	10,897,869
Medical Examiner	14,776,414	17,521,632	21,190,505	20.9	21,741,630
Probation	261,445,834	278,970,008	321,495,911	15.2	304,230,652
Public Defender	126,927,934	129,649,426	137,237,189	5.9	137,492,074
San Diego County Fire	88,220,699	110,474,292	134,625,593	21.9	135,935,854
Total	\$ 2,500,901,587	\$ 2,683,404,566	\$ 2,739,008,433	2.1	\$ 2,717,115,125





PUBLIC SAFETY GROUP SUMMARY & EXECUTIVE OFFICE

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Executive Office	15.00	17.00	18.00	5.9	18.00
Office of Community Safety	—	3.00	3.00	—	3.00
Total	15.00	20.00	21.00	5.0	21.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Executive Office	\$14,051,932	\$18,166,439	\$18,256,623	0.5	\$23,859,861
Office of Community Safety	—	542,472	573,159	5.7	591,584
Penalty Assessment	3,621,075	3,128,950	3,128,950	—	3,128,950
Criminal Justice Facility Construction	1,194,869	812,075	850,000	4.7	—
Courthouse Construction	1,005,131	—	1,624,150	—	203,018
Public Safety Proposition 172	438,770,494	461,969,992	398,690,714	(13.7)	398,784,885
Contribution for Trial Courts	65,326,502	67,445,903	67,954,011	0.8	67,954,011
Total	\$ 523,970,003	\$ 552,065,831	\$ 491,077,607	(11.0)	\$ 494,522,309

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 4,086,941	\$ 5,011,178	\$ 5,064,986	1.1	\$ 5,223,341
Services & Supplies	10,529,657	14,982,733	14,330,004	(4.4)	19,451,212
Other Charges	71,086,187	70,289,853	70,859,853	0.8	70,859,853
Expenditure Transfer & Reimbursements	(3,195,401)	(1,000,000)	(1,000,000)	—	—
Operating Transfers Out	441,462,619	462,782,067	401,822,764	(13.2)	398,987,903
Total	\$ 523,970,003	\$ 552,065,831	\$ 491,077,607	(11.0)	\$ 494,522,309





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fines, Forfeitures & Penalties	\$ 8,371,804	\$ 8,597,931	\$ 9,057,150	5.3	\$ 7,563,018
Revenue From Use of Money & Property	247,000	563,950	590,950	4.8	590,950
Intergovernmental Revenues	371,413,438	391,848,829	392,821,399	0.2	404,027,750
Charges For Current Services	8,014,327	5,991,922	5,935,200	(0.9)	5,935,200
Miscellaneous Revenues	—	100,000	25,000	(75.0)	25,000
Other Financing Sources	492,125	—	—	—	—
Fund Balance Component Decreases	94,224	101,052	87,660	(13.3)	87,660
Use of Fund Balance	70,619,308	75,735,072	12,353,397	(83.7)	500,000
General Purpose Revenue Allocation	64,717,777	69,127,075	70,206,851	1.6	75,792,731
Total	\$ 523,970,003	\$ 552,065,831	\$ 491,077,607	(11.0)	\$ 494,522,309



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 residents 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 1,052.00 staff years and a budget of \$266.1 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.
 - Developed an implementation strategy for the county-wide Transitional Age Youth Diversion Initiative (TAYDI), which seeks to address barriers and impacts of justice system involvement for young adults through engagement and partnership with community-based organizations to address root causes of criminogenic factors and reduce further justice system involvement and victimization.



Sustainability

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



- Expanded the conversion of gas-powered fleet vehicles to hybrid powered vehicles.
- Developed and executed implementation strategy to reduce the number and costs of paper files retained and stored offsite.
- Initiated planning for the modernization of the DA case management system to gain efficiencies and transparency in accessing information, and realize potential savings related to improved technologies.



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.
 - Developed and implemented a shelter bed network mobile application for connecting people experiencing homelessness to emergency shelter.
 - Initiated 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.
 - 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 searches for open shelter beds and if none are available, a hotel stay is provided to ensure victims are removed from immediate danger while awaiting housing availability.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

- Continued 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.
 - Reviewed information provided in the 2022 biennial employee engagement survey, and collaborated with employee representative groups, to develop action plans that further improved engagement in the department and foster an engaged and empowered workforce. Implemented ServeWell, a program focused on enhancing service to the public by enhancing the well-being of employees.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Collaborated with the San Diego Regional Anti-Hate Crime coalition, to educate law enforcement agencies and community groups about hate crimes. Continued 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 the District Attorney’s Office.
 - Empowered 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.
 - Continued 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 campaigns.
 - Implemented State Bill 483, *Sentencing: resentencing to remove sentencing enhancements* that allow previously sentenced individuals to petition for a resentencing.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Conducted 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.
 - Provided 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.
 - Continued 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.
 - Continued to collaborate with the business community to develop protocols that address the impacts of retail theft on businesses and public safety.

2024–26 Objectives

 Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Implement the Transitional Age Youth Diversion Initiative (TAYDI), for adults 18 to 24 years, to foster accountability while addressing barriers and impacts of justice system involvement. Participants will be provided an opportunity to engage with community-based organizations to address root causes of criminogenic factors while preventing further crime and victimization.

 Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue to work with local law enforcement agencies to implement the e-Submission Portal, a system that allows local law enforcement agencies to reduce the use of paper and upload case information directly to the District Attorney’s Office.
 - Implement the District Attorney’s Archive Project (DAAP) to digitize and archive stored paper case files making them immediately accessible to staff.
 - Launch an automated paperless fiscal approval system which will allow for routing of signature approval and tracking of requests.

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

- Expand the use of technology to reduce the number of paper files retained and stored.



- Continue to convert fleet to plug-in hybrid/electric vehicles as more charging stations become available.



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.
 - Collaborate with stakeholders on the implementation of the shelter bed network mobile application. The application will utilize technology to connect individuals experiencing homelessness to emergency shelter services.
 - Collaborate with community-based providers to establish a network of partners for the South County Family Justice Center (SCFJC). The SCFJC will provide trauma recovery services that include, but not limited to, case management, counseling, forensic medical exams, and a restraining order clinic.
 - Conduct Public Safety Talks that spread awareness and educate parents of students on topics such as fentanyl use, marijuana use, gun violence/storage, and human and child trafficking.
 - Continue to participate in Homeless Court Pop-up Resource Fairs which make the justice system more accessible to the unsheltered members of our community who have committed low level offenses.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Continue to host Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence related trauma.
 - Partner with local elementary schools for Project L.E.A.D. (Legal Enrichment And Decision-making), an educational and crime prevention program designed to teach fifth graders positive values, conflict resolution and tools to resist peer pressure.



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 ServeWell, a program aimed at enhancing service to the public by enhancing the well-being of employees.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Continue the expansion of online submission forms for abuse and misconduct in areas such as Hate Crimes and Student Safety.
 - Initiate the modernization of the District Attorney case management system. The project incorporates the storage of digital evidence.



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.
 - Review requests related to California Penal Code 1172.6 which authorizes previously sentenced individuals to petition for a resentencing.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Continue to 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 to collaborate with the business community and local leaders to combat organized retail crime through developed 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.sdcca.org
- ◆ www.sdcca.org/office/newsroom
- ◆ www.sdcca.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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Total grant and other revenues dedicated to consumer fraud activities (in millions) ¹	\$18.5	\$16	\$19.9	\$20	\$20
	Total number of victims served by the District Attorney’s Victim Assistance Program ²	15,998	16,000	18,000	16,000	16,000
	Achieve a conviction on felony cases (defendants) prosecuted ³	91% of 11,464	90%	90% of 11,140	90%	90%
	Recidivism rate for participants in District Attorney led adult diversion programs ^{4, 5}	8% of 52	8%	8% of 14	N/A	N/A
	Recidivism rate for participants in District Attorney led youth diversion programs ^{4, 6}	13% of 119	8%	9% of 328	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 and from additional consumer protection funds.
- ² This goal was exceeded due to the number of victims seeking assistance at the North County Family Justice Center – One Safe Place.
- ³ “Cases” refers to the number of people prosecuted.
- ⁴ “Recidivism” refers to the number of participants who completed the program and who are subsequently charged with a new crime within 12 months post program completion. Percentage represents recidivism rate of total participants who completed program.
- ⁵ This measure will be discontinued in Fiscal Year 2024–25 due to changes in legislation.
- ⁶ For youth recidivism rates, filed charges may be in either or both juvenile and adult criminal justice system.

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

Staffing

Net increase of 2.00 staff years.

- ◆ General Criminal Prosecution—Decrease of 12.00 staff years due to transfers to Specialized Criminal Prosecution to meet operational needs.
- ◆ Specialized Criminal Prosecution—net increase of 14.00 staff years.
 - ◆ Increase of 2.00 staff years to support the Economic Crimes Division.
 - ◆ Increase of 12.00 staff years due to transfers from General Criminal Prosecution to meet operational needs.

Expenditures

Net decrease of \$28.9 million.

- ◆ Salaries & Benefits—Net decrease of \$3.0 million due to adjustments to align with funding availability (\$16.0 million) offset by increases for negotiated labor agreements (\$13.0 million) and the addition of 2.00 staff years.
- ◆ Services & Supplies—net decrease of \$1.6 million.
- ◆ Miscellaneous Revenues—increase of \$2.0 million to support

- ◆ \$4.5 million decrease due to anticipated reduction in contracted services primarily related to Information Technology projects based on funding availability.
- ◆ \$0.9 million decrease in lease payments.
- ◆ \$2.3 million increase for facilities management, County insurance, utilities, and vehicle lease costs.
- ◆ \$1.5 million increase for anticipated computer software procurements.
- ◆ Capital Assets/Land Acquisition—decrease of \$25.0 million due to the completion of one-time tenant leasehold improvements.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.7 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of \$0.7 million increase in total expenditures. A total of \$0.3 million is budgeted for Public Assistance Fraud Prosecution activities reimbursed by Health and Human Services Agency.

Revenues

Net decrease of \$28.9 million.

- ◆ Intergovernmental Revenues—increase of \$0.6 million from the California Department of Insurance to support Insurance Fraud Prosecution activities. Economic Crime Prosecution.



- ◆ Other Financing Sources—net decrease of \$37.5 million in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, primarily due to completion of one-time facility and Information Technology projects.
- ◆ Fund Balance Component Decreases—decrease of \$0.8 million. A total of \$5.4 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$1.0 million to support law enforcement activities. A total of \$2.2 million is budgeted in Asset Forfeiture for law enforcement activities.
- ◆ General Purpose Revenue Allocation—increase of \$5.8 million for negotiated labor agreements.

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Criminal Prosecution	672.00	699.00	687.00	(1.7)	687.00
Specialized Criminal Prosecution	249.00	249.00	263.00	5.6	263.00
Juvenile Court	50.00	44.00	44.00	—	44.00
District Attorney Administration	55.00	58.00	58.00	—	58.00
Total	1,026.00	1,050.00	1,052.00	0.2	1,052.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Criminal Prosecution	\$ 166,193,685	\$ 201,080,532	\$ 169,784,190	(15.6)	\$ 176,856,926
Specialized Criminal Prosecution	58,709,135	65,624,406	66,620,300	1.5	69,581,180
Juvenile Court	11,231,160	13,246,458	13,295,722	0.4	13,760,141
District Attorney Administration	12,083,653	13,934,824	14,288,053	2.5	14,799,987
District Attorney Asset Forfeiture Program	1,150,000	1,150,000	2,150,000	87.0	1,150,000
Total	\$ 249,367,633	\$ 295,036,220	\$ 266,138,265	(9.8)	\$ 276,148,234

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 212,350,820	\$ 227,036,124	\$ 224,032,682	(1.3)	\$ 235,042,651
Services & Supplies	35,114,004	41,267,811	39,632,489	(4.0)	38,632,489
Other Charges	2,211,594	2,266,594	2,266,594	—	2,266,594
Capital Assets Software	50,000	50,000	50,000	—	50,000
Capital Assets/Land Acquisition	—	25,000,000	—	(100.0)	—
Capital Assets Equipment	481,500	481,500	481,500	—	481,500
Expenditure Transfer & Reimbursements	(840,285)	(1,065,809)	(325,000)	(69.5)	(325,000)
Total	\$ 249,367,633	\$ 295,036,220	\$ 266,138,265	(9.8)	\$ 276,148,234





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 26,760,111	\$ 31,508,677	\$ 32,141,799	2.0	\$ 32,141,799
Charges For Current Services	1,393,312	1,393,312	1,393,312	—	1,393,312
Miscellaneous Revenues	3,339,203	3,339,203	5,337,164	59.8	5,338,952
Other Financing Sources	81,977,515	115,735,484	78,260,012	(32.4)	80,494,126
Fund Balance Component Decreases	5,903,778	6,485,176	5,638,282	(13.1)	5,638,282
Use of Fund Balance	4,385,154	1,150,000	2,150,000	87.0	1,150,000
General Purpose Revenue Allocation	125,608,560	135,424,368	141,217,696	4.3	149,991,763
Total	\$ 249,367,633	\$ 295,036,220	\$ 266,138,265	(9.8)	\$ 276,148,234





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 voters 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 907,913 county residents, including those in nine contract cities. The department was responsible for booking arrestees and releasing incarcerated persons, ensuring court appearances, and providing necessary daily care for about 3,971 incarcerated persons per day in 2023. The Sheriff's detention facilities processed 50,169 unduplicated bookings. 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 4,702.00 staff years and a budget of \$1.3 billion.

2023–24 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 department initiated and completed several technology deployments in county jails to better enhance health services to incarcerated persons. The following are several of the technology deployments:
 - ◆ Body scanners deployed during facility searches of modules for the discovery of contraband and to mitigate the risk to incarcerated persons.
 - ◆ Upgraded camera and video infrastructure, to include 350 facility cameras, for increased security.



- ◆ Enhanced TechCare, the comprehensive electronic health record system tailored specifically to the needs of correctional facilities.
- ◆ Initiated Body Worn Camera (BWC) deployment in detention facilities with an anticipated full deployment in 2025.
- ◆ Installed new Smart Communications phones to connect family and friends with incarcerated individuals through an easy-to-use online communications system.
- ◆ Upgraded wireless, internet, and microwave connectivity in detention facilities.
- The department's Homeless Assistance Resource Team (HART) continued to enhance connections for at-risk individuals to health and social services workers through homeless outreach to offer wrap-around services. HART welcomed new non-profit healthcare providers and veterans' groups in outreach efforts, greatly expanding the scope of services the Sheriff is providing to people experiencing homelessness. A significant effort by HART was its partnership with the San Diego Regional Task Force on Homelessness in kicking off the first Law Enforcement Summit on Homelessness in August 2023. The summit created a forum for law enforcement outreach teams in San Diego and Riverside counties to discuss best practices, legal updates, and wrap-around services. HART was instrumental in the expansion of San Diego County's Homeless Resource Fairs, which are well-received events that bring together Homeless Court, California Department of Motor Vehicles, detox/substance use services, County Assessor, and child support services while also offering showers, clothing, and haircuts. These resource fairs increased in frequency from quarterly in 2022 to monthly in 2023.
- The department continued to work on developing and implementing policies aligned with the National Commission on Correctional Health Care standards, which provide

the framework to ensure that systems, policies, and procedures are in place to produce the best outcomes in the correctional setting in the most cost-efficient and effective manner.

- The Americans with Disabilities Act (ADA) Compliance Unit was established and staffed to better provide incarcerated persons 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.
 - There was significant progress on infrastructure improvements in county jails to provide a secure and humane environment for incarcerated persons that supports their rehabilitation, access to services, and overall well-being while in-custody. These included the completion of the Rock Mountain Detention Facility renovation and the initiation of the George Bailey Detention Facility renovation.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - The department maintained its buy-plan for conversion of fleet to hybrid/electric vehicles, however, due to manufacturing and purchasing delays, there were no new vehicles received during the fiscal year. The department has received 62 vehicles out of the 365 in their hybrid/electric vehicle buy plan that was initiated in Fiscal Year 2022–23.
 - The department successfully initiated and implemented several projects that expanded opportunities for virtual delivery of customer service and engagement experiences to reduce vehicle miles traveled by clients/customers. These include:
 - ◆ Launched a Recruitment Engagement application that assists applicants with staying up to date in their hiring process.
 - ◆ Updated the Concealed Carry Weapon (CCW) permit web application to create a more efficient applicant experience and expedite the candidate application processing.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - The department extended a multitude of programs and engagement with our underserved and diverse communities to include:

- ◆ The Blue Envelope Program that has been implemented at all San Diego Sheriff stations, all 14 law enforcement agencies in San Diego County, and with 34 community partners. This program is designed to promote inclusivity and serve as an enhanced communication awareness tool between law enforcement and community members diagnosed with a condition or disability such as autism spectrum disorder, dementia, anxiety, or other conditions that might require additional accommodations or awareness during a law enforcement response.
- ◆ The Sheriff's Spanish Academy held its first south county academy at Spring Valley Community Center during the Fall 2023; the prior four academies were hosted in Vista and Fallbrook. There has been a total of six academies through the end of this fiscal year. During the academy, Spanish-speaking community members engaged in conversations about important public safety topics like what to expect during a traffic stop; when to call 9-1-1 or the non-emergency number; and immigration, which is a factor in the hesitancy from our Latino community to report crime due to their immigration status. During the academies, the department can clarify that Sheriff's Department do not enforce immigration and do not ask for their immigration status.
- ◆ The department has hosted four Gun Safety Events during the fiscal year. At these events, the department partnered with the District Attorney's Office, community partners, and Project Childsafe. Community members can anonymously exchange a firearm for gift cards and also receive information related to gun safety and obtain gun locks and gun safes.
- ◆ The Sheriff's Safe City Initiative is a collaboration between our community members, businesses, and our contract cities to address community safety matters. Implemented in September 2020, the Safe City Initiative is now being utilized by the cities of Encinitas, Del Mar, Lemon Grove, Poway, Santee, Solana Beach, and the community of Alpine. The program combines Sheriff's Department operated cameras, located in designated areas with community members who choose to participate and provide access to or preauthorize the sharing of their business or privately owned security cameras.
- ◆ Continued to partner with communities to promote the Neighborhood Watch Program. As part of the community, the San Diego County Sheriff's Department plays an important role in keeping the community safe. However, there cannot be a deputy on every corner; therefore, citizen involvement is essential to combat crime. In the Neighborhood Watch Program, community residents worked together by increasing



awareness in the community. Members placed stickers in their windows and signs on their streets to warn criminals that an active Neighborhood Watch is enforced. That meant residents looked out for each other and called law enforcement when suspicious activity took place.

- ◆ The Sheriff's RESPECT Project continued to serve the community hosting two academies per year out of the project's facility in San Marcos. The RESPECT Project is a character-building and mentoring program designed for youth in grades 8-12. During the fiscal year, over 100 students and their families were served. The Fall Academy in 2023 had 14 male graduates and 8 female graduates. Among the project's community partners is North County Lifeline, which hosted several parenting workshops, provided family counseling and individual therapy, and hosted the Annual Adopt-A-Family program. The RESPECT Project provides daily programming and enrichment activities to its graduates during the summer, 5-days a week.
- 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.
 - The department partnered with other law enforcement agencies and emergency medical services as part of the Harm Reduction Kit (HRK) program aimed at providing life-saving Naloxone kits and informational sessions to 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.
 - The department continued to provide career seminars and hosted three unique mentorship programs to current employees to encourage professional growth and provide opportunities for advancement. During the fiscal year, over 200 employees participated in these seminars and programs.
 - The department has successfully continued to attract, recruit, and retain diverse representation of sworn and professional personnel that reflects demographics of our region. As of January 2024, the department staff makeup is 1% American Indian/Alaska Native, 16% Asian, 5% Black/African American, 35% Hispanic/Latino, 2% Native Hawaiian/Other Pacific Islander, and 42% White.
 - The department staffed the Wellness Unit to better support the physical, mental, and emotional health of Sheriff's employees. The department's Wellness Unit coordinates with the community, the County's Wellness Program, the Deputy Sheriff's Association, the Honorary Deputy Sheriff's

Association, and many other community entities, to have a full and comprehensive unit. Among the staff in the Wellness Unit is a newly hired counselor who is a Licensed Marriage and Family Therapist (LMFT) who had served as a law enforcement Psychiatric Emergency Response Team (PERT) clinician. To date, the Wellness Unit has assisted with hosting the Wellness Days for newly graduated deputy sheriffs and their families as well as departmentwide informational events.

- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. The department's Diversity and Inclusion Committee hosted several meetings, brown-bag "lunch & learns", and a departmentwide "Around-the-World Potluck" in November 2023. The vision of the committee is to empower a workplace of diverse voices that cultivates informed decisions, connections, and transformations.

2024–26 Objectives

 Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Pursue the recommendations of the Sheriff's detention facilities strategic plan to provide a safe environment for incarcerated individuals and the staff who work in the facilities.
 - Advance innovation in practice and technology to enhance the safety and health of incarcerated persons.

 Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Explore various opportunities for enhanced virtual delivery of services.

 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.
 - Expand programs and outreach with our diverse communities.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Collaborate with our community partners to broaden and enrich department services.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provide opportunities for career development, personal progress, and engagement for employees.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Pursue a multitude of approaches to maximize retention and recruitment of sworn and professional personnel.

Related Links

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

◆ www.sdsheriff.net

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Homeless Service Referrals ¹	3,722	2,700	4,010	4,000	4,000
	Percentage of Converted Sheriff’s Fleet ²	5%	10%	5%	N/A	N/A
	Community Engagement Events ³	1,377	1,300	1,389	1,300	1,400
	Number of New Recruits ⁴	469	450	535	550	550
	Public Calls for Service ⁵	210,781	215,000	204,054	215,000	210,000
	Family Violence Victim Assistance ⁶	118	100	110	N/A	N/A

Table Notes

- ¹ This measure is connected to the Equity goal of reducing disparities and ensuring access for all. It tracks contacts initiated by the department in order to refer the individual to services whether for medical, mental, or homeless resources.
- ² This measure is tied to the Sustainability goal related to combatting climate change. It reports 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. This measure will be discontinued for Fiscal Year 2024–25 as a reportable measure moving forward as it is not tied to an Operational Plan Goal.
- ³ This measure is connected to the Community goal of engagement. This measure is the number of engagement events and programs provided by the department.
- ⁴ This measure is connected to the Empower goal of recruiting and retaining diverse representation of personnel. It tracks 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 measure is connected to the Justice Initiative’s safety goal of ensuring support and services for victims. It tracks the number of outreach events and referrals of service to those impacted by family violence. This measure will be discontinued for Fiscal Year 2024–25 as a reportable measure moving forward as it is not tied to an Operational Plan Goal.



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

Staffing

Net decrease of 46.00 staff years. This includes the deletion of positions previously held vacant due to the economic impact of the pandemic. These positions were defunded annually with a negative salary adjustment. In addition, this includes decreases for restructuring efforts to utilize department resources for various operational needs. There is no impact to service delivery overall.

- ◆ Detention Services Bureau—decrease of 3.00 staff years.
 - ◆ Decrease of 1.00 staff year due to restructuring efforts in nursing and mental health staff at detention facilities (3.00), offset by the addition of staff to reduce the span of control, enhance overall patient care, and create more opportunities and succession planning for nurses (2.00).
 - ◆ Decrease of 2.00 staff years due to transfers to the Management Services Bureau (3.00) and transfer from the Law Enforcement Services Bureau (1.00) based on operational needs.
- ◆ Law Enforcement Services Bureau—net decrease of 3.00 staff years.
 - ◆ Decrease of 6.00 staff years due to restructuring efforts in communications and specialized unit staffing.
 - ◆ Increase of 3.00 staff years to support the administration of the Operation Stonegarden Grant (1.00), to process and store property and physical evidence (1.00) and due to an increase in law enforcement services requested by the Pala Band of Mission Indians (1.00) approved by the Board of Supervisors on March 12, 2024 (item #1).
 - ◆ Net 0.00 staff years due to transfers from the Office of the Sheriff (2.00) and to the Management Services Bureau (1.00) and the Detention Services Bureau (1.00) based on operational needs.
- ◆ Sheriff's Court Services Bureau—increase of 80.00 staff years due to transfers from the Management Services Bureau based on operational needs.
- ◆ Human Resource Services Bureau—decrease of 1.00 staff year due to restructuring efforts in recruitment and hiring.
- ◆ Management Services Bureau—net decrease of 119.00 staff years.
 - ◆ Decrease of 76.00 staff years due to transfers to the Court Services Bureau (80.00) and from the Detention Services Bureau (3.00) and Law Enforcement Services Bureau (1.00) based on operational needs.
 - ◆ Decrease of 44.00 staff years to permanently reduce staff held vacant due to the economic impacts of the pandemic (35.00), for law enforcement services at a school (1.00), and for restructuring efforts in nursing at detention facilities, communications, and court support (8.00).

- ◆ Increase of 1.00 staff year to lead and oversee countywide data sharing analysis efforts.
- ◆ Sheriff's ISF/IT Bureau—increase of 1.00 staff year to support fleet operations.
- ◆ Office of the Sheriff—decrease of 1.00 staff year.
 - ◆ Decrease of 2.00 staff years due to transfers to the Law Enforcement Services Bureau based on operational needs.
 - ◆ Increase of 1.00 staff year to support increased graphic design projects.

Expenditures

Net increase of \$64.7 million.

- ◆ Salaries & Benefits—net increase of \$18.8 million.
 - ◆ Increase of \$55.7 million due to required retirement contributions and negotiated labor agreements.
 - ◆ Decrease of \$21.7 million for adjustments to reflect projected staffing vacancies and to leverage normal attrition and other enterprise priorities.
 - ◆ Decrease of \$10.9 million for one-time negotiated salary and benefits payments.
 - ◆ Decrease of \$4.3 million due to the net deletion of 46.00 staff years described above and for operational needs.
- ◆ Services & Supplies—net increase of \$9.6 million.
 - ◆ Increase of \$18.0 million for increased costs for contributions to Internal Service Funds (ISF) for public liability insurance and other insurance, facilities management, fleet services and information technology (IT) projects.
 - ◆ Increase of \$4.0 million in the Asset Forfeiture Funds to align the budget with anticipated actuals for projects that are permissible according to the guide of equitable sharing and the Health and Safety Code 11489.
 - ◆ Increase of \$2.0 million related to State and federal homeland security initiatives.
 - ◆ Increase of \$1.6 million in sales of commissary goods and for the benefit, education, and welfare of incarcerated people housed in detention facilities.
 - ◆ Increase of \$0.7 million to support law enforcement fentanyl investigations.
 - ◆ Increase of \$0.5 million for evidence-based treatment and recovery support services.
 - ◆ Decrease of \$11.3 million for the prior year upgrade of system infrastructure for the Next Generation Regional Communication System (NextGen RCS) offset by an increase for IT supplies related to RCS.
 - ◆ Decrease of \$5.4 million for prior year one-time projects.
 - ◆ Decrease of \$0.5 million for prior year completed equipment maintenance costs associated with the Cal-ID program.
- ◆ Other Charges—increase of \$13.8 million to support medical and mental health services contracts.
- ◆ Capital Assets Equipment—decrease of \$3.0 million.

- ◆ Decrease of \$1.7 million due to prior year one-time purchases of equipment including helicopter replacement parts, equipment, and tools.
- ◆ Decrease of \$1.3 million related to State and federal homeland security initiatives.
- ◆ Expenditure Transfer & Reimbursements—increase of \$16.0 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of a \$16.0 million decrease in total expenditures.
 - ◆ Increase of \$15.8 million associated with centralized General Fund support related to one-time capital major maintenance projects (\$8.6 million) and medical and mental health services contracts (\$15.5 million). These increases are offset by decreases for helicopter replacement parts and training (\$1.4 million) and prior year one-time negotiated salary and benefits payments (\$6.9 million).
 - ◆ Increase of \$0.2 million for law enforcement security services to the San Diego County Psychiatric Hospital reimbursed by Health and Human Services Agency.
- ◆ Operating Transfers Out—net increase of \$41.5 million.
 - ◆ Increase of \$40.9 million related to one-time capital major maintenance projects, which includes improvements to the George Bailey Detention Facility, the San Diego Central Jail, and detention facility modifications as required by the Americans with Disabilities Act.
 - ◆ Increase of \$1.0 million related to transfers between the Jail Commissary Enterprise Fund, Incarcerated Peoples' Welfare Fund, Asset Forfeiture, and the General Fund.
 - ◆ Decrease of \$0.4 million related to the Department of General Services Fleet ISF for the one-time vehicle purchases.
- ◆ Increase of \$0.8 million from the Board of State and Community Corrections (BSCC) to support law enforcement fentanyl investigations.
- ◆ Increase of \$0.8 million to provide security services for the Early Access and Stabilization Services program.
- ◆ Increase of \$0.2 million in revenue from the Grossmont Union High School District for School Resource Officers.
- ◆ Decrease of \$2.2 million due to one-time grant revenues from the BSCC for the Officer Wellness and Mental Health Grant and 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.
- ◆ Decrease of \$0.4 million from the Department of Health Care Services CalAIM PATH for adult justice involved population that supported implementation of pre-release Medi-Cal enrollment and suspension processes.
- ◆ Charges for Current Services—net increase of \$5.5 million.
 - ◆ Increase of \$6.2 million due to negotiated Salaries & Benefits costs and service adjustments for contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd Agricultural Association and tribes.
 - ◆ Increase of \$1.6 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Account and Supplemental Trial Court Security.
 - ◆ Decrease of \$2.3 million for housing misdemeanants from the City of San Diego.
- ◆ Miscellaneous Revenue—net decrease of \$8.3 million.
 - ◆ Decrease of \$10.8 million for the prior year upgrade of system infrastructure to the NextGen RCS offset by an increase in planned expenditures to be reimbursed from the RCS Trust Fund.
 - ◆ Increase of \$1.6 million due to anticipated increase in sales of commissary goods to incarcerated people housed within detention facilities.
 - ◆ Increase of \$0.6 million in Opioid Settlement Funds for toxicology testing and evidence-based treatment and recovery support services for individuals within or transitioning out of detention facilities.
 - ◆ Increase of \$0.3 million in revenue from auction of unclaimed or forfeited property to align the budget with anticipated actuals.
- ◆ Other Financing Sources—net decrease of \$20.5 million.
 - ◆ Decrease of \$21.6 million due to an increase in projected receipts (\$0.6 million) offset by a decrease in the use of fund balance available for one-time projects (\$22.2 million) in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports

Revenues

Net increase of \$64.7 million

- ◆ Licenses Permits & Franchises—increase of \$0.1 million in license fees to align the budget with anticipated actuals.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.8 million in planned expenditures for the Cal-ID program.
- ◆ Revenue from Use of Money & Property—increase of \$0.2 million in the Incarcerated Peoples' Welfare Fund to align the budget with anticipated actuals.
- ◆ Intergovernmental Revenues—net increase of \$4.2 million.
 - ◆ Increase of \$2.9 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount for increasing staffing costs.
 - ◆ Increase of \$1.2 million related to State and federal homeland security initiatives.
 - ◆ Increase of \$0.9 million in Citizens Options for Public Safety to align the budget with anticipated actuals.

regional law enforcement and detention services. A total of \$11.1 million one-time fund balance is budgeted primarily to partially fund ongoing negotiated labor agreements.

- ❖ Increase of \$0.7 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 \$0.4 million due to an increase in funds to be transferred from the Incarcerated Peoples' Welfare Fund and Jail Commissary Enterprise Fund to the General Fund.
- ◆ Fund Balance Component Decreases—net decrease of \$1.3 million. A total of \$20.2 million is budgeted to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$29.4 million. A total of \$35.3 million is budgeted.
 - ❖ \$25.3 million in General Fund fund balance for one-time major maintenance projects.

- ❖ \$6.5 million in the Asset Forfeiture Funds for law enforcement project costs and for the transfer to the General Fund as described above.
- ❖ \$3.4 million in the Incarcerated Peoples' Welfare Fund to support core services.
- ❖ \$0.1 million in various Countywide 800 MHz CSA funds for costs related to one-time support of NextGen infrastructure and network operating costs.
- ◆ General Purpose Revenue Allocation—increase of \$56.2 million due to required retirement contributions, negotiated labor agreements and one-time allocation for improvements at the San Diego Central Jail offset by adjustments to reflect projected staffing vacancies and to leverage normal attrition and other enterprise priorities.

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Detention Services	2,396.00	2,406.00	2,403.00	(0.1)	2,403.00
Law Enforcement Services	1,449.00	1,474.00	1,471.00	(0.2)	1,471.00
Sheriff’s Court Services	378.00	378.00	458.00	21.2	458.00
Human Resource Services	132.00	141.00	140.00	(0.7)	140.00
Management Services	314.00	300.00	181.00	(39.7)	181.00
Sheriff’s ISF / IT	16.00	17.00	18.00	5.9	18.00
Office of the Sheriff	42.00	32.00	31.00	(3.1)	31.00
Total	4,727.00	4,748.00	4,702.00	(1.0)	4,702.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Detention Services	\$ 451,315,219	\$ 486,339,637	\$ 495,751,523	1.9	\$ 541,868,754
Law Enforcement Services	366,555,693	372,537,143	381,469,710	2.4	367,917,690
Sheriff’s Court Services	75,086,608	77,776,140	89,670,094	15.3	94,188,033
Human Resource Services	36,825,544	40,790,388	40,602,746	(0.5)	42,132,043
Management Services	51,285,490	63,061,564	42,978,561	(31.8)	39,739,416
Sheriff’s ISF / IT	159,549,723	154,658,565	203,262,841	31.4	155,412,676
Office of the Sheriff	10,034,304	10,408,334	9,892,612	(5.0)	9,393,610
Sheriff’s Asset Forfeiture Program	1,700,000	2,600,000	6,500,000	150.0	—
Jail Commissary Enterprise Fund	5,923,326	7,335,724	8,946,367	22.0	9,015,998
Sheriff’s Incarcerated Peoples’ Welfare Fund	4,526,225	6,317,225	7,387,709	16.9	7,590,319
Countywide 800 MHZ CSA’s	274,791	262,718	312,660	19.0	227,939
Total	\$ 1,163,076,923	\$ 1,222,087,438	\$ 1,286,774,823	5.3	\$ 1,267,486,478



Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 835,484,959	\$ 904,330,266	\$ 923,136,110	2.1	\$ 968,345,749
Services & Supplies	221,510,815	250,071,500	259,713,502	3.9	219,861,107
Other Charges	60,077,217	67,548,235	81,295,042	20.4	79,407,812
Capital Assets Equipment	21,137,212	9,337,421	6,264,702	(32.9)	382,022
Expenditure Transfer & Reimbursements	(9,236,503)	(14,998,986)	(30,970,181)	106.5	(7,083,101)
Operating Transfers Out	34,103,223	5,799,002	47,335,648	716.3	6,572,889
Total	\$ 1,163,076,923	\$ 1,222,087,438	\$ 1,286,774,823	5.3	\$ 1,267,486,478

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 579,979	\$ 409,183	\$ 545,512	33.3	\$ 535,303
Fines, Forfeitures & Penalties	8,948,541	5,781,375	5,007,900	(13.4)	1,436,343
Revenue From Use of Money & Property	1,104,601	1,075,775	1,301,365	21.0	1,201,365
Intergovernmental Revenues	101,050,764	109,812,163	114,040,577	3.9	84,207,134
Charges For Current Services	182,526,567	183,850,613	189,322,205	3.0	194,408,255
Miscellaneous Revenues	12,859,305	27,508,338	19,170,736	(30.3)	15,197,977
Other Financing Sources	323,063,156	312,723,352	292,159,538	(6.6)	289,074,780
Fund Balance Component Decreases	20,061,387	21,534,298	20,240,403	(6.0)	20,240,403
Use of Fund Balance	16,997,515	5,980,381	35,343,735	491.0	3,758,869
General Purpose Revenue Allocation	495,885,108	553,411,960	609,642,852	10.2	657,426,049
Total	\$ 1,163,076,923	\$ 1,222,087,438	\$ 1,286,774,823	5.3	\$ 1,267,486,478



Animal Services

Mission Statement

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

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Historically, approximately 7,000 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 66.00 staff years and a budget of \$11.3 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.
 - Provided 500 grant and trust fund subsidized spay/neuter surgeries to underserved pet owners. This effort continued to reduce unplanned litters and prevented related shelter intake while supporting individuals experiencing financial hardship.
 - Ensured that all clients receiving subsidized spay/neuter services for their pets also received a free microchip for permanent pet identification (500 microchips).
 - Completed procurement of mobile veterinary surgical unit and developed a plan to deploy to underserved areas within the community identified as having the greatest need for spay/neuter and basic wellness services. The mobile veterinary surgical unit is anticipated to be delivered early Fiscal Year 2024–25 after delays due to supply chain issues affecting production of surgical unit.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Due to delays in completion of required data security requirements, the goal to fully implement and train staff in the use of the department's new case management system was not completed. The new case management system is anticipated to be implemented in 2024. Once implemented, the new system will increase efficiency and functionality and transition more services to online/paperless options, reducing client vehicle miles traveled.
 - Identified options and costs 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 for groundbreaking in 2024 and completion in late 2025. This has been part of the ongoing planning process, with LEED Gold and Zero Net Energy certification goals for the facility.
 - Continued to evaluate current fleet and pursue hybrid/electric options for 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.
 - Provided additional staff and at least 25 new skilled volunteers who trained and volunteered 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.
 - Due to delays in the completion of required data security verification processes, the goal to use the new case management system’s improved reporting capabilities to analyze community and DAS’ operational data was not met. The new case management system is anticipated to be implemented in 2024. Once implemented, reporting will include the ability to review intake and outcome data by animal species, age and type as well as identify areas of greatest need for targeted community support and outreach.
 - Continued planning for 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. New shelter groundbreaking is anticipated in 2024 and shelter opening is scheduled for late 2025.
 - Ensured that 90% (5,489 of 6,098) 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.
 - Responded to 98% (5,916 of 6,036) 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.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Used information provided in the 2022 biennial employee engagement survey, worked with employees, and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. Worked with a consultant on conflict resolution, change management and team building, culminating in the development of a roadmap to support staff success. Implemented monthly all-hands meetings and weekly leadership team meetings.

Completed Cat Pawsitivity training and Dog Day Out program to improve shelter animal adoptability and Love your Feral Feline training on intaking feral cats.

2024–26 Objectives



Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Provide at least 700 fully 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. In seven years, up to 508 puppies can be born from one unsplayed female dog and her offspring and up to 4,948 kittens can be born from one unsplayed female cat and her offspring.
 - Ensure that all clients receiving subsidized spay/neuter services for their pets also receive a free micro-chip for permanent pet identification (minimum of 700 microchips).
 - Deploy mobile veterinary surgical unit to underserved areas within the unincorporated region identified as having the greatest need for spay/neuter and basic pet wellness services.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Fully implement and train staff in the use of the department’s new case management system to increase efficiency and functionality.
 - Transition more services to online/paperless options, reducing client vehicle miles traveled.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Provide additional staff and at least 10 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).

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

- Continue to plan and construct the new shelter facility in Santee, scheduled to be completed in late 2025 to ensure LEED Gold and Zero Net Energy certification goals for the facility are met.



- Replace current fleet with more fuel-efficient options and pursue plug-in hybrid/electric options for applicable 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.
 - 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 plan for 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, improve outcomes for animals and promote the health and well-being of people and their pets. Groundbreaking for the new shelter is anticipated in 2024 and shelter opening scheduled for late 2025.
 - 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. 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. In support of this, continue monthly all-staff and biannual offsite meetings; provide supervisors support through training, coaching, and mentoring; and host staff and volunteer service recognition events.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Begin the process of updating the department's website to improve the digital experience for our customers, including improved readability and navigation.

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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Provide subsidized spay/neuter surgeries to underserved pet owners ¹	712	500	500	700	700
	Provide free-to-the-public pet microchipping ²	N/A	500	500	700	700
	New Emergency/Disaster response volunteers recruited & trained ³	26	25	25	10	10
	Sheltered dogs, cats and rabbits either adopted, reunited with owners, or transferred to rescue partners	89% of 5,733	90%	90% of 6,098	90%	90%
	On-time patrol response ⁴	90% of 6,187	98%	98% of 6,036	98%	98%

Table Notes

¹ This measure supports 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 added in Fiscal Year 2023–24 to reflect the total number of free-to-the-public pet microchips provided to the community.
- ³ This measure helps support the county’s response and recovery during times of disaster. Beginning Fiscal Year 2024–25, this measure will be updated to 10 volunteers, which is the ongoing number of new staff anticipated needing to be trained due to regular staff turnover.
- ⁴ 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.

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

Staffing

Increase 3.00 staff years.

- ◆ Increase of 3.00 staff years to staff the new mobile veterinary unit to provide animal medical services to underserved areas of the county.

Expenditures

Net increase of \$1.4 million.

- ◆ Salaries & Benefits—increase of \$0.7 million due to negotiated labor agreements and the addition of 3.00 staff years, offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$0.5 million primarily for animal care costs such as animal food, medical and vehicle lease costs.
- ◆ Other Charges—decrease of \$0.2 million due to completion of prior year vehicle purchases.
- ◆ Capital Assets Equipment—increase of \$0.1 million for the purchase of three new patrol vehicles.
- ◆ Expenditure Transfer & Reimbursements—increase of \$4,374 in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of \$4,374 decrease in total

expenditures. A total of \$0.4 million is budgeted and associated with centralized General Fund to support one-time expenditures:

- ◆ \$0.3 million for final payment of veterinary mobile unit.
- ◆ \$0.1 million for vehicle replacement.
- ◆ Operating Transfers Out—increase of \$0.3 million for final payment of veterinary mobile unit.

Revenues

Net increase of \$1.4 million.

- ◆ Miscellaneous Revenues—increase of \$0.2 million for UC Davis Koret Shelter Program.
- ◆ Fund Balance Component Decreases—decrease of \$67,286. A total of \$165,216 is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue Allocation—increase of \$1.3 million for negotiated labor agreements, the addition of 3.00 staff years and to support increases in animal care costs.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Animal Services	62.00	63.00	66.00	4.8	66.00
Total	62.00	63.00	66.00	4.8	66.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Animal Services	\$ 9,720,040	\$ 9,894,202	\$ 11,291,522	14.1	\$ 11,441,237
Total	\$ 9,720,040	\$ 9,894,202	\$ 11,291,522	14.1	\$ 11,441,237

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 7,459,052	\$ 7,675,525	\$ 8,385,435	9.2	\$ 8,535,150
Services & Supplies	2,260,988	2,408,386	2,906,087	20.7	2,906,087
Other Charges	—	198,000	—	(100.0)	—
Capital Assets Equipment	—	—	119,953	—	—
Expenditure Transfer & Reimbursements	—	(387,709)	(392,083)	1.1	—
Operating Transfers Out	—	—	272,130	—	—
Total	\$ 9,720,040	\$ 9,894,202	\$ 11,291,522	14.1	\$ 11,441,237

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 553,800	\$ 569,482	\$ 569,482	—	\$ 569,482
Fines, Forfeitures & Penalties	160	200	200	—	200
Charges For Current Services	208,175	363,988	363,988	—	363,988
Miscellaneous Revenues	485,399	364,139	514,139	41.2	364,139
Fund Balance Component Decreases	185,065	232,502	165,216	(28.9)	165,216
Use of Fund Balance	186,446	—	—	—	—
General Purpose Revenue Allocation	8,100,995	8,363,891	9,678,497	15.7	9,978,212
Total	\$ 9,720,040	\$ 9,894,202	\$ 11,291,522	14.1	\$ 11,441,237



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 considering 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.

2023–24 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.
 - Addressed issues surrounding the unhoused population by identifying innovative ways to improve customer service to them, including outreach and referral processing. This effort included making connections with partners who provide free phones and tablets to enable additional methods of communication to unhoused participants.



- Two dependents of child support customers participated in the College Savings Account program. This program helps advance academic success and facilitate self-sufficiency in adulthood. This fell below the goal of five dependents due to the State of California's revised Debt Reduction Program which offers additional and more appealing options to reduce customer's State-owed debt. In the upcoming fiscal year, the department will be increasing awareness to both staff and customers about the many benefits of participating in the College Savings Account program, besides the debt reduction initiative.
- Collaborated with the San Diego County Library to award nine scholarships, exceeding the goal of eight, 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.
 - Established parentage on 98% (41,925 of 42,953) of children in the caseload to better establish eligibility for child support, including health insurance benefits, exceeding the goal of 97%.
 - Achieved 88% (50,572 of 57,404) 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. This fell short of the goal of 90% due to more focus and time taken to gain participation from parties to obtain "right-sized" support orders and avoid filing default orders that are often not successfully collected.
 - Increased the percentage of current support collected to current support owed to 69% (\$132 million of \$192 million) but fell short of adopted goal of 70% to make child support a reliable source of income for families. While the average dollar amount of ongoing support collected per case con-

tinually increases each year, legislated increases to the minimum wage in California have resulted in larger child support obligations. As child support orders are calculated based on the increased wage, the percentage of collected support compared to the owed amount continues to decline. This is partly attributed to support orders being based on the increased minimum wage amount, even when there is limited or no income information for the person paying support. In addition, extensions for income tax filing have resulted in fewer automatically intercepted income tax refund payments. Coupled with an inflationary market, this has resulted in less available income for parents to meet their full child support obligation.

- Increased the average annual dollar amount of collections per case to \$4,416, exceeding the goal of \$4,300 to ensure that children are financially supported, increasing their opportunities for physical and emotional enrichment.
- Maintained total amount of current support and arrears distributed to families at or above \$181 million, exceeding the goal of \$179 million to increase the financial, emotional, and physical well-being of children.
- Reduced the percentage of cases not paying current support to 14% (28,261 of 32,981), falling short of the goal of 12% or lower, to ensure all children are equally supported by both parents and to help minimize the accumulation of future child support debt. Tax-filing extensions past fiscal year-end in California reduced automated collections toward current support which affected the percentage.
- Collected \$3.79 in child support for every \$1.00 spent on operations exceeding the goal of \$3.75, 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.
 - Promoted the importance of serving as a Disaster Service Worker (DSW) for all new hires increasing the percentage of staff in designated DSW roles with revised awareness campaigns. In support of this, 50 DCSS staff served as DSWs during the County’s emergency activation in response to the January 2024 storms. This included 17 staff assisting on the 2-1-1 lines, 30 staff working at the Local Assistance Center and 3 staff working at the various hotels.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continued to promote and expand opportunities of virtual customer interviews through social media campaigns and marketing flyers, provided webinars on child support and parenting topics, and other customer service practices to reduce vehicle miles traveled by customers.

- Provided a new training course regarding zero waste recycling to new employees and existing staff. Created 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.
 - Maintained virtual options for extended hours in the evening and offered more ways to contact the Department to ensure that all customers can obtain services 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.
 - Partnered with fatherhood-related organizations that specialize in parenting workshops, employment services, career training, and more to ensure the entire family unit is supported.
 - Collaborated with County departments to streamline the process for victims reporting and recovering wrongly diverted benefits.
- Communications: Create proactive communication that is accessible and transparent.
 - Continued to use a data driven approach to engage and maintain open dialogue with the community regarding services and resources.
 - Identified victims of skimming/scamming fraud to provide resources for expedited recovery of lost public assistance and educated them on how to protect their information and public assistance benefits from future theft.
 - Proactively identified unknowing victims of new Electronic Benefit Transfer (EBT) skimming/scamming schemes to inform them their benefits have been stolen so they can begin the process of recovering lost benefits.



Empower

- Innovation: Fostered new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Expanded communications to case participants and the general public to engage and maintain open dialogue regarding 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.
 - Developed and implemented a leadership academy for 41 new supervisors and managers to enhance departmental leadership.





- Maintained and enhanced staff on-boarding training to ensure all 62 new DCSS staff received an overview of the program before their third day with the department.
- Offered a training series on understanding neurodiverse individuals and created opportunities for neurodiverse individuals in the workplace with a 98% completion rate by all staff.
- Developed and implemented strategies, such as encouraging staff to write department news stories, join departmental and County workgroups, and share heritage identity to continue to promote a culture of diversity, belonging, and inclusiveness.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. Action plan engagement activities include a workgroup that will set focus feedback sessions with staff to have open dialogue and suggestions for internal communication that may include an annual All-Hands event, quarterly mini-community fairs, enhancements to the department's intranet, and leadership attendance at quarterly team meetings.
- Address issues surrounding the unhoused population by participating in homeless outreach pop-up events, Veterans Standdown events and other events, to improve customer service to unhoused participants, including those individuals who may require further services and follow-up from the department.
- 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 also ensure that children are sustained and supported by both parents.
 - Increase 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.
 - Maintain the average annual dollar amount of collections per case at \$4,300 or higher 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 \$180 million to increase the financial, emotional, and physical well-being of children.
 - Maintain the percentage of cases not paying current support at 14% or lower to ensure all children are equally supported by both parents and to help obligors from accumulating future child support debt. This measure helps to ensure child support payments from the paying parent are a reliable source of income for children, ensuring their essential needs are met.
 - Collect \$3.75 in child support for every \$1.00 spent on operations, further illustrating the child support program is a good investment.

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.
 - Partnered with law enforcement agencies to address organized criminal enterprises engaging in EBT theft to prevent further loss to recipients.
 - Established and strengthened partnerships with mentorship programs that serve families of incarcerated individuals, including guidance to children of this population.
 - Made 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.

2024–26 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.

Sustainability

Short-term commitments:

- 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.
- Increase number of DSW assigned roles through internal promotion of the opportunity and coordination with the Office of Emergency Services.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Increase promotion of virtual customer interviews, texting, webinars on child support and parenting topics, and other customer service practices to reduce vehicle miles traveled by customers.

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

- Implement an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with County’s retention policy.
- Convert existing fleet vehicles due for replacement to plug-in hybrid/electric where possible.

 Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - 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 parenting workshops, employment services, career training, fatherhood specific services and more to ensure entire family unit is supported.
 - Seek new partnerships and strengthen existing network of providers to ensure that each case participant receives support in a way that meets their needs.
 - 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 engage and maintain open dialogue with the community regarding services and resources.

- Identify victims of skimming/scamming fraud to provide resources for expedited recovery of lost public assistance and educate them on how to protect their information and public assistance benefits from future theft.

 Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Engage in open dialogue with the community by communicating services and resources through current methods of communication.
 - Grow following on social media platforms through new and innovative advertising and content creation to increase collections, case opening awareness, and on-site partner resources for employment.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains its best.
 - Continue to engage staff through developing and implementing Growth & Connections leadership clubs, internal mentorship opportunities, and participation at various child support and leadership conferences for all classifications who have an interest in leadership.
 - Engage staff to develop and implement strategies to promote diversity, belonging, and inclusiveness.
 - 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.

 Justice

- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well as provide inclusive opportunities for justice involved individuals to contribute to the region.
 - Continue to 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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Current support collected (federal performance measure #3) (in millions) ¹	66% of \$187	70%	69% of \$192	70%	70%
	Cases with an enforceable order (federal performance measure #2) ¹	86% of 58,512	90%	88% of 57,404	90%	90%
	Total Collections (in millions) ¹	\$181	\$179	\$181	\$180	\$180
	Maintain or lower the percentage of cases not paying current support	17% of 33,021	12%	14% of 32,981	14%	14%
	Increase the annual average dollar amount of collections per case	\$4,654	\$4,300	\$4,416	\$4,300	\$4,300
	Increase the number of staff trained to assume Disaster Service Worker roles	25% of 461	25%	25% of 424	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
- 4) Cost Effectiveness of the Program

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

Staffing

No net change in staffing.

- ◆ Increase of 6.00 staff years in Production Operations due to the transfer of 5.00 staff years from Bureau of Public Assistance Investigations and 1.00 staff year from Legal Services to support caseload service delivery.
- ◆ Decrease of 1.00 staff year in Legal Services due to the transfer to Production Operations to support caseload service delivery.
- ◆ Decrease of 5.00 staff years in Bureau of Public Assistance Investigations due to the transfer to Production Operations to support caseload delivery. This is to return positions previously budgeted under Production Operations that were temporarily on loan to the Bureau of Public Assistance Investigations.

Expenditures

No net change in expenditures.

- ◆ Salaries & Benefits—increase of \$0.2 million due to negotiated labor agreements offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—decrease of \$0.3 million due to reduced Information Technology costs.
- ◆ Capital Assets/Land Acquisition—increase of \$0.1 million for minor upgrades to facilities.

Revenues

No net change in revenues.

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Production Operations	342.00	305.00	311.00	2.0	311.00
Recurring Maintenance and Operations	15.00	12.00	12.00	—	12.00
Legal Services	33.00	34.00	33.00	(2.9)	33.00
Bureau of Public Assistance Investigation (BPAI)	71.00	73.00	68.00	(6.8)	68.00
Total	461.00	424.00	424.00	—	424.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Production Operations	\$ 44,509,392	\$ 47,422,712	\$ 47,532,974	0.2	\$ 47,129,029
Administrative Services	444,082	499,996	483,705	(3.3)	483,705
Recurring Maintenance and Operations	1,983,694	1,905,300	1,949,272	2.3	2,055,735
Legal Services	6,877,329	7,390,780	7,252,837	(1.9)	7,550,319
Total	\$ 53,814,497	\$ 57,218,788	\$ 57,218,788	—	\$ 57,218,788

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 55,367,502	\$ 55,624,453	\$ 55,823,445	0.4	\$ 56,407,055
Services & Supplies	10,309,290	11,303,263	11,040,254	(2.3)	10,824,254
Other Charges	652,000	60,893	43,910	(27.9)	26,300
Capital Assets/Land Acquisition	—	—	100,000	—	—
Capital Assets Equipment	617,000	269,000	250,000	(7.1)	—
Expenditure Transfer & Reimbursements	(13,131,295)	(10,038,821)	(10,038,821)	—	(10,038,821)
Total	\$ 53,814,497	\$ 57,218,788	\$ 57,218,788	—	\$ 57,218,788





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 53,492,076	\$ 56,896,367	\$ 56,896,367	—	\$ 56,896,367
Charges For Current Services	322,421	322,421	322,421	—	322,421
General Purpose Revenue Allocation	—	—	—	—	—
Total	\$ 53,814,497	\$ 57,218,788	\$ 57,218,788	—	\$ 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 \$12.0 million.

2023–24 Anticipated Accomplishments

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Managed and trained 62 new County Disaster Service Workers to assume disaster response or recovery roles for the Ready Disaster Service Worker program (Ready DSW), exceeding the goal of 50 due to enterprise outreach efforts and recruitment campaigns. The department will continue to 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.
 - Contacted over 20,000 County employees and sent over 67,000 notifications by phone, text and email as part of a system load test of the employee emergency notification system.



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.
 - Enhanced community preparedness, particularly to underserved communities, and contributed to an increase in the overall number of SD Emergency mobile application downloads by 26% (220,789 to 278,487), exceeding the goal of 5% due to increased social media messaging and by producing two multi-lingual public outreach campaigns.
 - Directed four regional exercises with external partners to improve OES' overall coordination, collaboration, and response to a widespread natural or human-caused disaster. Developed and coordinated a regional Tabletop Exercise to strengthen preparedness, mitigation, response, and recovery capabilities.
 - Coordinated with over 30 public safety agencies, including all incorporated cities, and Riverside County to finalize mapping of new evacuation zones to replace the public safety grid system.
 - In January 2024, the department activated the Emergency Operations Center (EOC) to respond to a severe atmospheric river that produced widespread flooding, mudslides, erosion, and storm debris throughout the County. As a result of the severe damage, the Board of Supervisors approved a short-term, non-congregate sheltering program for residents displaced by the storm. On February 22, 2024, the EOC transitioned to an Operational Area Recovery Operations Center, to provide the organizational framework necessary to support ongoing recovery operations related to public communication, damage assessment documentation, debris management, emergency temporary lodging, volunteer coordination, logistic support for State and federal agencies, and rebuilding.

- 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.
 - Translated 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.
 - Hosted 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.
 - Expanded staff skill sets by providing and encouraging professional development opportunities through education, training, conferences, and seminars to enhance customer service and continuity of operations. This effort included staff participation and attendance at emergency management technology and best practices workshops, including mock activations, regional earthquake preparedness symposium, homeland security and disaster recovery efforts.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. Action plan engagement activities included monthly all-staff and biannual off-site meetings and training on digital workplace collaboration tools.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Developed 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.

- Created 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.
- Achieved the fourth consecutive accreditation from the Emergency Management Accreditation Program by demonstrating programmatic excellence, making San Diego County one of only three emergency management programs in California to receive this accreditation.

2024–26 Objectives

 Sustainability

Short-term commitments:

- 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). Continue to 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.
 - Ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable and compostable supplies when purchasing goods.
 - Utilize grant funding to hire a contractor to coordinate and assist in the development of the next five year update to the San Diego County Multi-Jurisdictional Hazard Mitigation Plan and integrate climate change effects on regional, natural and human-caused disasters, increase public awareness of hazards, create decision tools for emergency managers, communicate grant funding opportunities, and assist with the development of local policies.

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

- Assess additional programs and work products that would be ideal to convert or expand into an electronic filing system to reduce physical space usage and overall paper usage/waste.
- Continue to pursue plug-in hybrid/electric options for any new purchases and for replacement of existing vehicles at end of useful life.





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 current number of SD Emergency mobile application downloads of 278,487 by 7% (19,494) 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.
- 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.
 - Implement monthly all-staff and biannual offsite meetings and training on digital workplace collaboration tools to further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

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		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Number of County disaster service workers trained through the Ready Disaster Service Worker program ¹	N/A	50	62	50	50
	Percentage increase of SD Emergency mobile application downloads ²	6% (208,291 to 220,543)	5%	26% (220,789 to 278,487)	7%	7%
	Number of countywide exercises (full-scale, functional or tabletop) directed to continue San Diego County region’s disaster readiness ³	N/A	4	4	4	4
	Number of public opportunities for input and engagement on OES plans, programs, and processes ⁴	N/A	4	4	4	4
	Number of multi-lingual public outreach campaigns. ⁵	N/A	2	2	2	2

Table Notes

- ¹ This was a new measure for Fiscal Year 2023–24, to reflect updated project branding and goals for disaster service worker training.
- ² This measure was exceeded due to increased social media messaging campaigns and by producing two multi-lingual public outreach campaigns.
- ³ This was 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.
- ⁴ 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.
- ⁵ 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: 2023–24 to 2024–25

Staffing

No change in staff years.

Expenditures

Net increase of \$1.5 million.

- ◆ Salaries & Benefits—increase of \$0.3 million due to negotiated labor agreements, and recovery support, offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$1.0 million for one-time major maintenance project.
- ◆ Other Charges—decrease of \$0.2 million in reimbursement to other agencies for State Homeland Security Grant Program.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million in expenditure reimbursements. Since this is a transfer of expenditures, it has a net effect of \$0.1 million increase in total expenditures. A total of \$1.2 million is budgeted.
 - ❖ \$1.0 million associated with the centralized General Fund support for increased operational costs supporting emergency services activities such as full scale/tabletop exercises, temporary staff to provide administrative support, information technology maintenance and public outreach.
 - ❖ \$0.2 million for emergency services activity costs transferred to the Sheriff’s Department.

- ◆ Operating Transfers out—increase of \$0.3 million in expenditure reimbursements for one-time major maintenance project.

Revenues

Net increase of \$1.5 million.

- ◆ Fines, Forfeitures, and Penalties—decrease of \$0.1 million due to continuous decrease in penalty assessment collections for Emergency Medical Services.
- ◆ Intergovernmental Revenue—decrease of \$0.1 million due to reduced allocation in Emergency Management Performance Grant.
- ◆ Fund Balance Component Decreases—decrease of \$20,356. A total of \$134,941 is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$1.3 million. A total of \$1.3 million is budgeted for one-time major maintenance projects.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million for negotiated labor agreements, recovery support and to bridge revenue shortfall on penalty assessment collections.

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Office of Emergency Services	33.00	36.00	36.00	—	36.00
Total	33.00	36.00	36.00	—	36.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Office of Emergency Services	\$ 9,581,610	\$ 10,486,729	\$ 11,958,230	14.0	\$ 10,897,869
Total	\$ 9,581,610	\$ 10,486,729	\$ 11,958,230	14.0	\$ 10,897,869

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 5,123,269	\$ 6,117,325	\$ 6,379,207	4.3	\$ 6,542,708
Services & Supplies	3,206,318	3,899,697	4,914,892	26.0	3,055,130
Other Charges	1,771,473	1,755,103	1,500,031	(14.5)	1,500,031
Expenditure Transfer & Reimbursements	(519,450)	(1,285,396)	(1,178,000)	(8.4)	(200,000)
Operating Transfers Out	—	—	342,100	—	—
Total	\$ 9,581,610	\$ 10,486,729	\$ 11,958,230	14.0	\$ 10,897,869

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fines, Forfeitures & Penalties	\$ 90,000	\$ 90,000	\$ —	(100.0)	\$ —
Intergovernmental Revenues	4,472,500	4,538,617	4,486,264	(1.2)	4,486,264
Charges For Current Services	247,460	247,460	247,460	—	247,460
Miscellaneous Revenues	200,000	—	—	—	—
Other Financing Sources	267,545	667,545	667,545	—	667,545
Fund Balance Component Decreases	136,830	155,297	134,941	(13.1)	134,941
Use of Fund Balance	63,716	—	1,250,000	—	—
General Purpose Revenue Allocation	4,103,559	4,787,810	5,172,020	8.0	5,361,659
Total	\$ 9,581,610	\$ 10,486,729	\$ 11,958,230	14.0	\$ 10,897,869



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 death investigation services for the residents of San Diego County, as mandated by State law. In 2023, the Medical Examiner had initial jurisdiction over about 39% of the 24,691 deaths that were registered in the county, or 9,749 cases. Ultimately, 43% 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, postmortem examinations, medical case reviews, toxicology testing, and administrative support to certify deaths according to State mandates. In addition, the department partners with medical schools and hospitals to educate medical students, pathologist assistants and resident pathologists.

To ensure these critical services are provided, the Department of the Medical Examiner has 78.00 staff years and a budget of \$21.2 million.

2023–24 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 cause and manner of death patterns and trends. For example, provided data on demographics of deaths caused by fentanyl including age, race, and location to the California Department of Public Health, San Diego County District Attorney, United States Attorney, Drug Enforcement Administration, and as part of a public presentation



at the International Drug Overdose Awareness Day. The Medical Examiner also provided information about deaths caused by falls from the border wall to the local trauma system.

- 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 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, sent informational letters to prescribers whose patients’ deaths were related to opioid toxicity.
- 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

- 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, 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 fatalities;

and participating in all possible countywide planning and exercises, as well as a departmental exercise, during the fiscal year.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Began 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.
 - Implemented 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 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. The following information in support of this goal is gathered by calendar year (January-December).
 - ◆ Notified 88% (3,649 of 4,150) of next of kin for identified Medical Examiner cases within 24 hours, which did not meet the goal of 90% due to challenges in obtaining and verifying accurate contact information for individuals identified as next of kin.
 - ◆ Completed 86% (3,518 of 4,084) of investigative reports in 60 days or less, exceeding the goal of 85%.
 - ◆ Completed 68% (1,961 of 2,863) of toxicology reports in 60 days or less, which did not meet the goal of 97% due to the sustained increase in deaths attributable to accidental drug overdose. However, this is an improvement from the previous calendar year (2022) where 2% of reports were completed in 60 days or less. At the beginning of 2023, the Toxicology Laboratory was overwhelmed by a backlog due to a significant increase in testing requests largely due to the fentanyl epidemic; however, by the end of 2023, the toxicology backlog was successfully eliminated. Since 2022, there have been significant improvements in the Toxicology Laboratory, including the addition of staff, to address the increase in caseload and with those it is anticipated that the laboratory will continue to improve its performance measure throughout 2024.

- ◆ Completed 52% (2,099 of 4,012) of examination reports in 60 days or less, which did not meet the goal of 90% as new examinations were prioritized over completing reports for examinations already performed. However, average time to complete a case improved 34% from 2022 and the number of unfinished cases was reduced by 39% in 2023. Reporting turn-around-times are expected to continue to improve in Fiscal Year 2023–24 as new staff are onboarded and trained.
- ◆ Provided 66% (6,632 of 10,090) of case report requests within seven days or less, which did not meet the goal of 95% due to an increase in report requests. Over the past two years, there has been a 24% increase in requests, which has caused delays in the fulfillment of report requests.
- ◆ Performed 99% (3,641 of 3,671) of postmortem examinations within 48 hours, exceeding the goal of 90%.
- ◆ Completed 15% (15 of 98) of homicide examination reports in 60 days or less, which did not meet the goal of 90% due to caseload and reporting backlogs. It is anticipated that the addition of staff in Fiscal Year 2023–24, will help address backlog and improve the number of examination reports throughout 2024.
- 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 99.8% (3,665 of 3,672) of bodies ready for release in seven days or less, exceeding the goal of 97%.
- Identified 79% (954 of 1,205) of John and Jane Does within 72 hours, which did not meet the goal of 90% due to an increased number of unidentified decedents. The department will be increasing dedicated investigator time, overall investigation staffing, volunteer assistance and enhancing the fingerprint comparison process with other agencies to improve the identification rate.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, the department worked with employees and collaborated with the employee representative groups, to develop action plans that further improved engagement in the department and continued to foster and develop an engaged and empowered workforce. Action plan engagement activities will include all hands meetings, employee recognition awards, and staff to staff direct awards to encourage peer recognition throughout the department. The department will utilize ongoing survey results to address workload distribution, work hours,



and staffing levels. In addition, the department provided training on understanding and improving inclusion of the neurodiverse.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - The Medical Examiner continued to be a leader in governmental transparency by publishing death statistical information on the County’s open data portal and establishing its webpage with individual decedent information search capability.
 - 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; 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.
 - Continued daily communication with the County’s Adult Protective Services regarding all elder deaths under the Medical Examiner’s jurisdiction, identifying clients of the service who were at risk for abuse and neglect requiring further death investigation.

2024–26 Objectives

 Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Gather and provide epidemiology information to address public health issues and partner with agencies to alert the community on cause and manner of death patterns and trends, whether it be fulfilling data requests from partner agencies, maintaining the data portal, or through public forums or media events.
 - 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. 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. Furthermore, the department will co-chair a new multi-agency overdose fatality review team

examining individual deaths, as well as data trends, to look for system-wide opportunities to increase health and safety in the future.

- 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 Diver Death Review Team, the Medical Examiners and Coroners Alert Project (MECAP), and the new Overdose Fatality Review Team.

 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 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.
 - Evaluate and create a plan for conversion of fleet vehicles to hybrid/electric vehicles.
 - Evaluate and determine additional administrative and office functions that can be conducted with electronic/digital signature or approval to reduce use of paper.

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

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Implement the expansion of 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 for next-of-kin to physically travel to the Medical Examiner. Electronic payment will also increase efficiency in reimbursement for document production and civil court testimony.

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

 **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. The goals are updated to reflect current caseload and operational trends as a result of complexity and increased caseload.
 - ◆ 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 75% of toxicology reports in 60 days or less.
 - ◆ Complete 60% of examination reports in 60 days or less.
 - ◆ Provide 75% of case report requests within seven days or less.
 - ◆ Perform 90% of postmortem examinations within 48 hours.
 - ◆ Complete 30% of homicide examination reports in 60 days or less.
 - Continue to provide 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. In support of

this, the department will implement employee engagement action plans that include all hands meetings, employee recognition awards, and staff to staff direct awards to encourage peer recognition throughout the department. The department will utilize ongoing survey results to address workload distribution, work hours, and staffing levels.

- **Transparency and Accountability:** Maintain program and fiscal integrity through reports, disclosures, and audits.
 - The Medical Examiner as a leader in governmental transparency will continue to publish death statistical information on the County's open data portal and maintain 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 clients of the service who were at risk for abuse and neglect requiring further death investigation.

Related Links

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

- ◆ www.sandiegocounty.gov/me

Performance Measures		2022-23 Actuals	2023-24 Adopted	2023-24 Estimated Actuals	2024-25 Recommended	2025-26 Recommended
	Bodies ready for release in seven days or less ¹	99.6% of 3,872	97%	99.8% of 3,672	97%	97%
	Investigative reports completed in 60 days or less ¹	87% of 4,346	85%	86% of 4,084	85%	85%
	Toxicology reports completed in 60 days or less ^{1,2}	2% of 2,919	97%	68% of 2,863	75%	95%
	Examination reports completed in 60 days or less ^{1,2}	49% of 4,346	90%	52% of 4,012	60%	90%



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
Homicide examination reports completed in 60 days or less ^{1,2}		27% of 125	90%	15% of 98	30%	90%
Next-of-kin notification completed in 24 hours or less, upon next of kin being identified ¹		91% of 4,323	90%	88% of 4,150	90%	90%
Case reports completed in seven days or less ^{1,2}		97% of 8,166	95%	66% of 10,090	75%	95%
Postmortem examinations performed within 48 hours ¹		N/A	90%	99% of 3,671	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 in Fiscal Year 2023–24 due to case complexity and increased caseload. Due to data being collected on a calendar basis, this measure has been adjusted for Fiscal Year 2024–25 to account for increased workload for the first half of calendar year 2024; with anticipated improvements expected in the latter half of calendar year 2024.

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

Staffing

Net increase of 1.00 staff year.

- ◆ Increase of 1.00 staff year to support the Opioid Settlement Framework approved by the Board of Supervisors on October 10, 2023 (Item #13).

Expenditures

Net increase of \$3.7 million.

- ◆ Salaries & Benefits—increase of \$1.7 million due to negotiated labor agreements, support in pathology, investigations and toxicology activities, due to increased workload and addition of 1.00 staff year for the Opioid Settlement Framework, offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$2.8 million primarily for increased costs associated with the decedent transportation services contract and toxicology laboratory supplies, equipment, and maintenance.
- ◆ Capital Assets Equipment—decrease of \$0.5 million due to the completion of prior one-time equipment purchases.
- ◆ 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 expenditures. A total of \$1.9 million is budgeted.
 - ◆ \$1.9 million associated with the centralized General Fund support for one-time items:

- ◆ \$1.2 million for decedent transportation services contract.
- ◆ \$0.6 million for purchase of toxicology equipment and instruments to support increased workload.
- ◆ \$0.1 million for investigation vehicles.

- ◆ Operating Transfers Out—increase of \$0.1 million for vehicle purchases.

Revenues

Net increase of \$3.7 million.

- ◆ Intergovernmental Revenues—increase of \$0.1 million for the Paul Coverdell Forensic Science Improvement Program.
- ◆ Miscellaneous Revenues—increase of \$0.3 million in Opioid Settlement Framework funds to expand surveillance and data collection of emerging drug trends.
- ◆ Fund Balance Component Decreases—decrease of \$57,626. A total of \$0.3 million is budgeted to support a portion of department costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue Allocation—increase of \$3.4 million due to negotiated labor agreements, decedent transportation services contract, and support for pathology, investigations, and toxicology activities.

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Decedent Investigations	66.00	77.00	78.00	1.3	78.00
Total	66.00	77.00	78.00	1.3	78.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Decedent Investigations	\$ 14,776,414	\$ 17,521,632	\$ 21,190,505	20.9	\$ 21,741,630
Total	\$ 14,776,414	\$ 17,521,632	\$ 21,190,505	20.9	\$ 21,741,630

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 11,085,903	\$ 13,836,363	\$ 15,559,317	12.5	\$ 16,245,780
Services & Supplies	3,690,511	4,130,271	6,939,688	68.0	5,495,850
Capital Assets Equipment	—	1,020,939	521,500	(48.9)	—
Expenditure Transfer & Reimbursements	—	(1,465,941)	(1,872,500)	27.7	—
Operating Transfers Out	—	—	42,500	—	—
Total	\$ 14,776,414	\$ 17,521,632	\$ 21,190,505	20.9	\$ 21,741,630





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 59,073	—	\$ —
Charges For Current Services	183,000	179,000	179,000	—	179,000
Miscellaneous Revenues	1,000	1,000	276,725	27,572.5	288,860
Fund Balance Component Decreases	232,385	336,515	278,889	(17.1)	278,889
Use of Fund Balance	186,771	—	—	—	—
General Purpose Revenue Allocation	14,173,258	17,005,117	20,396,818	19.9	20,994,881
Total	\$ 14,776,414	\$ 17,521,632	\$ 21,190,505	20.9	\$ 21,741,630



Probation

Mission Statement

Highly skilled professionals promoting safer communities through engagement and connecting individuals to the highest quality of services, while balancing opportunity with accountability.

Department Description

The Probation Department supports community safety by working with County departments, law and justice agencies, and community partners to supervise and rehabilitate youth and adults who are involved in the justice system. The department assists crime victims by educating them on their rights, securing restitution and holding clients accountable. During Fiscal Year 2023–24, a weekly average of 8,452 adults and 663 youth were under probation supervision and 921 adults were on pretrial monitoring. 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 to help youth avoid the justice system. These programs were created in collaboration with County law and 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 1,087.00 staff years and a budget of \$321.5 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.
 - Increased membership in the Equity and Inclusion Committee and expanded its involvement in community engagement activities such as cultural events, youth recreational activities, recruitment events, and food distribution to underserved communities.
 - Received a grant to establish two Mobile Probation Service Centers that will strengthen the department's ability to perform outreach, deliver case management services and provide linkages to care and assistance directly to clients in all regions and closer to where they live.
 - Partnered with the Health & Human Services Agency to collocate staff at the Southeastern Live Well Center where County services are offered that are trauma-informed and culturally sensitive to promote the health and well-being of our clients, families and communities.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Provided interim housing to over 1,800 adult clients on community supervision, including those who are re-entering the community from prison and jail, and provided access to residential treatment facilities to 850 adult clients when appropriate.
 - Planned for the continued operation of the Homeless Outreach Motivation & Empowerment (HOME) program to address the unique needs of clients on Post Release Community Supervision who face residential instability by col-

laborating 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.
 - Collaborated with community-based agencies to provide workforce development services and support to adults on community supervision to enhance their opportunities for economic growth.
 - Utilized housing and resource navigators with lived experience to actively engage over 200 clients who are homeless and/or in need of community support to assist them in obtaining stable housing, career opportunities, and critical resources by partnering with community-based organizations.
 - Distributed monthly food care packages throughout San Diego County for adult/juvenile clients and their families as well as the general community and hosted food drives several times during the year to assist local food banks in the collection of non-perishable food.



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Made progress toward converting fleet vehicles by ordering 6 hybrid, 3 electric and 9 plug-in hybrid electric replacements, while eliminating the purchase of gas-only vehicles.
 - Expanded the community garden at the Youth Transition Campus to include native and drought tolerant landscaping, fruit trees, raised beds and in-ground planting sections, and areas for sitting by using recycled materials.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Continued 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 Cal-WORKs, with over 1,050 inquiries related to applications for assistance.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families and the region.
 - Provided staff who trained and volunteered to assume disaster response or recovery roles including at the Spring Valley Local Assistance Center in response to the flooding that occurred in January 2024.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Gathered input from the community, including individuals with lived experience, in the development of the Community Corrections Partnership (CCP) 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. Over 60 people attended community forums and over 80 visited the project page on the Engage San Diego website to review and provide feedback on the CCP Plan.
 - Conducted listening sessions with youth on probation to better understand their experiences from the perspective of equity, diversity and inclusion.
 - Convened four virtual expos of the Community Resource Directory with 130 participants where community providers presented information on programs/services that address specific client needs so that probation officers can learn about programs and refer clients to appropriate services.
 - Held the 2nd Annual Citizens' Academy that allows community members to gain an increased understanding of the role, operations and practices of the Probation Department.
 - Participated in 100 community engagement events including youth recreation, crime prevention, resource fairs, public safety, fitness/health, sporting, parades, fundraisers, recruitment/job fairs and community forums that provided resources to address the needs of the community and opportunities for individuals, including those with lived experience, to be involved.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Linked 100% (945) of clients on Post Release Community Supervision to appropriate intervention services to improve the likelihood of completing probation without being convicted of new crimes, exceeding the goal of 95%.
 - Linked 100% (195) of clients on Mandatory Supervision to appropriate intervention services to improve the likelihood of completing probation without being convicted of new crimes, exceeding the goal of 95%.
 - Linked 100% (180) of youth supervised as high-risk to community-based services to improve the likelihood of completing probation without new sustained law violations, exceeding the goal of 95%.



- Continued to plan for the implementation of CalAIM to advocate for clients to enroll in and receive services that focus on continuity of care during reentry and enhanced care coordination.
- Participated in 16 Homeless Court Pop-Up Resource Fairs and two Veterans Stand Down events with other agencies across the County to present a unique opportunity for clients experiencing homelessness to receive services, information and referrals in a non-enforcement capacity.
- Opened a Multisensory De-Escalation room at the Youth Transition Campus to support youth experiencing mental health issues by providing them with a safe environment where they can express themselves, learn to regulate their emotions, improve their reasoning and engage in solution-focused discussions.
- Increased access to mental health care and substance use treatment by employing behavioral health staff at regional Probation Department offices resulting in 350 clients referred to mental health clinicians and 900 clients referred to Alcohol and Drug Prevention Specialists.
- 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 84% (3,718 of 4,442) of clients on adult supervision completed their probation without being convicted of new crimes, exceeding the goal of 75%.
 - Ensured that 96% (472 of 492) of clients on Mandatory Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 86% due to the collaborative and comprehensive services that clients receive in Mandatory Supervision Court.
 - Ensured that 62% (664 of 1,066) of clients on Post Release Community Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 60%.
 - Ensured that 87% (628 of 726) of clients on juvenile supervision completed their probation without new sustained law violations, exceeding the goal of 85%.
 - Operated the Pretrial Services Unit that supported the Courts in making pretrial release decisions that imposed the least restrictive conditions to ensure public safety while increasing the likelihood that clients returned for their court proceedings. The department monitored 4,000 clients released on supervised own recognizance during the year and provided them with resources for an average success rating of 90% (1,097 of 1,215 on average each month).
- 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.
 - Offered language and accessibility services for community forums, improving access for residents to listen to, participate in and provide input to shape the development of the Community Corrections Partnership 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.
 - Continued hosting monthly “Conversations with the Chief” at different Probation sites to allow staff to participate in open discussions with the Chief, promoting staff engagement and investing in our workforce.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop an action plan that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. As part of these efforts, the department gathered employee feedback in the redevelopment of its vision and mission statements using an employee survey and listening sessions.
 - Transitioned the Correctional Deputy Probation Officer job classification to the Deputy Probation Officer series to be responsive to the expanding and evolving responsibilities of officers in the juvenile institutions who participate in mentoring, coaching, role modeling, leading group programs, and case planning while ensuring the safety of youth and staff.
 - Filled 200 vacant positions through improvements in the hiring process including enhanced outreach, holding frequent new employee orientations, and streamlining the background and on-boarding process. Collectively, these efforts helped reduce mandatory overtime, improving the overall morale and wellness of our staff.
 - Received technical assistance from the National Institute of Corrections and Justice System Partners to implement the Organizational Coaching Model to Support Behavior Change initiative, which provides training and technical assistance to address organizational culture, management styles, policies and procedures, and the environment to transform the agency with a coaching model that supports behavior change interventions and evidence-based practices for people on community supervision.

 **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 33% (334 of 1,018) of clients on Post Release Community Supervision successfully completed supervision within 12 months, falling short of the goal of 45% due to clients not meeting the qualifications for early termination.
 - Planned for implementation of new technology in the youth facilities that provides the department with a user-friendly electronic tracking system that will enhance the safety and security of youth and staff while improving the monitoring of youth participation in programming.
 - Deployed a new Canine Narcotic Detection Team, primarily assigned to Institutional Services, to conduct random and targeted drug searches that will provide greater safety and security at the facilities and potentially save lives. The team will also attend special events and provide demonstrations of the canine’s capabilities throughout the community.
 - Ensured that 92% (9,470 of 10,265) of victims of adult crime were contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements.
 - Ensured that 92% (770 of 840) of victims of juvenile crime were contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements.
 - Provided alternatives to incarceration to over 450 individuals through the Community Transition Center, Work Furlough, and the Residential Reentry Center programs that allow clients to live and work in the community without having to be in a traditional jail setting, saving 29,900 estimated jail days.
 - Expanded programming for the Youth Development Academy, Secure Youth Treatment Facility to provide trauma-informed, culturally responsive care using a developmental and therapeutic approach to rehabilitation. Programs and services include Restorative Justice Mediation, David’s Harp Foundation, Project AWARE, Southwestern College courses, Thinking for a Change, mindfulness/stress management, Youth Advisory Councils, Men of Honor Group, Victim Impact Program, Locker Room Barber Shop, individual and family therapy, psychiatric services, parenting classes, and career technical education.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Ensured that adult probationers on general caseloads were supervised according to their assessed risk levels. Overrides to be supervised at higher levels were 7% (286 of 4,151 on average each month) for all races/ethnicities, not exceeding the recommended best practice guideline that overrides be no higher than 15%.
- Ensured that the decision to detain youth was based on the results of the structured decision-making tool. Overrides to detain youth, including youth of color, were 18% (96 of 545), slightly higher than the 15% recommended based on best practice guidelines. This goal was not met due to the need to detain youth who posed public safety concerns based on their possession of firearms.
- Participated in the Ending Girls’ Incarceration — California Action Network as part of a national initiative to address race and gender inequities that fuel disparities and lead to incarceration. Strategies implemented under the initiative strive to reduce the number of young people incarcerated in the girls’ side of the County’s juvenile 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.
 - Opened the Youth Development Center as a state-of-the-art facility designed to provide exceptional customer service to youth on probation supervision and their families.
 - Completed construction of the Youth Transition Campus Phase 2 that includes facilities for pre-dispositional youth including housing units with direct access to exterior patios and recreational areas. The Educational Complex resembles a community school with classrooms that are trauma-informed and include multi-purpose rooms for school assemblies and graduations.
 - Supported family and community engagement so that 78% (3,213 of 4,133) of youth in custody received visits each month to improve youth outcomes through stronger support systems, family visitation and community engagement, falling short of the goal of 80% due to population increases outpacing visiting resources such as staffing, physical space, and visitation hours.
 - Ensured that 98% (426 of 436) of youth enrolled in the Alternatives to Detention program successfully completed the program without any new sustained law violations, exceeding the goal of 94%.
 - Updated 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.
 - Partnered 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.



- Provided youth in custody with increased opportunities to experience prosocial recreational and cultural events such as attending San Diego Symphony concerts and learning new skills through the Youth Athletic Leadership Academy in partnership with the San Diego Police Department.
- Provided reentry services to 2,530 adult clients as they were transitioning back to the community upon release from custody to ensure continuity of care while improving client outcomes.
- Reintroduced the Youth in Custody Practice Model (YICPM) with refresher trainings and technical assistance provided by the Council of Juvenile Justice Administrators and the Center for Juvenile Justice Reform at Georgetown University to plan for the continued implementation of the nationally recognized model in the County’s youth facilities to ensure the long-term sustainability of reform efforts.

- Enhance the Master Gardener program at the Youth Transition Campus to fully plant the new community garden area, teach the youth about the benefits of local food sources and demonstrate the farm-to-table food model to connect youth to fresh, healthy produce while developing their culinary skills.
- Reduce vehicle miles traveled by staff to lower greenhouse gas emissions by utilizing hybrid work schedules combining both in-office and teleworking options.
- Continue organic waste recycling at the youth facilities to divert organic waste from landfills and recycle it into new materials to reduce greenhouse gas emissions and offset climate change.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Employ 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.

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

- Increase community outreach through Mobile Probation Service Centers to deliver case management services and provide linkages to care directly to vulnerable clients throughout the County, improving equitable access to services and reducing the need for individuals to travel, reducing vehicle gas emissions.
- Increase enrollment in the pretrial services’ mobile app, providing clients with cell phones as needed, to enhance virtual customer service for clients including appointment reminders and remote check-ins, to improve client performance and to remove barriers to service delivery while decreasing the use of paper and reducing vehicle miles traveled by clients.

2024–26 Objectives



Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Increase membership in the Equity and Inclusion Committee that focuses on a policy-systems approach to ensure equitable and inclusionary practices/outcomes for employees, clients and the community we serve.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Provide interim housing to adults on community supervision, including those who are re-entering the community from prison and jail.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Continue to utilize housing and resource navigators with lived experience to actively engage with clients who are homeless and/or in need of community support to assist them in obtaining stable housing, career opportunities and critical resources by partnering with community-based organizations.



Sustainability

Short-term commitments:

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



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.
 - Participate in community engagement events that provide resources to address the needs of the community and opportunities for individuals, including those with lived experience, to be involved and make an impact.

- 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 85% 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.
- 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 their likelihood of completing probation without being convicted of new crimes.
 - Link 95% of clients on Mandatory Supervision to appropriate intervention services to improve their likelihood of completing probation without being convicted of new crimes.
 - Link 95% of youth supervised as high-risk to community-based services to improve their likelihood of completing probation without new sustained law violations.
 - Continue to collaborate with the Health & Human Services Agency to plan for the implementation of CalAIM to advocate for clients to enroll in and receive services that focus on continuity of care during reentry and enhanced care coordination.
- Communications: Create proactive communication that is accessible and transparent.
 - Continue our communication strategy for both employees, clients and their families to be more inclusive and transparent in how we engage using town halls, listening sessions and collaborative efforts with grassroots organizations 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.
 - Improve engagement in the department and continue to foster and develop an engaged and empowered workforce by implementing strategies identified in the action plan based on results from the biennial employee engagement survey such as hosting staff/customer service recognition events, continuing Conversations with the Chief, and pub-

lishing newsletters departmentwide and focusing on Diversity & Inclusion topics.

- Continue stabilizing our workforce through succession planning and evaluation of efficiencies while reducing vacant positions and overtime through enhanced recruitment and retention efforts with a focus on training.

 **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 92% of victims of adult crime are contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements.
 - Ensure that 92% of victims of juvenile crime are contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements.
 - Provide alternatives to incarceration for individuals through the Community Transition Center, Work Furlough and Residential Reentry Center programs that allow clients to live and work in the community without having to be in a traditional jail setting, saving jail days.
- 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% 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.
 - Provide youth in custody with opportunities to experience prosocial recreational and cultural events and learn new skills as incentives for positive behavior.
 - Provide reentry services to adult clients as they are transitioning back to the community upon release from custody to ensure the continuity of care while improving client outcomes.

Related Links

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

◆ www.sandiegocounty.gov/probation



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Clients on adult supervision who complete their probation without being convicted of a new crime	87% of 4,388	75%	84% of 4,442	75%	75%
	Clients on juvenile supervision who complete their probation without a new law violation	96% of 345	85%	87% of 726	85%	85%
	Youth supervised as high risk linked to community-based services	100% of 150	95%	100% of 180	95%	95%
	Visitation rate for youth in custody	87% of 3,325	80%	78% of 4,133	80%	80%
	Successful completion of the Alternatives to Detention Program	99% of 470	94%	98% of 436	94%	94%

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

Staffing

Net increase of 47.00 staff years primarily associated with the Youth Development Academy due to an increase in the number of youth in custody resulting from the implementation of Senate Bill 823, *Juvenile Justice Realignment*.

- ◆ Adult Reintegration & Community Supervision Services— increase of 5.00 staff years.
 - ◆ Increase of 4.00 staff years for CalAIM Enhanced Care Management planning.
 - ◆ Increase of 1.00 staff year due to a transfer from Department Administration based on operational needs.
- ◆ Youth Detention & Development—net increase of 39.00 staff years.
 - ◆ Increase of 43.00 staff years for the Youth Development Academy.
 - ◆ Decrease of 4.00 staff years based on a transfer of 3.00 staff years to Department Administration and 1.00 staff year to Youth Development & Community Support Services based on operational needs.
- ◆ Youth Development & Community Support Services— increase of 1.00 staff year due to a transfer from Youth Detention & Development based on operational needs.
- ◆ Department Administration—net increase of 2.00 staff years due to a transfer of 3.00 staff years from Youth Detention & Development to align training staff and 1.00 staff year to Adult Reintegration & Community Supervision Services, based on operational needs.

Expenditures

Net increase of \$42.5 million.

- ◆ Salaries & Benefits—increase of \$19.9 million due to the addition of 47.00 staff years described above, negotiated labor agreements, and required retirement contributions, offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$20.0 million.
 - ◆ Increase of \$8.4 million to continue the Pretrial Services program.
 - ◆ Increase of \$3.5 million related to the Youth Development Academy.
 - ◆ Increase of \$2.8 million related to the implementation of the CalAIM Providing Access and Transforming Health Justice-Involved initiative.
 - ◆ Increase of \$2.1 million for major maintenance projects, facilities and fleet costs.
 - ◆ Increase of \$2.0 million to support increased costs for youth medical services.
 - ◆ Increase of \$0.8 million to expand transitional housing and residential treatment program services to youth clients.
 - ◆ Increase of \$0.4 million to expand foster care services.
- ◆ Other Charges—decrease of \$2.2 million due to a reduced number of youth in foster care.
- ◆ Capital Assets Equipment—decrease of \$1.1 million due to the completion of a one-time purchase of two mobile service center vehicles.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.4 million primarily due to the completion of one-time major maintenance projects. Since this is a transfer of expenditures, it has a net effect of \$1.4 million increase in total expenditures. A total of \$1.2 million is budgeted.

- ❖ \$1.0 million for operational partnerships with Behavioral Health Services (\$0.7 million), the Child and Family Well-Being Department (\$0.2 million), and the Sheriff's Department (\$0.1 million).
- ❖ \$0.2 million to support administrative services conducted in collaboration with the Child and Family Well-Being Department.
- ◆ Operating Transfers Out—increase of \$4.5 million.
 - ❖ Increase of \$5.2 million for major maintenance projects at East Mesa Youth Detention Facility.
 - ❖ Increase of \$0.3 million for the purchase of vehicles.
 - ❖ Decrease of \$1.0 million due to the completion of one-time capital major maintenance projects.

Revenues

Net increase of \$42.5 million.

- ◆ Intergovernmental Revenues—increase of \$16.4 million.
 - ❖ Increase of \$8.6 million to continue the Pretrial Services program.
 - ❖ Increase of \$4.4 million related to State and federal youth program revenues.
 - ❖ Net increase of \$2.2 million in State Aid Other for the implementation of the CalAIM Providing Access and Transforming Health Justice-Involved initiative (\$3.3 million), partially offset by a reduction for the Board of State and Community Corrections Mobile Probation Service Centers Grant (\$1.1 million) which was included in prior year budget.
 - ❖ Increase of \$1.3 million for Caltrans reimbursements.
 - ❖ Increase of \$1.1 million in Local Revenue Fund 2011, Community Corrections Subaccount for increased staffing costs.
 - ❖ Increase of \$0.2 million in State Aid Reimbursement for mandated services due to increased staffing costs.

- ❖ Decrease of \$1.4 million from the Community Corrections Performance Incentive Grant based on a change in the State's funding methodology. For the past three fiscal years, funding had been held constant due to the pandemic's impact on probation populations statewide. Moving forward, the pre-pandemic methodology is expected to be adopted by the State.
- ◆ Charges For Current Services—increase of \$0.5 million for the Work Furlough and Work Projects programs.
- ◆ Other Financing Sources—decrease of \$2.9 million for the Proposition 172 fund, *the Local Public Safety Protection and Improvement Act of 1993*, due to the completion of one-time projects.
- ◆ Fund Balance Component Decrease—decrease of \$0.2 million. A total of \$4.1 million is budgeted to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$6.3 million. A total of \$6.4 million is budgeted.
 - ❖ \$6.3 million for major maintenance projects.
 - ❖ \$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 \$22.4 million for negotiated labor agreements, required retirement contributions, the addition of 33.0 staff years, contracted services including medical services, interim housing and residential treatment for youth.

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

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



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Adult Reintegration & Com Serv	450.00	398.00	403.00	1.3	403.00
Youth Detention & Development	385.00	387.00	426.00	10.1	426.00
Youth Development & Com Serv	196.00	144.00	145.00	0.7	145.00
Department Administration	3.00	111.00	113.00	1.8	113.00
Total	1,034.00	1,040.00	1,087.00	4.5	1,087.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Adult Reintegration & Com Serv	\$ 124,233,909	\$ 117,500,328	\$ 129,698,222	10.4	\$ 113,571,446
Youth Detention & Development	74,469,133	86,435,082	112,454,638	30.1	109,350,965
Youth Development & Com Serv	61,591,560	50,993,159	53,454,496	4.8	54,762,811
Department Administration	1,049,232	23,939,439	25,786,555	7.7	26,443,430
Probation Asset Forfeiture Program	100,000	100,000	100,000	—	100,000
Probation Ward Welfare Fund	2,000	2,000	2,000	—	2,000
Total	\$ 261,445,834	\$ 278,970,008	\$ 321,495,911	15.2	\$ 304,230,652

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 146,742,161	\$ 159,855,383	\$ 179,797,727	12.5	\$ 192,919,000
Services & Supplies	106,022,438	112,450,219	132,479,793	17.8	107,570,500
Other Charges	10,330,000	7,230,000	4,978,106	(31.1)	4,963,087
Capital Assets Equipment	—	1,119,180	—	(100.0)	—
Expenditure Transfer & Reimbursements	(5,194,765)	(2,584,774)	(1,189,715)	(54.0)	(1,221,935)
Operating Transfers Out	3,546,000	900,000	5,430,000	503.3	—
Total	\$ 261,445,834	\$ 278,970,008	\$ 321,495,911	15.2	\$ 304,230,652



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 130,247,239	\$ 141,320,953	\$ 157,765,997	11.6	\$ 137,802,758
Charges For Current Services	16,000	7,000	527,117	7,430.2	537,833
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Other Financing Sources	34,884,196	37,905,977	35,021,812	(7.6)	35,788,868
Fund Balance Component Decreases	4,228,905	4,293,543	4,091,910	(4.7)	4,091,910
Use of Fund Balance	729,413	102,000	6,367,000	6,142.2	102,000
General Purpose Revenue Allocation	91,339,081	95,339,535	117,721,075	23.5	125,906,283
Total	\$ \$261,445,834	\$ 278,970,008	\$ 321,495,911	15.2	\$ 304,230,652



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 constitutionally required 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, civil commitment, probate conservatorships and immigration law removal proceedings. 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 \$137.2 million.

2023–24 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% (1,080 of 1,200) 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 2,900 clients, exceeding the goal of 2,000 clients due to greater than anticipated number of eligible individuals. Fresh Start is a Comprehen-



sive Criminal Record Relief Program designed to help eligible community members with post-conviction relief to reduce barriers to employment, education, housing and community resources.

- Achieve relief for 90% (2,610 of 2,900) 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.
 - Implemented a plan for conversion of fleet to hybrid/electric vehicles to begin the process of replacing 24 older vehicles with hybrid vehicles.
 - Continued 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.
 - Finalized the review of office and cleaning supply protocols with procurement staff and contracted managers and assessed which products can be replaced with sustainable alternatives.
 - Continued to expand opportunities for the delivery of virtual customer services to reduce vehicle miles traveled by clients/customers by collaborating with our justice partners.
 - Continued 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.
 - Received 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.
 - Provided diversity and implicit bias training to all staff, supervisors, and managers on an annual basis.
 - Completed an officewide diversity assessment to determine the level of openness and appreciation of individual differences within the department. Based on the assessment, activities are planned for next fiscal year.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. Action plan engagement activities will include all hands meetings, employee recognition, and quarterly communication to ensure employees are informed of issues impacting the department.



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 100% (350) of requests, exceeding 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 is accelerated.
 - Resolved 95% (15,339 of 16,146) of misdemeanor cases prior to trial when doing so benefited the client more than engaging in litigation, exceeding goal of 90%.
 - Resolved 60% (9,392 of 15,653) of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation, meeting the goal.

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Diligently provided post-conviction relief to those clients affected by recent legislative changes to ensure they received 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.
 - Supported 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.

2024–26 Objectives



Equity

- 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. Fresh Start is a Comprehensive Criminal Record Relief Program designed to help eligible community members with post-conviction relief to reduce barriers to employment, education, housing and community resources.
 - Achieve relief for 90% of Fresh Start conviction relief petitions.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Transition from paper flipboards to electronic PDF files for Felony Transition Training, replacing approximately 12 flipboards per year.
 - 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.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.



- Continue to train additional staff to assume disaster response or recovery roles (Emergency Operations Center responders, 211 operators, shelter workers/managers, and recovery support).

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

- Implement plan to convert older fleet vehicles to plug-in hybrid/electric vehicles.
- 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.



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.
 - Host the 25 Most Remarkable Teens recognition event for local youth. This event recognizes San Diego youth ages 13-19 for their contributions and efforts in many categories including, but not limited to, environmental advocacy, arts and culture, technology, activism, leadership, and courage to overcome adversity.
 - Recruit and receive 60,000 hours of volunteer services.
 - Conduct at least 40 Fresh Start Clinics.



Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - 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. In support of this, action plan engagement activities will include all hands meetings, employee recognition, and quarterly communications to ensure employees are informed of issues impacting the department.
 - Utilize the information gathered by the KH Consulting Group, the firm with which the department contracted to complete a diversity assessment and related diversity, equity, inclusion and engagement (DEI&E) to further empower staff to engage and foster a healthy culture. Create an action plan based on the information gathered and recommendations from KH Consulting Group that allows the staff to feel seen and heard in a meaningful way.

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.
 - Create a Penal Code (PC) 1368 Competency unit to address questions regarding a defendant's ability to understand the nature of the proceedings or ability to assist in their own defense, defense counsel (or the Court) must declare a doubt regarding the client's legal competence. On a typical competency case, multiple court hearings are required to properly litigate these complex matters. To coordinate competency litigation and provide additional legal expertise to our attorneys and clients, the department will assign one attorney to start the PC 1368 Competency Unit to handle these matters with the help of additional support staff.
 - Create a Racial Justice Act unit. The California Racial Justice Act (RJA) of 2020 prohibits the State from seeking or obtaining a criminal conviction or imposing a sentence based upon race, ethnicity, or national origin. As of January 1, 2024, the RJA allows anyone currently serving a prison sentence to request that their sentence and/or conviction be reviewed, modified, or vacated if it was based on racial bias. The department anticipates receiving thousands of requests for review and will assign one attorney to start the RJA unit to handle these matters with the help of additional support staff.
 - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for at least 90% of requests.
 - Maintain the number of elapsed days between admission and sentencing in 100% of juvenile cases at 28 days or less to accelerate rehabilitation, when doing so benefits the client.
 - Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation.
 - Resolve 60% of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation.
 - Diligently provide post-conviction relief to those clients affected by recent legislative amendments to ensure they get the full benefit of the law and to safeguard community trust that the Public Defender's office will advocate for clients after their case is over and when new laws are enacted.
 - Diligently provide pre-arraignment representation and services to all clients arrested.

- Expand pre-trial services provided by the Pre-trial Advocacy and Community Connections (PACC) unit, currently limited to the central branch, into all branch offices.

Related Links

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

◆ www.sandiegocounty.gov/public_defender




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	% of mental health treatment plans completed for referred individuals about to be released from custody within two weeks ¹	100% of 2,055	90%	90% of 1,200	N/A	N/A
	Number of clients served by Fresh Start ²	2,921	2,000	2,900	2,000	2,000
	% of Fresh Start clients conviction relief petitions granted ³	99% of 2,921	90%	90% of 2,900	90%	90%
	Total volunteer hours	61,591	60,000	60,000	60,000	60,000
	Juvenile record requests sealed	100% of 138	90%	100% of 350	100%	100%
	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	97% of 20,958	90%	95% of 16,146	90%	90%
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	61% of 16,302	60%	60% of 15,653	60%	60%

Table Notes

- ¹ This measure will be discontinued beginning Fiscal Year 2024–25 as completing assessments within a two-week period does not accurately reflect the wide-ranging variables that determine the optimal time that assessments should be completed.
- ² 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.
- ³ 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: 2023–24 to 2024–25

Staffing

No net change in staffing.

- ◆ Decrease of 2.00 staff years in the Primary Public Defender.

- ◆ Decrease of 1.00 staff year due to transfer to the Office of Assigned Counsel.
- ◆ Decrease of 1.00 staff year due to transfer to Administration.
- ◆ Increase of 1.00 staff year in the Office of Assigned Counsel due to transfer from Primary Public Defender to provide



direct program support for the Immigrant Rights Legal Defense Program (IRLDP).

- ◆ Decrease of 2.00 staff years in the Alternate Public Defender due to transfer to Administration.
- ◆ Decrease of 1.00 staff year in the Multiple Conflicts Office due to a transfer to Administration.
- ◆ Increase of 4.00 staff years in Administration to support finance and various administrative activities.
 - ❖ Increase of 1.00 staff year due to transfer from the Primary Public Defender to support finance and administrative duties associated with the Immigrant Rights Legal Defense Program.
 - ❖ Increase of 2.00 staff years due to transfer from Alternate Public Defender associated with the administration of the Pre-Trial Advocacy and Community Corrections Program.
 - ❖ Increase of 1.00 staff year due to transfer from Multiple Conflicts Office to support general finance and administrative duties.

Expenditures

Net increase of \$7.6 million.

- ◆ Salaries & Benefits—decrease of \$0.7 million due to salary adjustments to reflect normal staff turnover offset by negotiated labor agreements, temporary help for Pre-Trial Advocacy and Community Connections (PACC) program which supports clients for the period from arrest to trial.
- ◆ Services & Supplies—increase of \$11.3 million.
 - ❖ Increase of \$5.0 million to restore funding for the Immigration Rights Legal Defense Program after a prior year funding suspension to fund one-time countywide initiatives.
 - ❖ Increase of \$3.6 million due to public liability insurance, leased space cost, and facilities management costs.
 - ❖ Increase of \$2.7 million for professional and expert services including medical and psychiatric services and costs related to PACC.
- ◆ Other Charges—decrease of \$0.1 million in capital lease interest payments.

- ◆ Expenditures Transfer & Reimbursements—increase of \$2.9 million. Since this is a transfer of expenditures, it has a net effect of \$2.9 million decrease in total expenditures. A total of \$3.9 million is budgeted.
 - ❖ \$2.3 million for activities related to PACC program reimbursed by Probation.
 - ❖ \$1.3 million associated with centralized General Fund to support one-time items:
 - ◆ \$0.7 million for temporary help.
 - ◆ \$0.6 million for Penal Code 3051 Youth Offender Parole Hearing & 1437 Felony Murder Rule Retro.
 - ❖ \$0.3 million for activities related to Holistic Services Unit reimbursed by Health and Human Services.

Revenues

Net increase of \$7.6 million.

- ◆ Intergovernmental Revenues—decrease of \$3.0 million primarily due to reduced allocation for the Public Defense Pilot Program and lower costs reimbursements in activities related to Public Defender Revocations.
- ◆ Fund Balance Component Decreases—decrease of \$0.5 million. A total of \$2.8 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for pension obligations bond (POB) costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue Allocation—increase of \$11.1 million due to negotiated labor agreements, to restore funds for Immigrant Rights Legal Defense Program, Indigent Defense and increased support resulting from legislative changes such as California Racial Justice Act (CRJA) & Senate Bill 1421, *Peace Officers: Release of Records*.

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Primary Public Defender	442.00	448.00	446.00	(0.4)	446.00
Office of Assigned Counsel	4.00	4.00	5.00	25.0	5.00
Alternate Public Defender	55.00	60.00	58.00	(3.3)	58.00
Multiple Conflicts Office	12.00	14.00	13.00	(7.1)	13.00
Administration	19.00	21.00	25.00	19.0	25.00
Total	532.00	547.00	547.00	—	547.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Primary Public Defender	\$ 89,278,297	\$ 93,096,892	\$ 91,507,900	(1.7)	\$ 90,786,437
Office of Assigned Counsel	9,572,946	3,774,740	9,415,641	149.4	9,449,669
Alternate Public Defender	12,527,730	14,046,656	13,444,572	(4.3)	14,043,387
Multiple Conflicts Office	2,852,304	3,151,125	3,050,968	(3.2)	3,176,387
Administration	12,696,657	15,580,013	19,818,108	27.2	20,036,194
Total	\$ 126,927,934	\$ 129,649,426	\$ 137,237,189	5.9	\$ 137,492,074

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 107,301,307	\$ 114,291,059	\$ 113,633,599	(0.6)	\$ 111,088,484
Services & Supplies	20,837,585	16,189,903	27,447,721	69.5	26,647,721
Other Charges	300,000	238,949	81,635	(65.8)	81,635
Expenditure Transfer & Reimbursements	(1,510,958)	(1,070,485)	(3,925,766)	266.7	(325,766)
Total	\$ 126,927,934	\$ 129,649,426	\$ 137,237,189	5.9	\$ 137,492,074

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 7,037,176	\$ 11,246,032	\$ 8,305,032	(26.2)	\$ 4,244,047
Miscellaneous Revenues	2,062,140	—	—	—	—
Fund Balance Component Decreases	2,590,016	3,336,283	2,793,400	(16.3)	2,793,400
Use of Fund Balance	1,703,734	—	—	—	—
General Purpose Revenue Allocation	113,534,868	115,067,111	126,138,757	9.6	130,454,627
Total	\$ 126,927,934	\$ 129,649,426	\$ 137,237,189	5.9	\$ 137,492,074



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 (County Fire) delivers comprehensive fire protection and emergency medical services across 1.73 million acres of unincorporated San Diego County. Through an innovative partnership with the California Department of Forestry and Fire Protection (CAL FIRE), County Fire and CAL FIRE operate 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 is responsible for the administrative support of 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. On September 30, 2023, through a public-private partnership, the SDCFPD became responsible for managing 23 ambulances throughout SDCFPD, Alpine Fire Protection District and Valley Center Fire Protection District to ensure an equitable level of critical life-saving services for our residents.

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 ensure compliance with State statutes and regulations, the issuance of Emergency Medical Technician certifications and paramedic accreditation to practice within the LEMSAs 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 64.00 staff years and a budget of \$134.6 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 the Community Health and Injury Prevention (CHIP) initiative to expand health services and community education to areas that lack health care facilities and transportation, and further developed the Community Paramedicine program to help patients avoid unnecessary trips to hospital emergency rooms and provide frequent 9-1-1 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.
 - Implemented the plan to replace fleet vehicles with hybrid/electric vehicles where possible. The department will continue to evaluate all future vehicle purchases for an electric vehicle option. No electric vehicles were incorporated into the department’s fleet due to operating budget allocations and supply chain delays in receiving ordered vehicles.
 - Continued to collaborate with the Department of General Services to explore opportunities to enhance the availability of Electric Vehicle charging infrastructure in the unincorporated areas. The department added one electric vehicle charging station at the new East Otay Mesa Fire Station.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.

- Continued 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.
 - Trained additional staff to assume disaster response or recovery roles through the County's Ready Disaster Service Worker program.
 - Responded 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 was completed in Fall 2023 and will bolster the department's urban response capabilities.
 - Continued to expand the County Fire Community Emergency Response Team (CERT) program with a focus on ensuring it is inclusive, equitable and integrates the full diversity of our population. This includes providing education and outreach to vulnerable residents such as seniors and older adults, people with disabilities or access and functional needs, tribal community members and youth. The 100+ volunteers of County Fire's CERT reached over 1,500 residents during the fiscal year. These efforts include partnering with the San Diego County Library, *Live Well San Diego* Rural Sector Workgroup, Listos California, Deaf Community Services of San Diego, the San Diego Regional Center, the San Diego County Sustainability Planning Division, the District Attorney's Office, San Diego County Sheriff, the California Governor's Office of Emergency Services, Texas A&M Engineering Extension Services (TEEX) and the Federal Bureau of Investigation. These partnerships provided the opportunity to host 40 community emergency preparedness trainings on topics such as CPR/AED, Home Fire Safety & Personal Disaster Plans, Narcan Awareness, Disaster Recovery, Family Emergency Preparedness, and Fire Extinguisher Training in American Sign Language, English, Spanish and Traditional Chinese.



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.
 - Continued to develop the Volunteer Reserve Firefighter (VRFF) Program, recruiting 16 Volunteer Reserve Firefighters through 12 public outreach events. This fell short of the goal of 20 due to fewer than anticipated recruits meeting program eligibility. In 2023, the VRFF program updated program eligibility requirements at time of application and increased stipend rates. These changes to the program are meant to reduce entry and financial barriers for prospec-

- Continued 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.
- Enhanced the ability of the department to mitigate wildfire hazards by partnering with the Probation Department to develop a Fuels 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.
- Continued to expand our school safety events by teaching first graders basic fire safety tips. County Fire continues to reach out to elementary schools in our district to complete these events. Since July 2023, the department has conducted 20 school safety events.
- Completed five fire extinguisher trainings with various County Departments and public groups. The department will continue annual trainings as requested.
- 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 with five communities on evacuation planning, worked 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.
 - Provided Wildland Urban Interface (WUI) training classes to four at-risk communities within the service area of the SDCFPD.
 - An open house event was held at Ramona Station 80 to promote fire services, fire safety, and to engage with the community. County Fire partnered with the Sheriff's Department, CERT program, Department of Environmental Health and Quality, and Office of Emergency Services. The department will hold additional open houses in Jamul, Pine Valley and Julian in 2024.
 - Strengthened wildfire protection in existing and future communities by creating new or treating existing fuel breaks in four communities to 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 identifying 540 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. This exceeded the goal of 200, as County Fire was awarded grant funding which allowed for an additional 340 miles to be treated.



- Ensured 65% (2,600 of 4,000) of credentialing of emergency medical services professionals was completed within two business days to ensure the public is assisted by appropriately trained and Local Emergency Medical Services Agency approved personnel. The goal to recertify 75% within two business days was not met due to a surge in applications and not having enough staff to review them in two business days.
- Continued to develop the Home Hardening Grant Program to retrofit, harden, and create defensible space for homes at high risk to wildfires. This pilot program targets high socially vulnerable communities and provides financial assistance to qualifying low- and moderate-income households. The program is currently available to residents living in the community of Dulzura.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Facilitated the strategic implementation of a new ambulance transportation service delivery model to reduce health disparities in the region. The new San Diego County Fire Protection District Ground Ambulance Service Area (ASA) became operational on September 30, 2023.
 - Continued collaboration with HHSA, County Library, and other public and private partners to complete no cost installation of residential lock boxes at or near the front door of 160 at-risk individuals to provide efficient fire protection services by allowing first responder access to homes during an emergency. The goal of 50 lock box installations was exceeded using multiple outreach campaigns and direct mailers to promote the program.
 - Reduced the potential for fire spread from wildland to structures and vice versa by performing defensible space inspections on 38,280 homes in the SDCFPD, maintaining a three-year cycle and benefiting not only the homeowner but the neighbors, responders, and surrounding lands. Achieved an 88% (33,702 of 38,280) voluntary compliance rate with defensible space standards on all parcels inspected. The goal of 90% was not met due to the implementation of Assembly Bill (AB) 38, *Defensible Space Inspection*, in July 2021, which is related to defensible space inspections for real estate transactions. When a home is not in compliance, the inspector will reinspect the home within three months of the previous inspection. AB 38 extends the time frame for which a homeowner is allowed to gain compliance and affected meeting the goal.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Fully Implemented the agricultural and livestock pass program in the unincorporated area, in coordination with multiple County departments, to allow vetted commercial livestock and agricultural operators back into restricted areas during emergencies, with law enforcement approval, to care for their animals and crops while preserving their livelihoods.



- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Provided exceptional emergency services by responding to 88% of emergency calls within the “Total Response Time” standard for the regional category for Rural (3,864 of 4,404), 94% for Outlying (1,055 of 1,122) and 70% for Urban (3,007 of 4,296) identified in the San Diego County Fire Standards of Cover. Urban Total Response fell short of the goal of 90% due to the high concentration of urban responses in the community of Otay. Station 38 in Otay Mesa became operational in December 2023 and has begun improving response time in the Urban areas. Response times for Urban areas are anticipated to meet the identified goal for future years.
 - Improved community safety by responding to 75% (9,222 of 12,303) 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. In October 2023, the department began providing ambulance service throughout the Ambulance Service Area (ASA) that includes the SDCFPD, Alpine and Valley Center Fire Protection Districts. Ambulances in the ASA responded to 85% of calls within the adopted standards.
- 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 seeking opportunities to achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. Engagement action plans include the creation of focus groups to discuss various department topics; providing staff development trainings and information sessions during quarterly meetings; celebrating employee recognition and achievements during divisional staff meetings;

and working with managers to develop project outlines and personal development plans to help their staff achieve professional goals.

2024–26 Objectives



Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - 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, and further develop the Community Paramedicine program to help patients avoid unnecessary trips to hospital emergency rooms and provide frequent 9-1-1 users help with case-management and public health resources.
 - Support the development and implementation of the EMS Corp program to increase training and employment opportunities for traditionally underserved transitional aged youth populations.



Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Expand the department’s supply of electric powered tools by implementing plan to establish a contract for tools, batteries, maintenance, and repair.
 - Seek opportunities and implement policies to work towards being a zero-waste department through resource reduction, reuse, recycling, composting, and other activities.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Continue to expand the County Fire Community Emergency Response Team (CERT) with a focus on ensuring the program is inclusive, equitable and integrates the full diversity of our population. This includes providing education and outreach in multiple languages to vulnerable residents such as seniors and older adults, people with disabilities or access and functional needs, tribal community members and youth.

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

- 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.
- 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.



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 by recruiting Volunteer Reserve Firefighters through at least 12 public outreach events.
 - Enhance the ability of the department to mitigate wildfire hazards by continuing to partner with the Probation Department to carry out a Fuels Crew Program to provide 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 evacuation training courses, such as Wildland Urban Interface and Last Chance Survival, to at least four communities at risk of wildfire.
 - Strengthen wildfire protection in at least four communities at risk of wildfire by performing hazardous fuels reduction on the land adjacent to homes, creating a buffer which improves defensibility and tactical firefighting options, and reduces fire spread to surrounding wildlands.
 - Strengthen evacuation readiness and the ability for emergency personnel to respond to wildfires by maintaining 20 feet of hazardous fuels reduction along the 200 lane miles of key evacuation corridors identified under the Roadside Vegetation Management Program.
 - Continue to leverage grant funding from the California Department of Forestry and Fire Protection, United States Forest Service, and the California Governor’s Office of Plan-



ning and Research to perform 20 feet of hazardous fuels reduction along an additional 600 lane miles of key evacuation corridors. Grant funding will also be used to purchase a long-term fire retardant which can be applied in lieu of vegetation management, in situations where the removal of hazardous fuels is not feasible.

- Review 75% emergency medical services professional credential applications 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 Pilot Program which provides financial assistance to qualifying low- and moderate-income households in socially vulnerable communities at high risk to wildfire. The financial assistance helps homeowners retrofit, harden, and create defensible space around their properties to make them better protected against wildfire. This three-year pilot project is being implemented within the communities of Dulzura, Potrero and Campo.
- Continue to implement staffing enhancements in alignment with the Districts Strategic Plan to ensure the SDCFPD can provide an effective response force.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Continue to address and reduce health disparities in the unincorporated communities by responding to medical emergencies through a robust ambulance transportation system and front-line resources within the SDCFPD Ground Ambulance Service Area.
 - Reduce the potential for fire spread from wildland to structures and vice versa by performing defensible space inspections on one-third (34,000 parcels) of the total homes in the SDCFPD annually, maintaining a three-year cycle and benefiting not only the homeowner but the neighbors, responders, and surrounding lands and achieve a 90% voluntary compliance rate with defensible space standards on all parcels inspected.
 - Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Continue the agricultural and livestock pass program in the unincorporated area, in coordination with multiple County departments, to allow vetted commercial livestock and agricultural operators back in to restricted areas during emergencies, with law enforcement approval, to care for their animals and crops while preserving their livelihoods.

- Continue to leverage grant funding from the California Governor’s Office of Planning and Research to offer no-cost Community Chipping in collaboration with the Fire Safe Council of San Diego County. County Fire’s Community Chipping Program provides a place for residents to leave their hazardous vegetation in order to achieve compliance with defensible space standards. This service is especially helpful for low-income seniors and physically disabled individuals who are not able to clear their properties on their own.

 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 a workplace of belonging and inclusion for all by implementing the following action plans that will continue to foster and develop an engaged and empowered workforce:
 - ◆ Create focus groups to discuss various topics surrounding the department and County of San Diego.
 - ◆ Provide trainings and information sessions for staff development during quarterly meetings.
 - ◆ Celebrate employee recognition and achievements during divisional staff meetings.
 - ◆ Continue to work with managers to develop project outlines and personal development plans with their staff to help achieve professional goals.
- 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 90% of emergency incidents with the “Response Force” standard for the regional category (urban, rural, and outlying) with the optimal number of firefighters required to mitigate the emergency safely and effectively, as described in the San Diego County Fire Standards of Cover.

Related Links

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

- ◆ www.sdcountyfire.org



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events	15	12	12	12	12
	Credential rate of emergency medical services personnel within 2 business days ¹	63% of 5,680	75%	65% of 4,000	N/A	N/A
	Review rate of emergency medical services personnel within 2 business days ²	N/A	N/A	N/A	75%	75%
	Voluntary compliance rate with defensible space standards on all parcels inspected	93% of 55,002	90%	88% of 38,280	90%	90%
	Installation of residential lock boxes to support timely access by County Fire during emergencies ³	N/A	50	160	100	100
	Respond to emergency calls within the 8:00 minute “Total Response Time” standard for Urban areas ⁴	68% of 4,737	90%	70% of 4,296	90%	90%
	Respond to emergency calls within the 13:00 minute “Total Response Time” standard for Rural areas	91% of 2,153	90%	88% of 4,404	90%	90%
	Respond to emergency calls within the 23:00 minute “Total Response Time” standard for Outlying areas	94% of 2,613	90%	94% of 1,122	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard ⁵	70% of 8,103	75%	75% of 12,303	N/A	N/A
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Urban areas ⁶	N/A	N/A	N/A	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Rural areas ⁶	N/A	N/A	N/A	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Outlying ⁶	N/A	N/A	N/A	90%	90%

Table Notes

- ¹ This measure was not met due to a surge in applications and not having enough staff to meet 75% of recertifications within 2 business days during those periods. This measure will be discontinued in Fiscal Year 2024–25 and replaced with a measure that more accurately reflects the time required to review recertification applications.
- ² This is a new measure for Fiscal Year 2024–25 to more accurately reflect the time required to review recertification applications.
- ³ This was 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. The goal of 50 lock box installations was exceeded in Fiscal Year 2023–24 through the use of multiple outreach campaigns and direct mailers to promote the program.
- ⁴ The goal was not met due to the high concentration of urban responses in the community of Otay Mesa. Station 38 in Otay Mesa became operational in December 2023 and has begun improving response time in the Urban areas.
- ⁵ 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. In Fiscal Year 2023–24, the Response Force goal was adjusted from 90% to 75% to accurately reflect the increased demand for emergency services throughout the region. In October 2023, the department began providing ambulance service throughout SDCFPD as well as the Alpine and Valley Center Fire Protection Districts that has increased requests for emergency services. The ambulances in the Ambulance Service Area (ASA) responded to 85% of calls within the adopted standard in Fiscal Year 2023–24.



This measure will be discontinued in Fiscal Year 2024–25 and replaced with a measure that more accurately reflect “Response Force” based on regional categories (Urban, Rural, and Outlying).

⁶ This is a new measure for Fiscal Year 2024–25 to more accurately reflect “Response Force” based on regional categories (Urban, Rural, and Outlying).

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

Staffing

Increase of 4.00 staff years.

- ◆ Increase of 4.00 staff years to support transport services in San Diego County Fire Protection District Ambulance Service Area approved by the Board of Supervisors on September 12, 2023 (Item #20).

Expenditures

Net increase of \$24.2 million.

- ◆ Salaries & Benefits—increase of \$1.1 million for negotiated labor agreements, support to regional systems coordination of base station hospital program, and the addition of 4.00 staff years. This is offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$15.2 million.
 - ❖ Increase of \$20.2 million for the ambulance transport services in San Diego County Fire Protection District (SDCFPD) Ambulance Service Area to provide critical emergency medical services to residents in rural communities.
 - ❖ Decrease of \$3.8 million in contracted services for Community Risk Reduction’s California Wildfire Mitigation and Climate Investment Fire Prevention programs.
 - ❖ Decrease of \$0.9 million in minor equipment due to one-time fire and emergency rescue equipment purchase in prior fiscal year.
 - ❖ Decrease of \$0.3 million for radio purchase and Internal Service Fund costs such as information technology and facilities management.
- ◆ Other Charges—increase of \$0.3 million for transportation equipment purchase.
- ◆ Capital Assets Equipment—increase of \$1.5 million to purchase fire apparatuses and ambulances.
- ◆ 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 \$5.3 million is budgeted.
 - ❖ \$5.1 million associated with centralized General Fund to support one-time expenditures:

- ◆ \$2.6 million for the replacement of fire apparatuses.
- ◆ \$1.7 million for major maintenance projects.
- ◆ \$0.5 million for fire protection and emergency response equipment and supplies.
- ◆ \$0.2 million for radio upgrades.
- ◆ \$0.1 million for fire station network support.
- ❖ \$0.2 million to provide Fire Crew trainings at Youth Development Academy in partnership with Probation Department.
- ◆ Operating Transfers Out—increase of \$6.5 million to fund ambulance transport services in SDCFPD Ambulance Service Area.

Revenues

Net increase of \$24.2 million.

- ◆ Taxes Current Property—increase of \$0.8 million in property tax collections in the SDCFPD.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.3 million in EMS Maddy Trust Fund due to continuous decrease in penalty assessment collections.
- ◆ Revenue From Use of Money & Property—increase of \$0.2 million in interest revenues.
- ◆ Intergovernmental Revenues—decrease of \$4.9 million.
 - ❖ Decrease of \$3.8 million related to California Wildfire Mitigation and Climate Investment Fire Prevention programs which were included in prior year budget.
 - ❖ Decrease of \$1.1 million due to recategorization of revenue account under County Service Area 17 for ambulance transports.
- ◆ Charges For Current Services—increase of \$13.9 million.
 - ❖ Increase of \$12.8 million in revenue from ambulance transports in SDCFPD Ambulance Services Area.
 - ❖ Increase of \$1.1 million due to recategorization of revenue account in County Service Area 17.
- ◆ Other Financing Sources—net increase of \$6.6 million.
 - ❖ Increase of \$9.8 million associated with operating transfer from General Fund for ambulance transport services in SDCFPD Ambulance Services Area.
 - ❖ Decrease of \$3.2 million due to one-time fire apparatuses and equipment purchases in prior fiscal year.
- ◆ Fund Balance Component Decreases—decrease of \$0.5 million. A total of \$0.2 million is budgeted to support a portion of departmental costs of the County’s existing pension obliga-

tion 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 \$3.6 million. A total of \$1.8 million is budgeted.
 - ◆ \$1.4 million to provide ambulance transport services in County Service Areas.
 - ◆ \$0.4 million for the Ramona Station 80 and training tower pre-construction capital projects.

- ◆ General Purpose Revenue Allocation—increase of \$12.0 million to support ongoing costs and additional support to overall fire and emergency medical services, ambulance transport services, and negotiated labor agreements.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
San Diego County Fire	59.00	60.00	64.00	6.7	64.00
Total	59.00	60.00	64.00	6.7	64.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
San Diego County Fire	\$ 64,169,244	\$ 82,266,652	\$ 87,121,425	5.9	\$ 87,526,686
San Diego County Fire Protection District	9,096,245	20,010,245	38,954,168	94.7	39,554,168
County Service Areas - Emergency Services	14,955,210	8,197,395	8,550,000	4.3	8,855,000
Total	\$ 88,220,699	\$ 110,474,292	\$ 134,625,593	21.9	\$ 135,935,854

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 10,291,905	\$ 10,974,720	\$ 12,113,070	10.4	\$ 12,619,536
Services & Supplies	78,708,487	92,664,279	107,820,094	16.4	109,348,617
Other Charges	195,000	1,219,145	1,502,373	23.2	1,377,145
Capital Assets Equipment	1,530,000	5,108,000	6,629,593	29.8	6,630,093
Expenditure Transfer & Reimbursements	(4,065,300)	(4,938,331)	(5,320,000)	7.7	(5,320,000)
Operating Transfers Out	1,560,607	5,446,479	11,880,463	118.1	11,280,463
Total	\$ 88,220,699	\$ 110,474,292	\$ 134,625,593	21.9	\$ 135,935,854

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 8,505,477	\$ 13,101,000	\$ 13,868,000	5.9	\$ 13,991,300
Taxes Other Than Current Secured	72,398	2,715,000	2,751,555	1.3	2,753,555
Licenses Permits & Franchises	246,340	246,340	246,340	—	246,340
Fines, Forfeitures & Penalties	3,348,000	2,547,000	2,247,000	(11.8)	2,247,000
Revenue From Use of Money & Property	427,452	265,000	451,000	70.2	454,000
Intergovernmental Revenues	7,777,458	8,260,478	3,390,000	(59.0)	3,390,000
Charges For Current Services	11,862,325	8,578,009	22,464,679	161.9	23,614,679
Miscellaneous Revenues	506,200	464,902	419,649	(9.7)	429,869
Other Financing Sources	262,455	3,987,455	10,587,048	165.5	10,587,048
Fund Balance Component Decreases	173,350	650,000	175,239	(73.0)	175,239
Use of Fund Balance	2,773,016	5,424,540	1,774,000	(67.3)	1,400,700
General Purpose Revenue Allocation	52,266,228	64,234,568	76,251,083	18.7	76,646,124
Total	\$ 88,220,699	\$ 110,474,292	\$ 134,625,593	21.9	\$ 135,935,854



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 committed to advancing opportunities for all San Diegans to live well through core services that treat, assist, and protect people across the region. HHSA directly serves about 1.3 million customers annually, more than one in every three county residents.

HHSA’s integrated service delivery network is delivered through eight service departments:

- ◆ **Aging & Independence Services (AIS)**—protects older adults and persons with disabilities from abuse and neglect through various programs to help keep them safe in their own homes.
- ◆ **Behavioral Health Services (BHS)**—treats nearly 105,000 residents through mental health and alcohol and other drug services to assist individuals and families, including those who are experiencing homelessness, to achieve stability and mental and emotional well-being.
- ◆ **Child and Family Well-Being (CFWB)**—integrates First 5 San Diego, Child Welfare Services, childcare and child and family service programs under one umbrella to deliver prevention and protection services.
- ◆ **Homeless Solutions and Equitable Communities (HSEC)**—ensures that County services are best positioned to address the needs of traditionally under-resourced and vulnerable groups, immigrant and refugee communities, and people at risk of experiencing homelessness, with particular attention paid to operational efficiency, data use to inform program planning and delivery of services, and collaboration with County departments, the 18 jurisdictions, and community partners, to ensure access and equity among all San Diegans.
- ◆ **Housing & Community Development Services (HCDS)**—supports the creation and preservation of affordable housing in the region, provides rental assistance for low-income households and other vulnerable populations, and improves neighborhoods through community development opportunities.



- ◆ **Medical Care Services (MCS)**—improves 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)**—promotes health and wellness, healthy behaviors, and access to quality care; prevents injuries, disease, and disabilities; and protects against public health threats, including respiratory viruses such as COVID-19, influenza, and respiratory syncytial virus (RSV); foodborne outbreaks, environmental hazards, and disasters.
- ◆ **Self-Sufficiency Services (SSS)**—connects over one million children, adults, and seniors 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 to provide the right services to the right people at the right time, for the best possible outcomes.

HHSA provides these services directly and indirectly with 8,243.50 HHSA employees (staff years) located across 53 facilities, over 360 contracted providers, and hundreds of volunteers committed to providing excellent customer service and a budget of \$3.4 billion derived from federal, State, and local funding.

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 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 priorities described below are just a few examples of how HHSA advances the health, safety, and quality of life for San Diego County residents, particularly those with the greatest need.

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 well-being. Critical to this effort is the expansion of the array of behavioral health programs available throughout the region, referred to as the Continuum of Care. HHSA also establishes behavioral health hubs and new care coordination services to ensure clients of all ages have access to the appropriate level of psychiatric services to meet their immediate needs and support long-term recovery. HHSA will also continue to support the development of new emergency housing options and outreach to people experiencing or at risk of homelessness. HHSA’s Housing and Community Development Services (HCDS) will leverage additional underutilized County property and various funding sources to support the construction of new affordable housing. Thousands of affordable homes are in the process of being opened to give more San Diegans, like seniors, families, and veterans, the opportunity to have a safe and affordable place to call home.

Some of the new buildings will feature community support, such as childcare centers, which also support the County’s Childcare Blueprint.

Sustainability

HHSA is committed to promoting a resilient economy, environment, and region while protecting future generations' abilities to flourish and thrive. To this end, HHSA has developed a Sustainability Plan, with each department identifying specific efforts, such as converting our fleet to more electric vehicles, incorporating remote work into workplace policies when feasible, and offering more services over the phone and online to reduce travel. To promote economic sustainability for residents, HHSA continues to identify new strategies to make it easy to enroll eligible residents in safety net programs such as CalFresh food assistance, Medi-Cal health insurance, and the California Work Opportunity and Responsibility to Kids (CalWORKs) cash assistance. These are just some of the core HHSA services that aim to reduce poverty and ensure residents can respond to immediate needs with resiliency. Financially, HHSA continues to align available resources from local, State, and federal sources with the most critical services to sustain core treat, assist, and protect functions.

Community

HHSA strives to strengthen and invigorate communities with opportunities for all to grow, connect, and thrive. Community engagement with residents, community-based organizations, and local municipalities continues to be a central focus to ensure everyone’s voices are heard, and our actions meet the community's needs. HHSA will continue to prioritize the community by establishing an additional Welcome Center for refugees and asylum seekers in North County. Supported by the Office of Immigrants and Refugee Affairs, this new one-stop shop for this vulnerable population will be modeled after the successful National City Welcome Center, which HHSA opened in 2022. HHSA will also continue engaging the community through Community Health Workers, a classification of staff who are trusted messengers for harder-to-reach communities.

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. Through HHSA’s training and development arm, The Knowledge Center, employees are offered continuous training and professional development opportunities. While many HHSA services are governed by State and federal policies, HHSA strives to continually innovate and engage with employees to implement best practices. HHSA will continue to expand communication and engagement with employees, advisory boards,





and the public to be transparent about services, decision-making, and outcomes. This includes the launch of new public dashboards that provide up-to-date information on efforts to address homelessness. With the rest of the County enterprise, HHSA also continues to actively engage in Justice, Equity, Diversity, and Inclusion initiatives that benefit our employees and the people we serve.



HHSA prioritizes fair and equitable systems that reduce health and economic disparities and reach the people who need services most. The establishment of the Child and Family Well-Being Department (CFWB) is one example of HHSA's focus on justice. Now in its second year, CFWB is transforming the County's child protection and foster care system into a child well-being system. CFWB will launch a culturally accessible and appropriate Prevention Hub for families to access services before reaching a crisis point, with the ultimate goal of keeping families together and reducing unnecessary child protection actions that have historically harmed and separated families. HHSA will also continue to address inequities with the justice-involved population by coordinating with partners and ensuring access to health-related services and housing opportunities when they return home to their community.

Related Links

For additional information on HHSA programs, refer to the website:

- ◆ www.SanDiegoCounty.gov/HHSA

For additional information about *Live Well San Diego*, go to:

- ◆ www.LiveWellSD.org

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

Overview

The Health and Human Services Agency (HHSA) Fiscal Year 2024–25 recommended budget includes appropriations of \$3.4 billion, a net increase \$243.2 million or 7.6% from the Fiscal Year 2023–24 Adopted Budget. This budget reflects a focus on maintaining core mandated programs and services including the significant investments made in prior years to improve service delivery and address an increasing need for safety net services. In an environment of slowing growth in more discretionary revenue streams coupled with increasing costs, several budget strategies were employed to help bridge essential services, including the use of over \$100 million in one-time available Realignment funds based on sales tax receipts from prior years. Continued planning at the

County enterprise is underway to develop strategies and solutions, including service level adjustments as needed, to address next year's anticipated budget shortfall.

A significant portion of the proposed budget increase is in Salaries & Benefits, which is going up by \$97.7 million. This is tied to negotiated labor agreements as well as adjustments to reflect implementation of successful recruitment strategies that have significantly reduced vacancy rates. Last year's budget included an increase of 354.00 staff years across all HHSA departments. This year's budget holds positions flat for the most part, but maintains the significant additional capacity that was added in recent years. In light of slowing revenue growth and anticipated State budget deficits, position increases were limited to those that were fully funded by federal and State revenue and include positions to make public health services more accessible and to modernize nutrition and supportive services funded under the Older Californians Act.

While there are funding constraints limiting growth in several areas, there are still areas of opportunity available to leverage dedicated funding to meet community need in County priority areas. In Behavioral Health, there are investments of over \$118 million tied to dedicated funding available to further develop the Behavioral Health Continuum of Care including areas like the Evergreen Component of the American Rescue Plan Act (ARPA) Framework, Innovation Funds under the Mental Health Services Act, State grant funds, and enhanced funding as part of Medi-Cal Transformation (formerly CalAIM). Investments include items such as expanding San Diego's Behavioral Health Workforce to recruit, train, and educate public behavioral health workers within County-funded behavioral health programs, implementation of Involuntary Behavioral Health Treatment under Senate Bill (SB) 43, and youth suicide prevention activities.

The budget also reflects Board action to approve another infusion of \$10.6 million supported by the Evergreen Component of the ARPA Framework into the Innovative Housing Trust Fund (IHTF) to increase regional inventory of affordable housing and reflects \$7.8 million in grant funds to address the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita areas. There are also increases associated with growth in the mandated General Relief cash assistance program and mandated increases for In-Home Supportive Services associated with prior year negotiated wage increases and the annual statutory 4% increase in the County's share of program costs.

Staffing

Increase of 10.00 staff years

- ◆ Increase of 4.00 staff years to support the deployment of the *Live Well San Diego* Live Well on Wheels mobile clinic in bringing services to communities with limited access to resources.

- ◆ Increase of 2.00 staff years to provide additional fiscal support to the Housing Choice Voucher (HCV) programs.
- ◆ Increase of 2.00 staff years in the San Diego Veteran Services at any Age (SD-VISA) program to expand capacity to help veterans in need of long-term support to avoid confinement and continue to live in their communities by arranging consumer, self-directed services.
- ◆ Increase of 2.00 staff years to support modernizing the Mello-Granlund Older Californians Act (OCA) Supportive Services and Nutrition Services. Staff will support the expansion of the Linkages Program, Older Californians Nutrition Program, and Caregiver Respite, as well as planning and coordinating future opportunities to maximize this one-time funding available into 2029.

Expenditures

Net increase of million \$243.2 million

- ◆ Salaries & Benefits—increase of \$97.7 million due to negotiated labor agreements, a decrease in overall vacancy rate assumptions given robust hiring strategies and recruitment efforts in place, temporary staffing associated with time-limited grants, and the addition of 10.00 staff years.
- ◆ Services & Supplies—net increase of \$109.2 million.
 - ◆ Increase of \$35.8 million tied to an intergovernmental transfer agreement (IGT) approved by the Board of Supervisors on October 24, 2023 (5) between the County and Revive Pathway, wholly owned by the Viejas Band of Kumeyaay Indians (Viejas), to provide a comprehensive array of community-based behavioral health services to vulnerable populations with substance use conditions.
 - ◆ Increase of \$25.0 million for public behavioral health workforce development with \$15.0 million funded through Mental Health Services Act (MHSA) Innovation funds as approved by the Board of Supervisors on May 2, 2023 (5), and \$10.0 million funded from the Evergreen Component of the American Rescue Plan Act (ARPA) Framework as approved by the Board of Supervisors on February 27, 2024 (11).
 - ◆ Increase of \$18.6 million for substance use disorder (SUD) Residential Services and Outpatient Treatment, with \$16.7 million directly the result of rate increases to SUD Residential Service contracts associated with payment reform as a part of Medi-Cal Transformation (formerly CalAIM).
 - ◆ Increase of \$15.0 million for implementation costs of Involuntary Behavioral Health Treatment under SB 43 funded by the Evergreen Component of the ARPA Framework as approved by the Board of Supervisors on February 27, 2024 (11).
- ◆ Increase of \$11.4 million for the County’s In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) tied to prior year negotiated wage increases and the annual statutory 4% increase in the County share of program costs.
- ◆ Increase of \$10.6 million for operating costs for the Tri-City Medical Center Psychiatric Health Facility anticipated to be operational early in Fiscal Year 2024–25 and for rate increase for acute inpatient psychiatric beds.
- ◆ Increase of \$10.0 million for Opioid Treatment Program (OTP) rate increases associated with payment reform to provide a full continuum of care from detox and residential rehab to outpatient treatment.
- ◆ Increase of \$7.8 million to address the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita areas.
- ◆ Increase of \$6.8 million for behavioral health support services, mental health treatment services and other support services, including services to be provided at housing sites funded through the State’s Project Homekey program which expands permanent supportive housing options for persons experiencing or at risk of homelessness.
- ◆ Increase of \$4.4 million for the Augmented Services Program (ASP) to enhance and improve client functioning through augmentation of basic Board and Care (B&C) services.
- ◆ Increase of \$4.4 million for the Youth Suicide Prevention Program.
- ◆ Net increase of \$4.3 million to align with new federal funding tied to the Additional Ukraine Supplemental Appropriations Act (AUSAA) to provide resettlement and housing assistance and other benefits to individuals displaced due to the war in Ukraine.
- ◆ Increase of \$2.6 million for children & youth outpatient services, including the foster family agency stabilization and treatment, the intensive outpatient program, and the partial hospitalization program.
- ◆ Increase of \$2.4 million for the Prohousing Incentive Program (PIP) to increase the creation and preservation of multifamily rental housing in the unincorporated area.
- ◆ Increase of \$2.3 million for the Transitional Housing Program Plus in Child and Family Well-Being for housing navigator and other enhanced services and to support increases in housing rates.
- ◆ Increase of \$2.2 million tied to the SD-VISA program to expand program capacity to help veterans in need of long-term support to avoid confinement.
- ◆ Increase of \$2.1 million for Opioid Settlement Framework efforts to include overdose prevention, primary prevention, syringe services, emergency department relay, and emergency room drug checking program.





- ❖ Increase of \$2.0 million for implementing SchoolLink software.
- ❖ Increase of \$1.9 million for the ARPA Community-Based Child Abuse Prevention (CBCAP), which funds direct prevention services and planning activities.
- ❖ Increase of \$1.6 million for subacute beds to support enhanced care pathways across the behavioral health continuum of care.
- ❖ Net decrease of \$14.4 million for the Innovative Housing Trust Fund investment due to the completion of \$25.0 million in prior year one-time affordable housing project awards partially offset with a new infusion of \$10.6 million supported by the Evergreen component of the ARPA Framework funding as approved by the Board of Supervisors on February 27, 2024 (11).
- ❖ Decrease of \$9.9 million in appropriations for crisis services, Long Term Care Institutions (LTC) for Institutional Mental Disease (IMD) and Skilled Nursing Facility (SNF) services. The reduction in appropriations aligns with actual spending and does not result in any impact in any service delivery to the community.
- ❖ Net decrease of \$9.8 million projected across various CalWORKs supportive services programs to align with allocated State funding.
- ❖ Decrease of \$8.2 million in Public Health Services primarily for contracted services tied to the winding down of COVID related activities.
- ❖ Net decrease of \$5.8 million tied to prior year one-time ARPA costs for Career Pathways for Foster Youth, No Cost Senior Transportation, Food Distribution and Nutrition Incentive programs and LGBTQ Homeless Services offset by increases for RHAP, LRSP, and Inclement Weather.
- ❖ Decrease of \$4.7 million associated with adjusting one-time General Purpose Revenue for the Pilot Shallow Rental Subsidy Program, Regional Homeless Diversion expansion, and Community Care Coordination for Veterans (C3V) program.
- ❖ Decrease of \$3.8 million primarily due to prior year one-time Major Maintenance Improvement Projects (MMIP) across various facilities.
- ❖ Decrease of \$2.8 million in the CalFresh Employment and Training (CFET) programs to align to service needs.
- ❖ Decrease of \$1.6 million tied to service level alignments to available funding including a reduction of appropriation capacity for outreach and legal services with no impact to current services and a reduction of financial literacy services.
- ❖ Decrease of \$1.0 million to align with federal allocation of the Service to Older Refugees (SOR)/Afghan Support Services to Older Refugees (ASOR) programs.
- ❖ Other Charges—net increase of \$16.1 million.
- ❖ Net increase of \$14.7 million in various benefit payments administered by Self-Sufficiency Services including CalWORKs, CalWORKs Child Care Program Stage One, General Relief, and Cash Assistance Program for Immigrants (CAPI) to align with increased costs primarily tied to State mandated grant increases and caseload trends.
- ❖ Net increase of \$0.7 million in various benefit payments administered by Child and Family Well-Being to align with caseloads trends and increased grant amounts in Adoptions and Maintenance of Wards payments offset by a decrease in Foster Care.
- ❖ Increase of \$0.5 million to help address imminent needs for clients receiving services through County mental health clinics.
- ❖ Increase of \$0.1 million tied to GASB 87 capitalization of lease requirements.
- ❖ Increase of \$0.1 million primarily tied to Gillespie Field Bond Turbo and Principal payments.
- ❖ Capital Assets Software—decrease of \$1.2 million primarily due to a reduction for prior year one-time Electronic Health Record costs and the development of expandable data management system to track tobacco retailer, fee payments, and compliance with the County's Tobacco Retail Licensing Ordinance.
- ❖ Capital Assets Equipment—decrease of \$2.0 million due to a reduction for prior year one-time costs associated with *Live Well San Diego* Live Well on Wheels and the Mobile Public Health Laboratory.
- ❖ Expenditure Transfer & Reimbursements—net decrease of \$10.4 million. Since this is a transfer of expenditures, it has a net effect of a \$10.4 million increase in appropriations.
 - ❖ Net decrease of \$10.3 million associated with centralized General Fund support for the following.
 - ❖ Net decrease of \$7.9 million tied to prior year one-time projects for the Major Maintenance Capital Outlay Fund (MMCOF) and the Major Maintenance Improvement Plan (MMIP).
 - ❖ Decrease of \$2.9 million associated with a shift in funding for Public Housing Physical Needs Assessment to General Fund fund balance.
 - ❖ Decrease of \$2.2 million in one-time funding for the C3V program.
 - ❖ Decrease of \$1.9 million associated with prior year one-time centralized General Fund support for negotiated labor agreements.
 - ❖ Net increase of \$4.6 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus.
 - ❖ Decrease of \$0.1 million associated with increased justice related costs funded through a Memorandum of Understanding (MOU) with the Public Safety Group.

- ◆ Operating Transfers Out—net increase \$13.0 million.
 - ❖ Increase of \$10.2 million driven by an additional annual draw of funds from the Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The additional funds will be used in Behavioral Health Services to support substance use disorder programs previously funded by realignment revenue including recovery residences and peer support services.
 - ❖ Increase of \$2.0 million primarily tied to increases in health benefit costs for IHSS providers to align with anticipated caseload growth.
 - ❖ Net increase of \$0.6 million for MMCOF.
 - ❖ Increase of \$0.2 million to align Gillespie Field Bond Principal and Interest payments to Fiscal Year 2024–25 Recognized Obligation Payment Schedule.
- ◆ Increase of \$8.8 million in San Diego Riverbed and Plaza Bonita Encampment grant revenues to fund estimated staffing and Services & Supplies referenced above.
- ◆ Net increase of \$6.5 million in State and federal revenue funding in safety net programs to align with estimated benefit payments and caseload.
- ◆ Increase of \$4.3 million for new federal funding tied to AUSA.
- ◆ Increase of \$2.4 million in State Prohousing Incentive Program (PIP) grant revenue to align with anticipated award.
- ◆ Increase of \$1.9 million for the ARPA Community-Based Child Abuse Prevention (CBCAP) funding.
- ◆ Increase of \$0.3 million tied to federal funding for temporary staffing tied to the Community Health Workers Resilient grant.
- ◆ Net decrease of \$17.0 million in State and federal social services revenues to align with funding allocations and the associated decrease in expenditures for CalWORKs employment and supportive service programs including Housing Support, Intensive Case Management, and Family Stabilization, and to align with anticipated expenditures in the CFET program.
- ◆ Net decrease of \$5.5 million primarily associated with Epidemiology & Laboratory Capacity Enhancing Detection Expansion grant primarily tied to winding down of COVID-19 related activities.
- ◆ Net decrease of \$4.7 to adjust funding for prior year one-time American Rescue Plan Act (ARPA) projects in CFWB, AIS, SSS, HCDS and HSEC offset by increases for programs intended to be ongoing in HSEC.

Revenues

Net increase of \$243.2 million

- ◆ Taxes Other than Current Secured—no net change.
 - ❖ Increase of \$0.1 million in Redevelopment Property Tax Trust Fund tied to Gillespie Field Bond Payment.
 - ❖ Decrease of \$0.1 million tied to State Prop 10 tobacco tax in support of First Five Refugee Family Support Services that ended in Fiscal Year 2023–24.
- ◆ Fines, Forfeitures & Penalties—increase of \$0.1 million to align the Physicians Emergency Services (PES) expenditures and anticipated revenue.
- ◆ Intergovernmental Revenues—net increase of \$164.5 million.
 - ❖ Increase of \$114.9 in federal and State funding dedicated for behavioral health service expansions as well as increases tied to behavioral health payment reform under Medi-Cal Transformation.
 - ❖ Net Increase of \$31.6 million in available one-time Realignment revenues to support increased Salaries & Benefits tied to negotiated labor agreements, increases for the IHSS MOE, increased costs in Behavioral Health Services, increased child welfare caseload costs, and other operating costs. This net increase reflects a base adjustment to the Realignment shortfall of \$85 million offset by one-time available funds of \$129.5 million applied as a budget mitigation bridge strategy and reduction for prior year one-time costs.
 - ❖ Net increase of \$21.0 million primarily in State and federal social services revenues to align with current year social services allocations supporting staffing and other operating costs driven by increases in CalFresh administrative revenues, IHSS, and Adult Protective Services, offset by decreases in CalWORKs and Medi-Cal funding.
- ◆ Charges For Current Services—net decrease of \$2.6 million.
 - ❖ Net decrease of \$2.0 million primarily in Intergovernmental Transfer (IGT) funding tied to one-time projects.
 - ❖ Decrease of \$0.6 million primarily due to administrative fees collected from Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM) participants projected in Intergovernmental Revenue.
- ◆ Miscellaneous Revenue—net decrease of \$7.7 million.
 - ❖ Net decrease of \$14.4 million in Innovative Housing Trust Fund (IHTF) funds due to the completion of \$25.0 million in prior year one-time affordable housing project awards, partially offset with a new infusion of \$10.6 million supported by the Evergreen component of the ARPA Framework.
 - ❖ Increase of \$4.0 million primarily tied to Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse.
 - ❖ Increase of \$2.6 million primarily tied to expansion of the SD-VISA program.





- ◆ Net increase of \$0.1 million due to Pharmacy medication dispensing fee revenue.
- ◆ Other Financing Sources—net increase of \$10.4 million.
 - ◆ Increase of \$10.2 million in the Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The additional funds will be used in Behavioral Health Services to support substance use disorder programs previously funded by realignment revenue.
 - ◆ Net increase of \$0.2 million to fund increase in Gillespie Field Bond payments.
- ◆ Fund Balance Component Decreases—increase of \$25.0 million associated with increases to support the implementation of SB 43 and Behavioral Health Workforce, approved by the Board of Supervisors on February 27, 2024 (11).
- ◆ Use of Fund Balance—increase of \$21.5 million. A total of \$34.9 million is budgeted.
 - ◆ \$23.6 million associated with the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
 - ◆ \$11.3 million of unassigned General Fund fund balance is budgeted for the following:
 - ◆ \$4.4 million to fund Major Maintenance Capital Outlay Fund (MMCOF) and fund Major Maintenance Improvement Projects (MMIP).
 - ◆ \$2.9 million for work associated with the Public Housing Physical Needs Assessment.
 - ◆ \$2.3 million to bridge Medi-Cal Administrative funding.
 - ◆ \$1.7 million associated with the implementation of the new case management system to maintain software compliance and meet Housing and Urban Development federal guidelines.
- ◆ General Purpose Revenue Allocation—net increase of \$32.0 million.
 - ◆ Increase of \$17.5 million for the General Relief program.
 - ◆ Increase of \$14.5 million to support increased Salaries & Benefits tied to negotiated labor agreements.

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

Net decrease of \$74.2 million is due to a decrease in Services & Supplies primarily tied to a reduction of \$63.5 million to reflect an anticipated revenue shortfall in Fiscal Year 2025–26, and for projected completion of various projects supported with one-time funds. The budget gap of \$63.5 million is being driven by slowing revenue streams in HHSA including Realignment revenue based on sales tax receipts and overall increasing costs and demand for services. Multiple strategies to mitigate the projected gap are under development both within the HHSA and across the enterprise and will be recommended as needed based on actual economic conditions during the development of the 2025–26 Operational Plan.



HEALTH AND HUMAN SERVICES AGENCY SUMMARY

Group Staffing by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Self-Sufficiency Services	2,732.00	2,845.00	2,846.00	0.0	2,846.00
Aging & Independence Services	613.00	651.00	654.00	0.5	654.00
Behavioral Health Services	1,207.50	1,332.50	1,332.50	—	1,332.50
Child and Family Well-Being	1,630.00	1,670.00	1,672.00	0.1	1,672.00
Public Health Services	730.00	764.00	775.00	1.4	775.00
Medical Care Services Department	222.00	215.00	216.00	0.5	216.00
Administrative Support	433.00	438.00	430.00	(1.8)	430.00
Housing & Community Development Services	156.00	156.00	158.00	1.3	158.00
Homeless Solutions and Equitable Communities	156.00	162.00	160.00	(1.2)	160.00
Total	7,879.50	8,233.50	8,243.50	0.1	8,243.50

Group Expenditures by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Self-Sufficiency Services	\$ 647,198,095	\$ 786,018,439	\$ 812,153,773	3.3	\$ 828,733,753
Aging & Independence Services	238,543,105	281,656,156	304,806,525	8.2	314,701,298
Behavioral Health Services	899,482,616	1,021,065,711	1,156,628,861	13.3	1,125,323,571
Child and Family Well-Being	442,378,091	456,858,494	479,010,650	4.8	492,606,220
Public Health Services	221,548,394	228,243,782	236,791,482	3.7	241,259,206
Medical Care Services Department	44,008,645	50,397,921	55,000,096	9.1	53,339,998
Administrative Support	176,017,955	184,384,893	198,926,748	7.9	124,741,928
Housing & Community Development Services	84,339,184	99,461,517	90,946,535	(8.6)	69,284,107
Homeless Solutions and Equitable Communities	53,901,692	82,060,043	98,738,705	20.3	78,251,837
County Successor Agency	7,700,172	7,765,176	8,063,416	3.8	8,063,416
Total	\$ 2,815,117,949	\$ 3,197,912,132	\$ 3,441,066,791	7.6	\$ 3,336,305,334



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 liaise 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**—guides the HHSA enterprise to meet the needs of individuals, families, and communities by setting a vision, aligning HHSA goals and initiatives with County priorities, facilitating collaboration with internal and external partners, and continually upholding excellence in all business operations.
- ◆ **Business Assurance and Compliance**—provides consultancy and training services to HHSA departments; promotes compliance with privacy and information security regulations and policies, adherence to high ethical standards, monitors outcomes and quality assurance of provided services, determines process improvements to gain procedural efficiencies; proactively identifies and addresses risk concerns; and investigates claims of fraud, waste, and abuse.
- ◆ **Agency Contract Support**—performs financial and contract administration review for compliance with federal, State, and local funding requirements; and identifies best practices to promote continuous improvement in procurement and contract administration to support fiscal stability, solvency, and organizational excellence.
- ◆ **Financial & Support Services Division**—provides 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.
- ◆ **Information Technology Services**—promotes and supports operational excellence through the effective use of technology aligned with the County’s Information Technology Strategy.



- ◆ **Office of Strategy and Innovation**—advances the *Live Well San Diego* vision and Agency operations through strategic planning, coordination of equity efforts, communication support, legislative and policy analysis, process evaluation, and innovation management.
- ◆ **Tobacco Settlement Funds**—supports 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.

To ensure HHSA departments can provide critical and essential services, Administrative Support has 430.00 staff years and a budget of \$198.9 million.

2023–24 Anticipated Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Supported the County’s Equity, Diversity, and Inclusion (EDI) efforts by ensuring 100% of HHSA procurements reflect principles of cultural responsiveness and create equitable products and services for diverse populations. This was achieved by ensuring the EDI criteria were included in the Procurement Planning Forms, where appropriate, allowing the ability to evaluate the offerors’ proposals to meet diverse customer needs.

Sustainability

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

ADMINISTRATIVE SUPPORT

- Long-term: Supported remote and hybrid work environments such as desk sharing and work hub spaces. This has benefited the environment by saving nearly 12 million employee miles of driving and reducing over 3,400 tons of vehicle carbon emissions. Additionally, assessed HHSA office space to identify opportunities for maximizing efficiency and potentially reducing the existing facility footprint.
- Staff in charge of purchasing received policy 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, achieved 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.
 - Coordinated eight trainings on financial and budgetary topics affecting program operations, such as funding streams and fiscal impacts on service delivery. These trainings help improve the financial competency of staff and management and provided staff with the knowledge to make better-informed decisions.
 - Promoted a culture of inclusion and belonging among County staff as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, HHSA departments conducted focus groups and collaborated with employees to create action plans that will enhance engagement in the department and maintain and strengthen an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Conducted 40 comprehensive financial reviews of HHSA contractors to ensure they complied with standards and financial controls. Each review tested the financial material and contractor financial systems, activities, and processes to help ensure contractors complied 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 500 HHSA contract administration and fiscal staff based on contracting policies and procedures under funding source requirements. The training fostered new ideas and the implementation of proven best practices to achieve organizational excellence.
- 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.

2024–26 Objectives

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Support the County's Equity, Diversity, and Inclusion (EDI) efforts by ensuring 100% of HHSA procurements reflect principles of cultural responsiveness to create equitable products and services for diverse populations.

Sustainability

- 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 emissions and office footprints through desk sharing and creating work hub spaces. Assess HHSA office space to identify opportunities to maximize and/or reduce the existing facility footprint.

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.



- Support HHSa departments in implementing their Workforce Action Plans based upon the 2022 Employee Engagement survey results and staff input from survey and focus groups. Assess 2024 Employee Engagement Survey results to identify areas of strengths and opportunities for improvement.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Conduct a minimum of 30 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 500 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 *Live Well San Diego*, go to:

- ◆ www.LiveWellSD.org


Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Average rating for contractors satisfaction with contracting experience	3.2	3	3	3	3
	HHSa financial literacy events	8	8	8	8	8
	Comprehensive financially focused review for HHSa contractors ¹	38	40	40	30	30
	Quality Assurance Reviews of contracting policies and procedures completed for HHSa departments	17	15	15	15	15
	Staff Trained on Contract Administration	300	500	500	500	500
	Unique visitors to the <i>Live Well San Diego</i> website	155,000	155,000	155,000	155,000	155,000

Table Notes

¹ In Fiscal Year 2024–25, this target was lowered due to revised audit criteria which provides a focus on high-risk contracts.

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

Staffing

Net decrease of 8.00 staff years

- ◆ Decrease of 9.00 staff years due to transfers to Public Health Services, Medical Care Services, and Self-Sufficiency Services.

- ◆ 7.00 staff years to Public Health Services to facilitate the implementation and integration of an electronic health record system and operational needs.
- ◆ 1.00 staff year to Medical Care Services to lead the electronic health record (EHR) development and implementation.
- ◆ 1.00 staff year to Self-Sufficiency Services for operational needs.

- ◆ Increase of 1.00 staff year due to transfer from Behavioral Health Services to support operational needs with the reorganization of Business Assurance & Compliance.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

Expenditures

Net increase of \$14.5 million

- ◆ Salaries & Benefits—increase of \$0.5 million primarily due to negotiated labor agreements, partially offset by the reduction of 8.00 staff years and salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net decrease of \$4.7 million.
 - ◆ Decrease of \$3.8 million primarily due to prior year one-time Major Maintenance Improvement Projects (MMIP) across various facilities.
 - ◆ Net decrease of \$0.9 million primarily to reflect a decrease in Public Liability Insurance, offset by an increase in property and cyber liability insurance costs, facility ISF costs, and IT costs.
- ◆ Expenditure Transfer & Reimbursements—net decrease of \$8.0 million associated with prior year one-time centralized General Fund support. Since this is a transfer of expenditure, it has a net effect of a \$8.0 million increase in appropriations.
 - ◆ Net Decrease of \$7.9 million to fund the Major Maintenance Capital Outlay Fund (MMCOF) and Major Maintenance Improvement Projects (MMIP).
 - ◆ Decrease of \$9.9 million for prior year one-time projects funded with General Fund fund balance.
 - ◆ Increase of \$2.0 million for one-time MMIP projects.
 - ◆ Decrease of \$0.1 million associated with prior year one-time costs to support Salaries & Benefits costs.
- ◆ Operating Transfers Out—net increase of \$10.7 million.
 - ◆ Increase of \$10.2 million driven by an additional annual draw of funds from the Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The additional funds will be used in Behavioral Health Services to support substance use disorder programs previously funded by Realignment revenue including recovery residences and peer support services.

- ◆ Net increase of \$0.5 million for Major Maintenance Capital Outlay Fund (MMCOF).

Revenues

Net increase of \$14.5 million

- ◆ Intergovernmental Revenues—net increase of \$8.8 million.
 - ◆ Net increase of \$4.5 million in federal revenues primarily to support one-time IT projects.
 - ◆ Net increase of \$3.7 million in available one-time Realignment revenues to support IT projects.
 - ◆ Increase of \$0.6 million in social services administrative revenue to align with Salaries & Benefits and Services & Supplies as noted above.
- ◆ Use of Fund Balance—increase of \$14.6 million. A total of \$28.0 million is budgeted.
 - ◆ \$23.6 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
 - ◆ \$4.4 million for one-time only MMCOF projects.
- ◆ General Purpose Revenue Allocation—decrease of \$8.9 million reallocated to other departments within HHS as part of an overall budget shortfall mitigation strategy to budget available one-time Realignment revenue in areas with eligible costs and shift General Purpose Revenue among departments as needed.

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

The net decrease in Fiscal Year 2025–26 is due to a decrease in Services & Supplies primarily tied to a reduction of \$63.5 million to reflect an anticipated revenue shortfall in Fiscal Year 2025–26, and for projected completion of various projects supported with one-time funds. The budget gap of \$63.5 million is being driven by slowing revenue streams in HHS including Realignment revenue based on sales tax receipts and overall increasing costs and demand for services. Multiple strategies to mitigate the projected gap are under development both within the HHS and across the enterprise and will be recommended as needed based on actual economic conditions during the development of the 2025–26 Operational Plan.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Agency Executive Office	26.00	31.00	29.00	(6.5)	29.00
Agency Contract Support	26.00	26.00	26.00	—	26.00
Financial Services Division	196.00	201.00	202.00	0.5	202.00
Human Resources	91.00	94.00	95.00	1.1	95.00
Management Support	34.00	40.00	30.00	(25.0)	30.00
Proposition 10	14.00	—	—	—	—
Office of Strategy and Innovation	46.00	46.00	48.00	4.3	48.00
Total	433.00	438.00	430.00	(1.8)	430.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Agency Executive Office	\$ 28,631,810	\$ 30,035,816	\$ 31,529,200	5.0	\$ 18,966,316
Agency Contract Support	4,801,813	5,057,776	5,213,090	3.1	4,957,726
Financial Services Division	46,821,254	53,397,354	55,463,364	3.9	42,665,097
Human Resources	15,701,964	16,625,715	17,343,391	4.3	14,965,110
Management Support	51,388,609	52,372,633	52,084,409	(0.6)	8,174,523
Proposition 10	2,407,609	—	—	—	—
Office of Strategy and Innovation	10,952,258	11,582,961	11,778,670	1.7	9,498,532
Tobacco Settlement Fund	15,312,638	15,312,638	25,514,624	66.6	25,514,624
Total	\$ 176,017,955	\$ 184,384,893	\$ 198,926,748	7.9	\$ 124,741,928

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 61,719,740	\$ 65,937,000	\$ 66,411,563	0.7	\$ 69,757,493
Services & Supplies	100,680,577	109,621,351	104,900,561	(4.3)	29,669,811
Expenditure Transfer & Reimbursements	(6,200,000)	(10,036,096)	(2,000,000)	(80.1)	—
Operating Transfers Out	19,817,638	18,862,638	29,614,624	57.0	25,314,624
Total	\$ 176,017,955	\$ 184,384,893	\$ 198,926,748	7.9	\$ 124,741,928

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	—	\$ 1,900,000
Intergovernmental Revenues	117,293,785	125,808,438	134,610,626	7.0	64,825,806
Charges For Current Services	22,617,954	20,121,000	20,121,000	—	20,121,000
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	250,000	—	—	—	—
Fund Balance Component Decreases	2,370,714	2,370,714	2,370,714	—	2,370,714
Use of Fund Balance	13,860,275	13,412,638	28,014,624	108.9	23,614,624
General Purpose Revenue Allocation	17,625,227	20,672,103	11,809,784	(42.9)	11,809,784
Total	\$ 176,017,955	\$ 184,384,893	\$ 198,926,748	7.9	\$ 124,741,928



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. AIS is an essential resource for over 709,600 San Diego County residents aged 60 and older, a population that is expected to reach an estimated 850,300 by 2030. AIS provides assistance, information, referral, and support to 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)**—provides access to home-based and caregiver services.
- ◆ **Adult Protective Services (APS)**—investigates allegations of abuse and neglect of older and dependent adults and provide connections to resources that may assist them.
- ◆ **Senior Health and Social Services**—improves the nutritional and social health of older adults in need through approximately 1.6 million meals and health promotion and prevention programs such as assisted transportation, multi-purpose senior centers, and caregiver support.
- ◆ **Community Engagement**—collaborates 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 10 community committees that work on goals focused on health, fall prevention, caregiver support, housing, transportation, social participation, and dementia.
- ◆ **Public Administrator and Public Guardian (PA/PG)**—receives over 1,600 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 pass away 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.



The Aging Roadmap is the Regional Plan updated annually that actively engages residents to guide County service delivery efforts and ensure services meet community 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 efforts include 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, silver economy, and medical and social services system. These priority areas align and advance the HHS strategic plan, also known as the Agency Promise, and the County's Strategic Plan.

To deliver these critical and essential services, AIS has 654.00 staff years, numerous volunteers, and a budget of \$304.8 million.

2023–24 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 94% (17,880 of 19,020) 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.

- Ensured 99% (35,050 of 35,400) of IHSS reassessments for home-based caregiver services are completed every 12 months, so older adults and persons with disabilities continue receiving the appropriate level of care to remain safely in their own homes. This exceeds the State performance expectation of 80% completion every 12 months.
- Provided 1,600,000 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 97% (97 of 100) of Feeling Fit Club participants surveyed reported increased energy, feeling better overall, or are more able to conduct daily activities.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Promoted 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.
 - Continued 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.
 - Maintained 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.
 - Supported 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.
 - Provided 79% (8,440 of 10,680) 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 skilled nursing facilities (SNFs) quarterly by the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.
 - Visited 90% (515 of 570) of Residential Care Facilities for the Elderly (RCFE) 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 in under five minutes 80% (55,200 of 69,000) of calls to the AIS Call Center, which performs centralized intake for various programs.
 - Promoted a culture of inclusion and belonging among AIS employees as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, HHSA departments conducted focus groups and collaborated with employees to create action plans that will enhance engagement in the department and maintain and strengthen 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.
 - Conducted 98% (10,225 of 10,430) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.





- Filed 90% (36 of 40) 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.

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.
 - 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.

2024–26 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Complete 90% (17,820 of 19,800) of initial eligibility determinations for home-based caregiver services through IHSS within 45 days so individuals can remain safely in their own homes, exceeding the State performance expectation of 80% completion in 90 days.
 - Ensure 97% (35,890 of 37,000) of IHSS reassessments for home-based caregiver services are completed every 12 months, so older adults and persons with disabilities continue receiving 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 1,500,000 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.
 - Ensure 90% (90 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.
 - Continue to support remote and hybrid work environments to reduce vehicle emissions and department footprint. Department efforts will include using smart



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 70% (8,610 of 12,300) 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 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% (515 of 570) 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 in under five minutes 80% (55,200 of 69,000) of calls to the AIS Call Center, which performs centralized intake for various programs.
 - Achieve organizational excellence by ensuring a workplace of belonging and inclusion for AIS employees as they deliver their services to the public. Improve employee engagement by implementing recommendations from staff focus groups to increase agreement with focus area, "My workload is reasonable." Action items include involving AIS employees in identifying and implementing workflow efficiencies and expanding cross-program training to increase effectiveness of referrals.

 **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% (11,690 of 12,050) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.
 - File 100% (30) of PA/PG Inventory and Appraisals concerning all estate assets and liabilities with the Probate Court within 90 or 120 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 the Aging Roadmap, go to:

- ◆ www.livewellsd.org/AgingRoadmap

For additional information about *Live Well San Diego*, go to:

- ◆ <http://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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Initial IHSS assessments certified timely (Within 45 Days)	93% of 18,290	90% of 19,000	94% of 19,020	90% of 19,800	90% of 19,800
	Annual IHSS assessments recertified timely	98% of 34,230	97% of 35,600	99% of 35,400	97% of 37,000	97% of 37,000
	Meals to older adults who are home-bound or in congregate care ¹	1,801,232	1,200,000	1,600,000	1,500,000	1,500,000
	Feeling Fit participants reporting better overall health ²	97% of 100	75% of 100	97% of 100	90% of 100	90% of 100
	Vulnerable Adults with Supportive Services ³	77% of 9,008	64% of 8,500	79% of 10,680	70% of 12,300	70% of 12,300
	Skilled Nursing Facilities visited quarterly	99% of 84	100% of 84	100% of 84	100% of 84	100% of 84
	Residential Care Facilities visited quarterly	86% of 568	90% of 577	90% of 570	90% of 570	90% of 570
	AIS Call Center calls answered under 5 minutes ⁴	86% of 73,196	80% of 60,000	80% of 69,000	80% of 69,000	80% of 69,000
	Face-to-face APS investigations conducted within 10 days of referral ³	99% of 9,302	97% of 8,755	98% of 10,430	97% of 12,050	97% of 12,050
	Timely PA/PG Accountings Filed with Probate Court within 90 days ⁵	95% of 43	100% of 50	90% of 40	N/A	N/A
	Timely PA/PG Inventory and Appraisals within 90 days of appointment for PG and within 120 days of authorization to act on behalf of decedent for PA ⁵	N/A	N/A	N/A	100% of 30	100% of 30





Table Notes

- ¹ In Fiscal Year 2023–24, the projected target was exceeded due to supplemental funding which allowed contracted partners to serve additional meals.
- ² In Fiscal Year 2023–24, the target was exceeded due to increased satisfaction in the variety of program offerings (hybrid, virtual, in-person), making it easier for participants to attend.
- ³ In January 2022, State regulations expanded program eligibility to include non-dependent adults aged 60-64, resulting in APS caseload growth in Fiscal Year 2022–23 and 2023–24.
- ⁴ In Fiscal Year 2023–24, AIS Call Center volume was higher than anticipated, due to the increase in IHSS and APS clients.
- ⁵ The number of final accountings filed is dependent upon client case closures or the death of the client, which was less than anticipated in Fiscal Year 2022–23 and 2023–24. In Fiscal Year 2024–25, the performance measure on “Timely PA/PG Accountings Filed with Probate Court within 90 days” will be replaced with “Timely PA/PG Inventory and Appraisal concerning all estate assets with the Probate Court within 90 days of appointment for PG and 120 days of authorization to act on behalf of the decedent for PA” to align with guidelines for PA/PG conservatorship and decedent affairs.

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

Staffing

Net increase of 3.00 staff years

- ◆ Increase of 2.00 staff years in the San Diego Veteran Services at any Age (SD-VISA) program to expand program capacity to help veterans in need of long-term support to avoid confinement and continue to live in their communities by arranging consumer driven, self-directed services.
- ◆ Increase of 2.00 staff years to support modernizing the Mello-Granlund Older Californians Act (OCA) Supportive Services and Nutrition Services. Staff will support the expansion of the Linkages Program, Older Californians Nutrition Program, Caregiver Respite, No Cost Transportation, as well as planning and coordinating future opportunities to maximize this one-time funding available into 2029.
- ◆ Decrease of 1.00 staff year tied to the prior year’s transfer of the Public Conservator to Behavioral Health Services.
- ◆ Additionally, staff were transferred among related programs within Aging & Independence Services to manage operational needs.

Expenditures

Net increase of \$23.2 million

- ◆ Salaries & Benefits—increase of \$8.7 million due to negotiated labor agreements and the addition of 3 staff years, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$12.4 million.
 - ◆ Increase of \$11.4 million for the County’s In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) tied to prior year negotiated wage increases and the annual statutory 4% increase in the County’s share of program costs.
- ◆ Increase of \$2.2 million tied to the SD-VISA program to expand program capacity to help veterans in need of long-term support to avoid confinement and continue to live in their communities by arranging consumer driven, self-directed services.
- ◆ Increase of \$0.8 million 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 the Modernization of the Older Californians Act (MOCA), Older Adults Recovery and Resilience, and Older American Act (OAA) allocation increase.
- ◆ Increase of \$0.5 million in information technology system upgrades and software to support County Technological Office requirements and the cloud based GetCare system designed to help AIS collect and report required data to the California Department of Aging.
- ◆ Decrease of \$2.3 million associated with adjusting one-time American Rescue Plan Act (ARPA) funding for the No Cost Senior Transportation and Senior Nutrition programs. Funds remaining and carried over for No Cost Senior Transportation from the prior year will be available to continue to spend in the budget year.
- ◆ Decrease of \$0.2 million associated with operational savings to align appropriations to spending trends and forecasted needs in various operating accounts.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million associated with prior year 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 \$0.1 million increase in appropriations.
- ◆ Operating Transfer Out—net increase of \$2.0 million primarily to align IHSS provider health benefit costs reflected in the Public Authority with anticipated caseload growth.



Revenues

Net increase of \$23.2 million

- ◆ Intergovernmental Revenues—net increase of \$20.9 million.
 - ◆ Net increase of \$11.4 million in available one-time Realignment revenues primarily to support the increase in the IHSS MOE.
 - ◆ Increase of \$9.9 million in federal and State social services revenues to align to anticipated administrative allocations and support increased operating costs for IHSS and Adult Protective Services.
 - ◆ Increase of \$1.9 million in federal OAA and State MOCA funding to continue to promote food security and senior nutrition, support services, and other aging services to older adults.
- ◆ Decrease of \$2.3 million to reflect the end of ARPA revenue for the No Cost Senior Transportation program and Senior Nutrition programs noted above.
- ◆ Miscellaneous Revenues—increase of \$2.4 million tied to SD-VISA revenue for program and staff years noted above.
- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million reallocated to other departments within HHS as part of an overall budget shortfall mitigation strategy to budget available one-time Realignment revenue in areas with eligible costs and shift GPR among departments as needed.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
In-Home Supportive Services	289.00	325.00	328.00	0.9	328.00
Senior Health and Social Services	45.00	45.00	43.00	(4.4)	43.00
Protective Services	179.00	199.00	200.00	0.5	200.00
Administrative and Other Services	30.00	43.00	45.00	4.7	45.00
Public Administrator/ Guardian/Conservator	70.00	39.00	38.00	(2.6)	38.00
Total	613.00	651.00	654.00	0.5	654.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
In-Home Supportive Services	\$ 158,426,337	\$ 191,726,721	\$ 211,970,773	10.6	\$ 222,807,751
Senior Health and Social Services	26,425,019	34,406,898	34,547,107	0.4	33,897,689
Protective Services	33,003,986	36,359,576	37,511,968	3.2	38,937,657
Administrative and Other Services	9,301,444	12,785,246	14,379,443	12.5	12,363,814
Public Administrator/ Guardian/Conservator	11,386,319	6,377,715	6,397,234	0.3	6,694,387
Total	\$ 238,543,105	\$ 281,656,156	\$ 304,806,525	8.2	\$ 314,701,298

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 76,583,963	\$ 87,471,402	\$ 96,152,395	9.9	\$ 100,915,807
Services & Supplies	121,405,483	146,969,996	159,317,065	8.4	162,897,837
Other Charges	253,236	467,128	467,128	—	467,128
Expenditure Transfer & Reimbursements	—	(104,351)	—	(100.0)	—
Operating Transfers Out	40,300,423	46,851,981	48,869,937	4.3	50,420,526
Total	\$ 238,543,105	\$ 281,656,156	\$ 304,806,525	8.2	\$ 314,701,298



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 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	212,797,985	255,838,202	276,689,976	8.2	273,559,521
Charges For Current Services	730,000	730,000	730,000	—	730,000
Miscellaneous Revenues	2,023,150	1,963,150	4,401,398	124.2	4,406,913
Other Financing Sources	420,000	420,000	420,000	—	420,000
Use of Fund Balance	317,964	—	—	—	—
General Purpose Revenue Allocation	21,938,745	22,389,543	22,249,890	(0.6)	35,269,603
Total	\$ 238,543,105	\$ 281,656,156	\$ 304,806,525	8.2	\$ 314,701,298



Behavioral Health Services

Mission Statement

To make people’s lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

Department Description

Behavioral Health Services (BHS) advances the HHS mission by providing essential mental health and substance use disorder services to Medi-Cal eligible individuals of all ages, including those experiencing justice involvement and/or homelessness.

In Fiscal Year 2023–24, 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 served 105,000 San Diego County residents annually 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, the Public Conservator, the Senate Bill (SB) 1338, *Community Assistance, Recovery & Empowerment (CARE) Act*, and 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** serving individuals with serious mental illness and substance use conditions who are Medi-Cal eligible.
- ◆ **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 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:

- ◆ Integrating a population health approach into the behavioral health system to ensure equitable access to services for all residents.
- ◆ Refining 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 high-quality client-centered services designed to prevent and divert individuals from more intensive levels of care and connect them with the ongoing community-based care and housing they need.

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 2022–23:

- ◆ **Access and Crisis Line**—answers more than 86,000 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**—provides 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 16 dedicated beds for Medi-Cal and unfunded children and youth with additional beds through contracted providers.

- ◆ **Adult Residential Facilities (ARF)/Residential Care Facility for the Elderly (RCFE)**—provides 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.
- ◆ **Board and Care**—inclusive of licensed adult residential facilities and residential care facilities for the elderly that 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.
- ◆ **CARE Act Services**—The SB 1338, *Community Assistance, Recovery & Empowerment Act* services provide outreach and engagement, clinical evaluation, service coordination, and behavioral health treatment services, which may include treatment, housing, medication, and other social supports for individuals with serious mental illness who meet eligibility criteria and have a court-ordered CARE plan. Since services began in October 2023, BHS has received 78 petitions with 33 dismissed and 45 active cases through February 23, 2024.
- ◆ **Collaborative Courts**—provides nearly 500 individuals with court-directed substance use disorder and mental health treatment services as an alternative to incarceration.
- ◆ **Crisis Residential Services**—provides mental health services to over 2,000 adults experiencing a crisis and requiring treatment.
- ◆ **Crisis Stabilization Units (CSUs)**—provides short-term (less than 24 hours) services for more than 14,000 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 serving 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**—provides 24-hour, long-term skilled nursing care for individuals with complex medical needs who require specialized interventions from highly trained staff with a licensed maximum bed capacity of 192, of which 160 beds are currently available due to construction of the new acute inpatient unit. Edgemoor was named one of Newsweek’s Best Nursing Homes for 2024, ranking number three in California. Additionally, Edgemoor remains an overall five-star facility on the Centers for Medicare and Medicaid Services (CMS) Care Compare site for Nursing Homes. Edgemoor achieved five out of five stars in all four rating categories (Overall Quality, Health Inspection, Quality Measures, Staffing, and Registered Nurse Staffing).
- ◆ **Full-Service Partnership (FSP) Programs**—embraces a “whatever it takes” approach to provide services for 19,000 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. For children and youth, Wraparound programs support nearly 350 individuals with complex behavioral health needs.
- ◆ **In-Home Outreach Team (IHOT) and Assisted Outpatient Treatment (AOT)**—offer services for people with mental illness who have been historically difficult to engage in treatment per Laura’s Law. IHOT/AOT receives more than 900 referrals annually, with more than 580 individuals accepted into the programs.
- ◆ **Mobile Crisis Response Teams (MCRTs)**—provides over 5,000 community-based crisis interventions to individuals of all ages to reduce law enforcement interventions when clinically appropriate.
- ◆ **Office of the Public Conservator**—investigates over 470 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. The referrals are received from hospitals, jails, state hospitals, and the Court with approximately 1,400 individuals placed on Conservatorship.
- ◆ **Pathways to Well-Being**—connects approximately 1,500 youth involved in Child and Family Well-Being (CFWB), as well as 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).
- ◆ **Prevention and Early Intervention (PEI) Programs**—supports 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 11,000 crisis intervention incidents.





- ◆ **Recovery Residences**—privately-owned homes or living situations that provide housing to over 2,400 unique individuals with an open admission to substance use outpatient services or recovery services.
- ◆ **Residential Treatment Facilities**—provides community-based specialty licensed mental health services to over 1,560 adults through 81 short-term crisis residential treatment beds and 22 transitional residential treatment beds as an alternative to acute psychiatric hospitalization and institutional care.
- ◆ **San Diego County Psychiatric Hospital (SDCPH)**—provides 24/7 crisis stabilization and 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 5,000 adults through psychiatric evaluations and more than 1,500 persons through inpatient services, including psychiatric evaluations, crisis intervention, and/or acute treatment.
- ◆ **School-Based Mental Health Services**—collaborates with school districts to focus on providing mental health support to children and youth on school campuses through the following programs:
 - ◆ **SchoolLink**—offers outpatient mental health treatment in more than 400 designated schools throughout the county.
 - ◆ **Screening to Care**—offers screening and social-emotional support to middle school students to promote wellness. The program was launched in Fiscal Year 2022–23 with services offered in 39 schools county-wide.
 - ◆ **Incredible Years**—promotes wellness for elementary school students by utilizing the Incredible Years Evidence Based Model offered in 43 schools to over 12,740 students in classroom services with over 4,000 students receiving small group support.
- ◆ **Short-Term Residential Therapeutic Programs (STRTPs)**—offers a therapeutic environment for approximately 300 children and youth annually who are placed in a congregate care setting through a placing agency.
- ◆ **Stabilization, Treatment, Assessment, and Transition (STAT) Team**—supports nearly 700 youth in Juvenile Detention facilities through a team of clinical staff using various therapeutic programs and support at collaborative courts serving youth.
- ◆ **Subacute Care**—provides 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 417 beds in Mental Health Rehabilitation Centers and Skilled Nursing Facilities (SNFs)/Special Treatment Programs, with an additional 57 SNF beds that have County SNF patches, or augmented rates, for psychiatric acuity.
- ◆ **Substance Use Disorder (SUD) Outpatient Programs**
 - ◆ **Adult SUD Outpatient**—provides mental health services to over 5,800 adults experiencing a crisis and requiring treatment.
 - ◆ **Teen SUD Outpatient**—provides outpatient substance use disorder treatment services to over 640 youth ages 12-17 through regionally-based clinic locations and approximately 21 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.
 - ◆ **Opioid Treatment Programs**—provides opioid MAT, detoxification, and/or maintenance treatment services, including medical evaluations and rehabilitative services to more than 3,800 persons addicted to opiates.
 - ◆ **Perinatal SUD Outpatient Programs**—offers outpatient SUD treatment and recovery services to more than 960 individuals, including gender-specific, trauma-informed specialized programming for pregnant and parenting women and adolescents and services for their young children.
 - ◆ **Acute Withdrawal Management**—services for medical and psychological care of 16,755 individuals who are experiencing withdrawal symptoms resulting from ceasing or reducing use of their drug of dependence.

Efforts to enhance service delivery across BHS include services and infrastructure development, opportunities for system transformation and cross departmental and community collaborations:

Services and Infrastructure Development

- ◆ BHS continues to make progress on implementing strategies outlined in the Behavioral Health Optimal Care 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 removing barriers to care and diversion to the least restrictive environment, so individuals are connected to the care they need ensuring wellness over the long term and resulting in a reduced per capita cost.
- ◆ To increase community-based care capacity, BHS was awarded Behavioral Health Bridge Housing Program grant funding of \$44.3 million to increase bridge housing capacity for individuals with serious behavioral health conditions who are experiencing homelessness to increase board and care ASP capacity within adult and senior residential care facilities. BHS also continues planning efforts to preserve existing board and care capacity through \$15.8 million of Community Care Expansion Preservation grant funds awarded to the department.
- ◆ To further build community-based care capacity, planning continues on the development of the Central Region Community-Based Care Facility located on a vacant County-owned



parcel of land in Hillcrest, which will be developed as an adult residential facility, residential care facility for the elderly, and recuperative care facility that offers 24/7 care and supervision to Medi-Cal eligible individuals.

- ◆ To establish new acute inpatient capacity, planning continues to establish a 12-bed acute inpatient unit within the existing footprint of the Edgemoor Distinct Part Skilled Nursing facility within the East Region. The new psychiatric inpatient unit will increase accessibility to behavioral health care for vulnerable individuals residing the East Region, which currently has limited behavioral health infrastructure, but will also serve residents countywide. BHS was awarded Behavioral Health Continuum Infrastructure grant funds totaling \$16.8 million for this capital project, which will require a \$4.4 million County match funded by Realignment.
- ◆ To enhance dedicated subacute care, planning is underway to redesign and reconfigure services operating at the San Diego County Psychiatric Hospital to better meet the needs of the clients being served. The new array of services will likely include subacute care in the more immediate term and potentially evolve to serve clients with complex conditions, in the future.
- ◆ Construction also continues on the 16-bed Psychiatric Health Facility (PHF) located on the Tri-City campus in Oceanside, in partnership with Tri-City Healthcare District. The 24-hour facility will provide short-term, client-centered inpatient care for adults with psychiatric needs. Construction is slated for completion in early in Fiscal Year 2024–25, with services to commence soon after.
- ◆ Planning is also underway to develop and construct the East Region Crisis Stabilization Unit (CSU), which will provide individuals who are experiencing a behavioral health crisis with short-term stabilization services for up to 24 hours within a relaxing and calming environment. Services are designed to divert individuals from unnecessary emergency room visits or involvement with law enforcement and connect them to behavioral health care.
- ◆ To support access to behavioral health care for children, youth, and families, BHS has a broad strategy to strengthen and innovate services within three key domains—1) family; 2) schools; 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 the best evidence and in ways that are also culturally responsive.
- ◆ BHS 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 SchoolLink programs.

Opportunities for System Transformation

- ◆ Beginning July 2023, BHS began implementation of Medi-Cal Transformation, a state initiative designed to improve the quality of life and health outcomes of Californians through delivery system, program, and behavioral health payment reform across Medi-Cal services. Behavioral health payment reform will transition all Medi-Cal service providers from a cost reimbursement model of payment to a fee for service structure that incentivizes outcomes and quality over volume and cost. Behavioral health payment reform is anticipated to simplify payment structures and burdensome administrative practices, while providing an opportunity to better sustain costs of behavioral health care and build network capacity and bolster the workforce.
- ◆ To continue building up the workforce, BHS will implement the Mental Health Services Act (MHSA) Public Behavioral Workforce Development and Retention program, approved by the Board of Supervisors in May 2023 and the Mental Health Services Oversight and Accountability Commission in June 2023. This MHSA Innovation program will implement workforce recruitment, development, and retention strategies, as outlined in the Addressing San Diego’s Behavioral Health Worker Shortage report published in August 2022, through the implementation of two components:
 - ◆ **Outcomes-Based Renewable Training and Tuition Fund**, providing 0% interest loans and upfront financing to students completing behavioral health clinical training and supervision programs; and
 - ◆ **Upskilling to Meet Professional Need**, providing training and apprenticeship programs to County and County-contracted public behavioral health workers to achieve licensure and/or certification.
- ◆ In March 2024, California voters approved to implement Proposition 1, the Behavioral Health Services Program and Bond Measure, also referred to as the Behavioral Health Services Act (BHSA), to modernize the Mental Health Services Act (MHSA) originally passed by voters in 2004. The BHSA includes reforms outlined in Assembly Bill 531, *the Behavioral Health Infrastructure Bond Act of 2023*, and Senate Bill 326, *the Behavioral Health Services Act (BHSA)*, both passed by the Legislature and signed by the Governor in October 2023. The BHSA will be implemented on July 1, 2026, shifting funding to support individuals with the most serious mental illness, emphasizing housing, and expand to include substance use services. It will also finance \$6.38 billion in bonds for new treatment beds and create permanent supportive housing for individuals with serious behavioral health conditions who are experiencing homelessness or at risk of homelessness.

Cross-Departmental and Community Collaboration





- ◆ On October 2, 2023, the Community Assistance, Recovery and Empowerment (CARE) Act program began in partnership with the Superior Court, Public Defender, legal advocacy, community partners, and contracted service providers. The CARE Act program offers a new pathway to deliver mental health and substance use services to individuals who are diagnosed with schizophrenia or other psychotic disorders and are not engaged in treatment.
- ◆ On December 5, 2023, the Board approved a resolution to delay implementation of Senate Bill (SB) 43 to no later than January 1, 2025. SB 43 makes changes to the Lanterman-Petris-Short (LPS) Act—a California law governing involuntary detention, treatment, and conservatorship of people with behavioral health conditions. SB 43 significantly updates California’s civil detention and conservatorship laws by establishing new diagnostic criteria and by broadening the definition of “grave disability.” Planning for implementation of SB 43 continues, in collaboration with local hospitals, providers, partners, and other stakeholders.
- ◆ Planning for implementation of the strategies outlined in the County’s Comprehensive Substance Use Harm Reduction Strategy continued, including activities outlined in the Opioid Settlement Framework approved by the Board in October 2023, and developed in collaboration with Public Health Services and Public Safety. Harm Reduction is a set of strategies to reduce the negative consequences of drug use, that includes meeting people who use drugs “where they are” and addressing the conditions of use. The Community Harm Reduction Team’s effort was recognized as an outstanding Behavioral Health Program by the San Diego Business Journal at the 2023 Salute to Health Care Heroes Awards Ceremony. Several key highlights within Harm Reduction include:
 - ◆ Community informed public messaging to enhance awareness of the harms associated with opioid misuse, overdose prevention, and the availability of community resources.
 - ◆ Expanding access to naloxone countywide, including rural areas, and placing and managing naloxone vending machines with an estimated 75,000 naloxone kits being allocated to network partners.
 - ◆ Planning for implementation of the San Diego Relay, a 24/7 nonfatal overdose response service in select emergency departments (EDs) anticipated to launch in early in Fiscal Year 2024–25.
 - ◆ Planning for implementation of Drug Checking Services, a harm reduction service that informs individuals on the chemical composition of their drug samples and pairs peer led interventions to support informed decision-making and access to linkage to care services anticipated to launch early in Fiscal Year 2024–25.

- ◆ Ongoing collaboration with the Public Safety Group, San Diego County Fire, and County Emergency Medical Services (EMS) continued to support various overdose prevention, surveillance, and response activities. Additionally, in partnership with Public Health Services, BHS is continuing to establish a cross-departmental County Overdose Surveillance and Response (OSAR) program to ensure the County monitors trends, identification of possible causes, investigates individual or cluster events, and community response.

To deliver these critical services, BHS has 1,332.50 staff years, including medical professionals, and a budget of \$1.2 billion that includes payments made to care providers.

2023–24 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% (1,170 of 1,300) 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 crisis residential treatment were not readmitted to a crisis residential program or hospital within 30 days of discharge, supporting an individual’s successful integration into the community.
 - 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.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Implemented a proactive and collaborative Clinical Design process to review 100% of identified contracts, ensuring the services are data-informed, culturally responsive, evi-

dence-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.
 - 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.
 - 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.
 - Supported 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: Improved sustainability by encouraging contractors to evaluate the use of electric vehicles across contracted programs when procuring/leasing new vehicles.
 - Long-Term: Partnered with the Department of General Services to explore sustainable design and construction of new BHS capital projects.
- 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 Mobile Crisis Response Team (MCRT) interactions with individuals experiencing a behavioral health crisis from more intensive care settings such as emergency departments and hospital admissions. This was achieved by providing crisis intervention services in the community and linking individuals with treatment services, when needed. 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.
 - Provided a variety of trainings to 35,000 community members countywide. Trainings covered a range of mental health topics 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 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.
 - Answered within 60 seconds 95% (59,850 of 63,000) of calls to the Access and Crisis Line (ACL) providing timely access to individuals who sought for behavioral health services.
 - 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 remains in California's top ten percent of skilled nursing facilities.
 - Promoted a culture of inclusion and belonging among County staff as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, BHS conducted focus groups and collaborated with employees to create action plans that will enhance engagement in the department and maintain and strengthen an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Issued the Customer Experience survey to all BHS customers and achieved a minimum average satisfaction rating of four (one to five scale). Develop and implement an improvement plan in areas with a rating lower than four. Implemented activities to enhance employee knowledge and improve departmental information flow, including the development of new internal communication tools and processes and an employee engagement-focused workgroup comprised of representatives across all units of the department.





- Innovation: 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 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 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.
 - Completed 95% (428 of 450) of initial assessments for grave disability within ten business days by the Public Conservators Office.
 - 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. The BHS Justice Involved Medication Assisted Treatment (MAT) Care Coordination team is comprised of licensed mental health clinicians who worked with the Vista Detention Facility to coordinate linkages between in-custody programs and community MAT services. The voluntary services include short-term pre- and post-release care coordination services and reentry MAT linkages to prevent relapse and reduce recidivism.
 - Implemented the SB 1338, *Community Assistance, Recovery & Empowerment (CARE) Act* program on October 1, 2023, in partnership with the Public Defender, County Counsel, the Superior Court, and other community partners that provided a 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.

2024–26 Objectives

 Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.

- Ensure 90% (1,170 of 1,300) 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% of identified contracts, ensuring services are data and evidence-informed, cost-effective, culturally responsive, reflective of community need and expected to deliver high quality care to individuals being served prior to implementation or procurement.

 Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Divert 80% (3,360 of 4,200) of Mobile Crisis Response Team (MCRT) interactions with individuals experiencing a behavioral health crisis from more intensive care settings such as emergency departments and hospital admissions. This is achieved by providing crisis intervention services in the community and linking individuals with treatment services, when needed. 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 at least 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 within 60 seconds 95% (68,400 of 72,000) of calls to the Access and Crisis Line (ACL) 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 remains in California's top ten percent of skilled nursing facilities.
 - Achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver services to the public. This will be achieved by implementing the BHS Employee Engagement Action plan. Efforts include assessing the BHS Staff Advisory Board's focus and participants to provide recommendations for Employee Experience-focused committees, creating Insert-service videos to share best practices, and implementing a revised Employee Engagement and Reorganization Share-Point Pages and newsletter.

- 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 with a rating 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 cancellation or another event that is not predictable or reliable.

 **Justice**

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Ensure 50% (1,100 of 2,200) of justice-referred clients discharged from a substance use treatment program with a referral are connected to another level of care within 30 days to ensure ongoing support and treatment.
 - Complete 95% (428 of 450) of initial assessments for grave disability within ten business days by the Public Conservators Office.
 - Ensure 90% (180 of 200) of CARE petitions referred will submit an initial Investigation Report, as ordered by the court, within 14 court days.

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:

- ◆ <http://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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	SDCPH patients not readmitted within 30 days ¹	90% of 1,519	90% of 1,800	90% of 1,300	90% of 1,300	90% of 1,300
	FSP/ACT participants who decreased use of emergency service ²	70% of 3,298	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 ³	79% of 2,012	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 ⁴	87% of 5,034	80% of 4,000	80% of 4,000	80% of 4,200	80% of 4,200
	Community members receiving suicide prevention training ⁵	21,617	35,000	35,000	35,000	35,000
	PERT Interventions not resulting in hospitalization or incarceration ⁶	66% of 9,104	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	93% of 67,410	95% of 63,000	95% of 63,000	95% of 72,000	95% of 72,000
	Edgemoor CMS Rating System	5	5	5	5	5
	Individuals with an outpatient SUD appointment within 10 days per TNAA metric	85% of 8,300	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 2,200	50% of 2,200	50% of 2,200	50% of 2,200	50% of 2,200
	PC initial assessments completed within 10 days	97% of 450	95% of 450	95% of 450	95% of 450	95% of 450
	Operationalize CARE Act and establish performance measures ⁷	N/A	Yes/No	Yes	N/A	N/A
	Timely CARE Investigative Reports ⁷	N/A	N/A	N/A	90% of 200	90% of 200

Table Notes

- ¹ In Fiscal Year 2022–23 and Fiscal Year 2023–24, SDCPH patients not readmitted was lower due to an increase in daily inpatient census and length of stay.
- ² In Fiscal Year 2022–23, the baseline target was exceeded due to the ending of COVID-19 restrictions, which provided increased services to FSP/ACT participants.
- ³ In Fiscal Year 2022–23, individuals admitted into a crisis residential program was lower than expected due to flooding and fire at facilities, which limited beds and programs.
- ⁴ In Fiscal Year 2022–23, the number of individuals diverted from a higher level of crisis intervention exceeded initial projections due to enhanced outreach and public messaging, increased community awareness of the program, and the addition of new Mobile Crisis Response Teams during the year.
- ⁵ In Fiscal Year 2022–23, the number of participants for Suicide Prevention Training was lower than expected due to new contractor onboarding, which required new MOUs with all school districts.
- ⁶ In Fiscal Year 2022–23, the number of individuals diverted from a higher level of crisis intervention exceeded initial projections as a result of the clinician’s ability to successfully assess and connect people to behavioral health resources as appropriate.
- ⁷ In Fiscal Year 2023–24, this performance measure to operationalize the CARE act added to demonstrate implementation efforts. In Fiscal Year 2024–25, this performance measure was converted to Timely CARE Investigative Reports.

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

Staffing

No overall change in staff years

- ◆ Increase of 1.00 staff year tied to the prior year’s transfer of the Public Conservator from Aging & Independence Services.
- ◆ Decrease of 1.00 staff year due to transfer to Administrative Support.

Expenditures

Net increase of \$135.6 million

- ◆ Salaries & Benefits—net increase of \$16.3 million due to negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$118.7 million.
 - ◆ Increase \$35.8 million tied to an intergovernmental transfer agreement (IGT) approved by the Board of Supervisors on October 24, 2023 (5) between the County and Revive Pathway, wholly owned by the Viejas Band of Kumeyaay Indians (Viejas), to provide a comprehensive array of community-based behavioral health services to vulnerable populations with complex mental health and substance use conditions.
 - ◆ Increase of \$25.0 million for public behavioral health workforce development with \$15.0 million funded through Mental Health Services act (MHSA) Innovation funds as approved by the Board of Supervisors on May 2, 2023 (5), and \$10.0 million funded from the Evergreen Component of the American Rescue Plan Act (ARPA) Framework as approved by the Board of Supervisors on February 27, 2024 (11).
 - ◆ Increase of \$18.6 million for Substance Use Disorder (SUD) Residential Services and Outpatient Treatment, with \$16.7 million directly the result of rate increases to SUD Residential Service contracts associated with payment reform as a part of Medi-Cal Transformation (formerly CalAIM).
 - ◆ Increase of \$15.0 million for the implementation of Involuntary Behavioral Health Treatment under Senate Bill 43 that will include items such as support of expanded services and supportive infrastructure in hospital and community-based settings primarily as a bridge to more sustainable funding, Public Conservator infrastructure, Crisis Stabilization Unit capacity, training and education capacity, and support substance use disorder (SUD) services capacity including a harm reduction model. Investments will be funded by the Evergreen Component of the American Rescue Plan Act (ARPA) Framework as approved by the Board of Supervisors on February 27, 2024 (11).
- ◆ Increase of \$10.6 million for Mental Health Inpatient services due to operating costs for the Tri-City Medical Center Psychiatric Health Facility anticipated to be operational in early Fiscal Year 2024–25, and for rate increase for acute inpatient psychiatric beds.
- ◆ Increase of \$10.0 million for Opioid Treatment Program (OTP) rate increases associated with payment reform to provide a full continuum of care from detox and residential rehab to outpatient treatment.
- ◆ Increase of \$4.4 million for the Augmented Services Program (ASP) to enhance and improve client functioning through augmentation of basic Board and Care (B&C) services by adding more capacity using Behavioral Health Bridge Housing funding and increasing rates for existing contracts.
- ◆ Increase of \$4.4 million for the Youth Suicide Prevention Program to perform activities related to the prevention of suicides and suicide attempts among youth 25 years of age and under.
- ◆ Increase of \$3.7 million for behavioral health support services, mental health treatment services and other support services.
- ◆ Increase of \$3.1 million for behavioral health supportive services to be provided at housing sites funded through the State’s Project Homekey program which expands permanent supportive housing options for persons experiencing or at risk of homelessness.
- ◆ Increase of \$2.6 million for children & youth outpatient services, including foster family agency stabilization and treatment, intensive outpatient program and partial hospitalization program.
- ◆ Increase of \$2.4 million for MHSA prevention programs.
- ◆ Increase of \$2.0 million for implementing SchoolLink software.
- ◆ Increase of \$1.6 million for Subacute beds to support enhance care pathways across the behavioral health continuum of care.
- ◆ Increase of \$0.8 million for Opioid Settlement Framework efforts to include overdose prevention, primary prevention, emergency department relay, and emergency room drug checking program.
- ◆ Increase of \$0.2 million associated with the increase the food services in SDCPH.
- ◆ Decrease of \$9.9 million in appropriations for the Psychiatric Emergency Response Team (PERT), Long Term Care Institutions (LTC) for Institutional Mental Disease (IMD) and Skilled Nursing Facility (SNF) services. The reduction in appropriations aligns with actual spending and does not result in any impact in any service delivery to the community.
- ◆ Decrease of \$9.1 million for prior year one-time IT project costs.



- ◆ Decrease of \$2.5 million in early intervention program Screening to Care to align ARPA funds to projected spending.
- ◆ Other Charges—increase of \$0.5 million to help address imminent needs for clients receiving services through County mental health clinics for adult case management services in Mental Health treatment services due to program expansion.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 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 \$0.1 million increase in appropriations.

- ◆ Net increase of 8.1 million in other State aid primarily associated with one-time grant funding including the Behavioral Health Bridge Housing and Youth Suicide Prevention grants.
- ◆ Net decrease of \$13.3 million in Realignment revenue tied to a base adjustment to align with available receipts and adjustments for prior year costs, offset by available one-time Realignment revenues.
- ◆ Decrease of \$2.5 million in ARPA revenue to align to costs.
- ◆ Charges for Current Services—net increase of \$6.1 million primarily due to the transfer of Intergovernmental Transfer (IGT) funding from Medical Care Services.
- ◆ Miscellaneous Revenues—increase of \$1.4 million in Miscellaneous Revenues associated with increases to support the Opioid Settlement Framework.
- ◆ Other Financing Sources—increase of \$10.0 million in Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The additional funds will be used to support substance use disorder programs previously funded by Realignment revenue including recovery residences and peer support services.
- ◆ Fund Balance Component Decreases—increase of \$25.0 million associated with increases to support the SB 43 and Behavioral Health Workforce, approved by the Board of Supervisors on February 27, 2024.
- ◆ General Purpose Revenue Allocation—net decrease of \$1.5 million reallocated to other departments within HHSA as part of an overall budget shortfall mitigation strategy to budget available one-time realignment revenue in areas with eligible costs and shift GPR among departments as needed.

Revenues

Net increase of \$135.6 million

- ◆ Intergovernmental Revenue—increase of \$94.6 million.
 - ◆ Net increase of \$110.4 million in federal and State mental health services funding driven by increased mental health services and payment reform.
 - ◆ Increase of \$35.8 million in Drug Medi-Cal revenue associated with the IGT between the County and Revive Pathway approved on October 24, 2023.
 - ◆ Increase of \$26.0 million in Drug Medi-Cal revenue mainly due to Substance Use Disorder Residential and Opioid Treatment program rate increases.
 - ◆ Increase of \$24.7 million in Mental Health Services Act revenue to support the Behavioral Health Workforce, Prevention, School Link, ASP rate increase and other Mental Health programs mentioned above.
 - ◆ Increase of 15.8 million in Short Doyle Medi-Cal revenue to align with projected billable units of service including funding for services that will be provided at the new Tri-City Medical Center Psychiatric Health Facility, increased costs for children and youth outpatient services, and other eligible mental health services and operating costs.

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

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



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Alcohol and Other Drug Services	30.00	34.00	32.00	(5.9)	32.00
Mental Health Services	258.50	321.50	322.50	0.3	322.50
Inpatient Health Services	614.00	618.00	618.00	—	618.00
Behavioral Health Svcs Administration	305.00	359.00	360.00	0.3	360.00
Total	1,207.50	1,332.50	1,332.50	—	1,332.50

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Alcohol and Other Drug Services	\$ 178,666,921	\$ 196,781,682	\$ 257,977,608	31.1	\$ 258,200,925
Mental Health Services	555,586,816	637,324,889	670,961,079	5.3	660,442,557
Inpatient Health Services	119,201,557	125,712,970	125,276,137	(0.3)	128,259,903
Behavioral Health Svcs Administration	46,027,322	61,246,170	102,414,037	67.2	78,420,186
Total	\$ 899,482,616	\$ 1,021,065,711	\$ 1,156,628,861	13.3	\$ 1,125,323,571

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 160,120,041	\$ 191,585,874	\$ 207,809,190	8.5	\$ 216,471,670
Services & Supplies	752,387,393	845,136,711	963,868,876	14.0	923,901,106
Other Charges	230,000	230,000	738,000	220.9	738,000
Capital Assets Equipment	186,500	186,500	186,500	—	186,500
Expenditure Transfer & Reimbursements	(13,441,318)	(16,073,374)	(15,973,705)	(0.6)	(15,973,705)
Total	\$ 899,482,616	\$ 1,021,065,711	\$ 1,156,628,861	13.3	\$ 1,125,323,571





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 751,908,533	\$ 878,449,085	\$ 973,047,535	10.8	\$ 956,431,105
Charges For Current Services	68,056,758	67,600,680	73,688,934	9.0	66,941,642
Miscellaneous Revenues	26,387,327	31,482,785	32,913,926	4.5	32,661,618
Other Financing Sources	9,400,000	9,400,000	19,400,000	106.4	19,400,000
Fund Balance Component Decreases	—	—	25,000,000	—	—
Use of Fund Balance	—	—	—	—	22,876,172
General Purpose Revenue Allocation	43,729,998	34,133,161	32,578,466	(4.6)	27,013,034
Total	\$ 899,482,616	\$ 1,021,065,711	\$ 1,156,628,861	13.3	\$ 1,125,323,571



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

Child and Family Well-Being (CFWB) department integrates First 5 San Diego, Child Welfare Services, childcare system, and child and family serving programs under one umbrella to deliver both prevention and protection services. 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**—provides 24-hour temporary emergency shelter care to an average of 64 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**—receives and responds to over 39,000 reports from the community about the safety and wellbeing of children, 24 hours a day, seven days a week, representing over 68,000 children.
- ❖ **Core Operations**—ensures the safety and well-being 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 support a Kin-First Culture 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 an average of 230 youth at any point in time, 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)**—provides 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 temporarily care for and/or adopt a child/youth involved with foster care and/or probation.

- ❖ **San Pasqual Academy (SPA)**—provides a multi-purpose continuum of care to meet the diverse needs of youth. This includes comprehensive resources to a monthly average of 47 foster youth ages 12 to 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 17 years old, and non-minor dependents (NMDs) up to 19 years of age.
- ❖ **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 1,672.00 staff years and a budget of \$479.0 million, which includes assistance payments.

2023–24 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 35% (525 of 1,500) 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.
 - Provided 82% (14,000 of 17,000) of First 5 children with Healthy Development Services (HDS), Home Visiting and Quality Early Learning Education programs comprehensive developmental screenings before they entered school to help detect concerns at an early age when interventions are most effective and less expensive.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - 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.
 - Long-Term: Completed the transition of all CFWB remaining documents 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.
 - 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 incorporating teleworking hubs, smart conference rooms, and laptops with remote connectivity and technical connectivity support.
 - Mid-Term: Supported 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.

- Completed 82% (53,300 of 65,000) 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.
 - Ensured 1,700 resource families were ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, 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.
 - Ensured 94% (235 of 250) 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.
 - Ensured 35.2% (299 of 850) of children 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 4.48 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.
 - 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.
 - 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.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they delivered the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop





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

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.
 - Screened 100% (1,200) of children ages 0 to 17 who were removed from their home and entered 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 and out of home care. These efforts will ensure that children have access to trauma-informed mental health services.

2024–26 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Place 35% (525 of 1,500) 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.
 - Provide 82% (14,000 of 17,000) of First 5 children with Healthy Development Services (HDS), 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.
 - Communicate with employees quarterly regarding sustainability program updates, successes, and opportunities for improvement through various two-way communication methods, including video content, leadership and executive meetings, digital newsletters, and 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.

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 1,820 (from 1,700) resource families are ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, 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 94% (353 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.
 - Maintain 4.48 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.
 - Provide 92% (6,000 of 6,500) of First 5 parents' or caregivers' educational services to increase their knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Home Visiting and Quality Early Learning Education programs.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Improve employee engagement by increasing opportunities for staff to safely provide input/feedback regarding CFWB and developing a concrete communication loop back regarding their feedback. This will be completed through a Survey Monkey to receive feedback from staff

anonymously and developing a tracking system to ensure all Survey Monkey feedback has been followed-up. In addition, staff will be provided training to make productive suggestions and supervisors and managers to address suggestions constructively.

 **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 35.2% (299 of 850) of children who are 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 35.2%.

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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Foster care child placed with relative or close non-family member ⁶	54% of 1,489	50% of 1,500	35% of 1,500	35% of 1,500	35% of 1,500
	First 5 Developmental Screenings ¹	N/A	82% of 17,000	82% of 17,000	82% of 17,000	82% of 17,000
	Completed calls to the Child Abuse Hotline ²	63% of 72,382	82% of 65,000	82% of 65,000	N/A	N/A
	Resource Families ready and available to receive placement of foster children	1,771	1,900	1,700	1,820	1,900
	Children who do not reenter foster care within 12 months of going home ³	91% of 251	94% of 375	94% of 250	94% of 375	94% of 375
	Placement moves per 1,000 days for all children in Foster Care	4.4	4.48	4.48	4.48	4.48
	Educational services to First 5 parents or caregivers ¹	N/A	92% of 6,500	92% of 6,500	92% of 6,500	92% of 6,500
	Children removed from home who are screened for mental health needs ⁵	69% of 851	100% of 1,200	100% of 1,200	N/A	N/A
	Children achieving permanency within 12 months ⁴	29% of 893	35.2% of 1,080	35.2% of 850	35.2% of 850	35.2% of 850

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 service.
- ² In Fiscal Year 2024–25, this performance measure will be retired as the department moves towards an outcome oriented approach.
- ³ In Fiscal Year 2023–24, children in foster care was lower than expected due to existing family strengthening efforts.
- ⁴ In Fiscal Year 2023–24, the federal standard for children achieving permanency within 12 months was reduced from 40.5% to 35.2%. In Fiscal Year 2023–24, children in foster care was lower than expected due to existing family strengthening efforts. In Fiscal Year 2024–25, this was moved from the Community Initiative to the Justice Initiative to demonstrate efforts towards fair and equitable systems.
- ⁵ In Fiscal Year 2022–23, the projection and target for children removed from home who are screened for mental health needs was not met due to a change in methodology, challenges with data management, and recruitment. This output metric will be retired in Fiscal Year 2024–25 as the department moves towards an outcome-oriented approach.





⁶ In Fiscal Year 2023–24 the number of children placed with a relative or close non-family member was lower than projected due to a change in methodology. Previously, youth placed in residential group homes also known as Short-Term Residential Therapeutic Program, and at San Pasqual Academy (SPA) were not previously included in the methodology. The change was made to align with the Continuum of Care Reform (CCR) and the transition at SPA.

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

Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years due to a transfer from Homeless Solutions & Equitable Communities to support operational needs.
- ◆ Additionally, staff were transferred among related programs within Child and Family Well-Being to support operational needs.

Expenditures

Net increase of \$22.2 million

- ◆ Salaries & Benefits—increase of \$22.7 million due to negotiated labor agreements, the addition of 2.00 staff years referenced above, and a reduction in salary adjustments for projected savings for staffing vacancies due to implementation of targeted recruitment strategies.
- ◆ Services & Supplies—net increase of \$3.1 million.
 - ◆ Increase of \$2.3 million for the Transitional Housing Program Plus for housing navigator and other enhanced services and to support increases in housing rates.
 - ◆ Increase of \$2.1 million to align with increased facilities costs including rents and leases, security, and utilities.
 - ◆ Increase of \$1.9 million for the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP), which funds direct prevention services and planning activities.
 - ◆ Increase of \$0.2 million in one-time costs for the development of a Community Response Guide to help communities collaboratively develop accurate, equitable child protection reporting practices tailored to their needs.
 - ◆ Decrease of \$1.7 million associated with adjusting one-time ARPA funding for Career Pathways for Foster Youth. Funds carried over from the prior year will be available to continue to spend in the budget year.
 - ◆ Decrease of \$1.7 million associated with operational savings tied to restructuring trainings and administrative support, transitioning desk phones to TEAMS phones, and aligning appropriations to spending trends.
- ◆ Other Charges—net increase of \$0.7 million.
 - ◆ Increase of \$1.3 million in Adoptions benefit payments to align with caseloads trends and increased grant amount.

- ◆ Increase of \$1.2 million in Maintenance of Wards payments to align with an increase in urgent needs and complex care services for children and nonminor dependents in foster care.
- ◆ Net decrease of \$1.8 million in Foster Care benefit payments to align with caseloads trends.
- ◆ Expenditure Transfer & Reimbursement—net increase of \$4.3 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 \$4.3 million decrease in appropriations.
- ◆ Net increase of \$4.6 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus.
- ◆ Decrease of \$0.3 million associated with prior one-time negotiated labor agreements.

Revenues

Net increase of \$22.2 million

- ◆ Intergovernmental Revenue—net increase of \$4.8 million.
 - ◆ Net increase of \$9.0 million in available one-time Realignment revenues to support loss of Realignment tied to base adjustment to align with available receipts, increased Salaries & Benefits, and increased caseload growth and operating costs noted above.
 - ◆ Net increase of \$2.8 million in social services administrative revenue allocations supporting increases in operating costs.
 - ◆ Increase of \$2.3 million in Transitional Housing Program Plus funding as noted above.
 - ◆ Increase of \$1.9 million for the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP) funding as noted above.
 - ◆ Net decrease of \$8.3 million primarily tied to the winding down of one-time funding for the Child Welfare Services (CWS) Basic Service Funding Certainty Grant that supports the availability of resources such as social workers, counselors, support programs, and facilities dedicated to safeguarding and promoting the well-being of children and families within the community.
 - ◆ Decrease of \$1.7 million primarily tied to prior year one-time American Rescue Plan Act (ARPA) funding for Career Pathways for Foster Youth.
 - ◆ Net decrease of \$1.2 million in federal and State revenue to align with projected assistance payments.



 **CHILD AND FAMILY WELL-BEING**

- ◆ General Purpose Revenue Allocation—net increase of \$17.4 million to partially offset Salaries & Benefits noted above.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Child Safety	1,465.00	1,504.00	1,504.00	—	1,504.00
CFWB Eligibility	63.00	63.00	64.00	1.6	64.00
Child & Family Strengthening	—	14.00	19.00	35.7	19.00
Adoptions	102.00	89.00	85.00	(4.5)	85.00
Total	1,630.00	1,670.00	1,672.00	0.1	1,672.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Child Safety	\$ 262,094,519	\$ 278,297,763	\$ 298,416,460	7.2	\$ 310,977,199
CFWB Eligibility	6,171,021	6,604,659	6,539,556	(1.0)	6,926,952
CFWB Assistance Payments	161,008,150	157,976,272	158,665,546	0.4	158,665,546
Child & Family Strengthening	—	2,518,618	3,385,670	34.4	3,516,925
Adoptions	13,104,401	11,461,182	12,003,418	4.7	12,519,598
Total	\$ 442,378,091	\$ 456,858,494	\$ 479,010,650	4.8	\$ 492,606,220

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 197,566,595	\$ 198,595,519	\$ 221,267,319	11.4	\$ 231,104,931
Services & Supplies	81,349,603	101,523,604	104,575,120	3.0	97,756,924
Other Charges	163,488,456	163,081,654	163,770,928	0.4	163,770,928
Expenditure Transfer & Reimbursements	(26,563)	(6,342,283)	(10,602,717)	67.2	(26,563)
Total	\$ 442,378,091	\$ 456,858,494	\$ 479,010,650	4.8	\$ 492,606,220

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 681,211	\$ 681,211	\$ 681,211	—	\$ 681,211
Intergovernmental Revenues	425,413,673	430,650,445	435,381,853	1.1	408,163,958
Charges For Current Services	1,464,490	3,961,444	3,961,444	—	3,961,444
Miscellaneous Revenues	187,510	187,510	187,510	—	187,510
Use of Fund Balance	1,565,578	—	—	—	28,561,199
General Purpose Revenue Allocation	13,065,629	21,377,884	38,798,632	81.5	51,050,898
Total	\$ 442,378,091	\$ 456,858,494	\$ 479,010,650	4.8	\$ 492,606,220



County Successor Agency

Mission Statement

Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Department Description

The County of San Diego Redevelopment Agency included two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USD RIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USD RIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment (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 to expediently wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were created and authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as a 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 \$8.1 million.

2023–24 Anticipated Accomplishments

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency
 - Continued to expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
 - Conducted five Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, then submitted required materials to the California State Department of Finance in a timely fashion.

2024–26 Objectives

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency
 - Continue to expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
 - Conduct Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, and submit required materials to the California State Department of Finance in a timely fashion.

Related Links

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

- ◆ <https://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: 2023–24 to 2024–25

Staffing

No staffing included in the Recommended Budget

Expenditures

Net increase of \$0.3 million

- ◆ Services & Supplies—no significant changes.

- ◆ Other Charges—net increase of \$0.1 million reflects principal payments for the coming year, including projected “turbo” payment for accelerated bond redemption.
- ◆ Operating Transfers Out—increase of \$0.2 million for operating transfers required to properly account for principal and interest payments in separate funds.

Revenues

Net increase of \$0.3 million

- ◆ Taxes Other Than Current Secured—increase of \$0.1 million for payment of enforceable obligations approved by California Department of Finance.
- ◆ Other Financing Sources—net increase of \$0.2 million for operating transfers to account for principal and interest payments in separate funds.

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Successor Agency	—	—	—	—	—
Total	—	—	—	—	—

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Successor Agency	\$ 7,700,172	\$ 7,765,176	\$ 8,063,416	3.8	\$ 8,063,416
Total	\$ 7,700,172	\$ 7,765,176	\$ 8,063,416	3.8	\$ 8,063,416

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 20,000	\$ 20,000	\$ 20,000	—	\$ 20,000
Other Charges	2,303,479	2,312,230	2,386,790	3.2	2,386,790
Operating Transfers Out	5,376,693	5,432,946	5,656,626	4.1	5,656,626
Total	\$ 7,700,172	\$ 7,765,176	\$ 8,063,416	3.8	\$ 8,063,416

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Other Than Current Secured	\$ 2,323,479	\$ 2,332,230	\$ 2,406,790	3.2	\$ 2,406,790
Other Financing Sources	5,376,693	5,432,946	5,656,626	4.1	5,656,626
Total	\$ 7,700,172	\$ 7,765,176	\$ 8,063,416	3.8	\$ 8,063,416



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 people at risk of or experiencing homelessness, traditionally under-resourced and vulnerable groups, and immigrant and refugee communities. HSEC coordinates County efforts with external partners and promotes equity for all San Diegans. HSEC consists of three offices: the Office of Homeless Solutions, the Office of Equitable Communities, and the Office of Immigrant and Refugee Affairs. These Offices work together to ensure equitable access to vital resources across the County, such as health services, economic inclusion, poverty reduction, and community engagement. HSEC also leads homeless outreach in the unincorporated areas of the County and partners with all 18 jurisdictions to implement the County’s Framework for Ending Homelessness (Framework).



- ◆ **Office of Homeless Solutions (OHS)**—coordinates services, resources, and efforts in alignment with the Homelessness Solutions and Prevention Action Plan, which advances the Framework’s strategic vision to prevent at-risk individuals from becoming homeless and provide those experiencing homelessness access to more stable housing.
 - ❖ Collaborates with internal and external stakeholders on projects and agreements to expand compassionate emergency housing options and pathways to housing for people experiencing homelessness in the Unincorporated areas of the County.
 - ❖ Provides homeless outreach and case management services in partnership with cities, California Department of Transportation (Caltrans), and community providers by utilizing a tailored regional approach and completing 50,000 direct services outreach engagements countywide.
 - ❖ Manages existing programs supporting those at risk of or experiencing homelessness, including:
 - ◆ **Housing Our Youth**—connects transitional age youth with services, resources, and connects them to permanent housing.
 - ◆ **Domestic Violence Shelter-Based Programs**—provides 24-hour emergency shelter and services to survivors of domestic violence, and their children.

- ◆ **Coordinated Eviction Prevention System**—stabilizes housing for households at risk of eviction through tailored services.
- ◆ **Specialized Funding for Imminent Needs**—administers flexible funding support to remove barriers to permanent housing and housing stabilization for individuals and families.
- ◆ **Enhanced Affirming Services for People Identifying as LGBTQ**—provides innovative and diverse housing and affirming supports and resources for people identifying as LGBTQ+.
- ◆ **Regional Homeless Assistance Program**—provides non-congregate emergency housing to unsheltered households in the Unincorporated areas of the County.
- ◆ **Safe Parking Program**—offers emergency safe sleeping options to people experiencing homelessness in their vehicles in Unincorporated areas of the County.
- ❖ Collaborates with other County departments to administer programs to vulnerable populations who are at risk of or experiencing homelessness, including:
 - ◆ **Community Care Coordination (C3)**—provides coordinated care to justice-involved individuals at risk of homelessness upon their release back into the community in partnership with the Public Safety Group.
 - ◆ **Housing Disability Advocacy Program**—provides individuals with disabilities with outreach, case management, time-limited housing subsidies, and benefits advocacy in partnership with Self-Sufficiency Services.
 - ◆ **Home Safe**—supports safety and housing stability for older adults and those with disabilities with case management, flexible funding, and housing support in partnership with Aging & Independence Services.
- ❖ Works with local jurisdictions and community organizations in various efforts to end and prevent homelessness, including:

- ◆ **Encampment Resolution Funding Program**—leverages funding to address specific encampments in partnership with Caltrans and the cities of Santee, National City, Chula Vista, and San Diego.
- ◆ **Capital Emergency Housing Solutions Grant Program**—expands emergency housing options across six (6) local jurisdictions by adding hundreds of shelter beds and parking spaces.
- ◆ **Leave No Veteran Homeless Initiative**—collaborates with community partners and the Veterans Administration on ensuring veteran homelessness is rare, brief, and nonrecurring—thereby achieving Functional Zero.
- ◆ **Office of Equitable Communities (OEQC)**—engages with each community to create positive change to strengthen equity, health, safety, economic inclusion, and access for all.
 - ◆ Strengthens existing relationships and builds new ones with community partners and community members to collectively address the needs of the region.
 - ◆ Enhances and facilitates collaboration among community partners and members who comprise the Community Regional Leadership Teams to improve equity and access in the regions, and through these efforts, received the 2023 Communities of Excellence (COE) Silver Award, COE’s highest level of recognition, for the South Region’s Community Leadership Teams’ commitment to the pursuit of community performance excellence for the overall wellbeing of its residents.
 - ◆ Conducts over 60,000 direct encounters with residents countywide through collaborating with the community to address equity and access through community outreach efforts and assisting with health education and social services navigation with a focus on health and social equity, economic inclusion, and poverty reduction.
 - ◆ Leverages the County’s Community Health Workers throughout the region to serve as liaisons between health and social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery.
 - ◆ Administers Community Action Partnership (CAP) programs to empower economically under-resourced communities to help residents thrive, including:
 - ◆ **Communities in Action**—supports individuals, families, and community well-being by providing stabilization services for crisis situations, navigation for income support, financial literacy, and more.
 - ◆ **Resident Leadership Academy**—provides education and development classes that empower community leaders to develop knowledge, tools, and strategies to make positive changes at the neighborhood level.
 - ◆ **Connect 2 Careers**—provides job readiness training and paid externships for youth.
- ◆ **Earned Income Tax Credit Coordination Services**—offers tax filing assistance for low-income residents.
- ◆ **Keep Em’ Safe Program**—provides child passenger safety training and distribution of car seats.
- ◆ **Live Well Exchange and Work Readiness Exchange Program**—conducts targeted training for at-risk populations on conflict management and, collaborative communication.
- ◆ **Gang Prevention and Community Response Programs**—offer services to support youth at risk of gang involvement and address the negative impacts of gang activity on the vitality of low-income neighborhoods.
- ◆ **Office of Immigrant and Refugee Affairs (OIRA)**—fosters a welcoming community to all residents by serving as the regional expert and leader in immigrant and refugee affairs and as a hub for information, referrals, and resources.
 - ◆ Fosters existing relationships and forms strategic partnerships with stakeholders that are representative of the immigrant and refugee community to improve the coordination of programs and services.
 - ◆ Expands refugee support services through State grant funding by enhancing critical services, including:
 - ◆ **Emotional Wellness and Self-Care Education Program**—promotes emotional wellness and self-care education to prevent acute and chronic negative mental health outcomes.
 - ◆ **Landlord Education Program**—provides education to housing industry professionals to remove barriers to housing for immigrants and refugees.
 - ◆ **Older Refugees/Afghan Services to Older Adults**—links immigrants, refugees, and asylees, aged 60 or over, to social and health services.
 - ◆ **Refugee Employment Services**—Provides refugee employee services through the Work Readiness Exchange and the Vocational English-as-a-Second Language programs to help newly arriving families become self-sufficient.
 - ◆ Connects everyone, regardless of immigration status, to culturally and linguistically responsive programs and resources through the National City Welcome Center, which opened on March 1, 2023, and has made over 2,500 encounters with individuals looking for support.
 - ◆ Working to establish and operationalize a second Welcome Center in North County San Diego in the Spring of 2024.
 - ◆ Leverages one-time funding to provide support services such as childcare referrals and assistance, English language training, support with job search, and housing and utility assistance to individuals displaced due to the war in Ukraine.

To ensure HHSA service regions and departments can provide critical and essential services, HSEC has 160.00 staff years and a budget of \$98.7 million.





2023–24 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 over 60,000 residents outreach and education through various community engagement efforts on health and social services focused on creating positive change through equity, health, safety, economic inclusion, and access for all. This exceeds the initial target by 50% from 40,000 to 60,000.
 - Developed a strategy to resolve encampments in the San Diego Riverbed and the Plaza Bonita area in collaboration with the cities of San Diego, National City, Chula Vista, and Santee and the California Department of Transportation by leveraging \$22 million awarded by the State from the Encampment Resolution Funding program.
 - Implemented the Home Safe program in collaboration with Aging & Independence Services to assist older vulnerable individuals experiencing homelessness with access to more stable housing. Since the inception of the Home Safe program, over 75 participants have received assistance, the majority being homeless upon entry into the program.
 - Implemented the Pilot Shallow Rental Subsidy Program and identified 222 low-income rent-burdened seniors to receive a rental subsidy of \$500 per month for 18 months to support housing stability. The program will be expanded to 160 additional participants in 2024.
 - Launched the Rural Health Equity Initiative, providing service delivery expansion and outreach efforts by working with rural partners to host 10 events reaching 320 community members, including behavioral health-focused events, self-sufficiency resource events, collaboration with rural school districts to support student attendance, and resource sharing with tribal nations.
 - Facilitated access to services and improved the quality and cultural competence of HHSA services by leveraging the Centers for Disease Control and Prevention Community Health Worker Building Capacities Grant to train over 150 Community Health Workers to serve as liaisons between health and social services and the community.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Ensured 55% (127 of 230) of Refugee Employment Services (RES) participants were engaged in unsubsidized employment to support self-sufficiency, consistent with federal reporting requirements.

- Successfully expanded existing immigrant and refugee programs by engaging community stakeholders in gathering feedback and ideas through listening sessions, workgroups, and ad-hoc meetings to develop focused priorities for the Office of Immigrant and Refugee Affairs Strategic Plan and annual report.
- Supported over 80 job-seeking residents by hosting an Informational Hiring Fair to provide information on county jobs, the hiring process, and job readiness resources, followed by a County Job Fair at the Southeastern Live Well Center, attracting over 200 candidates, with 50 applicants receiving a same-day interview.
- Provided five (5) young adults aged 18-24 from traditionally under-resourced families with paid internship opportunities at the newly opened Southeastern Live Well Center.
- Implemented the Affordable Connectivity Program (ACP) in partnership with internet service providers to address the digital equity divide by hosting educational sessions and providing direct enrollment support to 400 community members.



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Provided over 2,500 individuals linkages to services and resources focused on economic inclusion and poverty reduction through the National City Welcome Center in a culturally sensitive manner. This is a 300% increase from the initial target of 600 to 2,500.
 - Provided 16,700 residents with 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: Decreased overall paper consumption by implementing double-sided copying and printing of documents to ensure electronic use for reviewing, editing, scanning, and sending files, and to refrain from printing emails
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Ensured 75% (75 of 100) of households enrolled in the Coordinated Eviction Prevention System program avoided eviction and became stabilized in their housing.
 - Supported 250 households on any given night in non-congregate emergency housing through the Regional Homeless Assistance Program, while they secured more permanent housing solutions, serving over 500 household members overall.
 - Ensured 57% (170 of 300) of participants enrolled in the Housing Disability Advocacy Program (HDAP) were connected to temporary or permanent 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.
 - Ensured 90% (90 of 100) of Resident Leadership Academy participants graduated from 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.
 - Informed 3,500 individuals (exceeding the target by 40% from 2,500 to 3,500) regionally focused, cross-threaded information through community newsletters focused on engaging, strengthening, and invigorating communities, offering opportunities to grow, connect, and thrive.
 - Provided 1,200 grandparents and kinship caregivers access to valuable resources through the Grandparents Raising Grandchildren Initiative in partnership with eight (8) County departments and community organizations to conduct 14 countywide events, including three (3) educational and resource symposiums, an overnight camp retreat, six (6) Book Club meetups, and one (1) family enrichment day at the San Diego Zoo and Safari Parks.
 - Co-led Regional Community Leadership Teams (five (5) across the HHS Regions) alongside community co-chairs and developed community enrichment plans to advance equity based on the unique priorities identified through monthly engagements with over 270 community leaders and residents.
 - 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 90% (68 of 75) 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.
 - Coordinated countywide service delivery to ensure migrant and asylum seekers’ safety and protection in response to region-wide street releases of asylum seekers in September 2023; HSEC mobilized outreach and assessment staff to help provide access to Wi-Fi and other essential items, facilitating onward movement to their destination.
 - Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensured 50% (39 of 77) of participants up through the age of 24 who are experiencing or at risk of homelessness are temporarily or permanently housed through the Housing Our Youth program.
- Completed over 50,000 engagements with individuals at risk of or experiencing homelessness (exceeding the target by 40% from 35,000 to 50,000) with outreach and case management to help them access services, and resources such as housing navigation to resolve their housing and other needs.
 - Successfully completed 7,000 public assistance transactions to connect individuals at risk of or experiencing homelessness to vital resources such as food, medical insurance, and cash benefits during countywide outreach events. These efforts focused on directly engaging with people in the field—on the streets and in encampments to expand the reach of public assistance, provide essential services, and improve the well-being of individuals, surpassing the initial target by 40% (originally set at 5,000 connections).
 - Ensured 40% (26 of 65) of participants enrolled in the Magnolia Safe Parking Program for at least 30 days successfully exited to a more stable housing option.
 - Provided over 100 households and 215 household members with financial support through the Specialized Funding for Imminent Need Program (SFIN), which helps pay for a wide range of critical direct and indirect expenses, such as security deposits, rental payments, auto-repairs, health-care expenses, and more to increase housing stability.
 - Hosted a grand opening ribbon-cutting event for the Southeastern Live Well Center in collaboration with the Department of General Services and County Communications, followed by a Community Open House for over 500 community members who received tours of this state-of-the-art welcoming facility committed to elevating the community’s voice, incorporating cultural community-chosen displays in the buildings’ design, offering dedicated workspaces for community organizations, and ensuring the delivery of culturally competent services to residents.
 - Awarded nearly \$500,000 in funding for the Local Immigrant, Integration, and Inclusion Grant from the California Governor’s Office of Business and Economic Development to establish and operationalize a Welcome Center in North County as a hub for services, resources, and information for immigrants and refugees.
 - Implemented a series of programs, including capacity building, innovative housing, and enhanced services that are affirming to people who identify with the LGBTQ+ community. Over 460 people have received training on better serving this population.
 - Launched the Building Partnership Program to increase emergency housing resources through public/private partnerships.
 - Housed over 415 veterans through the launch of the Leave No Veteran Homeless Initiative to work towards Functional Zero for veterans’ homelessness, in partnership with the





Regional Task Force on Homelessness, city jurisdictions, the Veterans Administration, and other community providers.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Expanded emergency housing options across six (6) local jurisdictions through \$10 million from the Capital Grants Emergency Housing Solutions Grant Program, to fund nine (9) projects across the County, in partnership with City jurisdictions, to add 439 new shelter beds and 85 parking spaces.



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.
 - Promoted a culture of respect and diversity among County staff as they served the public with excellence. Based on the 2022 biennial employee engagement survey feedback, the department enhanced engagement by creating an employee-led communication action committee to develop strategies and launched a series of meetings with leadership, including brown bag meetings and staff advisory committee meetings, to maintain and strengthen an engaged and empowered workforce.
 - Launched the HEART Customer Service Survey to HSEC’s external customers in alignment with HHSAs guidelines.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintained the inventory of the County of San Diego homeless and housing programs under the County’s Framework for Ending Homelessness, which included monthly program updates and an annual inventory of expenditures, outputs, and outcomes.
 - Refined baseline criteria and measures for direct outreach services through ongoing tracking of departmentwide metrics, dashboards, and regular reporting and evaluation for improvements.
 - Led the HHSAs Community Engagement Committee to enhance communication, share best practices, develop performance and reporting metrics, and identify opportunities for collaboration across eight (8) HHSAs service departments.

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Engage with over 60,000 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.
 - Connect 200 individuals previously residing in encampments along the unincorporated areas of the San Diego Riverbed and Plaza Bonita areas to temporary or permanent housing, and link them to resources and services, including case management, housing navigation, and housing subsidies through the California Encampment Resolution Funding Program.
 - Provide 382 low-income rent-burdened seniors with a rental subsidy of \$500 per month for 18 months through the Shallow Rental Subsidy Program to support their housing stability.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Ensure 55% (127 of 230) of Refugee Employment Services (RES) participants are engaged in unsubsidized employment to support self-sufficiency, consistent with federal reporting requirements.
 - Improve and expand existing immigrant and refugee programs by engaging community stakeholders in gathering feedback and ideas through 8 listening sessions, workgroups, and/or ad-hoc meetings per year to develop focused priorities for the Office of Immigrant and Refugee Affairs Strategic Plan and annual report.
 - Expand economic opportunities through two Informational Hiring Fairs and provide 120 attendees with information on county jobs, the hiring process, and job readiness resources.



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Engage over 2,800 individuals by connecting them to services and resources through the Welcome Center in National City in a culturally sensitive manner focused on economic inclusion and poverty reduction.
 - Ensure 96% (1,814 of 1,890) of Communities in Action (CinA) Program goals are met. CinA is one of many Community Action Partnership (CAP) programs that expand economic enhancement opportunities by assessing people for connections to stabilization resources and services, particularly among those within historically under-resourced

2024–26 Objectives



Equity

communities such as black, indigenous, and other people of color (BIPOC), low-income, unhoused, immigrant and refugees.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Ensure 75% (75 of 100) households enrolled in the Coordinated Eviction Prevention System program avoid eviction and become stabilized in their housing.
 - Support 250 households on any given night with non-congregate emergency housing through the Regional Homeless Assistance Program while they secured more permanent housing solutions, serving over 500 household members overall.
 - Ensure 35% of households who receive non-congregate emergency housing through the Regional Homeless Assistance Program secure more permanent housing solutions.
 - Ensure 60% of participants enrolled in the Housing Disability Advocacy Program (HDAP) are connected to temporary or permanent housing.

- 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 90% (68 of 75) of veterans enrolled in the Community Care Coordination for Veterans program are immediately placed in a housing solution upon reentering the community from a County detention or reentry facility.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensure 50% (39 of 78) of participants up through the age of 24 who are experiencing or at risk of homelessness are temporarily or permanently housed through the Housing Our Youth program.
 - Complete 50,000 outreach and case management engagements countywide with individuals experiencing or at risk of homelessness to connect them to resources, housing navigation and other services.
 - Increase the number of connections to public assistance programs such as access to food, medical insurance, and cash benefits by 40% (from 5,000 to 7,000) for people at risk or experiencing homelessness directly in the field (streets and encampments) during outreach events countywide.
 - Ensure 40% (70 of 176) of participants enrolled in the Safe Parking Programs for at least 30 days successfully exit to a more stable housing option.
 - Provide over 100 households at risk of or experiencing homelessness with financial support through the Specialized Funding for Imminent Need Program (SFIN), which helps pay for a wide range of critical direct and indirect expenses, such as security deposits, rental payments, auto-repairs, healthcare expenses, and more, resulting in providing housing stability support to over 200 household members.
 - Ensure 90% (378 of 420) of refugees aged 60 and older who are eligible for and enrolled in the Elder Multicultural and Support Services Program are provided with education and advocacy in navigating health and social services, peer mentoring support, and socialization activities, to provide early prevention and intervention of mental illness.
 - Promote equity in the community by engaging 600 services and housing providers with LGBTQ+ capacity training, to build skills that empower them to provide supportive services that are inclusive and affirming for individuals who identify with the LGBTQ+ community.



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 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.
 - Inform 3,850 individuals with regionally focused cross-threaded information through community newsletters that increase community engagement, promote awareness of County services, and provide a platform for community organizations to reach residents/customers directly.
 - Provide 1,200 grandparents and kinship caregivers access to valuable resources through the Grandparents Raising Grandchildren Initiative by partnering with other County departments and various community organizations to conduct countywide events, including educational and resource symposiums, camp retreats, family enrichment days, and more.
 - Co-lead Regional Community Leadership Teams (five (5) across the HHSA Regions) along with community co-chairs and develop community enrichment plans to advance equity based on the unique priorities identified through monthly engagements with over 270 community leaders and residents.



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.





- Dedicate efforts to address a key focus area identified in the 2022 Biennial Employee Survey of “Departmental Leadership: Keeping Me Informed,” which aims to enhance two-way communication of information between leadership and line staff. The department will achieve this by leading an employee-led committee to identify key priorities and action items; enhancing communication between employees and leadership through brown bag and staff advisory meetings, and leveraging a strengths-based approach when developing communication strategies that are person-centered and tailored to the individual needs of employees.
- Establish a baseline score for the HEART Customer Service Survey for HSEC’s external customers in alignment with HHSA guidelines.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.

- Continue to maintain the Countywide inventory of homeless and housing programs under the County’s Framework for Ending Homelessness, which includes monthly program updates and an annual inventory of expenditures, outputs, and outcomes.

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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Outreach and education provided to residents ¹	61,109	40,000	60,000	60,000	60,000
	Individuals connected to housing and resources through the Encampment Resolution Funding Program. ²	N/A	N/A	N/A	200	200
	Refugee Employment Services participants in unsubsidized employment ³	62% of 421	66% of 550	55% of 230	55% of 230	55% of 230
	Communities in Action program goals met ⁴	N/A	N/A	N/A	96% of 1,890	96% of 1,890
	Coordinated Eviction Prevention System Program households avoiding eviction and having stable housing ⁵	0% of 50	75% of 100	75% of 100	75% of 100	75% of 100
	RHAP households placed in non-congregate shelters on any given night ⁶	N/A	350	250	250	100
	Regional Homeless Assistance Program (RHAP) households securing permanent housing ⁷	N/A	N/A	N/A	35%	35%
	Housing Disability Advocacy Program participants housed ⁸	N/A	75%	57%	60%	60%
	Resident Leadership Academy (RLA) Graduation Rate	91% of 119	90% of 100	90% of 100	90% of 100	90% of 100
	Unique subscribers receiving regional community newsletters ⁹	N/A	2,500	3,500	3,850	3,850
	Kinship families/caregivers receiving resources through the Grandparents Raising Grandchildren Initiative ¹⁰	N/A	N/A	N/A	1,200	1,200

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
Regional Community Leadership Team Meetings Engagement ¹¹		N/A	N/A	N/A	270	270
Veterans immediately housed through Community Care Coordination		10% of 50	90% of 75	90% of 75	90% of 75	90% of 75
Youth and Young Adults permanently housed through the Housing Our Youth Program		51% of 77	50%	50% of 78	50% of 78	50% of 78
Outreach and engagements made to individuals at risk or experiencing homelessness ¹²		39,754	35,000	50,000	50,000	50,000
Public assistance program transactions completed for people at risk of or experiencing homelessness during outreach ¹³		5,424	5,000	7,000	7,000	7,000
Safe Parking Program Participants staying at least 30 days, exiting to a more stable housing option ¹⁴		N/A	40% of 65	40% of 65	40% of 176	40% of 176
Households receiving financial support through the Specialized Funding Imminent Needs program ¹⁵		N/A	N/A	N/A	100	100
Older Adult Refugees receiving supportive services ¹⁶		N/A	N/A	N/A	90% of 420	90% of 420

Table Notes

- ¹ This count includes duplicated individuals. In Fiscal Year 2022–23 and Fiscal Year 2023–24, the target goal was exceeded through successful engagement efforts with community partners and cross-threading efforts with other County Departments.
- ² In Fiscal Year 2024–25, this new measure demonstrates focused efforts to reduce homelessness.
- ³ In Fiscal Year 2023–24, participants were fewer than expected due to increased challenges in obtaining Employment Authorization cards from U.S. Citizen Immigration Services. In Fiscal Year 2024–2025, lowered the target to reflect these challenges.
- ⁴ In Fiscal Year 2024–25, this is a new measure to demonstrate focused efforts to expand resources to under-resourced communities.
- ⁵ In Fiscal Year 2022–23, the target was not met due to a delay in program implementation which began in April 2023.
- ⁶ In Fiscal Year 2023–24, this new measure demonstrates focused efforts to reduce homelessness. The number of participants was lower than expected as RHAP capacity is only 250 on any given night. In Fiscal Year 2024–25, the program was reduced to house 250 individuals. In Fiscal Year 2025–26, the new projected target for this measure is lower due to the expected ramp-up of Compassionate Emergency Solutions and Pathways to Housing, which will proportionately reduce funding and utilization of the RHAP program.
- ⁷ In Fiscal Year 2024–25, this new measure demonstrates focused efforts to increase housing stability.
- ⁸ In Fiscal Year 2023–24, this new measure demonstrates focused efforts to reduce homelessness. In Fiscal Year 2024–25, target was lowered to reflect the challenges to finding affordable housing in the County due to cost and availability.
- ⁹ In Fiscal Year 2023–24, the target was exceeded through successful engagement efforts with community partners as well as cross-threading efforts with other County Departments. This is a new measure to demonstrate focused efforts to inspire community engagement.
- ¹⁰ In Fiscal Year 2024–25, this new measure demonstrates focused efforts to inspire community engagement.
- ¹¹ In Fiscal Year 2024–25, this is a new measure to demonstrate focused efforts to inspire community engagement. Engagements include duplicated individuals as some attendees may attend more than one regional meeting.
- ¹² In Fiscal Year 2023–24, the 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. Outreach engagements are expected to increase due in part to grant funding obtained for additional staffing, resulting in increased outreach and more referrals. Engagements include duplicated individuals.
- ¹³ In Fiscal Year 2023–24, the target was exceeded due to grant funding that increased outreach efforts. Engagements include duplicated individuals.
- ¹⁴ In Fiscal Year 2023–24, expanded this new measure to demonstrate focused efforts to reduce homelessness. In Fiscal Year 2024–25, the target will include an additional safe parking site.
- ¹⁵ In Fiscal Year 2024–25, this new measure demonstrates focused efforts to reduce homelessness.
- ¹⁶ In Fiscal Year 2024–25, this new measure demonstrates focused efforts to support the immigrant and refugee community.





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

Staffing

Decrease of 2.00 staff years

- ◆ Decrease of 2.00 staff years due to the transfer to Child and Family Well-Being to support operational needs.
- ◆ Additionally, staff were transferred among related programs within HSEC to manage operational needs.

Expenditures

Increase of \$16.7 million

- ◆ Salaries & Benefits—increase of \$6.9 million tied to negotiated labor agreements and temporary staffing associated with time-limited grants and project funding.
- ◆ Services & Supplies—increase of \$7.6 million.
 - ◆ Increase of \$7.8 million to address the immediate needs of those experiencing homelessness within the San Diego Riverbed and Plaza Bonita encampment areas.
 - ◆ Net increase of \$5.6 million for the Regional Homeless Assistance Program (RHAP) to align to a one-time budget of \$15.0 million for Fiscal Year 2024–25 funded through the American Rescue Plan Act (ARPA) Framework. Ongoing costs are expected to decrease in subsequent years as other sheltering solutions come online.
 - ◆ Net increase of \$4.3 million to align with new federal funding tied to the Additional Ukraine Supplemental Appropriations Act (AUSAA) to provide resettlement and housing assistance and other services to individuals displaced due to the war in Ukraine.
 - ◆ Increase of \$2.8 million for Local Rental Subsidy Program to provide rental assistance for persons transitioning out of emergency shelter programs, funded through the ARPA Framework.
 - ◆ Increase of \$0.5 million for the Inclement Weather program which provides temporary shelter services, funded through the ARPA Framework.
 - ◆ Net increase of \$0.3 million for operating costs associated with two Safe Parking sites tied to Compassionate Emergency Solutions and Pathways to Housing efforts, funded through the ARPA Framework.
 - ◆ Decrease of \$4.7 million associated with adjusting one-time General Purpose Revenue for the Pilot Shallow Rental Subsidy Program, Regional Homeless Diversion expansion, and Community Care Coordination for Veterans (C3V) program.
- ◆ Decrease of \$4.1 million associated with adjusting one-time ARPA funding for resources and support for vulnerable populations identifying as LGBTQ and experiencing or at risk of homelessness and the Coordinated Eviction Prevention Program. Funds carried over from the prior year will be available to continue to spend in the budget year.
- ◆ Decrease of \$1.6 million is tied to service level alignments to available funding including a reduction of appropriation capacity for outreach and legal services with no impact to current services and a reduction of financial literacy services.
- ◆ Net decrease of \$1.4 million for the Housing and Disability Advocacy Program (HDAP) in alignment with the State allocation removing one-time expansion funds.
- ◆ Decrease of \$1.0 million for refugees primarily to align with federal allocation of the Service to Older Refugees (SOR)/ Afghan Support Services to Older Refugees (ASOR) programs.
- ◆ Decrease of \$0.5 million in various ISF accounts tied to operating costs associated with facilities costs.
- ◆ Decrease of \$0.3 million for flexible housing pool funded through California Emergency Solutions and Housing Program (CESH) State grant.
- ◆ Decrease of \$0.1 million tied to the completion of the First Five Refugee Family Support program.
- ◆ Expenditure Transfer & Reimbursements—net decrease of \$2.2 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 \$2.2 million increase in the appropriations for the following:
 - ◆ Decrease of \$2.2 million in one-time funding for the C3V program.

Revenues

Increase of \$16.7 million

- ◆ Taxes Other than Current Secured—decrease of \$0.1 million tied to State Prop 10 tobacco tax in support of First Five Refugee Family Support Services that ended in Fiscal Year 2023–24.
- ◆ Intergovernmental Revenue—increase of \$17.6 million.
 - ◆ Increase of \$8.8 million in San Diego Riverbed and Plaza Bonita Encampment Resolution Funding grant revenues to fund estimated staffing and Services & Supplies referenced above.
 - ◆ Net increase of \$6.1 million to align ARPA Framework federal funding allocation, tied to costs noted above.

- ❖ Net increase of \$4.3 million for new federal funding tied to AUSAA mentioned above.
- ❖ Increase of \$0.3 million tied to federal funding for temporary staffing tied to Community Health Workers Resilient grant.
- ❖ Increase of \$0.2 million tied to federal funding for temporary staffing tied to Community Services Block Grant revenue.
- ❖ Net decrease of \$1.4 million in State funding tied to HDAP program referenced above.
- ❖ Decrease of \$0.4 million in supplemental federal funding to align with the Refugee Support Services allocation.
- ❖ Decrease of \$0.3 million in California Emergency Solutions and Housing Program (CESH) State grant to fund the Flexible Housing Pool.
- ❖ General Purpose Revenue Allocation—decrease of \$0.8 million.
- ❖ Decrease of \$2.0 million allocated in the prior year for a one-time expansion of the Pilot Shallow Rental Subsidy Program.
- ❖ Decrease of \$0.5 million allocated in the prior year for a one-time augmentation to the Regional Homeless Diversion program.
- ❖ Net increase of \$1.7 million associated with Salaries & Benefits.

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

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Homeless Solutions and Equitable Communities Administration	14.00	16.00	16.00	—	16.00
Equitable Communities	53.00	54.00	52.00	(3.7)	52.00
Homeless Solutions	84.00	87.00	87.00	—	87.00
Immigrant and Refugee Affairs	5.00	5.00	5.00	—	5.00
Total	156.00	162.00	160.00	(1.2)	160.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Homeless Solutions and Equitable Communities Administration	\$ 2,706,450	\$ 3,609,591	\$ 3,814,669	5.7	\$ 3,949,732
Equitable Communities	14,463,450	15,534,165	17,019,373	9.6	17,395,816
Homeless Solutions	33,428,024	57,761,230	70,357,330	21.8	53,762,815
Immigrant and Refugee Affairs	3,303,768	5,155,057	7,547,333	46.4	3,143,474
Total	\$ 53,901,692	\$ 82,060,043	\$ 98,738,705	20.3	\$ 78,251,837

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 21,369,152	\$ 23,687,270	\$ 30,580,199	29.1	\$ 32,001,256
Services & Supplies	44,732,540	60,607,631	68,158,506	12.5	46,250,581
Expenditure Transfer & Reimbursements	(12,200,000)	(2,234,858)	—	(100.0)	—
Total	\$ 53,901,692	\$ 82,060,043	\$ 98,738,705	20.3	\$ 78,251,837



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Other Than Current Secured	\$ —	\$ 87,272	\$ —	(100.0)	\$ —
Licenses Permits & Franchises	654,000	654,000	654,000	—	654,000
Fines, Forfeitures & Penalties	38,232	38,232	38,232	—	38,232
Intergovernmental Revenues	40,633,230	61,934,563	79,493,392	28.4	59,006,524
Charges For Current Services	2,672,145	2,672,145	2,672,145	—	2,672,145
Other Financing Sources	—	250,000	250,000	—	250,000
Use of Fund Balance	177,450	—	—	—	—
General Purpose Revenue Allocation	9,726,635	16,423,831	15,630,936	(4.8)	15,630,936
Total	\$ 53,901,692	\$ 82,060,043	\$ 98,738,705	20.3	\$ 78,251,837



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 are 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)**—provides funding to affordable housing developers to support the creation of Permanent Supportive Housing for persons experiencing or at risk of experiencing or at risk of experiencing chronic homelessness with a serious mental illness.
- ◆ **County Innovative Housing Trust Fund (IHCF)**—increases 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)**—supports the creation and preservation of multi-family affordable housing, and provides down payment assistance to low-income first-time homebuyers.
- ◆ **County Owned Excess Properties**—increases affordable housing opportunities for low-income and special needs populations using existing County-owned excess property.
- ◆ **Permanent Local Housing Allocation (PLHA)**—provides 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.
- ◆ **Project-Based Vouchers (PBV)**—supports 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)**— provides rapid rehousing, emergency housing, street outreach, and homeless prevention to individuals and families experiencing or at-risk of experiencing homelessness.
- ◆ **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.
- ◆ **Veteran Affairs Supportive Housing (VASH)**—supports 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).

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**—provides low-income homeowners grants and low-interest loans to make needed improvements that will enable them to remain in their homes.
- ◆ **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**—provides 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 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.
- ◆ **Public Housing**—provides 121 decent and safe rental housing units for eligible low-income families, the elderly, persons with disabilities, and 38 farmworker units.

To ensure these critical services are provided, Housing & Community Development Services has 158.00 staff years and a budget of \$90.9 million.

2023–24 Anticipated Accomplishments

Equity

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Provided 785 veteran households rental assistance through the 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.
 - Increased affordable housing opportunities across the region using the Innovative Housing Trust Fund. In Fiscal Year 2023–24, six developments will be completed, four developments were awarded \$10.7 million and are anticipated to begin construction this year, with an additional nine developments awarded \$30.4 million and are estimated to begin construction within the next 2-5 years.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
 - Conducted 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.
 - 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.
 - Maintained 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.
 - Increased affordable housing opportunities for low-income and vulnerable populations using existing County-owned excess property in collaboration with the Department of General Services.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Explored opportunities to reduce paper communications to and from customers through paperless notifications and other transactions that could be handled through the online portal.
 - Ensured 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.
 - Engaged 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.





- Facilitated quarterly Diversity, Equity, and Inclusion (DEI) trainings and/or open discussion forums to empower the workforce, increase employee engagement, and promote diverse and equitable hiring practices.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

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.

2024–26 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 VASH program. The 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 across the region 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) of occupancy in units allocated at specific housing developments through the Project Based Voucher (PBV) program. PBVs are a component of



Sustainability

- Economy: Create policies to reduce and eliminate poverty, prompting economic sustainability for all.
 - Explore and Identify existing County-owned excess property sites that may no longer be needed for business purposes, for affordable housing viability.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Improve sustainability by implementing strategies 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 multi-year 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.
 - Increase the score on the next County Employee Engagement Survey by 2 percent on the question regarding the flow of information from leadership to staff. This will be done by prioritizing recommendations based on a review of input from focus groups to identify strategies to address information sharing and developing an action plan to be adapted and implemented by HCDS.

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:

- ◆ <http://www.LiveWellSD.org>

For additional information about Housing and Community Development Services, refer to the website at:

- ◆ <http://www.SanDiegoCounty.gov/sdhcd>

Follow HCDS on Facebook at:

- ◆ www.facebook.com/sdhcd



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Random fair housing compliance site tests	40	40	40	40	40
	Maximize the IHTF to increase affordable housing ³	N/A	Yes/No	Yes	Yes/No	Yes/No
	PBV Unit Occupancy Rate ³	N/A	90% of 239	90% of 226	90% of 226	90% of 226
	VASH Veterans ¹	675	800	785	800	800
	Landlords interested in renting to individuals experiencing homelessness, low-income residents, and other vulnerable populations. ²	450	250	250	250	250

Table Notes

- ¹ In Fiscal year 2023–24, the number of VASH veterans are projected to increase due to enhanced regional coordination with local Veteran Affairs agencies, and is expected to continue.
- ² In Fiscal Year 2022–23, the target was exceeded due to increased outreach and enhanced incentives.
- ³ In Fiscal Year 2023–24, this is a new performance measure to demonstrate HCDS’s efforts toward increasing affordable housing opportunities.

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

Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to provide additional fiscal support to the Housing Choice Voucher (HCV) programs.

Expenditures

Net decrease of \$8.5 million

- ◆ Salaries & Benefits—increase of \$2.9 million due to negotiated labor agreements, additional temporary staffing support to help with the transition to a new case management system for the rental assistance unit which will add new functionality and increase productivity, and the addition of 2.00 staff years referenced above.
- ◆ Services & Supplies—net decrease of \$14.4 million.
 - ◆ Net decrease of \$14.4 million for the Innovative Housing Trust Fund investment due to the completion of \$25.0 million in prior year one-time affordable housing project

awards, partially offset with a new infusion of \$10.6 million supported by the Evergreen component of the American Rescue Plan Act (ARPA) Framework funding as approved by the Board of Supervisors on February 27, 2024 (11).

- ◆ Decrease of \$1.8 million for prior year costs funded with one-time ARPA funding. The majority of the amount is tied to housing stability and case management services for the local rental subsidy program which will continue under Homeless Solutions and Equitable Communities.
- ◆ Decrease of \$0.6 million to align the budget to projected spending across various operating accounts with no impact to services.
- ◆ Increase of \$2.4 million for the Prohousing Incentive Program (PIP) to increase the creation and preservation of multifamily rental housing in the unincorporated area.
- ◆ Expenditure Transfer & Reimbursements—net decrease of \$3.0 million associated with prior year centralized General Fund support for one-time negotiated labor agreement and Public Housing Physical Needs Assessment. Since this is a reimbursement, it has a net effect of a \$3.0 million increase in appropriations.





- ❖ Decrease of \$2.9 million associated with a shift in funding for Public Housing Physical Needs Assessment to General Fund fund balance.
- ❖ Decrease of \$0.1 million associated with prior year one-time cost for negotiated labor agreement.

Revenues

Net decrease of \$8.5 million

- ◆ Intergovernmental Revenues—net increase of \$1.3 million.
 - ❖ Increase of \$2.4 million in State PIP grant revenue to align with anticipated award.
 - ❖ Increase of \$0.7 million in Housing Authority administrative revenue to support the Housing Choice Voucher (HCV) program administration increases in Salaries & Benefits.
 - ❖ Decrease of \$1.8 million in County's ARPA Framework revenue associated with prior year one-time funding.
- ◆ Miscellaneous Revenues—net decrease of \$14.4 million.

- ❖ Decrease of \$25.0 million in Innovative Housing Trust Fund (IHTF) funds tied to completion of prior year one-time affordable housing projects.
- ❖ Increase of \$10.6 million associated with the new Evergreen component investments of the ARPA Framework funding.
- ◆ Use of Fund Balance—increase of \$4.6 million.
 - ❖ Increase of \$2.9 million for work associated with the Public Housing Physical Needs Assessment.
 - ❖ Increase of \$1.7 million associated with the implementation of the new case management system to maintain software compliance and meet Housing and Urban Development federal guidelines.

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

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



HOUSING & COMMUNITY DEVELOPMENT SERVICES

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Housing & Community Development	156.00	156.00	158.00	1.3	158.00
Total	156.00	156.00	158.00	1.3	158.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Housing & Community Development	\$ 46,132,562	\$ 30,949,772	\$ 34,434,790	11.3	\$ 30,372,362
County Successor Agency - Housing	28,500	28,500	28,500	—	28,500
HCD - Multi-Year Projects	38,178,122	68,483,245	56,483,245	(17.5)	38,883,245
Total	\$ 84,339,184	\$ 99,461,517	\$ 90,946,535	(8.6)	\$ 69,284,107

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 19,832,955	\$ 20,840,995	\$ 23,697,112	13.7	\$ 22,534,684
Services & Supplies	72,138,486	77,002,166	62,595,148	(18.7)	42,095,148
Other Charges	5,372,268	4,758,800	4,758,800	—	4,758,800
Expenditure Transfer & Reimbursements	(13,004,525)	(3,140,444)	(104,525)	(96.7)	(104,525)
Total	\$ 84,339,184	\$ 99,461,517	\$ 90,946,535	(8.6)	\$ 69,284,107





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 4,591	\$ 4,591	\$ 4,591	—	\$ 4,591
Intergovernmental Revenues	73,802,266	63,835,196	65,133,033	2.0	58,152,106
Charges For Current Services	3,000	3,000	3,000	—	3,000
Miscellaneous Revenues	2,006,183	27,006,183	12,606,183	(53.3)	2,006,183
Use of Fund Balance	381,131	2,064	4,602,064	222,868.2	2,064
General Purpose Revenue Allocation	8,142,013	8,610,483	8,597,664	(0.1)	9,116,163
Total	\$ 84,339,184	\$ 99,461,517	\$ 90,946,535	(8.6)	\$ 69,284,107



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:

- ◆ **Health plans, hospitals, health and social care providers, community organizations, consumers, advocates, and other County departments** to ensure coordinated and equitable access to quality health and social care for Medi-Cal members.
- ◆ **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 and dental care, behavioral health care, and social care services.
- ◆ **Community partners** to ensure their clients who qualify for the Home Visiting program receive a timely referral to the program, connecting families with care and resources that promote healthy birth and childhood outcomes.
- ◆ **Healthcare professionals** to offer outreach, education, and referrals to County resources and programs, especially those serving our most vulnerable populations.

MCS is comprised of the following sections:

- ◆ **Clinical Leadership**—provides clinical expertise and consultation across County programs, initiatives, and partnerships. MCS clinical leadership includes the County’s Chief Medical Officer, Assistant Chief Medical Officer, Chief Pharmacy Officer, Chief Nursing Officer, Chief Pediatric Officer, Chief Geriatric Officer, Chief Dental Officer, and Justice-Involved Health Officer.
- ◆ **Nursing**—provides direct clinical services at Public Health Centers, such as administering immunizations, and delivering 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**—provides direct services for the San Diego County Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility, County clinic services, and other programs. The MCS Pharmacy coordinates with County programs to implement best practices and ongoing staff development to ensure safety and access to medications in the County’s pharmacies.
- ◆ **Pediatric Health**—collaborates with County departments and community partners to identify strategies and support programs to serve all children across the region. The Chief Pediatric Officer engages with local pediatric providers and 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 and serves as the Chair of the County’s Future Generations Council to integrate, align, and co-create solutions focused on improving the well-being of future generations in San Diego County.
- ◆ **Older Adult Health**—collaborates with County departments and community partners to assess needs and identify strategies and support programs to allow all people to age how and where they choose. The Chief Geriatric Officer works closely with the County’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 strives for countywide Age-Friendly Clinical Health System transformation in which every older adult receives evidence-based care that does no harm and is explicitly geared towards what matters most to the older adult and their family.
- ◆ **Oral Health**—collaborates with other County departments and community partners to identify gaps in care and potential solutions to support the oral health of San Diego County’s

residents throughout their lifespans. The Chief Dental Officer engages with local dental professionals through professional organizations and the San Diego County Oral Health Coalition to achieve this common goal of improving oral health throughout the lifespan. Additionally, the Chief Dental Officer works closely with Public Health Services and the Local Oral Health Program to promote and implement policies and programs aimed at increasing access and linkage to care for school-age children and tobacco cessation education for adolescents and adults.

- ◆ **Justice-Involved Health**—coordinates with partners to address whole person health-related concerns of the justice-involved population and the systems in which they access care. Adverse health and social conditions are far more prevalent among the justice-involved population. Addressing systems of care, improving transitions of care, and ensuring access to quality clinical and social services are essential to successful reentry, contributing to our community's overall health and well-being.
- ◆ **San Diego Advancing and Innovating Medi-Cal (SDAIM)**—SDAIM refers to the County's local approach to implementation of the Department of Health Care Services Medi-Cal Transformation initiative, formerly known as California Advancing and Innovating Medi-Cal (CalAIM). SDAIM partners and collaborates with County departments, managed care plans, health and social care providers, community organizations, consumers, and advocates to support CalAIM implementation in San Diego County. SDAIM 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 region. The four priorities of SDAIM are to: coordinate care, fortify the safety net, expand services, and innovate Medicaid.

To ensure HHS service regions and departments can provide critical and essential services, MCS has 216.00 staff years and a budget of \$55.0 million.

2023–24 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 85% (1,650 of 1,930) of patient encounters included 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

evaluated current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care.

- 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. As a result of passing this bill, implemented the mobile pharmacy program, which created opportunities to reach more individuals throughout San Diego County where they are, reducing transportation and financial barriers to accessing medication and other pharmacy services.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Conducted Age-Friendly Walkthrough scans at 100% (9) 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, mentation, and medication considerations unique to older adults. These scans were an essential first step toward creating Age-Friendly policies and systems to support health equity and well-being for San Diego County's older adult population. This was completed by coordinating and planning with site managers to ensure all staff understands the need for and value of, the Age-Friendly Walkthrough scans as well as what findings may indicate about current policies, practices, operations, and/or facilities.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Conducted a financial analysis of Medical Care Services' programs to identify opportunities to increase revenue through seeking reimbursement for direct client services. Efforts to complete the analysis are underway and will continue into the next fiscal year.
 - Collaborated with stakeholders to increase equitable access to pharmacy services in County Public Health Centers through a pilot project that used automated patient medication dispensing machine technology to eliminate transportation barriers by providing medications onsite; this resulted in increased access to medications and ensured sustainability through low operating costs. Efforts to implement the automated patient medication dispensing system are ongoing and will continue in the next fiscal year.
 - Expanded access to pharmacy services in at least one County Public Health Center through the automated patient medication dispensing machine pilot project.





Efforts to implement the automated patient medication dispensing system are ongoing and will continue in the next fiscal year.

- Used data and information collected during the pilot project, to 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. Efforts to implement the automated patient medication dispensing system are ongoing and will continue in the next fiscal year.
- Supported the implementation of SDAIM by seeking funding opportunities for enhanced data exchange with Medi-Cal managed care plans. Funding improved care coordination and better served Medi-Cal beneficiaries in San Diego County.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Received a 4.5 (on a scale of 0-5) overall satisfaction rating from the nurses who attended the Public Health Nurse Residency and Nursing Essentials of Nursing Onboarding 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.

supported to make positive, healthy choices and establish a solid foundation for years to come. Public Health Nurse staffing changes and an unanticipated increase in the number of referrals to the program impacted being able to contact families within one business day. Review of caseloads and operations will create opportunities to reach more families sooner.

- As part of the Board of Supervisors' Harm Reduction Strategy, ensured the implementation of the distribution of drug disposal bags to individuals prescribed opioids after a surgical or dental procedure. These efforts safely disposed of unused prescription drugs, making them unavailable for misuse.
- Implemented a new evidence-based home visiting model to reach more families by providing one-on-one support and education to families to promote positive parenting and improve child health and development. Eighty-eight Public Health Nurses received training in the model and 470 families received services and care under the new program.
- 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.
 - Ensured community engagement opportunities have translation or interpretation services, eliminating barriers to resident engagement with County services and programs. Activities such as participation in the County Translation, Language, Culture Connection (TLCC) working group, utilizing the County's processes to translate flyers, working with County subject matter experts in Americans Disability Act and Accessibility processes, and proactively seeking vendor interpretation services for future community events and vendor translation services for outreach materials are all important for preparing for future community engagement opportunities. These efforts are ongoing and will continue next fiscal year.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Formalized 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.



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.
 - Coordinated 18 community forums to educate about and listen to feedback on the CalAIM initiative, now referred to as Medi-Cal Transformation. These forums were 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. This was exceeded due to stakeholder and partner requests.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensured 78% (1,620 of 2,065) of referrals to the Home Visiting Program were 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

 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 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.
 - Promoted a culture of inclusion and belonging among County staff as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, Medical Care Services conducted focus groups and collaborated with employees to create action plans that will enhance engagement in the department and maintain and strengthen an engaged and empowered workforce.
 - Issued the Customer Experience Survey and increased the number of customer service surveys received for Medical Care Services’ direct service programs by 300% and achieved an average of 4.6 out of 5, to ensure services are meeting client’s needs and of the highest quality.

 Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Addressed health disparities and ensured 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. Grants from the California Department of Healthcare Services were awarded to enhance pre-release Medi-Cal enrollment and suspension processes, to implement behavioral health linkages which will ensure individuals returning to the community from jails and youth detention will be connected to behavioral health services, and to implement pre-release services for eligible Medi-Cal members. These activities support efforts to increase enrollment in Medi-Cal and expand the County’s capacity to provide specific benefits and services to address social drivers of health, promote health equity, and improve overall health and well-being for Medi-Cal members with complex care needs.

2024–26 Objectives

 Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.

- Ensure 95% (1,575 of 1,660) 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.
- Conduct a voluntary assessment of 5 County departments to determine readiness for providing services as part of the Medi-Cal Transformation (previously CalAIM) initiative. This assessment will identify critical gaps and needs to determine readiness to contract with Medi-Cal Managed Care Plans to provide Enhanced Care Management and/or Community Support.
- Conduct an assessment to evaluate the San Diego County community’s capacity for providing Enhanced Care Management and Community Support to eligible Medi-Cal beneficiaries. These components of the Medi-Cal Transformation initiative (previously CalAIM) provide additional resources and care to some of the county’s most vulnerable individuals. Working with community partners, this assessment will identify gaps and barriers to services, as well as deliver strategies to ensure adequate service capacity and delivery.

 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.
 - Expand access to pharmacy services in at least one County Public Health Center through the automated patient medication dispensing machine pilot project.
 - Use data and information collected during the pilot project and 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 Essentials of Nursing Onboarding 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 Medi-Cal Transformation initiative (previously 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 Medi-Cal Transformation to achieve positive health outcomes and well-being.
 - Revitalize the Community Home Visiting Workgroups for the north, central, and south regions of San Diego County to ensure the community has the opportunity to share their experiences, express their needs, and contribute to the ongoing quality assurance of the program. The workgroups play a crucial role in strengthening the Nurse Home Visiting program and ensuring it remains responsive to the needs of the community it serves through community engagement, program improvement, advocacy, partnership development, and promoting cultural competence within the program.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensure 90% (1,820 of 2,020) of referrals 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: Create proactive communication that is accessible and transparent.

- Develop a communication plan to inform, educate, and engage residents and community stakeholders about the Medi-Cal Transformation initiative (previously CalAIM), an effort focused on enhancing the quality, access, and equity of health and social services of low-income San Diegans. These efforts recognize the diversity of the Medi-Cal population and strive to be responsive to their needs and preferences.

- 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% (5) of community engagement opportunities have translation or interpretation services, eliminating barriers to resident engagement with County services and 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.
 - Promote a culture of inclusion and belonging among Medical Care Services staff by implementing the employee engagement action plan, including creating a departmentwide newsletter, adding additional opportunities for team building, and continuing to support professional development and resiliency.



Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
 - Work with existing HHSWA workgroups which includes representation from public safety, healthcare, community partners, and consumer groups to jointly develop strategies to increase the use of Medi-Cal Transformation services by justice-involved individuals.

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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Hospital Patients Receiving Pharmacy-Based Transitional Care ^{1,2}	60% of 2,730	95% of 3,200	85% of 1,930	95% of 1,660	95% of 1,660
	Overall Satisfaction Rate with PHN Residency and Nursing Essentials Program	4.7	4.65	4.5	4.65	4.65
	Referred Families to Nursing Home Visiting Contacted Timely (within 1 business day) ^{3,4}	N/A	90% of 1,440	78% of 2,065	90% of 2,020	90% of 2,020

Table Notes

- ¹ The total number of encounters fluctuates year to year and are dependent on the number of admissions, discharges, and patients’ length of stay at the County of San Diego Psychiatric Hospital and Edgemoor Skilled Nursing Facility.
- ² In Fiscal Year 2023–24, Medical Care Services continued to implement and build capacity in Pharmacy-Based Transitional Care, as a result this performance measure was below target. Also, a new Clinical Pharmacist classification was created and adopted to perform this function.
- ³ The performance measure related to Home Visiting referrals reviewed timely was replaced with families contacted timely to provide a focus on healthcare accessibility.
- ⁴ In Fiscal Year 2023–24, although the total number of referrals to the Home Visiting Program increased due to enhanced community outreach and recruitment for the program and more families willing to accept services, the target was not met due to Public Health Nurse staffing changes and an unanticipated increase in the number of referrals to the program, which impacted being able to contact families within one business day.

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

Staffing

Increase of 1.00 staff year due to a position transfer from Administrative Support to meet operational needs related to the development and implementation of an electronic health record (EHR).

Expenditures

Net increase of \$4.6 million

- ◆ Salaries & Benefits—net increase of \$4.6 million.
 - ◆ Increase of \$4.6 million due to negotiated labor agreements, a reduction in the amount of vacancy savings assumed, and the addition of 1.00 staff year.
- ◆ Services & Supplies—net decrease of \$0.2 million.
 - ◆ Net decrease of \$0.7 million in one-time costs primarily to align IT project needs and costs associated with IT system modifications, data management, and analytical solutions related to the implementation of San Diego Advancing and Innovating Medi-Cal (SDAIM). A total of \$2.2 million remains in the budget for related SDAIM implementation efforts.

- ◆ Increase of \$0.3 million associated primarily with ongoing costs associated with the replacement of a retail pharmacy system.
- ◆ Net increase of \$0.2 million to align various operating accounts to anticipated spending levels and to support increased facilities costs.
- ◆ Expenditure Transfer & Reimbursement—decrease of \$0.2 million associated with prior year 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 increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$4.6 million

- ◆ Intergovernmental Revenues—net increase of \$10.0 million.
 - ◆ Net increase of \$10.0 million primarily due to available one-time Realignment to support loss of Realignment tied to base adjustment to align with available receipts, increases in Salaries & Benefits, and backfill Intergovernmental Transfer (IGT) funding transferred to Behavioral health Services.
- ◆ Charges for Current Services—net decrease of \$8.0 million in Intergovernmental Transfer (IGT) funding transferred to Behavioral Health Services as part of the efforts to bring in





one-time Realignment bridge funding, necessitating shifting of IGT revenue between departments to align Realignment to eligible program areas.

- ◆ Miscellaneous Revenues—net increase of \$0.1 million due to Pharmacy medication dispensing fee revenue.
- ◆ General Purpose Revenue Allocation—net increase of \$2.5 million to partially offset Salaries & Benefits noted above.

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

No significant changes.



MEDICAL CARE SERVICES

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Medical Care Services	21.00	24.00	25.00	4.2	25.00
Admin					
Nursing	164.00	153.00	153.00	—	153.00
Pharmacy	30.00	30.00	30.00	—	30.00
SDAIM	7.00	8.00	8.00	—	8.00
Total	222.00	215.00	216.00	0.5	216.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Medical Care Services	\$ 5,294,421	\$ 7,848,327	\$ 9,014,194	14.9	\$ 8,844,483
Admin					
Nursing	29,527,012	29,602,721	33,083,119	11.8	33,689,334
Pharmacy	7,762,546	7,945,617	8,433,415	6.1	8,462,226
SDAIM	1,424,666	5,001,256	4,469,368	(10.6)	2,343,955
Total	\$ 44,008,645	\$ 50,397,921	\$ 55,000,096	9.1	\$ 53,339,998

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 34,817,219	\$ 37,594,928	\$ 42,256,242	12.4	\$ 43,777,034
Services & Supplies	9,191,426	12,989,771	12,743,854	(1.9)	9,562,964
Expenditure Transfer & Reimbursements	—	(186,778)	—	(100.0)	—
Total	\$ 44,008,645	\$ 50,397,921	\$ 55,000,096	9.1	\$ 53,339,998





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 28,393,014	\$ 33,456,602	\$ 43,489,584	30.0	\$ 29,819,478
Charges For Current Services	7,994,098	8,120,073	77,032	(99.1)	7,996,032
Miscellaneous Revenues	3,959	15,459	139,500	802.4	139,500
Other Financing Sources	476,000	476,000	476,000	—	476,000
Use of Fund Balance	221,232	—	—	—	—
General Purpose Revenue Allocation	6,920,342	8,329,787	10,817,980	29.9	14,908,988
Total	\$ 44,008,645	\$ 50,397,921	\$ 55,000,096	9.1	\$ 53,339,998



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; healthcare provider networks, schools, businesses, community and faith-based partners; and residents. For example, PHS works with:

- ◆ The Office of Sustainability and Environmental Justice in developing the County's Climate Action Plan to Reduce Greenhouse gases, 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, such as West Nile virus infection.
- ◆ The DEHQ and the Department of Animal Services to monitor and investigate rabies.
- ◆ The Office of Emergency Services and San Diego County Fire to plan for, prepare, and respond to emergencies and natural disasters (e.g., Hazard Mitigation Planning, Partner Relay Program).
- ◆ The Office of Equitable Communities, Medical Care Services, and medical plans to facilitate a community needs and planning process.
- ◆ County Departments and healthcare and community partners to address the elimination of HIV, Hepatitis C Virus (HCV), Tuberculosis (TB), and opioid overdoses.

Although the County COVID-19 emergency ended on February 28, 2023, and the federal emergency ended on May 11, 2023, COVID-19 continues to circulate in the community, but not at



the same level as seen during the height of the pandemic. Other respiratory viruses, such as influenza and respiratory syncytial virus (RSV), which both declined during the height of the pandemic, have resurged. To monitor the impact of the winter respiratory virus season on the community and the healthcare system, the County is taking an integrated approach to respiratory virus surveillance, producing a combined dashboard and weekly report that showcases hospitalizations, deaths, test positivity, outbreaks, and vaccinations of COVID-19, influenza, and RSV. Innovative surveillance methods, such as wastewater and genomic surveillance, have also been incorporated into these efforts as well as contributing to the surveillance for other diseases of interest, such as norovirus and Monkeypox (Mpox). In 2023, the County also saw a small resurgence of Mpox and Hepatitis A in the San Diego County region, with vaccination campaigns and other community activities continuing to mitigate these surges.

PHS is committed to excellence across all essential public health services, as described here:

- ◆ **Prevention Services:** Facilitated approximately 14,000 child health screenings through the Child Health and Disability Prevention Program Gateway; promptly linked 220 pregnant women without prenatal care to providers; and provided 1,000 refugees with basic health assessments, screenings, and referrals. Enabled vaccination education and outreach activities. Implemented chronic disease prevention by advancing innovative approaches to healthy communities through policy, systems, and environmental change.
- ◆ **Surveillance:** Received and registered approximately 150,000 new disease incidents of hepatitis A and C, measles, HIV, sexually transmitted infections, vector-borne infections, TB, pertussis, gastrointestinal, COVID-19, and other respiratory infections and diseases. Tested approximately 18,000 specimens for diseases through the Public Health Laboratory.

Maintained the Vital Records of all county residents, surpassing statewide timeliness expectations in processing more than 37,000 birth and 24,000 death certificates.

- ◆ **Infectious Disease Control:** Investigated and provided case management for about 240 active TB cases, identifying over 3,000 contacts to infectious TB cases to interrupt the spread of disease. Provided over 3,000 residents with sexually transmitted disease prevention and clinical services.
- ◆ **California Children Services:** Provided case management services to almost 19,800 children with chronic illness and/or disabilities and their families and delivered over 18,100 hours of physical and occupational therapeutic services.
- ◆ **Public Health Preparedness and Response:** Supported emergency preparedness for all types of disasters—natural and man-made; managed the Medical Operations Center of the County’s Incident Command System in response to regional and local medical and health responses. Collaborated with over 700 community partners and 300 organizations registered in the Partner Relay Network to provide emergency preparedness and response information in multiple languages, especially for the non-English speaking populations. These activities are funded under the budget category of “Bioterrorism.”

PHS continues to enhance its foundational capabilities, consistent with the public health framework called Foundational Public Health Services, leveraging funding through the California Department of Public Health Future of Public Health grant and the federal Public Health Infrastructure grant, as indicated below:

- ◆ **Assessment and Surveillance:** The Department's disease surveillance and investigations capacity will be enhanced with a new state-of-the-art public health laboratory facility. The groundbreaking event for the new laboratory was held on October 20, 2023, and the opening is expected in Spring 2025. This facility will continue to provide surveillance and testing for infectious disease like COVID-19, flu, RSV, as well as food and water safety, animal rabies, and dangerous pathogens like anthrax. Additional services, such as wastewater testing and whole genome sequencing, will also be offered. In response to the opioid crisis, the Overdose Surveillance and Response (OSAR) Program will continue to be expanded. The Board of Supervisors approved the updated Opioid Settlement Framework in October 2023, in which PHS, Behavioral Health Services, Medical Care Services, and community partners collaborate on a variety of strategies. These strategies include implementing and managing cross-sector surveillance, promoting prescription drug monitoring programs, training physicians to improve opioid prescribing, improved detection of overdose outbreaks and clusters, and public messaging and education.

- ◆ **Community Partnership Development:** The Department maintains partnerships with internal and external stakeholders to develop new community health improvement plans that capture priorities for action. This work is done by the five Community Leadership Teams in each of the six Health and Human Services Agency regions and involves close coordination with the Office of Equitable Communities and its community engagement staff. PHS provides and presents a wide range of data, helps facilitate discussion, and provides technical assistance in the development of the plans and monitoring of progress. In this way, the community is supported in identifying and taking action to address challenges facing their respective communities.
- ◆ **Equity:** The Department leads several collective impact efforts focused on equity that address major public health challenges. These efforts include Getting to Zero (HIV), Elimination Initiatives for Hepatitis C and Tuberculosis, and the Perinatal Equity Initiative. PHS is also amplifying its population health focus by identifying and tracking key health equity and additional population health goals, based on Healthy People 2030, endorsed by the U.S. Department of Health and Human Services (among other agencies), and gauging improvements through program activity and associated measures. Equity factors into the design and implementation of virtually all public health programs.
- ◆ **Organizational Competencies:** The Department maintains a strong public health infrastructure, achieving national public health accreditation status in May 2016 and reaccreditation status in August 2023, reflecting excellence across all 10 Essential Public Health Services. Contributing to this achievement is a strong data infrastructure, including surveillance systems to collect data on a wide range of diseases in real-time, creating a data warehouse for quicker data analysis, and designing interactive and user-friendly dashboards. The demands of the COVID-19 response revealed the imperative to build a diversified and competent public health workforce. A robust workforce plan is in place which includes goals such as recruiting diverse staff; retaining staff through efforts to improve job satisfaction and career growth; and sustaining staff through wellness activities and other support. Eligible PHS staff will have access to CDC-funded tuition reimbursement for certification in various public health disciplines to address priority skill gaps. For example, certifications may include contracts, finance, project management, and strategic planning.
- ◆ **Policy Development and Support:** To ensure public health policy recommendations are evidence-based, to build consistent and effective operational practices, and to provide staff with direction through clear policies and best practice guidance, PHS has placed emphasis on documenting program information, which includes program operations manuals, policy and procedures documents, and process maps. Also,



PHS is viewed as a leader across the State in its public health policy expertise and practices. Staff bring this expertise to legislative analysis for the Board of Supervisors to inform decisions on the challenges facing San Diego.

- ◆ **Accountability and Performance Management:** The Department has a robust performance management and quality improvement program. Recently, enhancements were made to expand visualization of data through dashboards to make it easier for the public to access and understand data. A formal process for quality improvement planning is being designed so that projects will be identified based on the most significant performance challenges.
- ◆ **Emergency Preparedness and Response:** PHS works to build capacity for response to emergencies, including developing and maintaining preparedness and response strategies and plans. In these efforts, PHS directs special attention to those communities that face socio-economic and other inequities because history has shown these communities experience additional challenges during emergencies. PHS coordinates a variety of coalitions and conducts numerous exercises through the year to help prepare the healthcare community to meet the needs of all residents during emergencies. PHS also facilitates countermeasures, such as mass vaccination exercises, and strengthens surge management, by building the capacity of staff, departments, volunteers, and providers.
- ◆ **Communications:** The Department has a proactive, coordinated communication strategy. This includes incorporating a health equity framework into all health promotion activities, expanding the use of social media, and developing messages to diverse populations for community stakeholders to help deliver accurate and timely health information to the public. Ongoing enhancements to webpages for content, readability, language, and cultural appropriateness is also a key component to this strategy. All of this is achieved through training of health promotion staff so that principles of evidence-based strategies are applied across PHS programs.

To ensure these critical services are provided, PHS has 775.00 staff years and a budget of \$236.8 million.

2023–24 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 that 94% (1,290 of 1,370) of children in out-of-home placements received preventive health examinations to identify and correct medical issues per time frames and targets established by the State.

- Ensured that 82% (1,040 of 1,270) of children in out-of-home placements received routine dental examinations per time frame and target established by the State.
- Ensured 64% (640 of 1,000) of eligible refugees and those granted asylum, Cuban and Haitian entrants (parolees), those with Special Immigrant Visas, and victims of trafficking completed 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.
- Immunized 100% (25,000) 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.
- Ensured 91% (40 of 44) of infants served by the Black Infant Health (BIH) program have a normal birth weight (2,500 grams or more). BIH uses a group-based approach and client-centered one-on-one support to help participants develop life skills, strategies to reduce stress, and build social support.
- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Ensured 70% (182 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.
 - Communicated with employees about sustainability program updates, successes, and opportunities for improvement a minimum of once a quarter, at senior staff meetings and the PHS newsletter, and other internal communications.
 - Short-Term: Maintained a 26% average reduction in vehicle miles traveled by supporting remote and hybrid work environments to reduce emissions and the office footprint as Public Health Services migrate to alternate and new facilities and maximize shared workspaces.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Mid-Term: Developed in December 2023 and in the process of implementing a Board of Supervisors Policy that supports Sustainable, Equitable, and Local food sourcing for the County of San Diego food service operations.

- Long-Term: Provided technical support to five of ten (5 of 10) community-based organizations, local coalitions, cities, and other jurisdictions to increase their capacity for healthy and equitable planning, including growing natural landscaping where possible to reduce contributors to climate change. Examples of technical assistance provided include working with the City of Chula Vista on the New Bayshore bikeway project, the City of San Diego Department of Parks and Recreation and Planning Development, the Mid-City and Southeastern cities on safe and equitable access to parks and green spaces, the San Diego Unified School District on Safe Routes to Schools, and the San Diego Childhood Obesity Initiative Community Council on learning sessions to build capacity on policy advocacy.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Short-Term: Ensured 56% (280 of 500) of 100% target (of 500) of permanent staff (those hired before December 31, 2019) 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 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.
 - Connected 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.
 - Confirmed 98% (86 of 88) of individuals of childbearing potential who are diagnosed with any stage of syphilis were screened for pregnancy status.
 - Investigated 100% (190) 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.
 - Ensured 98% (235 of 240) of active TB cases were reported by the community to Public Health Services within one business day from the start of treatment to prevent further transmission.
 - Ensured 95% (228 of 240) of active tuberculosis cases were 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.
 - Promoted a culture of inclusion and belonging among County staff as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, HHSA departments conducted focus groups and collaborated with employees to create action plans that will enhance engagement in the department and maintain and strengthen an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintained 100% compliance with ten different lab licenses and permits with federal and State accrediting requirements at the Public Health Services laboratory to protect community health and prevent the spread of disease.
 - Ensured 97% (3,780 of 3,900) of children with serious physical limitations, chronic health conditions, and diseases referred to California Children Services had their medical eligibility determined within the State required time frame of five business days to ensure that these children receive timely coverage and family-centered care coordination. The performance target exceeds the State goal of 95% and is based on an audit of a sample of cases.
 - Registered 95% (35,910 of 37,800) 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.
 - Conducted eight (8 of 10) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success.
 - Conducted four (4) 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.

2024–26 Objectives



Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.





- Ensure that 90% (1,260 of 1,400) of children in out-of-home placement receive preventive health examinations to identify and correct medical issues per time frames and targets established by the State.
- Ensure that 90% (1,170 of 1,300 each month) of children in out-of-home placements receive routine dental examinations per time frame and target 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% (24,750 of 25,000) 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% (39 of 44) of infants served by the Black Infant Health (BIH) program have a normal birth weight (2,500 grams or more). BIH uses a group-based approach and client-centered one-on-one support to help participants develop life skills and strategies to reduce stress and build social support.
- 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

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue to maintain a 24% average reduction in vehicle miles traveled by supporting remote and hybrid work environments to reduce emissions and the office footprint as Public Health Services migrates to alternate and new facilities and maximize shared workspaces.



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 98% (86 of 88) of individuals of childbearing potential who are diagnosed with any stage of syphilis have been screened for pregnancy status.
- Investigate 100% (190) 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.
 - Increase PHS employee engagement by conducting focus groups with PHS staff to identify the sources and impacts of workload challenges and to develop and implement an action plan based on feedback and suggestions.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Maintain 100% (10) compliance (ten different lab licenses and permits) with federal and State accrediting requirements at the Public Health Services laboratory to protect community health and prevent the spread of disease.
 - Ensure 97% (3,780 of 3,900) of children with serious physical limitations, chronic health conditions, and diseases referred to California Children Services have their medical eligibility determined within the State required time frame of five business days to ensure that these children receive timely coverage and family-centered care coordination. The performance target exceeds the State goal of 95% and is based on an audit of a sample of cases.
 - Register 95% (35,910 of 37,800) 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 (10) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success.
 - Conduct four (4) training sessions on essential emergency response functions to ensure staff is prepared to respond to emergencies.

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/i-want-to/get-involved/leadership-teams>
- ◆ <https://www.livewellsd.org/i-want-to/learn-more/worksite-wellness/live-well-work>

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

- ◆ <https://www.livewellsd.org/i-want-to/find-resources/live-well-home>

For more information about public health accreditation, go to:



- ◆ <https://phaboard.org/>
- ◆ <https://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs/public-health-reaccreditation.html>

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/i-want-to/learn-more/data-indicators>

Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Timely Preventive Health Examinations for Children in Out-Of-Home Placements ¹⁰	92% of 1,573	90% of 1,600	94% of 1,370	90% of 1,400	90% of 1,400
	Timely Dental Examinations for Children in Out-Of-Home Placements ¹	82% of 1,362	90% of 1,400	82% of 1,270	90% of 1,300	90% of 1,300
	Refugees Completed the Health Assessment Process Within 90 Days ²	81% of 1,380	90% of 1,000	64% of 1,000	90% of 1,000	90% of 1,000
	Children With Age-Appropriate Vaccines ³	99.7% of 21,272	99% of 21,000	100% of 25,000	99% of 25,000	99% of 25,000
	Infants Served by Black Infant Health Program with a Normal Birth Weight	90% of 49	88% of 40	91% of 44	88% of 44	88% of 44
	Tobacco Retailers in Compliance with Youth Access Laws ⁴	50% of 260	85% of 260	70% of 260	85% of 260	85% of 260
	Clients With Newly Confirmed HIV Diagnosis with a Medical Visit Within 30 Days ⁷	82% of 45	94% of 35	94% of 35	94% of 35	94% of 35
	Childbearing individuals diagnosed with syphilis screened for pregnancy status ⁵	N/A	100% of 110	98% of 88	98% of 88	98% of 88
	Selected Communicable Diseases Cases Contacted/ Investigations Initiated Within 24 Hours ⁶	99% of 198	100% of 170	100% of 190	100% of 190	100% of 190
	TB Cases Reported to PHS Within One Working Day from The Start of Treatment	94% of 240	98% of 240	98% of 240	98% of 240	98% of 240
	Active TB Cases Tested For HIV	97% of 240	95% of 240	95% of 240	95% of 240	95% of 240
	PHS Laboratory Compliance	100%	100%	100%	100% of 10	100% of 10






Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	CCS Medical Eligibility Determined Within Five Days ⁹	97% of 4,600	97% of 4,600	97% of 3,900	97% of 3,900	97% of 3,900
	Birth Certificates Registered Within 10 Days Of Event	95% of 38,790	95% of 40,000	95% of 37,800	95% of 37,800	95% of 37,800
	Quality Improvement Projects ⁸	8	10	8	10	10

Table Notes

- ¹ Data represents a monthly average in Fiscal Year 2023–24, this performance was below target due to backlog of routine dental exam visits at dental offices, routine dental exams being pushed back due to priority urgent visits, long lead times for preventive dental appointments, and foster parents prioritizing other important specialty appointments. Fiscal Year 2022–23 actuals were updated because only preliminary data was available when the Op Plan was published due to a data lag.
- ² In Fiscal Year 2023–24, this was below target and contributing factors included limited initial capacity due to extended contract negotiations and ongoing challenges in recruitment and retention of healthcare staff. In addition, there was ongoing impact of the pandemic on refugee resettlement and health systems operations. However, for this reporting period (federal Fiscal Year 2022–23 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 vaccinated at Public Health Clinics increased in Fiscal Year 2023–24 compared to previous years in which fewer children sought routine vaccinations during the pandemic.
- ⁴ This new tobacco ordinance applies only in unincorporated areas. An assessment of tobacco sales to minors conducted in March 2022 showed that outreach and education are needed before beginning the enforcement phase. In Fiscal Year 2023–24, the projected number of tobacco retailers in compliance with youth access laws is lower than expected due to the enforcement phase being prepared for implementation, including the recruitment and training of code enforcement officers and developing a new process for issuing and collecting fines from retailers.
- ⁵ 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. Performance is slightly below target (98% out of 100%) because when clinics (referring to clinics that are not County operated or under County contract) conduct testing for syphilis, these clinics are not always testing patients of child-bearing potential to determine pregnancy. This is critical to ensure immediate treatment for syphilis and prevent transmission to the fetus. The County communicates to external partners the importance of timely screening for both syphilis and pregnancy. Next year, the target will be adjusted downward from 100% to 98% to account for the fact that it is the non-County clinics that are falling slightly short of this performance standard.
- ⁶ 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.
- ⁷ The preliminary number of clients served is an estimate, and PHS has no way of knowing how many people will utilize services each year.
- ⁸ A total of eight QI projects will be completed by June 2024. This falls short of the target for ten QI projects to be completed. A few QI projects were unable to complete a Plan-Do-Study-Act cycle in which a solution or intervention is tested. The workload of QI project team members was a contributing factor.
- ⁹ In Fiscal Year 2023–24, CCS cases were fewer than anticipated due to the winding down of COVID-19 response and operations, and closing out of cases that were no longer active.
- ¹⁰ In Fiscal Year 2023–24, the estimated overall number of children in out-of-home placement has declined from 1,600 to 1,370 due in part of the Child and Family Well Being’s efforts to provide family strengthening and prevention services to keep families together.

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

Staffing

Increase of 11.00 staff years

- ◆ Increase of 7.00 staff years due to transfers from Administrative Support of Information Technology staff to facilitate the implementation and integration of an electronic health record system and ongoing operational needs.



- ◆ Increase of 4.00 staff year to support the deployment of the *Live Well San Diego* Live Well on Wheels mobile clinic in bringing services to communities with limited access to resources.
- ◆ Additionally, staff were transferred among related programs within PHS to manage operational needs.

Expenditures

Net increase of \$8.5 million

- ◆ Salaries & Benefits—net increase of \$16.1 million primarily due to negotiated labor agreements and the increase of 11.00 staff years noted above.
- ◆ Services & Supplies—net decrease of \$5.0 million.
 - ❖ Decrease of \$8.1 million primarily associated with contracted services tied to the winding down of COVID related activities.
 - ❖ Net increase of \$1.8 million in operating costs primarily tied to facilities, laboratory supplies, and IT, offset by reductions in office expense.
 - ❖ Increase of \$1.3 million in contracted services for Opioid Settlement Framework efforts.
- ◆ Other Charges—increase of \$0.1 million tied to GASB 87 capitalization of lease requirements for Kearny Mesa and Seville Plaza leases.
- ◆ Capital Assets Software—decrease of \$1.2 million due to a reduction for prior year one-time costs associated with the Electronic Health Record and the development of an expandable data management system to track tobacco retailer, fee payments, and compliance with the County’s Tobacco Retail Licensing Ordinance.
- ◆ Capital Assets Equipment—decrease of \$2.0 million primarily due to a reduction for prior year one-time costs associated with *Live Well San Diego* Live Well on Wheels and Mobile Public Health Laboratory vehicles.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.5 million associated with prior year centralized General Fund support for one-time costs for negotiated labor agreements.

Since this is a transfer of expenditures, it has a net effect of a \$0.5 million increase in appropriations. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$8.5 million

- ◆ Intergovernmental Revenues—net increase of \$2.4 million.
 - ❖ Increase of \$7.9 million in available one-time Realignment revenues to support loss of Realignment tied to base adjustment to align with available receipts and increased Salaries & Benefits.
 - ❖ Increase of \$0.6 million in administrative fees collected from Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM), due to a transfer of appropriations from Charges for Current Services as noted below.
 - ❖ Net decrease of \$6.1 million primarily associated with the Epidemiology and Laboratory Enhancing Detection Expansion grant tied to the winding down of COVID related activities.
- ◆ Charges for Current Services—net decrease of \$0.6 million primarily due to administrative fees collected from Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM) participants projected in Intergovernmental Revenues noted above.
- ◆ Miscellaneous Revenues—net increase of \$2.6 million primarily in Opioid Settlement Framework funds to advance strategies aimed at reducing opioid misuse.
- ◆ Other Financing Sources—increase of \$0.2 million in Operating Transfer for Tobacco Securitization.
- ◆ General Purpose Revenue Allocation—increase of \$3.9 million associated with Salaries & Benefits and operating cost increases noted above.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Administration and Other Services	49.00	63.00	76.00	20.6	76.00
Bioterrorism	27.00	25.00	25.00	—	25.00
Infectious Disease Control	153.25	154.25	154.25	—	154.25
Surveillance	230.00	225.00	219.00	(2.7)	219.00
Prevention Services	122.00	148.00	152.00	2.7	152.00
California Childrens Services	148.75	148.75	148.75	—	148.75
Total	730.00	764.00	775.00	1.4	775.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Administration and Other Services	\$ 15,429,267	\$ 11,928,312	\$ 22,634,810	89.8	\$ 23,342,673
Bioterrorism	7,255,521	7,468,501	8,386,124	12.3	8,589,138
Infectious Disease Control	43,756,879	46,415,302	47,798,495	3.0	48,908,201
Surveillance	84,843,330	85,118,878	79,634,656	(6.4)	81,026,410
Prevention Services	44,378,391	48,806,992	47,539,072	(2.6)	48,650,457
California Childrens Services	25,885,006	28,505,797	30,798,325	8.0	30,742,327
Total	\$ 221,548,394	\$ 228,243,782	\$ 236,791,482	3.7	\$ 241,259,206

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 108,282,022	\$ 116,732,940	\$ 132,886,957	13.8	\$ 138,508,209
Services & Supplies	94,803,412	92,405,703	87,397,565	(5.4)	86,244,037
Other Charges	2,748,228	2,748,228	2,817,228	2.5	2,817,228
Capital Assets Software	—	1,199,000	—	(100.0)	—
Capital Assets Equipment	15,714,732	15,714,732	13,689,732	(12.9)	13,689,732
Expenditure Transfer & Reimbursements	—	(556,821)	—	(100.0)	—
Total	\$ 221,548,394	\$ 228,243,782	\$ 236,791,482	3.7	\$ 241,259,206



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 80,000	\$ 80,000	\$ 80,000	—	\$ 80,000
Intergovernmental Revenues	198,223,840	202,564,451	204,986,348	1.2	211,148,658
Charges For Current Services	3,953,410	3,703,410	3,063,410	(17.3)	3,013,410
Miscellaneous Revenues	516,727	1,359,061	4,019,907	195.8	4,125,321
Other Financing Sources	3,566,638	3,566,638	3,768,624	5.7	3,768,624
Use of Fund Balance	—	—	—	—	2,562,629
General Purpose Revenue Allocation	15,207,779	16,970,222	20,873,193	23.0	16,560,564
Total	\$ 221,548,394	\$ 228,243,782	\$ 236,791,482	3.7	\$ 241,259,206



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 or online 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**—provides low-income families cash assistance to begin the path toward self-sufficiency.
- ◆ **Welfare to Work**—provides subsidized employment, financial support, and housing support to eligible families and pregnant or parenting teens.
- ◆ **County Medical Services**—provides medical care to uninsured indigent adult residents.
- ◆ **General Assistance or General Relief**—provides 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 2,846.00 staff years and a budget of \$812.2 million, which includes assistance aid payments for residents.



2023–24 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.
 - Increased to 94,000 the number of seniors that 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% (32,250 of 33,600) 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. State requirement is 90%.
 - Ensured 42,000 office, online, or phone interviews were conducted with veterans and their dependents with benefits counseling, information, and referral services.
 - Processed 10,600 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.
 - Increased 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.

SELF-SUFFICIENCY SERVICES

- **Economy:** Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - **Long-Term:** Sought 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. SSS worked with the SSAB to put several support letters together for State legislation that would help enhance services and program requirements for residents to better help them move toward self-sufficiency. SSS also collaborated with the SSAB to add additional BenefitsCal features available to customers who utilize the online customer facing application and case management portal to better enhance the department's service delivery model.
 - **Long-Term:** Improved access to Self-Sufficiency Programs in collaboration with SSAB by implementing the thirty recommendations from the County's assessment.
- **Climate:** Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
 - **Short-Term:** 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:** Engaged 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.
 - **Mid-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 (CRC). Renovations at Ramona CRC is scheduled to be completed in October 2024. The County is going for LEED gold certification at this new location, which includes reduced waste during the construction phase as well as building use and maintenance once the project is complete. Additionally, the plan is to have the building operate on zero net energy. The Chula Vista Live Well Center is scheduled to be completed in late 2024 and include ADA compliant enhancements on the property and within the building.
- **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. Worked

with community partners by creating flyers and sharing virtual announcements to increase public awareness of these efforts and upcoming outreach events.

- Processed 89% (127,400 of 143,000) of Medi-Cal applications timely, within 45 days, a key metric required by the State, and assisted families in meeting their health insurance needs.
- Processed 92% (232,000 of 251,000) of CalFresh applications timely, within 30 days, to help eligible families and individuals buy food and improve their nutrition. The State requirement is 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 290,000 status reports and renewals were submitted electronically through 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.
 - 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.
 - Promoted a culture of respect and diversity among County staff as they served the public with excellence. Based on the feedback from the 2022 biennial employee engagement survey, engaged with employees and partnered with the employee representative groups to create action plans that will enhance engagement in the department and maintain and strengthen an engaged and empowered workforce.

2024–26 Objectives



Equity

- **Health:** Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Maintain at 90,000 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 90% (29,700 of 33,000) 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. State requirement is 90%.
- Provide 35,000 veteran benefits counseling interviews to veterans and their dependents to understand their needs and provide information on available assistance and referrals.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Long-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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
 - Short-Term: Continue to implement and support remote work environments, such as telework and virtual meetings, to reduce travel, emissions, and office footprints by reviewing office space to identify opportunities for shared locations and consolidation of office space.
 - Short-Term: Engage in more community outreach, including using the Live Well Mobile Office and promoting online services to County residents, reducing the need for individuals to travel to County locations, reducing emissions, and increasing equitable access to services.
 - Mid-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.
 - 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.

- Process 90% (144,000 of 160,000) of Medi-Cal applications timely, within 45 days, a key metric required by the State and assist families in meeting their health insurance needs. State requirement is 90%.
- Process 90% (210,600 of 234,000) of CalFresh applications timely, within 30 days, to help eligible families and individuals buy food and improve their nutrition. State requirement is 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.
 - Ensure 290,000 status reports and renewals are submitted electronically through 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.
 - Promote an environment in which employees feel safe to challenge the way things are done, by addressing this concept at monthly unit meetings for all sites, discussing at all-staff meetings for all sites, and discussing data collected from the employee engagement survey at all site manager meetings as well as departmental monthly management meetings.

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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Seniors on CalFresh ¹	87,826	90,000	94,000	90,000	90,000
	Timely processing of CalWORKs applications ²	96% of 25,661	96% of 28,000	96% of 33,600	90% of 33,000	90% of 33,000
	Veterans and dependents interviews for benefits counseling and referral services ³	37,467	35,000	42,000	35,000	35,000
	Veterans compensation and benefits claims processed ⁴	10,931	10,100	10,600	N/A	N/A
	Timely processing of Medi-Cal applications ⁵	92% of 121,569	91% of 169,000	89% of 143,000	90% of 160,000	90% of 160,000
	Timely processing of CalFresh applications ⁶	96% of 244,184	92% of 190,000	92% of 251,000	90% of 234,000	90% of 234,000
	Status reports submitted through Benefits CalWIN ⁷	112,911	80,000	290,000	290,000	290,000

Table Notes

- ¹ In Fiscal Year 2023–24, 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 In Fiscal Year 2023–24, CalWORKs applications increased due to economic conditions, which may impact the number of families seeking assistance. In Fiscal Year 24-25, this target is being adjusted to align with State target due to budget constraints.
- ³ 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. In Fiscal Year 2023–24, the projected number of veterans and dependents interviews for benefits counseling and referral services was exceeded due to higher than anticipated demand.
- ⁴ 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. In Fiscal Year 2024–25, this performance measure is being retired due to a shift in priorities.
- ⁵ In Fiscal Year 2023–24 due to the restarting of the annual renewal process, many recipients converted to Covered California or other insurance coverage. This contributed to the modest decline in applications received so far. However, on January 1, 2024, a new population of 26-49, regardless of citizenship status, will now be eligible, and is anticipated to result in a growth of applications received. Target is being adjusted to align with State target in Fiscal Year 2024–25 due to budget constraints.
- ⁶ In Fiscal Year 2023–24, the CalFresh caseload continued to experience record numbers of applications in net program enrollment, month after month for the past year, due to the economic downturn, higher unemployment rate, cost of living, and inflation. Target is being adjusted to align with State target in Fiscal Years 2024–26 due to budget constraints.
- ⁷ The anticipated number of status reports submitted through BenefitsCal was exceeded during Fiscal Year 2023–24 due to the conversion effective July 3, 2023, to a new statewide data system and web portal for customers that is much more user friendly, and users are taking advantage of the improvement and simplicity of the technology.

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

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff due to a transfer from Administrative

Support for operational needs.

- ◆ Additionally, staff were transferred among related programs within Self-Sufficiency Services to support operational needs.

Expenditures

Net increase of \$26.1 million





- ◆ Salaries & Benefits—increase of \$19.1 million for negotiated labor agreements and an elimination of adjustments for projected vacancies tied to a robust hiring strategy and recruitment efforts resulting in a zero net vacancy rate.
- ◆ Services & Supplies—net decrease of \$8.1 million.
 - ◆ Net decrease of \$9.8 million projected across various CalWORKs supportive services programs. In aligning to current year funding, there would be a projected total of \$9.8 million less available for programming supporting the CalWORKs Housing Support Program (HSP), Employment Services, Intensive Case Management, and Family Stabilization services. During the past few fiscal years, the CalWORKs HSP, Employment Services and Intensive Case Management Programs were able to greatly expand services and support to our customers due to a significant increase in funding. Services would be scaled back to align with the current reduction in funding and available resources. Amounts proposed do not reflect any additional adjustments that may be necessary depending on the outcome of the State budget proposals.
 - ◆ Decrease of \$3.5 million in prior year one-time costs primarily associated with the County’s update of the Electronic Document Processing Platform (EDDP).
 - ◆ Decrease of \$2.8 million in the CalFresh Employment and Training (CFET) programs. Despite outreach efforts regarding available CalFresh Employment and Training services, the need for services has declined. This adjustment aligns the available resources to the service needs.
 - ◆ Decrease of \$2.5 million associated with adjusting one-time American Rescue Plan Act (ARPA) funding for the expansion of food distribution and nutrition incentive programs. Funds carried over from the prior year will be available to continue to spend in the budget year.
 - ◆ Decrease of \$1.1 million associated with operational savings tied to restructuring administrative support and aligning appropriations to projected need.
 - ◆ Increase of \$9.6 million to allocate current and increased facilities costs including rents and leases, security, and utilities.
 - ◆ Increase of \$1.2 million in the California Statewide Automated Welfare System (CalSAWS) County Share of Costs. The County of San Diego pays a portion of CalSAWS System and Administration costs to support the mandated statewide eligibility system.
 - ◆ Increase of \$0.8 million in costs associated with the DocuLynx staff to provide specialized imaging services to support Self Sufficiency Services Document Processing Center and the increase of correspondence received from customers.
- ◆ Other Charges—net increase of \$14.7 million.

- ◆ Increase of \$11.4 million in General Relief (GR) benefit payments to align with increased cost and caseload trends.
- ◆ Increase of \$6.6 million in Child Care Program Stage One (CC1) benefit payments to align with caseload trends and increased childcare provider costs.
- ◆ Increase of \$0.8 million in Cash Assistance Program for Immigrants (CAPI) benefit payments to align with increased cost and caseload trends.
- ◆ Increase of \$0.3 million in Diaper Assistance to align with caseload trends.
- ◆ Decrease of \$3.2 million in CalWORKs Family Stabilization benefit payments to align with associated revenue.
- ◆ Decrease of \$1.2 million primarily in CalWORKs Welfare to Work benefit payments to align with service needs.
- ◆ Expenditures Transfer & Reimbursements—decrease of \$0.4 million associated with prior year one-time centralized General Fund support for negotiated labor agreements. Since this is a transfer of expenditure, it has a net effect of a \$0.4 million increase in appropriations.

Revenues

Net increase of \$26.1 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.1 million to align with the Physicians Emergency Services (PES) expenditures and anticipated revenue.
- ◆ Intergovernmental Revenues—net increase of \$4.2 million.
 - ◆ Net increase of \$13.6 million social services State and federal revenues to align with current year social services allocations supporting staffing and other operating costs driven by increases in CalFresh administrative revenues offset by decreases in CalWORKs and Medi-Cal funding.
 - ◆ Increase of \$6.6 million in State and federal revenues to align with estimated CalWORKs CC1 benefit payments.
 - ◆ Increase of \$2.4 million in available one-time Realignment revenues to support increase in Salaries & Benefits.
 - ◆ Increase of \$0.8 million in State revenue for CAPI.
 - ◆ Increase of \$0.3 million in federal revenue for Diaper Assistance.
 - ◆ Net decrease of \$17.0 million in social services State and federal revenues to align with funding allocations and the associated decrease in expenditures for CalWORKs employment and supportive service programs including Housing Support, Intensive Case Management, and Family Stabilization, and to align with anticipated expenditures in the CFET program referenced above.
 - ◆ Decrease of \$2.5 million in prior year one-time American Rescue Plan Act (ARPA) funding for food distribution and nutrition incentive programs.
- ◆ Use of Fund Balance—increase of \$2.3 million to bridge Medi-Cal Administrative funding.
- ◆ General Purpose Revenue Allocation—increase of \$19.5 million.



SELF-SUFFICIENCY SERVICES

- ❖ Increase of \$17.5 million to offset increase in General Relief.
- ❖ Increase of \$2.0 million to partially offset Salaries & Benefits and Services & Supplies increases noted above.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Self-Sufficiency Administration	292.00	310.00	314.00	1.3	314.00
Regional Self-Sufficiency	2,418.00	2,513.00	2,508.00	(0.2)	2,508.00
Office of Military & Veterans Affairs	22.00	22.00	24.00	9.1	24.00
Total	2,732.00	2,845.00	2,846.00	0.0	2,846.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Health Care Policy Administration	\$ 5,992,036	\$ 5,583,457	\$ 5,372,457	(3.8)	\$ 5,372,457
Self-Sufficiency Administration	62,483,925	65,151,816	66,021,004	1.3	68,325,246
Assistance Payments	285,310,166	417,927,755	417,201,551	(0.2)	417,201,551
Regional Self-Sufficiency	288,751,535	292,544,753	318,752,478	9.0	332,847,375
Office of Military & Veterans Affairs	4,660,433	4,810,658	4,806,283	(0.1)	4,987,124
Total	\$ 647,198,095	\$ 786,018,439	\$ 812,153,773	3.3	\$ 828,733,753

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 284,734,370	\$ 300,473,524	\$ 319,587,860	6.4	\$ 336,167,840
Services & Supplies	142,872,943	162,047,772	153,933,141	(5.0)	153,933,141
Other Charges	219,590,782	323,927,062	338,632,772	4.5	338,632,772
Expenditure Transfer & Reimbursements	—	(429,919)	—	(100.0)	—
Total	\$ 647,198,095	\$ 786,018,439	\$ 812,153,773	3.3	\$ 828,733,753

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fines, Forfeitures & Penalties	\$ 3,800,000	\$ 3,000,000	\$ 3,050,000	1.7	\$ 3,050,000
Revenue From Use of Money & Property	248,605	248,605	248,605	—	248,605
Intergovernmental Revenues	591,512,520	723,583,238	727,834,474	0.6	751,277,515
Charges For Current Services	270,000	170,000	170,000	—	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	2,518,394	—	2,290,000	—	—
General Purpose Revenue Allocation	46,055,899	56,223,919	75,768,017	34.8	71,194,956
Total	\$ 647,198,095	\$ 786,018,439	\$ 812,153,773	3.3	\$ 828,733,753



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 residents and visitors of San Diego County with services such as food and beach water 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 all facets of the community 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.

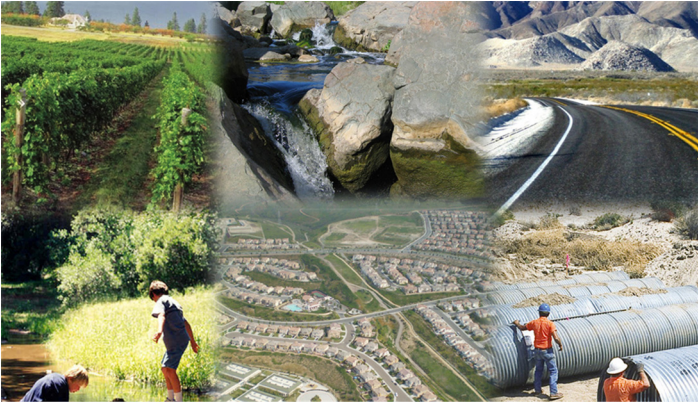
To ensure these critical services are provided, the Land Use and Environment Group has 2,161.75 staff years and a budget of \$796.0 million.

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
- ◆ Environmental Health and Quality
- ◆ Parks and Recreation



- ◆ Planning & Development Services
- ◆ Public Works

Land Use and Environment Group Priorities



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 integrated into internal County operations. From individual departmental sustainability plans that work to reduce our carbon footprint and demands on resources, to the innovative Regional Decarbonization Framework that guides our region toward zero carbon emissions, LUEG tangibly contributes to climate action through comprehensive and data-driven solutions. Collectively, and with the County’s Office of Sustainability and Environmental Justice (OSEJ), our efforts strive to create a safe and resilient environment for current and future generations. OSEJ intentionally and actively works alongside communities throughout the region to achieve zero carbon emissions while safeguarding the health of people and natural systems. OSEJ’s efforts are particularly centered on communities that have been disproportionately impacted by systemic and institutional inequities and environmental burdens. It is a uniquely positioned office that collaboratively stewards sustainability solutions across County operations and throughout the region.

Regional Decarbonization Framework

Recognizing that climate change cannot be addressed in silos, and that we can achieve more if we all work together, OSEJ leads the Regional Decarbonization Framework (Framework), facilitating collaborative action that moves the entire San Diego region

to zero carbon emissions by mid-century in buildings, transportation, energy supply, food systems, and land use sectors. The RDF is science-based and guided by justice and equity considerations, and started with three foundational publications, including a Technical Report, Workforce Development Study, and the “Let’s Get There” Playbook, a compilation of climate actions that individual, organizations, communities, and the region can take. The Framework informs and serves as a resource for the development of the County’s other sustainability initiatives such as the Climate Action Plan Update and enterprisewide departmental sustainability commitments.

Partnerships and collaboration are fundamental to the Framework. The next step for the Framework is to uplift communities’ decarbonization priorities to tailor sustainability solutions that respond to our region’s unique cultures and senses of place. For example, OSEJ partnered with five community-based organizations and successfully pursued grant funding to advance the planning of their self-selected sustainability activities in Spring Valley. 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.

In support of the Framework, LUEG obtained over \$770,000 in grant funds for the Climate Smart Land Stewardship Program and identified pilot sites to 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. Our departments also performed a tree canopy analysis in the past year to compare this information to socioeconomic data and help determine the development of equity-based outcomes of urban tree planting.

Departmental Sustainability Goals

OSEJ facilitates an enterprisewide effort with each of the 40+ County departments and offices in developing a data-driven sustainability plan to ensure their operations are aligned with County efforts to reduce our carbon footprint through improved materials management, lower energy use, and greater stewardship of our natural resources. This is a comprehensive approach for the organization, but each department’s plan is unique in identifying new commitments to implement in the short, mid, and long-term to achieve more sustainable departmental operations. By ensuring the County’s employees are working with sustainability in mind, our operations will increasingly 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 mobile libraries, install EV charging stations at new parks and libraries where feasible, and assess options for installing solar panels and/or battery back-up for County road stations and wastewater facilities. LUEG

applied sustainable principles to the new construction and renovation of County facilities, such as the OSEJ staff offices at the County Administration Center, while reducing carbon footprint impacts. This year, our departments also decommissioned outdated 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/year—equivalent to the amount of energy that 3.5 single-family homes consume in one year—and the equivalent of 23.7 metric tons of CO₂. OSEJ will continue to support County departments in identifying and implementing sustainability commitments as well as work on a data collection and monitoring tool to track County progress.

In support of the County’s climate action goals, the Department of Public Works (DPW) also completed 200 education presentations on waste diversion and recycling to over 15,000 residents, students, and staff from businesses and multifamily complexes within the last year to build and reinforce sustainability efforts in our community.

In addition, LUEG continued to implement 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 also limits our energy demand and resource use.

Updating the Climate Action Plan

LUEG is leading the preparation of the County’s Climate Action Plan (CAP) Update and Supplemental Environmental Impact Report (SEIR) for Board consideration in 2024 to reduce GHG emissions in the unincorporated areas and from County operations. The unincorporated community is 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. 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. A draft of the updated CAP and SEIR was released for public review in Fiscal Year 2023–24.

As part of the CAP SEIR, LUEG teams continued to develop Smart Growth Alternatives for the Board’s consideration that would further reduce VMT 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. Smart Growth Alternatives were released for a public review in Fiscal Year 2023–24.

Our CAP team will work closely with the 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, we 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 2023 through the implementation of the 2018 CAP’s 26 greenhouse gas reduction measures. The amount of emissions reduced in 2023 is the equivalent to taking over 50,000 gasoline-powered passenger vehicles off the road for one 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. In addition to public education, drainage facility cleaning, and a robust compliance inspection program, the County has also invested in 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. To mitigate potential occurrences of recreational water illnesses, LUEG collected ocean and bay water samples for the 70 miles of the San Diego County coastline, to notify the public less than 24 hours from when ocean water had bacteria levels above health standards established in State law and might 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.

LUEG also balances the needs of protecting and preserving natural resources, while providing access to open space. Expanded 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). We completed the design and permitting for several park projects, including Calavo

Park, Village View Park, and Four Gee which are under construction, and also completed playground refurbishments at Waterfront Park, and other park improvements.

The County continues to expand its award-winning parks system, which features over 150 facilities including local and regional parks, campgrounds, historic sites, fishing lakes, ecological preserves and a botanic garden. LUEG operates and manages more than 58,000 acres of parkland and more than 380 miles of trails that foster an appreciation of nature and history. Our Department of Parks and Recreation (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. 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 pro 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 to permanently conserve nearly 100,000 acres of land.

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 County has acquired a total of 58 acres of conservation easements and is expected to acquire an additional 296 acres in Fiscal Year 2023–24 based on applications that are in process or in negotiation. This will bring the total number of acres acquired to 354 acres. Overall, there are currently 1,290 acres in PACE easement acquisitions in process. The protection of natural resources includes ensuring the region’s 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, the ornamental nursery industry alone generates nearly \$1.3 billion and relies on the ability to successfully complete agricultural exports. By ensuring that exports were pest-free, LUEG enhanced economic activities for California’s farmers and decreased the need to use pesticides. Protection from invasive agricultural pests also allowed us to ensure 100% of plant shipments from the San Diego region arrived at destination counties in California without any viable forms of the invasive Glassy-winged Sharpshooter insect, which can spread a bacterial plant disease in vineyards, costing the California grape industry about \$104 million per year. In the past year, all plant





shipments from our region arrived at their destinations without delay from export certificate errors. These common errors can cost the state's agriculture industry time and money in shipment delays, returns, or destruction.

LUEG will continue to partner with stakeholders and the public to protect our agricultural industry and eradicate invasive pests in protection of valuable natural resources.



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 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.

In January of 2024, the San Diego region experienced an unprecedented amount of rainfall that led to flooding in many communities, severely impacting the unincorporated area of Spring Valley. Our teams jumped to action and supported the community through emergency response and recovery, including staffing the Emergency Operations Center once activated by the Office of Emergency Services, as well as the County's Local Assistance Center (hosted at the County's Spring Valley Library) to provide flood victims with recovery resources. Crews were mobilized to clean and sanitize effects of sewer spills and increased the monitoring of sewer systems. Upon receiving alarm notifications of high-water level conditions, LUEG staff mobilized to sites to survey flow conditions of maintenance holes and continuously monitored sewer flows. Cones and warning signs were placed to restrict access to any impacted roadways and debris and any residual wastewater was removed and transported to secure storage for disposal. We collected over 35.96 tons of flood-damaged debris from unincorporated areas and safely disposed of 24,761 lbs of flood-affected Household Hazardous Waste (HHW), such as chemicals, paint, batteries, and electronics. LUEG departments also ensured that increased bacterial testing in various affected areas was completed. In anticipation of the additional rain in February, we also provided 233,000 sandbags and 1,825 tons of sand to support residents' storm preparation.

LUEG also continuously works to protect and promote public health by ensuring the safety of our beaches and bay waters through the use of best technology of sampling and testing to

track water pollution and notify the public when it is not safe to enter the water. In 2023, a total of 3,694 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.

Our departments continue to support projects in the Tijuana River Valley to help curb the flow of trash and bacteria into the area. LUEG continues to monitor the County's infrastructure in the area to eliminate sources of pollution and is also working with State regulators to support development of a Restoration Plan for the Tijuana River Valley that will encourage Federal accountability.

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. The pilot Intergenerational Center Program at Valley Center, for example, aims to provide all residents with diverse recreation and program opportunities for all ages, interests, and abilities. With the Butterfield Ranch acquisition complete, the Valley Center community gained an additional site to consider multiple recreational amenities including a new intergenerational center, equestrian uses, active recreation, and other priorities heard from the community. The initial public engagement focused on developing a program for each site—which will be a joint effort for both sites—to ensure the most appropriate distribution of amenities between two sites and to make effective use of County resources.

LUEG also works to protect and promote public health collecting hazardous waste from residents in the unincorporated area to ensure safe disposal, as well as inspecting solid waste, composting, and recycling facilities to ensure health and safety of surrounding communities. LUEG provides 24/7 emergency response to 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 15,000 facilities, and conducting routine inspections across the region on an annual basis.

Using an assessment of community needs in the Vector Control Program, LUEG protected public health by educating people about vectors (pests that transmit disease) and how to protect against the diseases they carry, to identify service gaps to better understand the diverse and unique needs of the public and better protect public health. Our departments 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 included but were not limited to West Nile virus (WNV), Zika virus, hantavirus, and tularemia.

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 thousands of restaurants and food facilities to ensure food safety, and we inspect over 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 44,000 safety inspections of buildings and 1,250 of new home constructions, 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 expected to be presented to the Board by 2025.

Through the use of community gardens, LUEG departments also worked to increase food security in low-income, underserved communities, and low food access zones. Community gardens 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. This past year, a community garden was completed at Collier Park and several more are due to be incorporated in the new facilities under

construction, including Alpine Park and Calavo Park. Additionally, our libraries continue to host eleven seed library locations, distributing 6,255 California native plant and vegetable garden seed packets, and provided 60 educational programs on the benefits of native plants and gardening.

LUEG promoted economic opportunity for cooking enthusiasts in the region to earn a living cooking from their homes through the Microenterprise Home Kitchens Operations, or MEHKO, program which was developed in collaboration with the community, government and business groups. By opening County commercial kitchens for lease by growing food business, 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-distances 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.

We continued identifying ways to facilitate the development of different housing types, like senior and assisted living housing, small lot subdivisions and development on sites envisioned for affordable housing through the Options for Streamlining Affordable and Attainable Housing program. This program included identifying options to streamline development through the preparation of an Environmental Impact Report (EIR) and opportunities to identify efficiencies between other related streamlining efforts.

LUEG teams dedicated their efforts into finding ways to help reduce the high cost of housing construction within the County's purview. As part of the Transformative Housing Solutions, the Planning & Development Services (PDS) department conducted 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 help



address high housing costs while encouraging more environmentally friendly construction. This study also considers alignments with other efforts including the County's Housing Blueprint.

LUEG partners with other County teams to complete timely environmental review of grants and affordable housing development loans that benefit low-income communities and households. On average, our Department of Public Works (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.

Supply also affects cost. Through the promotion of accessory dwelling units (ADU), LUEG has been able to support increased number of homes built in the unincorporated. 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 262 ADUs were added. 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. The County has waived millions 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. For us, engagement means a robust outreach process that is grounded in respect, acknowledgment, and genuine partnership, is based on transparency and includes informing, involving, and collaborat-

ing with stakeholders with the goal of empowering them so they can confidently participate and have equal access in the decision making process.

Engaging and informing stakeholders every step of the way nurtures meaningful collaboration, from project initiation to implementation. All departments meet and engage regularly with our diverse range of stakeholders such as our 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. When publishing public notices for County initiated projects and programs, these translation initiatives ensure the ability for all individuals to participate in and comment on projects and programs occurring in or affecting their community, regardless of preferred language. We offer virtual and in-person engagement meetings to provide residents every opportunity to make informed decisions while listening to, participating in, or using LUEG services or programs. LUEG is committed to continue to facilitate meaningful conversations, shared programming, grant opportunities, and other opportunities to maximize resources through community partnerships to benefit the region.

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 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. For example, we performed an assessment of the Tell Us Now application to inform our departments' efforts in increasing visibility, accessibility, and overall use of the platform. We have also completed benchmark reviews of other jurisdictions that offer similar applications that determine features that may enhance the Tell Us Now user experience. 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 and began implementation of the Airport Sustainability Management Plan to reduce resource consumption, environmental impacts, and GHG emissions across all County airports while promoting social responsibility.

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. For example, LUEG teams retimed traffic signals on three road segments to optimize peak traffic flows while emphasizing pedestrian safety and constructed new sidewalks and bike lanes in the

unincorporated areas. To further support equity, LUEG combined the PGA 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, which is updated biannually, 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 has been planning ways 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. 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 connec-



tivity 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 7,000 Tech Connect kits (Chromebook and MiFi hotspots), they increased access to internet enabled devices to connect to the internet for free. Following the success of the program, our libraries received additional funding for this initiative and has extended the existing data plan and purchased an additional 2,000 hotspots for check-out.

Access to the outdoors remains a LUEG priority and we strive to encourage the exploration of nature and the fostering of lifelong appreciation for the outdoors. Our Department of Parks and Recreation (DPR) continued implementing its First-Time Camping Program that provides camping equipment and setup assistance from park staff. 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. Building on the original locations at Tijuana River Valley Regional Park Campground and Dos Picos County Park, this program expanded to two additional campgrounds at the Guajome and Lake Morena Campgrounds.

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 5.6 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 over 150 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 56 Little Free Libraries to encourage reading and helping families begin their own libraries.

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, ten citizenship classes were offered at our County Library branches and 46 participants completed the course and are better prepared to take the citizenship test.



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, 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 73 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.

LUEG prioritizes accessibility through continuous evaluation of our existing parks and facilities to ensure all members of the community can benefit from our services and the rich variety of resources our parks provide. Our departments continue to implement the Americans with Disability Act (ADA) Transition Plan, which prioritizes the order of improvements made for each fiscal year. Already, accessibility improvements have been completed on park grounds and intersections that now have upgraded pedestrian pushbuttons with ADA-compliant devices.

To ensure the County is meeting the needs of its most systemically impacted communities, LUEG departments analyzed their programs and services and commitment to equity and addressing disparities in service delivery. Each department utilized Geo-





graphic 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 removed graffiti on private property at no cost to owners, reducing blight and gang presence through the new graffiti abatement program. These efforts 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.

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. 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. 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, beverage container recycling offers income for low-income community members and promotes public interest in recycling. LUEG departments added undercover inspections of recycling buyback centers to reduce shortages in the pay-out's recyclers receive. This improved the compliance rate of the last three-year average by 2% (from 80% to 82% for 64 locations), saving recyclers about \$917,000 in losses.

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 commu-

nities 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 have continued 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 areas. 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.

5-Year Strategic Planning

At LUEG, we place a strong emphasis on creative and strategic thinking as part of our culture to ensure optimal performance in our programs and services. With this in light, we embarked upon an initiative to develop a Strategic Plan that would help us establish a framework for long-term innovation in our community service and operations over the next 3-5 years. This roadmap sets out long-term objectives for our entire Group and each of our departments, including goals and implementing strategies to guide our staff and programs in the planning and innovation in delivering our services and enable operational performance management and financial forecasting. Over the course of this multiple-month process, our departments hosted employee engagement sessions to solicit input and feedback from the team to incorporate into the plan.

In our foreseen path of travel, LUEG identified several areas of priorities. To continue promoting community engagement, access, and service, our teams will continue to tailor their tactics to local communities and projects while keeping a shared foundation of guiding principles and approaches across LUEG that ensure consistency and equity. With a lens to the future, we recognized that our approaches to improving the residents' access to and our delivery of services must continue to evolve as our communities and needs change and technologies offer new opportunities. Through the use of technologies and other innovations, and as part of our work towards sustainability and resiliency, it will be critical for us to continue to examine our public infrastructure in the digital age and our long-term strategies will be guided by ways to maximize value and impact to communities. It is vital for us to continue to build deeper trust with our communities and meet them where they are, which calls for greater emphasis on our role as leaders in our region in creating and implementing innovative policies and solutions that promote our responsibility as trusted partners. We also recognized that our workforce is and continues to be our greatest asset in the work we do. LUEG will continue to promote practices that supports our culture of continuous learning, team collaboration, and a place where people get to do meaningful work every day.

There are many knowns and unknowns in the horizon but with the help of our roadmap, the future is bright.



Environmental and Climate Justice

LUEG is leading a regional effort to focus on environmental and climate justice. Within the enterprise, OSEJ staff offer support and resources to departments to evolve our applied understanding of environmental justice. For our initiatives across the region, OSEJ's work is centered on communities that have been disproportionately impacted by systemic and institutional inequities and environmental burdens.

In this way, OSEJ serves as a liaison, advocate, and partner for residents and organizations across the region, and with federal, State, and regional regulatory agencies to advance environmental protection and remedy environmental disparities and injustices.

OSEJ previously published version 1.0 of a StoryMap, "Environmental and Climate Justice Gateway", to visually represent environmental health concerns in neighborhoods of the San Diego region by census tract. This visual library of health indicators helps raise awareness and provide information for the public's use in planning, advocacy, or education. OSEJ is in the early stages of exploring content for the next version of the StoryMap, where we hope to provide weighted composites that demonstrate interrelationships and reinforce community priorities, as well as elevate our communities' lived experiences. These next-gen overlays will help us take a more comprehensive approach to community partnerships and problem solving.

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, 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 helps 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, our teams have continued to work together with community stakeholders on the Environmental Justice Additional Criteria project to identify and assess social, environmental, and health data indicators to further refine and improve Environmental Justice criteria and enable data driven decision making. This ensures that services, programs, and opportunities are provided equitably while uplifting those who have historically been disenfranchised. 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.

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: 2023–24 to 2024–25

Staffing

No overall change in staff years. Additional staff were transferred among programs to manage operational needs.

Expenditures

Net increase of \$3.5 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$2.0 million for information technology and major maintenance projects
- ◆ Expenditure Transfer & Reimbursements—decrease of \$3.1 million for one-time major maintenance and information technology projects. Since this is a transfer of expenditures, it

has a net effect of \$3.1 million increase in expenditures. The funding is supported by resources in Countywide Finance Other.

- ◆ Operating Transfers Out—net decrease of \$2.1 million
 - ◆ Decrease of \$2.8 million due to one-time major maintenance and information technology projects completion
 - ◆ Increase of \$0.7 million due to one-time major maintenance projects

Revenues

Net increase of \$3.5 million

- ◆ Charges for Current Services—increase of \$0.3 million in support costs from LUEG departments.
- ◆ Use of Fund Balance—increase of \$2.5 million to support one-time major maintenance projects. A total of \$2.5 million is budgeted.
 - ◆ \$2.5 million for major maintenance projects
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million to support negotiated labor agreements

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

No significant changes.



Group Staffing by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment Executive Office	33.00	33.00	33.00	—	33.00
Agriculture, Weights and Measures	199.00	199.00	199.00	—	199.00
County Library	294.50	300.75	301.75	0.3	301.75
Department of Environmental Health and Quality	333.00	344.00	346.00	0.6	346.00
Parks and Recreation	285.00	299.00	304.00	1.7	304.00
Planning & Development Services	272.00	314.00	318.00	1.3	318.00
Public Works	610.00	628.00	660.00	5.1	660.00
Total	2,026.50	2,117.75	2,161.75	2.1	2,161.75

Group Expenditures by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment Executive Office	\$ 11,455,253	\$ 11,660,031	\$ 15,139,422	29.8	\$ 12,889,434
Agriculture, Weights and Measures	30,983,517	31,063,957	32,144,967	3.5	33,739,496
County Library	58,755,409	66,512,541	66,556,577	0.1	67,614,815
Department of Environmental Health and Quality	60,383,871	63,882,672	67,543,548	5.7	68,530,365
Parks and Recreation	70,719,629	75,358,938	75,838,449	0.6	76,990,437
Planning & Development Services	53,209,207	59,316,113	57,989,755	(2.2)	60,613,451
Public Works	344,407,001	366,573,832	480,779,763	31.2	365,219,348
Total	\$ 629,913,887	\$ 674,368,084	\$ 795,992,481	18.0	\$ 685,597,346





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment Executive Office	22.00	20.00	21.00	5.0	21.00
Office of Sustainability and Environmental Justice	11.00	13.00	12.00	(7.7)	12.00
Total	33.00	33.00	33.00	—	33.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment Executive Office	\$ 7,905,253	\$ 7,950,275	\$ 11,373,646	43.1	\$ 9,025,286
Office of Sustainability and Environmental Justice	3,550,000	3,709,756	3,765,776	1.5	3,864,148
Total	\$ 11,455,253	\$ 11,660,031	\$ 15,139,422	29.8	\$ 12,889,434

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 7,357,479	\$ 7,513,378	\$ 7,969,822	6.1	\$ 8,192,889
Services & Supplies	7,292,436	8,113,697	10,077,448	24.2	4,874,393
Expenditure Transfer & Reimbursements	(3,194,662)	(6,793,844)	(3,677,848)	(45.9)	(177,848)
Operating Transfers Out	—	2,826,800	770,000	(72.8)	—
Total	\$ 11,455,253	\$ 11,660,031	\$ 15,139,422	29.8	\$ 12,889,434



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Charges For Current Services	\$ 1,661,965	\$ 1,975,875	\$ 2,291,784	16.0	\$ 2,291,784
Fund Balance Component Decreases	75,244	103,951	75,244	(27.6)	75,244
Use of Fund Balance	75,931	—	2,500,000	—	—
General Purpose Revenue Allocation	9,642,113	9,580,205	10,272,394	7.2	10,522,406
Total	\$ 11,455,253	\$ 11,660,031	\$ 15,139,422	29.8	\$ 12,889,434



Agriculture, Weights and Measures

Mission Statement

Promote public health, food security, economic resilience, 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 \$1.78 billion agricultural economy, ensures an equitable marketplace, and fosters a sustainable environment. AWM conducts over 350,000 inspections annually in addition to outreach, education, and investigations to ensure the 12,000 registered and regulated businesses in our region comply with federal, state, and local laws and regulations.

With both environmental and fiscal sustainability in mind, AWM performs regulatory activities through an equitable lens and implements programs and projects that enhance the community’s quality of life. In Fiscal Year 2024–25, 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 (UCCE) expertise and research to benefit the community.

AWM has 199.00 staff years and a budget of \$32.1 million to ensure these critical services are provided.

2023–24 Accomplishments



Equity

To ensure equitable service, we assessed community needs when it comes to pesticide regulation, education/direct marketing, and price accuracy programs that safeguard public health and safety, food security, and consumer confidence. We compared community data to that of our programs to enhance community engagement, outreach, and language translation in the County’s threshold languages. 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.
 - AWM worked to strengthen the local food system and supported the availability of healthy foods by increasing nutritional benefits program acceptance at Certified Farmers Markets (CFM) and Community Supported Agriculture (CSA) operations.



- ◆ Increased the acceptance of nutritional benefits by CFM and CSA operations by 20% (from 12 to 15 operations) to provide more opportunities for people to obtain healthy local produce and increase their food security. This is a component of our regionwide community needs assessment to address food insecurity.
- ◆ Used 4,000 door hangers to provide information in threshold languages to underserved and low income-low access communities regarding purchasing fresh fruits and vegetables using nutritional benefits at local CFMs and CSAs. This assisted in the increase of nutritional benefits used at CFMs and CSAs by \$5,000, which reflects an increase of 4,000 servings of fresh fruits and vegetables.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Protected against unfair business competition in underserved communities by reducing price overcharges for customers and working families at retail businesses. Used industry feedback from 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 the regional average (87.2%).
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Supported the region’s \$1.3 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. Ensured that exports were pest-free, which enhanced economic activities for California’s farmers and decreased their need to use pesticides.

- ◆ Ensured 100% (1,400 of 1,400) of plant shipments from the San Diego region arrived at destination counties in California without any viable forms of the invasive Glassy-winged Sharpshooter insect, which can spread a bacterial plant disease in vineyards, costing the California grape industry about \$104 million a year.
- ◆ Ensured 100% (7,500 of 7,500) of plant shipments from the San Diego region arrived at their destinations without delay from export certificate errors. These errors can cost the California agriculture industry time and money in shipment delays, returns, or destruction.
- ◆ Held three educational events in the most prevalent threshold languages to underserved communities about the Invasive Shot Hole Borer Tree Removal Program, which removes infested trees at no cost. Helped remove 10 infected trees to reduce fire risk, improve tree canopy health, promote access to green spaces, and improve environmental sustainability.

- ◆ Continued 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 \$30,000 to \$20,000.
- ◆ Developed informational materials that explain how to maintain accurate devices and provided them to businesses that have had inaccuracies during inspections. These materials were also made available in the County’s threshold languages.
- Beverage container recycling offers income for low-income community members and promotes public interest in recycling. AWM continued to provide undercover inspections of recycling buyback centers to reduce shortages in the pay-out’s recyclers receive. This improved the compliance rate of the last three-year average by 2% (from 80% to 82% for 55 locations), saving recyclers about \$917,000 in losses each year.

Sustainability

Sustainability is at the forefront of AWM’s work. In accordance with the County’s strategic initiative on sustainability, AWM accomplished:

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Participated in roundtables to coordinate department sustainability efforts with all County land use departments. This ensured initiatives like fleet conversion, regional water issues, County land acquisitions, and compliance with the California Environmental Quality Act (CEQA) collectively support sustainability, regional decarbonization, and greenhouse gas (GHG) reductions.
 - Ensured that adequate resources are available to meet the evolving needs of our community programs. This included continual review of 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 historically underserved communities.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Protected community members and businesses from price overcharges and unfair business competition, which can disproportionately harm those without the resources to address unfair hidden costs.
 - ◆ Completed 100% of mandated annual inspections of registered commercial weighing and measuring devices. This is about 30,000 devices including retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales, and counter scales.

- ◆ Completed 100% (83 of 83) of mandated scale inspections used by all 55 registered recycling locations to ensure they are accurate. Ensured scales have visible seals to promote public confidence and fair business practices. Inspections reinforced state requirements by adding a proper tare weight training at every initial inspection to ensure people are getting paid out correctly for the items they bring to recycle.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - 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. These efforts will support efforts to reduce greenhouse gas emissions and support initiatives in the Climate Action Plan and Regional Decarbonization Framework.

Department Sustainability Plan short-term goals achieved for Fiscal Year 2023–24:

- ◆ Installed water bottle refill stations at all AWM offices.
- ◆ Sent 16 staff in charge of purchasing to an Environmentally Preferable Purchasing training.
- ◆ Conducted a cost and feasibility study of AWM floor plans to accommodate future growth while reducing facility footprint.
- Continued to investigate and identify resources to implement mid- and long-term commitments:

Mid-term:

- ◆ Decommissioned outdated 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 equivalent to the amount of energy 3.5 single-family homes consumes in one year and the equivalent of 23.7 metric tons of CO₂.

Long-term:

- ◆ Reduced GHG emissions by converting at least 50% of the department’s fleet to hybrid or electric vehicles (63 of 125) vehicles within 5 years. Fleet conversion will include mostly mid-sized SUVs and trucks and will be coordinated with County Department of General Services to ensure plans are in place for an electric vehicle charging infrastructure.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Detected invasive agricultural pests before they spread, minimizing the cost, resources, and pesticides used to eradicate them. Agricultural pests like fruit flies harm the food supply and the environment and hinder agricultural trade. To detect them, AWM maintained 6,600 invasive fruit fly traps throughout the region and inspected them as required to prevent infestations of invasive fruit flies and protect the food supply, environment, and the agricultural industry. The California Department of Food and Agriculture rated 100% of AWM Insect Detection Specialists to be proficient at identifying invasive fruit flies.
 - Rapid and effective containment of invasive fruit fly infestations is essential to protect our region’s food supply and agricultural economy.
 - ◆ Developed a detailed response plan to ensure operational readiness, rapid response, and fluid coordination to contain infestations and minimize impacts on our region. This plan outlines the necessary steps for implementing a fruit fly quarantine, including staff roles and responsibilities, and guidelines for collaboration with our state and federal partners, industry, and local agricultural operators.
 - Mitigated invasive pests that increase the cost of food and goods and cost California more than \$3.0 billion annually to control.
 - ◆ AWM's Detector Dog Teams are a unique partnership between dogs and agricultural inspectors. Detector Dog Teams are trained to find packages that contain plants, fruits, and vegetables. The Detector Dog Teams worked together to search through thousands of packages at local postal sort facilities with the shared goal of finding invasive pests and diseases.
 - ◆ The Detector Dog Teams conducted 25 United States Post Office inspections and checked 500 packages containing plant, fruit, or vegetables to stop hitchhiking pests from entering the county through the mail. In Fiscal Year 2023–24, the Detector Dog Teams found 163 insects and plant diseases that could have seriously harmed the region's agricultural industry and landscaped environment.
 - Partnered with University of California Cooperative Extension (UCCE) to lead educational programs and applied research that helps protect agricultural and natural resources. UCCE:
 - ◆ Conducted pest management education and outreach in preferred languages for pest management professionals, landscape professionals, and agricultural operators through meetings, workshops, educational presentations, publications, and digital media to ensure implementation of Integrated Pest Management techniques and better compliance with laws and regulations. UCCE provided unique expertise at three San Diego Weed Management Area meetings.
 - ◆ 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 three outreach and education activities.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - Oversaw the volunteer Master Gardener program that provides research-based information in requested languages to community members about home gardening, community gardening, landscaping, water conservation and pest management through 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 participation in “Team LUEG” to leverage interdepartmental efforts on 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.
 - 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.





Community

AWM enhanced quality of life for all community members in the region by implementing regulatory programs that protect public health, safety, and the environment. AWM enhanced community outreach by working with trusted partners within the communities we serve and offered virtual and in-person outreach events in requested languages. AWM also leveraged 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.
 - AWM’s Awareness Campaign surveyed 100 consumers and 25 businesses in the region about their awareness of AWM and its services. This input helped shape new department outreach materials including a short video, door hangers, postcards, and brochures in threshold languages. The new outreach materials will improve awareness of AWM and the programs and services it offers.
- Quality of Life: Provide programs and services that enhance the community though increasing the well-being of our residents and our environments.
 - Increased the safety of pesticide applicators who perform work in and around residential and commercial buildings to protect human health and preserve economic value.
 - ◆ Conducted increased business headquarter inspections and developed an educational handout in threshold languages. This helped improve the previous three-year average compliance rate of the region’s 2,100 structural pesticide applicators’ use of required personal protective equipment (from 94% to 96%).
 - Collaborated with County departments, nonprofit and public entities to develop a pilot program aimed at increasing food access to underserved communities. The pilot looked to establish a Community Supported Agriculture (CSA) produce box pick up location in an underserved community. Staff selected a site in Escondido, developed an agreement for the CSA operations, held engagements with community-based organizations, and developed website and materials to facilitate the project. Due to application approval issues for nutritional benefits and the impact of flood events in early 2024 on CSA operations, this pilot was put on hold.
 - Expanded the department’s commitment to Justice Equity, Diversity, Inclusion, and Belonging (JEDIB) by identifying program and process changes to provide the highest level of service for diverse community members; used commu-

nity assessments to identify community needs; increased translated materials; and increased staff training on EDI principles.

- Leveraged UCCE’s expertise and unique relationship with the community to engage the public on programs that can inspire change. UCCE:
 - ◆ Enabled youth to reach their full potential as confident leaders of character who are connected to their communities. Enrolled 160 individuals in the 4-H program, provided 10 training activities in requested languages, and provided leadership training to 80 4-H youth.
 - ◆ Empowered youth and families to become healthy, happy, thriving people who make a positive difference in their communities. Provided nutrition education for 150 low-income families and 1,100 youth, emphasizing healthful nutrition practices, meal planning, shopping strategies, food selection and preparation strategies, and food safety practices.
 - ◆ Extended UC research-based information on topics like sustainable landscaping and leadership skills to improve the lives of community members. Provided coordination, assistance, and training for 4-H, Master Gardener, and other volunteer programs using 600 volunteers that contributed 110,000 volunteer hours.
- Communications: Create proactive communication that is accessible and transparent.
 - Expanded stakeholder outreach by cultivating new relationships with community partners to reach the diverse communities AWM serves.
 - ◆ Established a new relationship with the Farmworker Care Coalition to inform North San Diego County farmworkers on AWM services and safety trainings.
 - ◆ Established new relationships with the Asian Business Association San Diego and the San Diego County Hispanic Chamber of Commerce to ensure more retail businesses know how to meet price accuracy laws and regulations. This outreach helps prevent overcharges to consumers and makes sure businesses get fair payment for the goods they sell.
 - ◆ Partnered with National Sustainable Agriculture Information Service (ATTRA), Natural Resource Conservation Service, and UCCE to provide education on sustainable agricultural practices to beginning, underserved, and 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.
 - ◆ Increased fieldworker regulatory awareness and understanding of pesticide safety requirements by 20% as measured by 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.
 - Improved local nursery industry’s economic opportunities and protected the environment by providing outreach on pest management to production nurseries, with a focus on underserved owners and operators.
 - ◆ Decreased noncompliance rates during Annual Nursery Inspections due to pest problems from 6.5% to 4% by providing 3 outreach events.
 - ◆ Translated industry outreach materials into preferred languages to boost regulatory understanding.

 Empower

AWM remains committed to engaging with staff and creating a thriving team that provides excellent customer service and in turn empowers the local community and industry. AWM provided opportunities and platforms for staff engagement such as focus groups, executive office hours, and suggestions boxes to help inspire opportunities for engagement where information, ideas, and perspectives regarding staff and department development are shared. These engagement activities fostered new ideas on best practices, innovations for operational excellence, and improved interactions with stakeholders. 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.
 - Ensured a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. AWM worked with employees and employee representative groups and used information from the 2022 biennial employee engagement survey and focus groups held in 2023 to develop and implement action plans that will continue to improve engagement and foster an empowered workforce.
 - Promoted Justice, Equity, Diversity, Inclusion, and Belonging (JEDIB) of staff as high priorities by discussing the importance of these values in staff meetings at all levels of the department, including all staff meetings; offering trainings to enhance education and awareness; maintaining a workforce development team that is open to every employee; and encouraging staff participation in Employee Resource Groups, activities, and events. This helped employees feel valued, engaged, and better prepared for career advancement opportunities.
 - Engaged in Group communications to keep department employees better connected by highlighting AWM’s efforts with equity, community outreach, noteworthy projects, and shared resources in the LUEG Team Talk quarterly

newsletter. The newsletter helped spotlight essential work in a Group-wide space to allow for collaboration and shared ideas.

- Increased 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 worked with their staff during regular development meetings to present department updates, implement desired trainings and mentorship, and provide communication that will enhance their success.
 - ◆ Provided regular updates and communication at divisional staff meetings on executive and Board of Supervisor priorities and the alignment with department operations.
- 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.
- Innovation: Inspire and foster an environment for our team members where they can be innovative, and creative during transformative change.
 - Implemented a new data management application, Cal-Trip, among 100% of Pest Detection staff (38 of 38) to enhance our ability to prevent the spread and establishment of invasive agricultural pests. This new technology replaced paper-based record keeping and streamlined pest detection activities to allow for more efficient and timely inspection of insect traps, assisting early detection and quick response.
 - Developed a plan to expand mobile offices, telework, space sharing, and alternate work schedules to 44% for eligible AWM staff and further reduced the staff’s vehicle miles traveled by 190,000 which has the equivalent to the carbon sequestration performed by 65 acres of U.S. forests in one year.
 - Developed a five year strategic plan to serve as a guide for the future and help set internal goals for future services that align operations to regulations, operations and resources, staffing, services, and the community.
 - ◆ Hosted employee engagement sessions to solicit input and feedback from the team on the new department strategic plan during the drafting of the plan. Employee feedback was incorporated into the plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from the team.

 Justice

AWM implements our programs in a fair and equitable manner in all communities throughout the region. AWM focuses on enhanced outreach with language access to regulated busi-



nesses, promotes regulatory awareness, and conducts inspections and investigations in an objective manner. AWM focuses on community engagement to support equal protection of community members 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 the same degree of protection from environmental and health hazards.
 - Protected the health and safety of the public and the maintenance gardener pest control business workers and the environment.
 - ◆ Improved the last three-year compliance rate of maintenance gardener pest control businesses from 50% to 65% (87 of 134) by increasing outreach, pesticide use inspections, and headquarters and employee safety inspections.
 - Ensured human health and safety by protecting structural employees and homeowners from pesticide exposure. Monitored structural fumigations for termite control and conducted outreach, compliance monitoring, and enforcement.
 - ◆ Achieved high overall four-year compliance rate of 98.4% (345 of 351) of structural fumigation businesses by conducting 50 undercover surveillance inspections, 284 unannounced field inspections, and 17 employee safety and business records inspections to account for all structural fumigation companies headquartered in the region.
 - Collaborated with the Office of Equity and Racial Justice (OERJ) and Planning & Development Services (PDS) to develop the County’s Socially Equitable Cannabis Program. Participated in working group meetings, benchmarked similar programs in California, and developed a referral process for program activities that would benefit from AWM’s services such as pesticide use needs and certification for weighing devices.

2024–26 Objectives



Equity

To ensure equitable service, we assess community needs when it comes to pesticide regulation, education/direct marketing, and price accuracy programs that safeguard public health and safety, food security, and price accuracy. We compare demographic, environmental, and economic data of the communities that we serve to that of our programs to enhance and innovate commu-

nity engagement, outreach, and language translation and improve service delivery. 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.
 - Work to strengthen the local food system and support the availability of healthy foods by increasing nutritional benefits program acceptance at Certified Farmers Markets (CFM)s and Community Supported Agriculture (CSA) operations.
 - ◆ Use 4,000 door hangers in multiple languages to enhance awareness in the underserved and low income-low access communities on the availability to purchase fresh fruits and vegetables using nutritional benefits at local CFMs and CSAs. This will assist in the increase of nutritional benefits used at CFMs and CSAs by \$7,500 which reflects an increase of 3,000 servings of fresh fruits and vegetables.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Decrease unfair business competition in underserved communities by reducing price overcharges for community members at retail businesses. Use industry feedback from regionwide community needs assessments to increase compliance by 2.5% (from 84.7% to 87.2%) for regulated retail businesses operating in Rolando, City Heights, and El Cajon, communities with compliance shown to be lower than the regional average (87.2%).
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Support the 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. Ensuring that exports are pest-free will enhance economic activities for California’s farmers and decrease the need of pesticide use.
 - ◆ Ensure 100% (1,400 of 1,400) of plant shipments from the San Diego region arrive at destination counties in California without any viable life stages of the Glassy-winged Sharpshooter insect, which can spread a bacterial plant disease in vineyards, costing the California grape industry about \$104 million a year.
 - ◆ Ensure that 100% (7,500 of 7,500) of plant shipments from the San Diego region arrive at destination without delay because of export certificate errors. These errors can cost the California agriculture industry time and money in shipment delays, returns, or destruction.





Sustainability

Sustainability is at the forefront of AWM’s operations and regulatory program implementation. AWM is dedicated to meeting current and future resident and customer resource needs. Operations have been modified to strengthen sustainable, resilient, and community-focused service delivery of programs while still protecting public health and safety, supporting continuity in the agricultural industry, and promoting consumer confidence. 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.
 - Monitor grant and funding opportunities to enhance department services to the community, boost sustainable initiatives with added resources, and maximize the impact of department investments.
 - Ensure that adequate resources are available to meet the evolving needs of our community programs. This includes continual review of 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 historically underserved communities.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Protect community members and businesses from overcharges and unfair business competition, which can disproportionately impact those with fewer resources to address unfair hidden costs.
 - ◆ Complete 100% of mandated annual inspections of registered commercial weighing and measuring devices. This is about 30,000 devices that includes retail gas pumps, taximeters, retail water dispensers, jewelry scales, computing scales, and counter scales.
 - ◆ Through continued inspections and outreach, increase the number of gas pumps that accurately dispense fuel in the region by 120 pumps (from 98% to 98.5%), which will decrease \$10,000 in overcharges to consumers in the region.
 - ◆ Increase easy access to W&M Device Registration information, such as compliance information, online registration and payment, and language services, by adding outreach material with annual registration reminders.
 - Beverage container recycling offers income for low-income community members and promotes public interest in recycling. AWM will reduce shortages in the pay-out’s recyclers receive by improving recycling centers' compliance with

consumer protection laws by 2% (from 82% to 84% for 55 locations), saving recyclers about \$917,000 in losses each year.

- ◆ Surpass state mandates by conducting undercover inspections, where inspectors posing as members of the public use pre-weighed recycling to validate recycling center’s payment accuracy, at each recycling center in the region (55 recycling locations).
- ◆ Complete 100% (83 of 83) of mandated inspections of scales used by all 55 registered recycling locations to ensure they are accurate. Ensure scales have visible seals to promote public confidence and fair business practices. Inspections will reinforce state requirements by adding a tare weight training to ensure people are getting paid out correctly for the items they bring to recycle.
- 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 County-wide Departmental Sustainability Plans. These will support efforts to reduce greenhouse gas emissions and support initiatives in the Climate Action Plan and Regional Decarbonization Framework.

Department Sustainability Plan commitments for Fiscal Year 2024–25:

Mid-Term:

- ◆ Analyze patterns of paper use utilizing data from each office printer and create a plan to reduce paper waste without compromising operations.

Long-Term:

- ◆ Reduce GHG emissions by converting at least 65% of the department’s fleet to hybrid or electric vehicles (77 of 118) within 5 years. Fleet conversion will include mostly mid-sized SUVs and trucks and will be coordinated with County Department of General Services to ensure plans are in place for an electric vehicle charging infrastructure.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - ◆ Detect invasive agricultural pests before they spread, minimizing the cost, resources, and pesticides used to eradicate them. In 2023, the state saw a nearly 1,000% increase in fruit fly detections. To detect them, AWM will maintain 6,600 invasive fruit fly traps throughout the region and inspect them weekly. 100% of AWM staff will be rated proficient at identifying invasive fruit flies.



- ◆ Support beekeepers in raising healthy bees by providing hands-on training to eight small-scale beekeepers (i.e., less than 10 colonies) regarding techniques to monitor for varroa mite, a common and highly damaging pest of honeybees. The impact of varroa mite can be mitigated with proper management, however, many small-scale beekeepers are not aware of the need to regularly monitor their hives for this pest. Improving awareness and monitoring efforts will help control varroa mite levels in our region, promoting the overall success of the beekeeping industry and its critical role in supporting our food system.
- Mitigate invasive pests that increase the cost of food and goods and cost California more than \$3.0 billion annually to control.
 - ◆ AWM's Detector Dog Teams are trained to find packages that contain plants, fruits, and vegetables. The Detector Dog Teams will search thousands of packages at local postal sort facilities with the goal of finding invasive pests and diseases.
 - ◆ The Detector Dog Teams will conduct 25 United States Post Office inspections and check 500 packages containing plant, fruit, or vegetables to stop hitchhiking pests from entering the county through the mail. In Fiscal Year 2023–24, the Detector Dog Teams found 163 insects and plant diseases that could have seriously harmed the region's agricultural industry and landscaped environment.
- Evaluate emerging vegetation management practices and organic alternatives through research and professional development and monitoring innovation. Identify, trial, and evaluate at least one alternative vegetation management practice for feasibility and potential implementation.
- Partner with UCCE to lead educational programs and applied research that helps protect agricultural and natural resources. UCCE will:
 - ◆ Identify problems and potential solutions to challenges caused by endemic and invasive pests such as insects, diseases, and weeds impacting San Diego production agriculture, natural resources, and urban environments and spread this knowledge through a minimum of three outreach activities.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - Oversee the volunteer Master Gardener program to provide research-based information in requested languages about home gardening, community gardening, landscaping, water conservation and pest management to community members 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 participation in “Team LUEG” to leverage interdepartmental efforts on 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.



Community

AWM enhances quality of life for all community members 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 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.
 - Redesign AWM’s Pest Detection Program brochure used to inform community members about the program. The new brochure will explain the benefits of detecting invasive pests early and how the public can help. A QR code will be used to provide quick access to more resources on Pest Detection’s webpage and language services. The brochure will link to UCCE's Master Gardener Program and explain how the community can use this program for their gardening and plant care questions. The new brochure will be published in the needed threshold languages.
 - Participate in four outreach events, providing information to the public and industry on pests of concern in the area and how AWM prevents the spread/establishment of these pests to protect the region's agriculture, food supply, and the environment. AWM’s Plant Pest Diagnostics Lab will also present to the UCCE Master Gardener Program biannually to update them on developing pest issues and potential pests of concern. This will inform them of what pests to be on the lookout for when fielding calls/identifications from residents.





- 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.
 - Safeguard the health and protection of fieldworkers while also ensuring a sustainable food supply. Conduct six fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields.
 - ◆ Increase fieldworker understanding of pesticide safety requirements by at least 20% as measured by pre- and post-training test results.
- Quality of Life: Provide programs and services that enhance the community through 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 97% to 98% through increased business headquarters inspections and new outreach material in threshold languages.
 - Expand the department’s commitment to Justice, Equity, Diversity, Inclusion, and Belonging (JEDIB) by identifying program and process changes to provide the highest level of service for diverse community members; use community assessments to identify community needs; increase translated materials; and increase staff training on EDI principles.
 - Leverage UCCE’s unique relationship with the community to engage the public on programs that can inspire change. UCCE will:
 - ◆ Enroll 700 youth and adults in the 4-H program and provide 10 training activities in requested languages to deliver positive youth development experiences and provide leadership training to 80 4-H youth. 4-H is a youth development program that is part of the national cooperative extension system and assists youth to reach their full potential as confident leaders of character who are connected to their communities
 - ◆ Enable youth and families to become healthy, happy, thriving people who make a positive difference in their communities. Provide nutrition education for 150 low-income families and 1,100 youth, emphasizing healthful nutrition practices, meal planning, shopping strategies, food selection and preparation strategies, and food safety practices.
 - ◆ Extend UC research-based information on topics like sustainable landscaping and leadership skills to improve the lives of community members. Provide coordination, assistance, and training for 4-H, Master Gardener, and other volunteer programs using 600 volunteers that will contribute 300,000 volunteer hours.
- Communications: Create proactive communication that is accessible and transparent.
 - Increase accessibility of AWM programs and services by boosting the use of plain language in public-facing text such as the department website, outreach materials, and stakeholder engagement materials.
 - ◆ Decrease the language barrier on public-facing materials and measure improvements using readability software.
 - ◆ Increase the use of social media to inform the public about department and County services and programs.
 - Safeguard the health and safety of fieldworkers and ensure a sustainable food supply. Conduct six fieldworker safety trainings with language access for agricultural employees that work in pesticide-treated fields.
 - ◆ Increase fieldworker regulatory awareness and understanding of pesticide safety requirements by 20% as measured by 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.
 - ◆ Increase compliance rates during Annual Nursery Inspections from 95% to 96% by providing three outreach events.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Help empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
 - Continue to implement and evolve the Departmental Sustainability Plan, collaborating with OSEJ to advance mid-term and long-term commitments that reduce the carbon footprint of County operations and programs, bolster environmental justice, and create positive ripple effects for our communities, residents, and businesses.



 Empower

AWM is committed to engaging with staff to create a thriving team that provides excellent customer service and in turn empowers the local community and industry. AWM will continue to provide opportunities and platforms for staff engagement and professional development where they can be innovative and creative during transformative change. AWM will also focus on meaningful employee engagement as part of everyday operations, listening to team members, and having open and honest conversations. These engagement activities will foster new ideas, thoughts on best practices, and innovations for operational excellence and improve interactions with stakeholders. 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.
 - Ensure a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. AWM will continue to implement action plans that were developed because of the 2022 biennial employee engagement survey, to improve engagement and foster an empowered workforce.
 - Engage in communications to keep department employees better connected by highlighting AWM’s efforts with equity, community outreach, noteworthy projects, and shared resources in the LUEG Team Talk quarterly newsletter. The newsletter helps spotlight essential work in a Group-wide space to allow for collaboration and shared ideas.
 - 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 will work with their staff during regular development meetings to present department updates, implement desired trainings and mentorship, and provide communication that will enhance their success.
 - ◆ Provide regular updates and communication through divisional staff meetings and various other communication platforms to provide information on Board of Supervisor and departmental priorities that may impact 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.
 - Create a mobile application that staff can use for special surveys for pests. Special surveys happen when there is a need to determine the range of a pest or disease for exporting purposes. The survey app can streamline the paperwork and reporting process and reduce the time needed to conduct surveys by about 10% (about 6 minutes per inspection).
 - Implement our 5-year strategic plans, with short term objectives that focus preparedness for invasive agricultural pests, streamlining department communications using plain language, and ensuring strategic analyses of emerging state and local policies starting in 24/25 operational plan and planning for mid- and long-term objectives for future years to be able to ensure that we provide excellent service communities and align our operations to department priorities.

 Justice

AWM implements our 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 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.
 - Work with the Office of Sustainability and Environmental Justice, increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.
 - Ensure human health and safety by protecting structural employees and homeowners from pesticide exposure. Monitor structural fumigations for termite control and conducted outreach, compliance monitoring, and enforcement.
 - ◆ Continue to maintain a compliance rate of 98% (338 of 345) by conducting 44 undercover surveillance inspections, 284 unannounced field inspections and 17 employee safety and business records inspections of all companies headquartered in the region.








Related Links

For additional information about Agriculture, Weights and Measures, refer to:

♦ <https://www.sandiegocounty.gov/awm/>

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Sales at Certified Farmers Markets using Public Benefits	\$5,400	\$5,000	\$5,000	\$7,500	\$7,500
	Plant Shipments certified by the Pierce’s Disease Control Program that arrive at destination with no viable life stages of the glassy-winged sharpshooter	N/A	100% of 2,500 shipments	100% of 1,400 shipments	100% of 1,400 shipments	100% of 1,400 shipments
	Plant Shipments certified by the Agricultural Export Program that arrive at destination without delays due to certification errors caused by AWM.	N/A	100% of 7,500 shipments	100% of 7,500 shipments	100% of 7,500 shipments	100% of 7,500 shipments
	Undercover recyclable beverage container test sales at CRV recyclers	100% of 58	100% of 64	100% of 55	100% of 55	100% of 55
	Protect individuals and businesses from price overcharges and unfair business competition:					
	Fuel Meter Accuracy	N/A	98%	98%	98.5%	98.5%
	Annual number of initial and new install inspections for these registered retail devices:					
	Fuel meters	100% of 20,939	100% of 20,939	100% of 20,866	100% of 20,866	100% of 20,866
	Taximeters	100% of 743	100% of 743	100% of 743	100% of 743	100% of 743
	Water dispensers	100% of 1,268	100% of 1,268	100% of 1,268	100% of 1,268	100% of 1,268
	Computing scales	100% of 5,641	100% of 5,641	100% of 5,641	100% of 5,641	100% of 5,641
	Counter scales	100% of 605	100% of 605	100% of 605	100% of 605	100% of 605
	Jewelers Scales	95% of 250	100% of 244	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) ¹	16 projects/ \$1,100,000	N/A	N/A	N/A	N/A
	UCCE research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability ¹	4 projects	N/A	N/A	N/A	N/A
	UCCE provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety ²	325 families	400 families/ 1,100 Youth	150 families/ 1,100 Youth	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) ³	610 vol/ 387,632 hours	1,000 vol/ 110,000 hours	600 vol/ 110,000 hours	600 vol/ 300,000 hours	600 vol/ 300,000 hours



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	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	N/A	9	9	6	6
	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	44	50	50	44	44
	Unannounced Structural Fumigation Field Inspections	N/A	284	284	284	298

Table Notes

- ¹ This goal was discontinued after Fiscal Year 2022–23.
- ² Due to staffing reductions the number of families reached has decreased for Fiscal Year 2023–24.
- ³ Due to staffing reductions the number volunteers has decreased for Fiscal Year 2023–24 and into Fiscal Year 2024–25.

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

Staffing

No changes in staff years.

Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—increase of \$0.8 million due negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$0.3 million due to higher prices of newly renegotiated expenditure contracts and higher vehicle depreciation costs of new vehicles.

Revenues

Net increase of \$1.1 million

- ◆ Licenses Permits & Franchises—increase of \$0.8 million due to enacted legislation (AB1304) that raised the capped fees related to inspections of commercial weighing devices.

- ◆ Intergovernmental Revenues—net increase of \$0.2 million due to anticipated increase in state supplemental funding (\$0.3 million) and decreases in various federal and state pest detection and agricultural contracts (\$0.1 million).
- ◆ Miscellaneous Revenues—decrease of \$1.1 million for major maintenance projects that were completed in Fiscal Year 2023–24.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million due to one-time labor payments not included in the third year of the negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.3 million due to negotiated labor agreements

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Agriculture, Weights and Measures	199.00	199.00	199.00	—	199.00
Total	199.00	199.00	199.00	—	199.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Grazing Advisory Board	\$ 8,700	\$ —	\$ —	—	\$ —
Agriculture, Weights and Measures	30,956,817	31,035,957	32,144,967	3.6	33,739,496
Fish and Wildlife Fund	18,000	28,000	—	(100.0)	—
Total	\$ 30,983,517	\$ 31,063,957	\$ 32,144,967	3.5	\$ 33,739,496

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 24,301,396	\$ 25,356,207	\$ 26,181,463	3.3	\$ 27,506,760
Services & Supplies	5,990,121	5,967,750	6,278,504	5.2	6,547,736
Other Charges	25,000	43,000	18,000	(58.1)	18,000
Expenditure Transfer & Reimbursements	(358,000)	(303,000)	(333,000)	9.9	(333,000)
Operating Transfers Out	1,025,000	—	—	—	—
Total	\$ 30,983,517	\$ 31,063,957	\$ 32,144,967	3.5	\$ 33,739,496

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 4,351,417	\$ 4,404,706	\$ 5,186,200	17.7	\$ 5,230,210
Fines, Forfeitures & Penalties	86,717	86,717	70,717	(18.5)	70,717
Intergovernmental Revenues	14,634,962	14,030,655	14,278,584	1.8	14,708,903
Charges For Current Services	830,000	840,000	840,000	—	840,000
Miscellaneous Revenues	772,443	1,128,079	12,259	(98.9)	12,259
Fund Balance Component Decreases	252,158	317,059	252,158	(20.5)	252,158
Use of Fund Balance	245,802	12,000	—	(100.0)	—
General Purpose Revenue Allocation	9,810,018	10,244,741	11,505,049	12.3	12,625,249
Total	\$ 30,983,517	\$ 31,063,957	\$ 32,144,967	3.5	\$ 33,739,496



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 or SDCL) supports learning, engagement, literacy, and inspiration through its 33 branch libraries, mobile libraries, five MySDCL Library kiosks, 56 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 301.75 staff years and a budget of \$66.6 million.

2023–24 Anticipated Accomplishments

Equity

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 our customers and communities to explore a range of beliefs, perspectives and experiences. Our services value people’s right to privacy and information seeking without judgment 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, learn, 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 offers 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 of 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. The Library promoted these materials by curating lists for each threshold language, and culture on sdcl.org and via Libby, which highlights the books and resources available to readers. Non-English language materials are promoted via curated book lists and blog entries in our e-collection and/or website.
- The Library measured library customer interest in borrowing materials by examining physical checkouts and digital library downloads, to see how circulation is moving between physical and digital items. The Library’s annual circulation demonstrates if library materials are current and relevant to the needs and interests of a dynamic community. The Library circulated a total of 11.0 million library items, with digital downloads accounting for 5.6 million items circulated
- Connected 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 state-wide collection via the Palace Project app. The Library grew the number of new users for e-books by 35,000 people.
- Connected residents to community resources by partnering with organizations such as the San Diego Law Library, PATH San Diego, Family Health Centers of San Diego, and Southern Caregiver Resource Center. Over 300 community

partner outreach visits were offered at libraries, covering topics such as food access, housing, employment, health-care, emergency services, and legal resources.

- Offered 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.
- Welcomed and supported immigrant communities by partnering with Jewish Family Service of San Diego (JFSSD) to offer citizenship classes and application support to permanent legal residents. Ten citizenship classes were offered with 46 participants. Additional partnerships included adult schools, such as Ramona Adult School.
- 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 ensured that our communities have the technology needed for full participation in our society and economy. The Library received additional funding for this program and has extended the existing data plan and purchased an additional 2,000 MiFi hotspots for check-out.
- Offered an accredited high school diploma program to County residents who are 19 and older. Students completed 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 ten 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. SDCL had 90 active students with 25 graduates this Fiscal Year 2023–24, with a cumulative total of 165 graduates since 2016.



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. Building off of the framework’s technical pathways, 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.
 - Finalized designs for electrification of Julian and 4S Ranch Library HVAC expected to be completed in Fiscal Year 2024–25.

- Entered design phase for solar roof at Fallbrook Library expected to be completed in Fiscal Year 2024–25.
- SDCL joined the Green Business community as San Diego Green Business Council awarded Green Business Certification to four libraries (Imperial Beach, La Mesa, Bonita and Lincoln Acres) for achievements in sustainable business practices that save valuable resources and fight climate change, leading to cost savings in energy, water, and reduced waste through building design and operations.
- Added water filling stations at four libraries (La Mesa, Alpine, Borrego, Imperial Beach).
- Stopped use single use plastic water bottles. Now encourage use of water fountains and water filling stations.
- Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing the following strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2023–24:

- Held quarterly “Director’s Sustainability Message” at biweekly All Hands meeting educating staff about sustainability topics and how the library would support them in our programs and daily operations including Cool Zone, Energy Savings, Water Conservation (Single Use Plastics), and Seed Libraries.
- Partnered with DPR and PDS on “Library Tree Canopy” project - invested \$75,000 towards the planting of new trees in order to decrease shade gaps and increase green spaces at El Cajon, Fletcher Hills, Ramona, 4S, Lincoln Acres and Cardiff libraries.
- Ensured 100% (31 of 31) of designated Contracting Officer’s Representatives (CORs), attend COR Refresh and Environmental Preferable Purchasing (EPP) training.
- 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 fiction and non-fiction in physical and digital forms to be enjoyed by customers.

Mid-term commitments for Fiscal Year 2023–24

- Partnered with County departments to grow awareness of sustainability initiatives such as the Regional Decarbonization Framework, Regional Water Equity, and the Climate Action Plan. Eight presentations were offered at libraries to inform the public about the Climate Action Plan & Capital Improvement Projects. Shared messaging about initiatives through a Sustainability webpage on sdcl.org, social media posts, and publicity at branches.
- Demonstrated sustainable building practices at the newly opened Lakeside Library, a Net Zero Energy building. Hosted 3 community meetings to share information about the new Casa de Oro Library building project and highlight Net Zero Energy standards.



- Completed the Sustainable Libraries Initiative Certification process and developed a structured path forward to increase our commitment toward environmental stewardship, economic feasibility and social equity.

Long-term commitments for Fiscal Year 2023–24

- Increased Seed Libraries from ten to eleven locations, distributing 6,255 California native plant/vegetable garden seeds packets, and provided 60 educational programs on the benefits of native plants and gardening, including programs in partnership with the Department of Public Works.
- Reduced GHG emissions by converting at least 50% (7 of 14) of the department’s fleet to hybrid or electric vehicles within 5 years. Fleet conversion will include mostly cars and vans and will be coordinated with County Department of General Services to ensure plans are in place for an electric vehicle charging infrastructure. We are on track to complete conversion of the entire fleet by Fiscal Year 2028–29.
- Supported Zero-Carbon Efforts with design for electrification of HVAC building systems at Julian, 4S, and Bonita Libraries as the assets reach their end of life.
- Completed the procurement, awarded contract to a Design Build Contractor, and entered into the design phase of the new Casa de Oro Library; which will be built to LEED Gold standards providing a model of sustainable design that promotes community engagement and education.
- 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; emergency response; 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.
 - The Library completed Disaster Worker training for (8 out of 8) newly hired employees within their first year of employment.
- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - We worked to ensure that adequate resources were 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.
 - The Library created a customer-focused procedure for reviewing library programs and materials, which emphasized increasing equity and removing 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.
 - ◆ Supported voting and civic engagement by the continued strong partnership with the Registrar of Voters (ROV) to promote election messaging and voter registration. Offered four voter education workshops. Collected mail ballots at 38 locations to include branches and kiosks. Provided community room spaces to serve as eight poll worker training sites and seven voting centers.
 - Hosted three community meetings to share information about the new Casa de Oro Library building project and learn about community aspirations. Launched a print and online survey in threshold languages. Engaged with residents of all ages during business walks, school visits, and by attending community meetings and events in Casa de Oro.
 - The Library offered programs and services in non-English languages, including programs in Spanish, Arabic, and Mandarin. Branches also requested immediate over-the-phone interpretation services 8 times for transaction and reference-based questions and 7 times for planned programs including American Sign Language (ASL) interpretation requested by customers. Additionally, the Library offered 50 ASL storytimes.
 - To support community literacy, the Library has recently installed 10 new Little Free Libraries, expanding the total to 56 units across the County. Furthermore, the Library received the 2023 Todd H. Bol Award for Outstanding Achievement from the Little Free Library nonprofit associa-



tion. As we look ahead, the Library plans to transition to a more sustainable method of construction and installation for these much-loved resources.

- The Library completed the procurement for PressReader, a service that provides County residents access to more than 7,000 digital newspapers and magazines from around the world in a variety of languages. 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.
 - Through partnerships with local schools, we offer educational opportunities to support professional development and personal success of our communities. Through Southwestern College, Continuing Education we offered the South Bay community at three branches a variety of adult programs and courses that are tuition free like ESL and Wellness for Older Adults. Through Mi Universidad, UC San Diego's Division of Extended Studies, we offered Spanish classes and workshops at four library branches for students, parents, and families like parenting and computer classes.
 - 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 15,000 programs. Programs are held in multiple languages such as Spanish, Mandarin, and Arabic. Additionally, the Library has increased the number of sustainability programs, such as Composting, Zero-Waste 101, and Fermented Foods, to support the county's Climate Action Plan. The Library also offered multiple emergency preparedness programs for our most vulnerable and isolated rural communities.
 - Celebrated the many rich cultures found in the County through art exhibits, musical performances, storytelling, lectures, book events, and community festivals. Examples include the 2nd Annual Gathering of Nations: A Celebration of Indigenous Culture at Bonita Library, a Ballet Folklorico Dress Exhibit at the Vista Library, and a series of self-care workshops called, Be Genki, hosted in partnership with the Japanese Friendship Garden, at the El Cajon Library
 - 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 100 participants this fiscal year as they are relaunching the Kindergarten Gear Up website training and coordinating regional programs.
 - Provided 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 provided summer learning activity logs in all threshold languages. The Library served 17,000 participants.
 - Offered free adult literacy at library branches by connecting trained volunteers and adult learners. Through partners like Laubach Literacy Council of San Diego County, we offered 1:1, small group and small size classes at 12 library branches. Laubach tutors offered beginning, intermediate, and advanced levels of instruction and even book club reading or conversation groups. In Fiscal Year 2023–24, in partnership with Laubach Literacy Council of San Diego, 151 learners received adult literacy ESL tutoring from trained volunteers.
 - Engaged with the community and offered library services through 400 outreach events across the region. Library staff connected with the community at resource fairs, cultural celebrations, collaborative meetings, conferences, book fairs, and County-sponsored events. Staff visited schools, colleges, housing complexes, and detention centers.
 - Partnered with the Office of Immigrant & Refugee Affairs to host a community donation drive at libraries in support of refugees and asylees. Celebrated Welcoming Week, a national effort to uplift immigrant and refugee communities.
 - Provide meeting and presentation space for community organizations, County departments, and community sponsor and planning groups to promote community information and civic engagement.
 - The Library promoted other County departments' outreach efforts through marketing and using library spaces to conduct workshops and community forums. County departments used community room space 170 times during the fiscal year. Additionally, members of the community have used community room spaces 441 times during this same period. This effort increased the accessibility of information and services to residents where they live, work and play.
 - Empower the County 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 engage-



ment is a core value and supports the Library’s mission of education and civic engagement. The Library hosted educational programs such as the Middle Eastern Employee Resource Groups Dura Europos, and participated in Friendship Festivals such as the Filipino American Friendship Festival and the Gathering of Nations.

- 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 programs with DPR at libraries or parks and shared monthly DPR promotions through social media. San Diego County Park Rangers hosted 5 wildlife programs in library branches. Additionally, Story Trails have been hosted at 15 county parks, encouraging kids and families to enjoy our beautiful parks.
 - Expanded the department commitment to Justice, Equity, Diversity, Inclusion and Belonging by identifying programs and processes that required changes to provide the highest level of service for the Library’s customers; utilized community assessment methods to identify the community needs; increased availability of translated materials, and provided training to staff which increased awareness and inclusivity when serving the Library’s diverse customers.
 - Promoted literacy, community engagement, and lifelong learning by sponsoring the Festival Of Books, a regional celebration of reading and literacy organized by the San Diego Union Tribune. As a sponsor, the library had the opportunity to connect with a diverse audience of book enthusiasts, authors, and educators, furthering its role as a cultural and educational hub. Last year’s event had 8,000 attendees. This partnership highlighted new library initiatives, programs, and resources, thereby attracting new customers and reinforcing the Library’s commitment to fostering a love for reading and learning in the community.



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.

- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. The Library used information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with employee representative groups, to develop action plans that improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- 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; offered trainings to enhance education and awareness; sustained a workforce development team open to every employee (and who are encouraged to participate); and strongly supported staff participation in Employee Resource Groups (ERG), activities and events. The Library supported ERG by promoting library services at their cultural events.
- Engaged 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 helps 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 managerial skills.
- Implemented training opportunities reflective of the results of the County Engagement survey. The Library focused on sharing information with people across teams through the Employee Welcome experience.
- Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that will enhance their development and success.
- The Library made every effort to ensure our sites are ADA accessible and continue to be as updates to the building code are issued. Restroom ADA compliance was addressed through the refresh bathroom projects at the following locations: El Cajon; Rancho San Diego; San Marcos; Spring

Valley; and Vista libraries. Additionally, the Library conducted an ADA assessment that guides projects going forward.

- Innovation – Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Strengthened County service delivery within our branch locations and the MySDCL Library Kiosks, by providing the fastest internet in the region, library programs, community gathering spaces, and professional research assistance and reading recommendations.
 - The Library upgraded all the network equipment at all branches to support the high-speed public internet offered by the library. This ensured future modernization and scalability for the next 5 years.
 - Continued to update the Library’s website to maximize customer usability and access to library resources. The Library introduced a new catalog feature, Personalized Promotions, which adds library programs, databases, and curated staff book lists within a search result.
 - Captured and told the Library’s stories by highlighting major branch events through publicity, media coverage, and photography in all 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. Library customers downloaded 5,602,737 digital items from the adopted goal of 4,500,000. The overage is due to increased customer Instant Digital Library Card applications.
 - 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 611,000 of free Wi-Fi sessions in Fiscal Year 2023–24.
 - The Library offers the use of desktop PCs during open business hours for up to four 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 2023–24, the number of Public-Use Computer Access sessions across all branches were 176,800.
 - The Library’s annual visits to the Library of 3,051,646 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.



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 partners 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 onsite social worker has enrolled 101 new clients and provided assistance 478 times. 15 clients have been moved into permanent housing with an additional 4 clients moved into shelters or temporary housing.
 - 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 hosted monthly literacy programs for 106 caregivers “Raising A Reader” that teaches early literacy skills for new parents. When the individuals reenter their community, they were given the opportunity to receive a library card and information about the services that the library provides, issuing 230 cards across 6 facilities in the last year.
 - Within the first year of their employment, 100% (8 of 8) of all new permanent, full-time Library employees were trained to respond to emergencies, either within their classification’s scope of responsibilities or as disaster services workers, such as shelter workers or managers, to assist in emergencies. The training expanded employee engagement in providing residents with services if called upon.
 - Partnered with Office of Emergency Services (OES) to support several emergency recovery efforts, providing assistance to communities such as Potrero Library, in response to the Border 32 Fire incident, as well as the Bonita Library in response to Tropical Storm Hilary. The library continues to expand its relationship with OES.
 - The Library assisted with the migrant initiative, offering hotspots at various locations to provide free internet access for all participants. The Library IT team also supported the County Technology Office by providing technical assistance throughout this service to the community.
 - The Library hosted the 20 Safe Destination Nights programs in partnership with DPR at San Diego County Library branches, serving 1,000 youth with healthy safe activities in all regions of San Diego County.



- 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.
 - Increased access to healthy, nutritious food in high-need areas by collaborating with Feeding San Diego to offer mobile food pantries, healthy meals, and snacks at 13 library branches serving 14,000 residents in underserved and rural communities. Partnered with Health and Human Services Agency (HHSA) and the Live Well on Wheels (LiveWOW) bus to provide information about County-backed food assistance programs at all branches with food programs.
 - Built awareness of disaster and emergency preparedness by promoting National Preparedness Month in September 2023. SDCF CERT taught 8 in-person events or training sessions at SDCL with a focus on priority populations and high-need locations. Trainings included: Home Fire Safety & Personal Disaster Plans, CPR/AED Preschool Story Time in Spanish, Fentanyl Awareness & Narcan Training and Personal Disaster Plans & Fire Extinguisher Training in Mandarin. 77 unincorporated area residents attended the trainings.
 - Supported local efforts to address racism and health misinformation as public health crises. Partnered with San Diego Circuit libraries to create a health information resource website and launch a bus and trolley advertisement campaign. Shared fact sheets in all threshold languages to help the community find trustworthy sources of health information.
 - Advanced public health campaigns in underserved communities by sharing information and services at library branches. Collaborated with Health & Human Services departments to offer health information, blood pressure screenings, flu shots, COVID test kits, and vaccination clinics. 12 library branches hosted a total of 25 visits from the County’s LiveWell on Wheels bus, expanding access to public health services.
 - Partnered with Aging & Independent Services within HHSA to provide access to Cool Zones at all libraries during extreme weather events, and at selected locations, based on community need, provided additional extended hours. The Cool Zone program is an established network of free, air-conditioned settings (such as libraries or community centers) across San Diego County that allow respite for older adults, persons with disabilities, or anyone looking to escape the extreme heat during the summer.

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Refined community assessment tools and trainings to build staff knowledge of environmental justice and the impacts of racism as a public health crisis.

2024–26 Objectives



Equity

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 judgment 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, learn, and enjoy materials in languages that reflect their communities and/or support their knowledge and understanding of the 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 for the collection are determined by use and in support of the needs of 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 11.5 million, with 6.0 million of circulation for digital items.

- Complete a yearly data analysis reviewing KPIs, objectives, and strategic plan goals and analyzing progress being made towards goals, and adjusting and refining or refocusing as needed.
- Implement a new organizational structure and add two (2.00) FTEs dedicated to our small rural libraries which will increase capacity for our branch managers at these locations to extend and deepen community engagement.
- Deliver information to the Homeless Outreach unit at the Office of Homeless Solutions via the Homeless Solutions App regarding customers experiencing homelessness for a direct referral of services and support. The information provided allows the Program Specialist to respond to the customer within 48 hours and to connect them with resources based on their specific needs. Introduce four zero-emission electric Mobile Libraries, focusing on underserved communities identified through a combination of community engagement feedback and thorough data analysis.
- Partner with County agencies such as HHS (Live Well San Diego), Office of Military and Veterans Affairs, First Five, CalFire, and others to deliver their services along with library services through our Community Engagement and Outreach team and our Mobile Libraries.
- Strengthen the library's engagement with professional advocacy groups such as the American Library Association's Public Policy & Advocacy and SHLB (Schools, Health & Libraries Broadband Coalition) and proactively identify opportunities for policy advocacy and reform at both the State and National levels.
- Identify and apply for grants that connect the unserved, underserved, and community anchor institutions to support broadband and digital literacy library programs. Advocate for the update and continuation of the Universal Services Fund which funds E-Rate, a federal program that offers discounts on telecommunications services and internet access to eligible schools and libraries in the United States.
- Continue to offer an accredited high school diploma program to County residents who are 19 and older. SDCL expects to enroll 8 students per month and have 25 graduates per year. Students 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 ten 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.

- Continue to offer citizenship classes and application support to permanent legal residents in partnership with Jewish Family Service of San Diego with a goal of 40 participants.



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.'

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continue to partner with the Office of Emergency Services (OES), Community Emergency Response Team (CERT), and CalFire to provide emergency preparedness training to the public, with a specific focus on rural areas, to ensure robust support for urgent and emergency needs within communities, especially during natural disasters, at library facilities.
 - Establish partnerships and continue to expand our collaboration with partnering emergency service providers (Food Banks, FEMA, SDGE) to function as emergency locations for the County.
 - Continue to build flexibility into library operations, staffing, and facility planning so we can respond quickly to sudden and urgent community needs like Local Assistance Center operations, distribution points, etc.
 - Pursue state and federal grant funding that will improve and enhance the capacity of the County Library to provide services and access to programs. The services and programs support literacy, reading and education programs, and acquisition of additional materials for the library collection. These programs support the strategic goals of the County of San Diego and the mission of County Library.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation
 - Support the expansion of seed libraries based on community needs assessments, by distributing California native plant/vegetable garden seeds packets and providing educational programs on the benefits of native plants and gardening at two additional branches.
 - Convert 72% (13 of 18) of fleet to electric vehicles by Fiscal Year 2025–26 and 100% (18 of 18) of the entire fleet by Fiscal Year 2028–29.



- Design the new Casa de Oro Library to LEED Gold standards providing a model of sustainable design that promotes community engagement and education.
- Pilot a temperature standards project that will test the concept of standardizing the temperature settings of interior library spaces to improve the process of energy management; in keeping with the County initiative to proactively manage and reduce energy use in County-owned buildings.
- 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.
- Capture and tell the Library’s stories by highlighting major branch events through publicity, media coverage, and photography in all threshold languages.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Continue to offer programs and services in non-English languages. Branches continue to request immediate over-the-phone interpretation services for transactions and reference-based questions for planned programs including American Sign Language (ASL) interpretation.
 - Continue to offer a variety of library programs for all ages at all library branches including storytimes, adult learning opportunities, cultural celebrations, and so much more. SDCL expects to offer 15,000 in Fiscal Year 2024–25.
 - Celebrate the rich cultures found in the County at all branches through art exhibits, musical performances, storytelling, lectures, book events, and community festivals.
 - Enhance early literacy and learning by expanding the Kindergarten Gear Up program to serve 200 participants, offering engaging story times, and implementing tailored reading programs. These efforts collectively aim to cultivate a love for reading and equip young learners with fundamental literacy skills.
 - Provide a Summer Learning Program to 17,000 participants, 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.
 - Offer 70 free adult learning classes at all library branches including English as a Second Language, citizenship, crafting and art, computer instruction, and more, through partners, vendors, and volunteers.
 - Engage with the community while offering library services at 200 outreach events across the region. Library staff connect with the community at resource fairs, cultural celebrations, collaborative meetings, conferences, book fairs, and County-sponsored events.



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.
 - Foster community engagement by using a variety of tools to ensure continuous dialogue and input in shaping library programs and services. Train staff in the processes and techniques for Outreach and Community Engagement to ensure they have the necessary skills to include community voices in decision-making.
 - Utilize the Branch and Community Assessment tool alongside SDCL Strategic Plan to consistently evaluate library branches every 1-2 years based on staff experiences, community demographics, and community feedback. This approach enables data-driven decisions, emphasizing community-centered programming, outreach, and services.
 - Provide meeting and presentation space for community organizations, County departments, and community sponsors and planning groups to promote community information and civic engagement.
- Partnership - Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Support voting and civic engagement through the continued strong partnership with the Registrar of Voters (ROV) to promote election messaging and voter registration.
 - Encourage branch staff to actively engage in community groups and meetings, fostering their capabilities and skills to empower meaningful participation in local community development.

- Continue partnerships with local schools, to offer educational opportunities that support professional development and personal success of our communities.
- 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.
- Promote literacy, community engagement, and lifelong learning by sponsoring the Festival of Books, a regional celebration of reading and literacy organized by the San Diego Union Tribune.



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.
 - Implement training opportunities with opportunities to build communication skills into employee performance appraisals and goals reflective of the results of the County Engagement survey.
 - Continue to expand our collaboration with other county departments/offices in LUEG, HHS, CAO, FG3, and Public Safety. Partnerships include work on projects, County initiatives, and finding ways to leverage library communication to amplify County messages.
 - Work with advocacy groups such as Readers First, Digital Public Library of America and others seeking better licensing terms for eBooks from the publishing industry.
 - Schedule a yearly preparedness drills for all library staff focused on teleworking and changing service models.
 - Complete a sample collection of digital artifacts with material from a County partner. This work will include developing procedures for handling digital artifacts and the application of new workflows. Following this process complete a second sample with a community partner, such as a local historical society.
 - Within the first year of their employment, 100% (8 of 8) 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.

- Innovation – Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Continue to innovate curation of the digital library by taking advantage of 'unlimited download' licenses when available and prioritize increased investment of our eBook collection.
 - Enhance individual's library experience with customized recommendations for library programs, books, and events.
 - Build and maintain an always available course catalog of professional library skills, LEAD – Course Catalog, available to all staff asynchronously.
 - Develop procedure for evaluating copyright and ownership of collections the library seeks to digitize.
 - Continue to update the Library's website to maximize customer usability and access to library resources.
 - The Library will continue to offer free public Wi-Fi, 24/7, to residents with no library card required. The Library 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 anticipates customers using 700,000 free Wi-Fi sessions in Fiscal Year 2024–25.
 - The Library offers the use of desktop PCs during open business hours for up to four 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. The Library anticipates customers using 200,000 Public-Use Computer Access sessions.
 - The Library anticipates approximately 3,300,000 people will visit library branches in Fiscal Year 2024–25 to enjoy services, events, and materials.



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.
 - Partner with the Health and Human Services Agency's Behavioral Health Services to host a social worker to offer support to the local community where there are individuals experiencing and seeking resources related to issues including but not limited to homelessness, mental illness, substance abuse, and domestic violence.



- Host Safe Destination Nights programs in partnership with DPR at San Diego County Library branches, serving youth with healthy, safe activities in all regions of San Diego County.
- 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 hosts monthly literacy programs for caregivers, “Raising A Reader”, that teaches early literacy skills for new parents.
- Work with detention centers to provide library cards and information to ease the transition of individuals as they reenter their community.
- 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, healthy meals, and snacks at 13 library branches in underserved and rural communities. Partner with HHSA and the LiveWow bus to provide information about county-backed food assistance programs at all branches with food programs.
 - Build awareness of disaster and emergency preparedness across all communities in partnership with the Community Emergency Response Team (CERT) and the Office of Emergency Services (OES) by promoting National Preparedness

Month in September 2024. Distribute copies of OES’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. Partner with San Diego Circuit Libraries to create a health information resource website and launch a bus and trolley advertisement campaign. Share fact sheets in all threshold languages to help the community find trustworthy sources of health information.
- Advance public health campaigns in underserved communities by sharing information and services at library branches. Collaborate with Health & Human Services departments to offer health information, blood pressure screenings, flu shots, COVID test kits, and vaccination clinics.
- Partner with Aging & Independent Services within HHSA to provide access to Cool Zones at all libraries 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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Library High School graduates ¹	27	30	25	25	25
	Citizenship Classes participants ²	46	40	46	40	40
	Digital Library downloads ³	4,419,387	4,500,000	5,602,737	6,000,000	6,500,000
	Annual circulation of all library items ⁴	10,032,143	9,400,000	11,000,000	11,500,000	11,500,000
	Adult literacy tutorings ⁵	-	70	151	70	70
	Annual SDCL programs ⁶	12,260	26,000	15,000	15,000	15,000
	Summer Learning participants ⁷	27,792	17,000	17,000	17,000	17,000
	Kindergarten Gear Up participants ⁸	-	200	100	200	200
	Community Outreach Events ⁹	410	100	400	200	200


Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Annual visits to the Library (previously: “Annual count of foot traffic at the library”) ¹⁰	2,639,665	2,500,000	3,051,646	3,300,000	3,500,000
	Free Wi-Fi sessions ¹¹	462,552	300,000	611,000	700,000	750,000
	Public-use Computer access ¹²	152,960	150,000	176,800	200,000	220,000

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 2023–24 Actual number of graduates is lower than the Fiscal Year 2023–24 Adopted Level due to multiple students experiencing personal hardships that prevented them from completing the program.
- ² The library works with community partners to expand citizenship class offerings in underserved communities, using data to identify where the service is most needed. The Fiscal Year 2023–24 Actual number of Citizenship programs is higher than the Fiscal Year 2023–24 Adopted Level due to higher than expected interest.
- ³ 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 2023–24 Actual for e-book downloads are due to increased customer Instant Digital Library Card applications. Starting Fiscal Year 2024–25, goal will be reported under Equity instead of Empower initiative.
- ⁴ 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 2023–24 Actual number of circulation is higher than the Fiscal Year 2023–24 Adopted Level due to a greater than anticipated response to our new service hours and expanded offerings of classes and events. Starting Fiscal Year 2024–25, goal will be moved from Sustainability to Equity initiative.
- ⁵SDCL will provide ESL 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 2023–24 Actual number of literacy tutorings is higher than the Fiscal Year 2023–24 Adopted level because we reintroduced our Adult ESL Literacy program.
- ⁶SDCL 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 2023–24 Actual number of programs is lower than the Fiscal Year 2023–24 Adopted level due to changes in the way customers use the library.
- ⁷Every 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 2023–24 Adopted Level Summer Learning participants goal was met. As of Summer 2024, statistics will once again focus on learning log completion.
- ⁸The 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 2023–24 Actual number of Kindergarten Gear Up participants is lower than the Fiscal Year 2023–24 Adopted level due to SDCL retraining staff on using the new KGU website for a relaunch of the program.
- ⁹Community 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 2023–24 Actual number of Community Outreach Events is higher than the Fiscal Year 2023–24 Adopted Level due to an increase of branch outreach efforts as well as the addition of a centralized Community Engagement and Outreach team.
- ¹⁰ 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 2023–24 Actual number of visitors is higher than the Fiscal Year 2023–24 Adopted level due to the overall level of accessibility that the community has to the library branches.
- 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 Wi-Fi network, whether on their personal laptop, a library use only laptop, or any other internet capable device. The Fiscal



Year 2023–24 Actual number of Wi-Fi sessions is higher than the Fiscal Year 2023–24 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 2023–24 Actual number of Public-Use Computer Access is higher than the Fiscal Year 2023–24 Adopted level due to the increase demand in desktop PC public use.

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

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support Library Branch Operations at the Julian Branch due to the community room expansion which will support expanded educational, cultural, community engagement programs.

Expenditures

No significant variance

- ◆ Salaries & Benefits—increase of \$0.9 million primarily due to negotiated labor agreements, and the addition of 1.00 staff year, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$0.1 million
 - ❖ Increase of \$0.6 million for books & library materials
 - ❖ Increase of \$0.4 million for IT ISF costs
 - ❖ Increase of \$0.3 million for DGS ISF and interdepartmental costs
 - ❖ Increase of \$0.1 million for public liability insurance premium
 - ❖ Decrease of \$0.6 million for the emergency connectivity fund project
 - ❖ Decrease of \$0.5 million for major maintenance projects
 - ❖ Decrease of \$0.2 million for Special Departmental Costs
- ◆ Other Charges—decrease of \$0.1 million due to eliminating one-time funds for a pool vehicle
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to eliminating one-time funds for a book sorter and laptop kiosk
- ◆ Operating Transfers Out—net decrease of \$0.7 million due to decrease of \$1.8 million in Operating Transfers Out to Major Maintenance Capital Outlay Fund (MMCOF) and increase of \$1.1 million in Operating Transfers out for the Casa De Oro capital project

Revenues

No significant variance

- ◆ Taxes Current Property—increase of \$1.8 million in revenue from property taxes
- ◆ Intergovernmental Revenues—increase of \$1.0 million in Aid From Redevelopment Successor Agencies revenues
- ◆ Other Financing Sources—decrease of \$2.1 million in Operating Transfer from General Fund for Library’s major maintenance projects and Fallbrook Roof project
- ◆ Use of Fund Balance—decrease of \$0.7 million for a total of \$8.3 million in County Library Fund balance for one-time projects
 - ❖ \$2.7 million for the purchase of books and library materials
 - ❖ \$2.6 million to procure information technology hardware
 - ❖ \$1.0 million to support the Casa De Oro capital project
 - ❖ \$0.6 million to procure furniture, fixtures and equipment at Library facilities
 - ❖ \$0.3 million for increase in Department of General Services contracted services
 - ❖ \$0.3 million to procure automated book sorters for Rancho San Diego and La Mesa
 - ❖ \$0.3 million to provide matching funds for public donations for library materials
 - ❖ \$0.2 million to support MMCOF and major maintenance projects
 - ❖ \$0.1 million for costs associated with a social worker at the El Cajon Library
 - ❖ \$0.1 million to procure a laptop kiosk for Vista
 - ❖ \$0.1 million to procure a Parks Partnership Holds Locker

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Library Operations and Administration	22.50	22.50	21.75	(3.3)	21.75
Library Professional & Technical Support Service	45.50	48.75	48.50	(0.5)	48.50
Library Branch Operations	226.50	229.50	231.50	0.9	231.50
Total	294.50	300.75	301.75	0.3	301.75

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Library Operations and Administration	\$ 8,338,032	\$ 8,764,123	\$ 8,103,883	(7.5)	\$ 8,545,822
Library Professional & Technical Support Service	20,751,086	23,483,972	23,605,404	0.5	23,914,869
Library Branch Operations	29,666,291	34,264,446	34,847,290	1.7	35,154,124
Total	\$ 58,755,409	\$ 66,512,541	\$ 66,556,577	0.1	\$ 67,614,815

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 33,863,793	\$ 36,927,328	\$ 37,830,154	2.4	\$ 39,668,392
Services & Supplies	23,175,616	26,684,013	26,746,385	0.2	27,546,385
Other Charges	—	50,000	5,038	(89.9)	5,038
Capital Assets Equipment	360,000	550,000	395,000	(28.2)	395,000
Operating Transfers Out	1,356,000	2,301,200	1,580,000	(31.3)	—
Total	\$ 58,755,409	\$ 66,512,541	\$ 66,556,577	0.1	\$ 67,614,815



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 43,848,082	\$ 46,040,487	\$ 47,882,107	4.0	\$ 49,797,390
Taxes Other Than Current Secured	653,235	685,897	713,332	4.0	741,866
Revenue From Use of Money & Property	105,000	105,000	105,000	—	105,000
Intergovernmental Revenues	5,912,083	7,277,355	8,245,357	13.3	8,245,357
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	770,000	(72.8)	—
Use of Fund Balance	7,705,076	9,045,069	8,308,848	(8.1)	8,193,269
Total	\$ 58,755,409	\$ 66,512,541	\$ 66,556,577	0.1	\$ 67,614,815



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 advance public health, environmental justice, environmental protection, and overall quality of life for residents and visitors, the Department of Environmental Health and Quality (DEHQ) implements more than 40 distinct environmental and public health regulatory programs. For example, DEHQ conducts inspections of food facilities to prevent foodborne illnesses, aiming to mitigate risks associated with diseases. DEHQ prevents the potential spread of mosquito-borne diseases by surveying mosquito breeding sites, implementing control measures, and educating the community on prevention actions they can take. DEHQ inspects businesses and provides educational support to ensure proper management of hazardous materials and waste. To ensure the water is safe for public recreation, water samples are collected at beaches and bays to measure bacteria levels and sample results are shared with the public so that beachgoers can make informed decisions on recreating in the water.

DEHQ places a strong emphasis on both environmental and fiscal sustainability, with a commitment to environmental justice in underserved communities. The department actively engages in providing guidance, outreach, and education on its programs and services to increase illness prevention and regulatory compliance and safeguard the environment. In addition to its focus on community well-being, DEHQ is dedicated to its workforce, recognizing their vital role in achieving organizational goals. The department empowers staff through opportunities for engagement, training, development, and professional growth.

DEHQ has 346.00 staff-years and a budget of \$67.5 million, to enhance public health, prevent disease, and safeguard the environment.

2023–24 Anticipated Accomplishments



Equity

DEHQ prioritized equity in service delivery and program design, to increase opportunities for underserved communities. DEHQ conducted needs assessments, improved service accessibility,



and identified ways to enhance community engagement, outreach, education, and language translation efforts in the County’s threshold languages. In accordance with the County’s strategic initiative on equity DEHQ accomplished:

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Prevented foodborne illness by proactively educating food operators on food safety violations through outreach and during inspections, including providing translation services in the top County threshold languages spoken by food facility staff, and by responding to 100% (453 of 453) of foodborne illness complaints within three business days.
 - Provided timely response to complaints or requests for service to prevent vector-borne diseases and investigated 100% (35 of 35) 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 to 2 weeks depending on blood lead levels).
 - Responded to 100% of hotels/motels and rental apartment homes complaints within five business days of receiving complaints (101 of 101) to prevent injury and illness 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.
 - Protected beachgoers by informing them of recreational water contamination through sampling ocean and bay water along 70 miles of the San Diego County coastline, using the digital droplet Polymerase Chain Reaction

(ddPCR) water quality testing method. ddPCR testing method provides same day and most precise test results to verify compliance with State laws for bacteria thresholds.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Collaborated with County departments on the development of the County’s Socially Equitable Cannabis Program as it relates to DEHQ program areas.
 - Participated on Socially Equitable Cannabis Working Group and implemented our routine permitting and inspections for regulated cannabis facilities.
 - Implemented a community needs assessment in the Vector Control Program, which protected 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.
 - Initiated work on Removing Barriers to Housing in collaboration with Planning & Development Services and Department of Public Works through various actions, including guaranteed timelines, technology enhancements, process improvements, and support for applicants, to save time and increase certainty for housing development (market rate and affordable) to facilitate the production of housing in the unincorporated area. Through increased dedicated program staff and training, improved service levels and met guaranteed project review time for projects.

- To mitigate potential occurrences of recreational water illnesses, DEHQ collected 3,694 ocean and bay water samples across the 70 miles of the San Diego County coastline and notified the public within 24 hours when water samples exceeded bacteria levels above health standards established in State law. Public notification was conducted in various ways 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.
 - Ensured strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team used a comprehensive approach to resolve large, complex compliance issues that might threaten the health and safety of the community.
 - Collaboration between County departments ensured consistency and best results were achieved in implementing our enterprisewide sustainability goals. DEHQ participated 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. This collaboration resulted in increased communications between staff and departments, increased staff knowledge overall of projects and opportunities, and improved program delivery by providing uniform knowledge across all departments.
 - Ensured staff was trained and emergency response processes were documented to provide a knowledgeable and empowered workforce that was agile and could respond to the emergency needs of the region.

 Sustainability

DEHQ prioritized sustainability in the implementation of its operations and regulatory programs. DEHQ efforts highlights its commitment to meeting the current needs of residents and customers while also considering how to sustainably meet the needs of future generations to come. DEHQ focused on sustainability by protecting public health from the impacts of effects of climate change while ensuring fiscal stability. In accordance with the County’s strategic initiative on sustainability DEHQ accomplished:

- 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, the Climate Action Plan (CAP) update, and the Regional Decarbonization Framework and ensured internal practices were environmentally sustainable.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.

Short-term commitments for Fiscal Year 2023–24:

- ◆ Trained staff (7 of 7) responsible for purchasing supplies on the Environmentally Preferable Purchasing policy.
- ◆ Continued to ensure procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable, and compostable supplies.
- ◆ Converted existing gasoline powered fleet vehicles due for replacement (5 of 5) 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: Used 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: Developed an implementation plan for departmental medium and heavy-duty fleet conversion, which is 53% (48 of 91 vehicles) of DEHQ's total fleet, to EV to ensure that sufficient charging infrastructure will be developed to support vehicle equipment loads, usage, and range.
- Developed a 5-year strategic plan to serve as a guide for the future to be able to help set internal goals for future services, aligning to operations, where regulations, operations and resources, staffing, services, and the community may change or need within the next five years and how we get there.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continually reviewing our fiscal practices allowed us to gain efficiencies and create 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 remained committed to ensuring that adequate resources were available to meet the evolving needs of our community programs.
 - Stewardship of public funds is a responsibility of all County staff. DEHQ supervisors and fiscal staff were trained in financial literacy 100% (68 of 68) so that they could be provided with an understanding of their individual and collective contribution to the County's fiscal stability.
 - Proper contractual management was critical for reducing compliance, security, and financial risks. DEHQ ensured 100% (7 of 7) each of the department's designated Contracting Officer's Representatives (CORs), received the appropriate level of training for the contracts they manage.
 - Continued Board of Supervisors directed permit fee reduction and permit fee waiver programs to support compliance with public health and environmental regulations for 2,002 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 enhanced quality of life for San Diego residents and visitors by implementing regulatory programs to safeguard public health, safety, and the environment. DEHQ provided community meetings with live translation in the County's threshold lan-

guages for program changes and actively sought community feedback. Educational resources were available on the DEHQ website, with language interpretation provided as needed for business operators. Through collaboration and meaningful dialogue, DEHQ incorporated community input to enhance program delivery. DEHQ increased community safety through emergency response training and disaster preparedness assessments. In accordance with the County's strategic initiative on community, DEHQ accomplished:

- 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, 91% (312 of 344) 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.
 - Promoted safe food donation in the region to support charitable feeding operations; collaborated with charitable feeding organizations to provide outreach to their partner network and continued to register and permit 123 charitable feeding operations.
 - ◆ Continued to waive permit fees for all charitable feeding organizations and provide education to these organizations to ensure that meals provided are prepared and served in a way that reduces exposure to food borne illness.
 - Partnered with the Department of Parks and Recreation and County Libraries to promote Microenterprise Home Kitchen Operations and expanded opportunities to expand food access by opening County commercial kitchens for lease by growing food businesses.
 - Prevented recreational water illness and drowning by reviewing public swimming pool construction and remodeling plans within 20 business days.
 - 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 included but were not limited to West Nile virus (WNV), Zika virus, hantavirus, and tularemia.
 - Ensured that the annual incidence of locally acquired WNV mosquito-borne disease remained 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 trap analysis 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.
- Protected public health and the environment by regulating over 15,000 facilities that handle hazardous materials, generate hazardous waste, and/or generate medical waste to ensure these materials are properly managed, stored, and disposed. Proactively communicated with facilities that had outstanding violations to ensure corrective actions were implemented, to promote safer communities throughout the region.
- Notified 100% (8,248 of 8,248) facilities to submit/certify hazardous material business plans and reviewed the plans in a timely manner to ensure firefighters and other emergency responders had 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.
 - Helped empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
 - Ensured that 100% 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 had 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, DEHQ utilized 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 provided education about the spread of infectious disease and environmental hazards. To ensure these messages reached as many residents as possible, DEHQ posted weekly to social media pages, and at least monthly sent customer-targeted messages via an email subscription service, which included 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.
 - Identified and cultivated relationships with a diverse set of community partners and stakeholders that represented the culture and ethnicities that made up the communities we serve, with an emphasis on community trusted partners that represented all County threshold languages.
 - ◆ Worked with the COOK Alliance and the San Diego MEHKO Coalition on the permanent adoption of the Microenterprise Home Kitchen Program and updates to the Cottage Food Operation Program, resulting in economic benefits to local communities, including underserved communities in the region.

 Empower

DEHQ continues to be dedicated to empowering its workforce through creating a thriving team that has the training, skills and meaningful opportunities to grow, and provide excellent customer service. Fostering and inspiring an environment for our team members to be innovative and creative are key to transformative change. DEHQ collaborates with regulated businesses, stakeholder industry groups, community partners, staff, and other environmental/public health agencies in the State to foster new ideas and implement best practices for operational excellence. Additionally, team members were provided opportunities to collaborate internally with other divisions and departments to further meet departmental goals and support professional career growth. In accordance with the County's strategic initiative on empower, DEHQ 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.
 - Achieved organization 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 and implement action plan that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.





- Based on the feedback received from the employee engagement survey, employees were provided opportunities to support their professional growth and prepared them for career advancement opportunities. For example, a program fair was held at the annual in-person department wide all staff meeting, to provide staff an opportunity to explore 16 different programs and gain insights into the day-to-day experience of staff members in other programs.
- DEHQ empowered employees to provide additional feedback on the employee engagement survey by conducting department level employee engagement focus groups, listening sessions and providing suggestions boxes, where information was shared with DEHQ management.
- Based on the feedback received from the employee engagement survey, there was increased knowledge sharing at staff meetings, newsletters and emails on the County's vision and strategic initiatives and staff's connection to the County enterprise goals and objectives.
- DEHQ continued 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 was open to every employee, and supporting staff participation in Employee Resource Groups, activities, and events.
- Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlighted DEHQ efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helped bring DEHQ's essential work into a common space that could benefit other departments.
- Initiated program and departmentwide monthly newsletters that disseminated information and sharing stories highlighting employee success, lessons learned, and opportunities.
- Fostered an environment where teleworking and alternate work schedules were embraced and implemented to ensure customer service remained a priority while supporting employee well-being and our sustainability goals.
- Engaged in LUEG-wide Workforce Development programs to invest in staff and retained a workforce that had the skills, talent, and commitment to achieve organizational excellence.
- Developed the management team by providing training, skill set building and ongoing coaching that enhanced leadership skills and further supported the workforce Cross-departmental coaching and mentorship opportunities was provided and encouraged.
- Supervisors continued to work with their staff during regular development meetings to implement desired trainings and mentorship that enhanced their development and success.
- Hosted quarterly staff meetings where knowledge sharing occurred through providing case studies and lessons learned, networking, training, and collaboration. Additionally, employees were rewarded and acknowledge for their excellent customer service, operational excellence, process improvements and overall effort that led to meeting or exceeding departmental goals.
- Hosted employee engagement sessions to solicit input and feedback from the team on the new department strategic plan during the drafting of the plan. Employee feedback was incorporated into the plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from the team.
- Enhanced efforts to inspire and attract talent of future environmental health professionals in the field by participation and engagement in college career fairs, guest speaker opportunities, academic advisory boards, and university online recruitment forums. Attends 6 career fairs at local universities meeting with over 300 students who voiced interest in a future environmental health career.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Received and analyzed employee engagement feedback regularly and developed action plan with strategies for continuous improvement.
 - Empowered the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Identified an opportunity to improve DEHQ's business processes and enhancements for a positive customer experience. Empowered staff to develop in-house mosquito surveillance equipment through use of a 3D printer to support cost containment efforts and timely service delivery.
 - Participated in internal County roundtables to implement best practices for environmental review (CEQA), fleet, and water quality projects to achieve organizational excellence.
 - ◆ DEHQ continued to participate in the Roundtable Forum for Water Sustainability and explored opportunities to develop and implement a 'One Water' strategy that emphasized the interconnectivity of various water-related programs and identified opportunities to enhance program performance.

- ◆ DEHQ continued to participate in the CEQA Roundtable and coordinated the CEQA Practitioners meetings in support of training, sharing best practices, and consistency across the departments.
- ◆ DEHQ continued 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 focused on enhanced outreach and community engagement in underserved areas to identify potentially unpermitted businesses and assisted them with gaining compliance with regulations, ensuring an equitable and just 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 further protect public health of the community disproportionality impacted by the cross-border pollution, DEHQ implemented the South County Enhance Beach Water Monitoring Program. As part of this program, conducted beach water quality sampling at all south county beaches daily and performed daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation. Daily communication with local jurisdictions, lifeguards and beach managers occurred to collaborate on beach management actions and efforts to address the regional issue. The public was notified within 24 hours of any water contact advisories, warnings, or closures.
 - Guided 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. Through the community needs assessment, the Certified Unified Program Agency (CUPA) evaluated, analyzed, and identified potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within under-

served 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 allowed DEHQ to identify local concerns and prioritize compliance to protect the environment and public health throughout underserved communities. DEHQ contacted over 160 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.

2024–26 Objectives

 Equity

DEHQ prioritizes equity in service delivery and program design, to increase opportunities for underserved communities. DEHQ conducts needs assessments, improves service accessibility, and identifies ways to enhance community engagement, outreach, education, and language translation efforts in the County’s threshold languages. 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 by proactively educating food operators on food safety violations through outreach and during inspections, including providing translation services in the top languages spoken by food facility staff, 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. Fiscal Year 2024–25 goal to respond to housing complaints will be five business days.
- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.





- Protect beachgoers by informing them of recreational water contamination through sampling ocean and bay water along 70 miles of the San Diego County coastline, using the digital droplet Polymerase Chain Reaction (ddPCR) water quality testing method. ddPCR testing method provides same day and most precise test results to verify compliance with State laws for bacteria thresholds.
- Conduct annual benchmarking and analysis of best practices for program evaluation to improve service delivery and ensure an equitable implementation of all programs.
- Partner with County of San Diego Department of Planning & Development Services (PDS) to develop tools for removing barriers to housing initiative for DEHQ/PDS systems, including the septic program.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Implement a community needs assessment in the Vector Control Program 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.
 - Implement a community needs assessment in the Mobile-home Program to identify service gaps and needs in this underserved communities to better understand the diverse and unique needs of mobile home residents and better protect public health.
 - Continue collaborative work between Planning & Development services and Department of Public Works on Removing Barriers to Housing actions, including technology enhancements and streamlining efforts, to save time and increase certainty for housing development to facilitate the production of housing in the unincorporated area.
 - Ensure that 100% of public notices for outreach events are translated to all threshold languages. Continue to collect information from regulated businesses and permit holders on preferred languages and translate materials based on that feedback.
- 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. 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Continue to implement and evolve the Departmental Sustainability Plan, collaborating with OSEJ to advance mid-term and long-term commitments that reduce the carbon footprint of County operations and programs, bolster environmental justice and create ripple effects for our communities, residents and business.
- 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 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 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



Sustainability

DEHQ prioritizes sustainability in the implementation of its operations and regulatory programs. DEHQ efforts highlight the commitment to meeting the current needs of residents and customers while also considering how to sustainably meet the needs of future generations to come, focusing on sustainability by protecting public health from the impacts of effects of climate change while ensuring fiscal stability. In accordance with the County’s strategic initiative on sustainability DEHQ will:

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.



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.
- Implement our 5-year strategic plans, with short term objectives starting in Fiscal Year 2024–25 operational plan and planning for mid- and long-term objectives for future years to be able to improve DEHQ’s program and service delivery, benefiting all communities.
- 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.

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

- ◆ Mid-term: Coordinate with Office of Sustainability and Environmental Justice to develop a department-level policy, metric setting, and development of tools for implementation of sustainability practices and tracking systems.
- ◆ Long-term: Update implementation plan for departmental medium and heavy-duty fleet conversion to EV, which is 53% (48 of 91 vehicles) of DEHQ’s total fleet, as well as account for EV inventory challenges, and to ensure that sufficient charging infrastructure will be developed to support vehicle equipment loads, usage, and range.

 **Community**

DEHQ enhances quality of life for San Diego residents and visitors by implementing regulatory programs to safeguard public health, safety, and the environment. DEHQ provides community meetings with live translation in County threshold languages for program changes and actively seeks community feedback. Educational resources are available on the DEHQ website, with language interpretation provided as needed for business operators. Through collaboration and meaningful dialogue, DEHQ incorporates community input to enhance program delivery. DEHQ

increases community safety through emergency response training and disaster preparedness assessments. 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 to support charitable feeding organizations by providing outreach to current and perspective operations and continue to register and permit charitable feeding operations.
 - Partner with the Department of Parks and Recreation and County Libraries and non-profits 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 3 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 14,000 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 100% of 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.
 - Increase accessibility of services by boosting the use of plain language in public-facing text such as the department website, outreach materials, and stakeholder engagement materials.
 - 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 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.
 - Establish and maintain open, two-way communication with communities throughout the region in support of community needs assessment work.
 - Establish and maintain open, two-way communication with regulated industries and businesses to strengthen service delivery and improve compliance.

- Identify new partnership opportunities through evaluation of extensive stakeholder lists and partnerships within DEHQ and enterprise wide.
- Continue to maintain and forge relationships with public agencies, regulated industry, and organizations that are resilient.



Empower

DEHQ is dedicated to empowering its workforce through creating a thriving team that has the training, skills and meaningful opportunities to grow, innovate, and provides excellent customer service. DEHQ collaborates with regulated businesses, stakeholder industry groups, community partners, staff, and other environmental/public health agencies in the State to foster new ideas and implement best practices for operational excellence. Fostering and inspiring an environment for our team members to be innovative and creative are key to transformative change. Additionally, team members are provided opportunities to collaborate internally with other divisions and departments to further meet departmental goals and support professional career growth. DEHQ strives to make meaningful improvement and focus on employee engagement so it is a part of our everyday operations, listening to our team members, having open and honest conversations and having activities they can participate to increase engagement. 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.
 - 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 develop the management team by providing training, skill set building and ongoing coaching that enhances leadership skills and further supports the workforce.
- Supervisors continue to work with their staff during regular team meetings to identify and provide desired trainings and mentorship that will enhance their professional growth and success in their roles.
- Provide ongoing training and development for technical staff to implement core programs and obtain Registered Environmental Health Specialist (REHS) certification.
- Enhance efforts to inspire and attract talent of future environmental health professionals in the field by involvement in college career fairs, guest speaker opportunities, participating in academic advisory boards, engaging in university online recruitment forums, and offering internships/student worker opportunities.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Receive and analyze employee engagement feedback regularly and develop action plan with strategies for continuous improvement.
 - Empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Implement the DEHQ strategic plan that includes long-term objectives, goals and implementing strategies, providing a roadmap for protection of public health and the environment. Engage and empower all programs and staff on the utilizing the roadmap as a guide for planning, innovation and service delivery.
 - Providing opportunities for staff to work in specific communities that can directly engage residents and operators in the communities from an educational perspective, not regulatory, to act as the liaison between the community and DEHQ, helping to elevate the specific community voice.
 - Analyze employee engagement data regularly and implement strategies to address feedback.
 - Use data trends, predictive modeling, and analysis tools to forecast disease cycles and minimize risk to public and environmental health.

 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 focuses on enhanced outreach and community engagement in underserved areas to identify potentially unpermitted businesses and assists them with meeting compliance, further ensuring an equitable and just 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.
 - Work with the Office of Sustainability and Environmental Justice, increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.
 - To further protect public health of the community disproportionality impacted by the cross-border pollution, DEHQ will continue implementing the South County Enhance Beach Water Monitoring Program. As part of this program, DEHQ conducts beach water quality sampling at all south county beaches daily and performs daily review of the Tijuana River Slough area by remote data monitoring and/or field investigation. Will ensure daily communication with local jurisdictions, lifeguards and beach managers occurs to collaborate on beach management actions and efforts to address the regional issue. The public will continue to be notified within 24 hours of any water contact advisories, warnings 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. DEHQ will 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 protect the environment and public health especially in underserved communities. DEHQ will engage with at least 120 potential unpermitted facilities, providing education to





businesses in the County’s threshold languages on how to comply with regulations related to hazardous waste, medical waste, and hazardous materials.

Related Links

For additional information about the Department of Environmental Health and Quality, refer to the website and Facebook page at:

- ◆ www.sandiegocounty.gov/deh
- ◆ www.facebook.com/sdenvirohealth

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 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. ¹	99.7%	100%	100%	N/A	N/A
	Reduce occurrences of foodborne illnesses that can cause sickness and death by responding to complaints at food facilities and restaurants within 3 business days. ²	N/A	N/A	N/A	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	3	5	N/A	N/A
	Prevent injury and illness at rental apartment homes in the unincorporated area and contracted cities, by responding to tenant reported substandard housing complaints within 5 business days. ⁴	N/A	N/A	N/A	5	5
	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. ⁵	<1.0 cases per 100,000 for Calendar Year 2023	<1.0 cases per 100,000 for Calendar Year 2023	<1.0 cases per 100,000 for Calendar Year 2023	<1.0 cases per 100,000 for Calendar Year 2024	<1.0 cases per 100,000 for Calendar Year 2025
	Prevent recreational water illness and drowning by reviewing public swimming pool construction and remodeling plans within 20 business days. ⁶	N/A	20	20	N/A	N/A
	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.	N/A	100%	100%	100%	100%


Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 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. ⁷	343	120	160	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.	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	within 24 hours when ocean water sampling results exceed bacteria levels above health standards established in State law

Table Notes

- ¹ Goal discontinued after Fiscal Year 2023–24 and will be revised in Fiscal Year 2024–25.
- ² Goal revised starting Fiscal Year 2024–25.
- ³ Discontinued goal of 3 business days response time in Fiscal Year 2023–24. Starting Fiscal Year 2024–25 goal to respond to housing complaints will be 5 business days. Part of the reason for not meeting goal consistently is the longer time period to get contact information of the responsible property owner.
- ⁴ Starting Fiscal Year 2024–25 goal to respond to housing complaints will be 5 business days.
- ⁵ The State reports the disease levels on a calendar year frequency.
- ⁶ Goal discontinued after Fiscal Year 2023–24.
- ⁷ Additional staffing added in Fiscal Year 2022–23 along with project prioritization contributed to the CUPA program achieving higher than anticipated performance.

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

Staffing

Increase of 2.00 Staff Years

- ◆ Increase of 1.00 staff years in Food, Housing and Water program to address increased services to support department operation, trainings, and empower staff development.
- ◆ Increase of 1.00 staff year in Well program to meet new State well standard.

Expenditures

Net increase of \$3.7 million

- ◆ Salaries & Benefits—net increase of \$3.0 million due to negotiated labor agreements and the addition of 2.00 staff years, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net decrease of \$0.4 million
 - ◆ Decrease of \$0.7 million in Major Maintenance for Vector Control site Medical Examiner building
 - ◆ Increase \$0.3 million costs in various Contracted Services and Consultant Contracts
- ◆ Other Charges—increase of \$0.6 million due to electrical vehicle replacement
- ◆ Capital Assets Equipment—increase of \$0.5 million fixed asset purchase funded by Homeland Security grant





Revenues

Net increase of \$3.7 million

- ◆ Licenses, Permits & Franchises—increase of \$2.0 million due to \$1.8 million permit fee revenue increase related to the department's Fiscal Year 2024–25 Cost Recovery Proposal and \$0.2 million permit fee revenue increase due to permit growth.
- ◆ Intergovernmental Revenues—increase of \$0.7 million due to increased funding for Homeland Security grant and Hazardous Incident Response contract.
- ◆ Charges for Current Services—increase of \$1.1 million.
 - ◆ Increase of \$0.8 million in Service to Property Owners, Plan Check and Field Inspections and other accounts related to service

- ◆ Increase of \$0.3 million in Third Party Reimbursements for Hazardous Materials Settlement Trust fund use to support Certified Unified Program Agency (CUPA) program.
- ◆ Fund Balance Component Decrease-net decrease of \$0.5 million use of DEHQ reserves in General Fund
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million to fund labor cost increase in Hazardous Incident Response contract enterprise membership

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Department of Environmental Health and Quality	333.00	344.00	346.00	0.6	346.00
Total	333.00	344.00	346.00	0.6	346.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Department of Environmental Health and Quality	\$ 60,383,871	\$ 63,882,672	\$ 67,543,548	5.7	\$ 68,530,365
Total	\$ 60,383,871	\$ 63,882,672	\$ 67,543,548	5.7	\$ 68,530,365

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 45,910,561	\$ 48,760,778	\$ 51,740,573	6.1	\$ 54,498,462
Services & Supplies	14,189,588	15,046,022	14,645,197	(2.7)	14,243,198
Other Charges	118,550	158,500	756,606	377.4	90,533
Capital Assets Equipment	462,000	214,200	713,000	232.9	10,000
Expenditure Transfer & Reimbursements	(296,828)	(296,828)	(311,828)	5.1	(311,828)
Total	\$ 60,383,871	\$ 63,882,672	\$ 67,543,548	5.7	\$ 68,530,365





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 31,130,523	\$ 34,412,672	\$ 36,459,069	5.9	\$ 39,119,952
Fines, Forfeitures & Penalties	257,000	257,000	257,000	—	257,000
Intergovernmental Revenues	4,279,871	4,073,292	4,731,577	16.2	4,295,886
Charges For Current Services	19,721,833	20,251,121	21,354,098	5.4	19,742,603
Fund Balance Component Decreases	866,839	1,119,363	528,121	(52.8)	826,407
Use of Fund Balance	981,060	—	—	—	—
General Purpose Revenue Allocation	3,146,745	3,769,224	4,213,683	11.8	4,288,517
Total	\$ 60,383,871	\$ 63,882,672	\$ 67,543,548	5.7	\$ 68,530,365



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 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 and habitat in the region. The County continues to expand its award-winning parks system, which features over 150 facilities including local and regional parks, campgrounds, historic sites, fishing lakes, ecological preserves and a botanic garden. DPR operates and manages more than 58,000 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. We 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 304.00 staff years, a budget of \$75.8 million and a robust volunteer program with a value of more than \$2.7 million.

2023–24 Anticipated Accomplishments

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.
 - Expanded First Time Camping Program to two additional campgrounds (Guajome and Sweetwater Campgrounds) to provide first time campers with camping equipment and space to encourage exploring nature and fostering a life-long appreciation for the outdoors. DPR was successful in expanding to two additional campgrounds, at the Guajome and Lake Morena Campgrounds rather than Sweetwater. In total, this program has been expanded to four campgrounds.
 - Partnered with the Department of Environmental Health and Quality to promote Microenterprise Home Kitchen Operations and increase opportunities to expand food access by opening community center commercial kitchens for rent by growing food businesses. Community Center kitchens have been made available to MEHKO operators in Spring Valley, Lakeside, and Fallbrook.
 - Hosted nutrition education programming at the Spring Valley Community Center, Spring Valley Teen Center and Lakeside Teen Center. Incorporated 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. Seven nutrition education programs/classes have been hosted at Spring Valley Community Center and Lakeside Community Center.
 - Expanded 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). DPR completed the design and permitting for several park projects, including Calavo Park, Village

View Park, and Four Gee which are under construction. DPR completed several other projects this year, such as playground refurbishments at Waterfront Park, Valley Center Park improvements, Lakeside Equestrian Park, and Four Gee Park.

- Provided 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 (ADA) Transition Plan, which prioritizes the order of improvements made for each fiscal year. Accessibility improvements have been completed at Cactus Park and are undergoing at Julian Pioneer Park and Potrero Park.
- DPR enhanced the existing trail prioritization tool by adding in additional data to rank new trail project requests and continued to ensure future trail projects are initiated equitably to meet the needs of county communities.
- DPR continued 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 CINA. 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.
 - Expanded 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. Spring Valley Teen Center participants attended a college readiness program at SDSU.
 - Preserved 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

programming and operational costs. These opportunities will ensure continued development of park facilities in underserved communities.

- Implemented 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 supports fire suppression activities through vegetation management activities in Lakeside. The first phase of the program included the removal of invasive plant species (tamarisks) that push native plants out of the area and have been used as homeless encampments.
- Developed a 5-year strategic plan to serve as a guide for the future of DPR, to be able to help set internal goals for future services and align with operations where regulations, operations and resources, staffing, service and the community needs may change within the next 5 years and how we get there. The DPR 5-year strategic plan is supplemented with a Roadmap outlining short-, mid-, and long-term goals to achieve objectives within the plan.
- Hosted employee engagement sessions to solicit input and feedback from the team on the new department strategic plan during the drafting of the plan. Employee feedback was incorporated into the plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from the team.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Amplified the use of E-Bike patrols at DPR facilities to expand monitoring, minimize noise pollution, and reduce greenhouse gas emissions. The use of E-Bike patrols has expanded to include Dos Picos Regional Park, Park Operations Stewardship Team and Sweetwater Regional Park.
 - Conserved water at County parks by adjusting water usage for specific regions and effectively maintaining water infrastructure. Several irrigation refurbishment projects have been completed, including Adams Park in Valley Center, LaChappa Ballfields in Lakeside, Heritage Park in Old Town and Lamar Park in Spring Valley.
 - Grew 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. Annually, DPR plants a minimum of 4,000 trees throughout the county in areas with a greater tree canopy need. With the support of grants and partners, DPR planted an additional 1,000 trees in 2023. Combined 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. The 4,000 trees that DPR planted contributed to the Board of Supervisor’s goal of 10,000. DPR continued 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.

- Continued 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. DPR contributed to enterprisewide sustainability goals through the implementation of its Departmental Sustainability Plan which included the conversion of gas-powered tools to battery/electric, transition of fleet vehicles to electric, conducting assessments to prioritize EV charging station locations, and use of organic materials for landscaping projects and Best Management Practices.
- Increased the use of Electric Vehicles (EV) in the Parks Fleet to decrease greenhouse gases in the environment. Where EV alternatives are available, the total number of EVs has increased to 17.

Short-term commitments for Fiscal Year 2023–24:

- ◆ Increased the use of locally produced compost and mulch to meet California Senate Bill 1383 goals of increasing organic composting, DPR partnered with the Department of Public Works to host free mulch and compost giveaway events for residents at seven County parks to support sustainable gardening in underserved sections of San Diego County per Live Well indicators.
- ◆ Installed solar-powered electric vehicle (EV) charging at hard-to-adapt locations that do not require additional infrastructure. Solar EV charging stations were installed at William Heise County Park (Julian), Lake Morena County Park (Campo), Pine Valley County Park (Pine Valley), Tijuana River Valley Regional Park (Tijuana River Valley) and Bancroft County Park (Spring Valley).
- ◆ Retrofit existing facilities with filtered water refill stations for a targeted percentage of buildings. DPR will complete an internal audit of all existing fountains to help prioritize conversions.

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

- ◆ Conducted water audits of County facilities to identify potential plumbing and irrigation retrofits. DPR utilized a water audit report from the Department of General Services to help prioritize locations for further assessment of plumbing and irrigation retrofits. In addition, DPR completed several projects that added smart irrigation controllers to better manage irrigation systems to conserve water.
- ◆ 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. This goal was partially met as DPR completed an internal assessment of all facilities to help prioritize installation of EV charging stations. Funding has been requested in future budget years to support a consultant-led assessment.

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Expanded 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. DPR is working with the County’s Waste Planning and Recycling group to implement the use of organic material into all landscaping, planting and erosion control projects in DPR parks.
 - Increased the amount of conserved land, by 833 acres from 57,626 parkland acres owned and effectively managed to 58,459 by the end of Fiscal Year 2023–24. Conservation of natural resources occurred 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.
 - Increased ongoing special-status species monitoring efforts through DPR’s Targeted Monitoring Program, which includes monitoring for 30 DPR parks and preserves and 22 species. 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.
 - Increased access and eliminated financial barriers for low-income residents to experience water-based recreation activities including fishing, kayaking, boating, surfing and paddle boarding at County sponsored events. This goal was partially met as DPR hosted fishing programs at Guajome Regional Park, Lake Morena County Park, and additional programs in Spring 2024.
 - 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.
 - Supported the implementation of the Departmental Sustainability Plan, specifically measures related to sustainable purchasing habits through 115 staff completing 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.
 - Expanded and added 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. Built a robust partner database across all DPR divisions and added 10 new community partners. Developed a web page to relay meeting dates, agendas and minutes for local planning groups. The website has an internal calendaring feature that captured all the public meetings DPR staff attended to help organize public engagement efforts. DPR also updated the database of partners across all topic areas, with new verified contact information. Public meeting and development project announcements and sign displays contained multilingual content in County threshold languages. Efforts were made to replicate copy from all graphics into plain text on the web for easy Google translation.
 - Enhanced the community's health benefits of connecting with the natural environment by encouraging reservations of our camping systems to expand the public visitation to our campgrounds. In Fiscal Year 2023–24, DPR recorded 110,000 nights booked across all of our campgrounds.
 - Encouraged connection to the outdoors through use of our Trail System for 1.1 million trail users, as measured by existing trail counters.
 - Built community gardens on DPR owned properties to increase food security in low-income, underserved communities, and low food access zones. Community gardens 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. A community garden at Collier Park was completed this fiscal year. Several DPR projects incorporate community gardens in the new facilities under construction, including Alpine Park and Calavo Park.

- 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. With the Butterfield Ranch acquisition complete, the Valley Center community gained additional site to consider multiple recreational amenities including a new intergenerational center, equestrian uses, active recreation, and other priorities heard from the community. The initial public engagement focused developing a program for each site will be a joint effort for both sites. This will ensure the most appropriate distribution of amenities between two sites and effective use of County resources.
- Created 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. The first phase of an Adopt-A-Tree Program was developed during the period. This included the development of a donation portal where individuals may make financial donations through the San Diego County Parks Society to support DPR's comprehensive Tree Program. In addition, the department has partnered with I Love a Clean San Diego, The Water Conservation Garden, California Volunteers, numerous community and corporate volunteer groups and individual volunteers to assist in planting trees throughout the county on DPR managed land. The Adopt-a-Tree program will continue development as the program grows, to include incorporation of memorial tree requests based upon DPR needs.
- Created 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. These events included the Bi-annual Warrior Hike Challenge, Green Friday, Earth Day/Month and National Trails Day. Park staff also hosted guided hikes, bike rides and educational strolls every week in parks across the county, to expose residents and visitors to San Diego's unique habitats and biodiversity.
- Partnered with local governments including 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.
- Increased the trail inventory to a total of 389 miles of trails managed in the County Trails Program by the end of Fiscal Year 2023-34 with a goal to add an additional 4 miles of trail to total 393 miles by the end of Fiscal Year 2024–25; thereby, connecting trail users to nature while enhancing recreation and transportation opportunities.





- 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 \$2.7 million. Through volunteer service, participants learn about environmental stewardship, and our efforts to protect and preserve the land we manage. Staff guide these experiences, helping volunteers to become educated, inspired and active ambassadors for parks and for their communities.

 Empower

DPR sees staff as its greatest resource and has prioritized recruiting, providing support for, and maintaining a well-rounded staff team. DPR’s team are educated, informed, and empowered to be leaders and subject-matter experts, as well as innovators. DPR works to provide this team with curriculum to highlight diversity, identify individual talents and fine tune skill sets to supplement certification requirements, and additional workshops to ensure all staff are ready to serve in an emergency which is key to supporting regional safety efforts.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, we worked with employees in department wide focus groups to address employee engagement and areas of opportunities. We will develop workplans to address topical areas identified. We collaborated with representatives across all classifications in the department to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce. The action plans included discussions at the DPR Awards Ceremony in March 2024 regarding Department all staff ideas for employee engagement improvements and a Professional Development training for Park Attendants and Park Maintenance Workers.
 - DPR evaluated the employee engagement survey and developed an ongoing plan to have open employee and management discussions to address areas of development. Based on the feedback from the DPR Development team, the department invested in the third party 10-week training “Contract Documents and Construction Law” for park project managers focused on understanding the relationship between contract documents and the construction

process. Staff successfully used this opportunity to deepen their technical expertise while preparing several park capital projects for construction.

- Enhanced 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.
- Increased access and participation in DPR sponsored events through the translation of materials into the County’s threshold languages. This included public meeting notices, program information, campaign materials (e.g., Tour our Trails Challenge booklet) and other high-level informational documents. DPR continued to conduct robust public outreach for development projects, which include translation of materials into the County’s threshold languages. Information is shared via print materials and online where it can be translated into additional languages via Google Translate.
- DPR evaluated and developed 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. DPR advertised volunteer opportunities on multiple websites, in addition to sdparcs.org. Special materials were developed for new or high priority projects. For example, flyers, social media graphics and additional outreach were utilized to compliment traditional methods when searching for site hosts for Borrego Springs and Pine Valley County Parks. Additionally, a new overarching volunteer flyer was created to share at all DPR outreach events, and volunteer opportunities were often highlighted in DPR’s “People Who Work in Parks” video series.
- Recruitment: Created a recruitment tool that will refine and streamline the internal hiring process by identifying subject matter experts, interview panels, and interview dates at the time a new recruitment is created. We facilitated same day hiring events to expedite the hiring process.
- Retention: Determined the right skill mix to achieve Department goals and determined gaps that need closing by identifying where employees best fit in the organization and aligning ideal candidate standards with department needs.
- Succession Planning: Identified key roles within the Department and ensured that loss of knowledge transfer is reduced upon employee retirement by cross training and uptraining our employees.

Justice

Transparency is key in creating 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.
 - Increased residents’ participation, on park projects and programs, by hosting public meetings with diverse communication languages and open access via in-person and virtual. Several general and project specific public meetings were hosted by the County this year. Examples include 2024-2029 Capital Program Public Workshop, Mira Mesa Epicentre public workshops, Off-Highway Vehicle (OHV) Park Feasibility Study round table focus group meetings and general public meetings, Village View Park groundbreaking event.
 - Partnered with Aging and Independent Services to provide access to Cool Zones during extreme weather events at designated locations. DPR hosted Cool Zones at the Lakeside, Spring Valley, Fallbrook and Valley Center Community Centers and Santa Ysabel Nature Center.

2024-26 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.

- Provide community members online registration options for select programming at community centers and sports parks.
- Continue to build a park system that offers a multitude of accessible facilities, programs and services in an effort to expand visitation, diversify the customer base and boost park ambassadorship through customized park experiences.
 - ◆ Enrich the outdoor experience for all users by maintaining, retrofitting, and expanding the amenities and programs in the existing parks to provide structural diversity and strengthen the community’s identity.
 - ◆ Continue the expansion of 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 CINA.
- 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. Equity considerations include factors identified in the prior trail-related community needs assessment, such as existing how many people will be served by new trails, if new trails will serve underserved communities, if new trails will provide connections to other facilities or safe routes for pedestrian travel, etc.
- Expand current programming opportunities for Grandparents Raising Grandchildren (GRG) in partnership with HHSA and County Library.
- Expand economic opportunities for youth by providing programs, events, and/or information on financial literacy and college/career planning at Lakeside and Spring Valley Teen Centers and at SD Nights events.
- Create an interactive trail mapping application that will allow members of the community to accurately and easily find open County trails. This will help to increase and ensure that the community has accurate information about open trails that are part of the County’s trail system.
- Comprehensively evaluate facilities that need formalized trail planning documents (Public Access Plans) to prioritize future trail planning efforts and determine ways to streamline the process to complete trail plans and open trails on County park lands.

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
 - Maintain 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 under-served communities.
 - Continue to 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.
 - Begin implementation of the DPR 5-year Strategic Plan, to advance short term and begin planning for mid- and long-term strategies to ensure the department's solvency and resiliency for years to come.
- 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. Five additional park teams will incorporate E-Bike use in patrols of trails, park spaces and campgrounds.
 - Implement strategies and commitments from the County-wide Departmental Sustainability Plans and continue towards increasingly sustainable internal operations that contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization.
 - Through our Comprehensive Tree Program, continue to support the County's Climate Action Plan by planting more trees to reduce greenhouse gases and lower temperature. Expand 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. DPR plants a minimum of 4,000 trees throughout the county every year, in areas that need them the most.
 - Increase the use of EV in the Parks Fleet to decrease greenhouse gases in the environment where EV alternatives are available. The number of EV in the Parks Fleet will increase to 23 by the end of Fiscal Year 2024–25 and to 32 by the end of Fiscal Year 2025–26.

- Mid-and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:
 - ◆ Provide opportunities for county employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at their own homes.
 - ◆ Establish system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs.
 - ◆ In coordination with DGS Real Estate Services explore opportunities to develop a formula for extending ground lease terms to incentivize capital improvements in energy, water and wastewater, and solid waste and recycling.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - In support of the County efforts to meet/exceed California Senate Bill 1383 goals of increasing organic composting DPR will use 100% locally produced organic compost and mulch in all landscaping maintenance and tree plantings.
 - Organize volunteer events focused on the removal of invasive plants species, such as wild mustard, in DPR managed lands. Invasive species removal to be prioritized in areas with the greatest need based on available monitoring data.
 - 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 58,959 by the end of Fiscal Year 2024–25 and 59,459 by the end of Fiscal Year 2025–26.
 - Increase ongoing special-status species monitoring efforts through DPR's Targeted Monitoring Program to add an additional 10 preserves by the end of Fiscal Year 2025–26. This will increase the number of preserves covered by the Targeted Monitoring Program from 30 preserves to 40 preserves. This monitoring data provides valuable insight into the ecological health of our region and can be utilized to prioritize management activities as well as gauge the success of the County's regional conservation efforts.



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.
 - Based on the community gap assessment and through collaboration with local stakeholders, continue to develop park amenities and programs that address the specific needs of each community we serve.
 - Integrate universal park design standards into the park design manual for implementation in all new parks.
 - Expand the scope of ADA Transition Plan to include universal design gaps and implementation strategies to meet physical, mental and social needs of people with disabilities.
 - Enhance the community's health benefits of connecting with the natural environment by encouraging reservations of our camping systems to expand the public visitation to our campgrounds and reaching 110,000 nights booked annually.
 - Encourage connection to the outdoors through use of our Trail System by 1.2 million users in Fiscal Years 2024–25 and 2025–26, measured by existing trail counters.
 - Assess existing facilities to identify opportunities to provide fully inclusive experiences through constructed improvements, partnerships and innovative technologies.
 - Partner with local governments like the City of San Diego, conservancies, land developers, 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.
 - 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 393 miles by end of Fiscal Year 2024–25 and 397 by the end of Fiscal Year 2025–26.

- To meet the safety challenges created by the innovation of e-bike use DPR will host four safe bike riding classes.
- Connect youth and families with limited economic and transportation means to visit open space preserves and regional parks to receive the mental and physical benefit from those experiences. With the support of grants and donations, DPR will provide young adult trips to national, State, and County parks.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Conserve financial resources by coordinating with volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.55 million. Through volunteer service, participants learn about environmental stewardship, and our efforts to protect and preserve the land we manage. Staff guide these experiences, helping volunteers to become educated, inspired and active ambassadors for parks and for their communities.



Empower

DPR views 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.
 - Establish and implement specific Employee Engagement work plan goals for the areas of opportunity identified in the 2022 Employee Engagement Survey and feedback identified by department all staff during a focus group session conducted at DPR All Hands in Summer 2023, individual Division meetings, and discussions regarding ideas from staff presented in March 2024 at a DPR Awards Ceremony.
 - Redesign and implement the P.E.E.R. program to provide mentorship opportunities for employees interested in promoting or changing careers within the department or county.
 - Collaborate with Department of Human Resources to develop career pathways for DPR specific classifications that will provide employees with resources for promotability.
 - Continue to have expedited hiring processes by making use of same day hiring events in collaboration with DHR.



- Inspire and foster an environment for our team members where they can be innovative, and creative during transformative change.
- Make meaningful improvement and focus on employee engagement so it is a part of our everyday operations, listening to our team members, having open and honest conversations and having activities they can participate to increase engagement.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Help empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
 - Increase accessibility of programs and services by boosting the use of plain language in public-facing text such as the department website, outreach materials, and stakeholder engagement materials.

- tions, 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.
 - Continue to partner with Aging and Independent Services to provide access to Cool Zones during extreme weather events at designated locations.
 - Leverage big mobility data to inform park programming and development decisions.
 - Provide connection with people living in lower economic areas that lack healthy green spaces to connect with open space parks through volunteer projects like tree plantings and park service days.
 - Expand Discovery Kit Program to bring more students from urban schools to regional parks for onsite environmental education.
 - Work with the Office of Sustainability and Environmental Justice, increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.

 **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, regula-



Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- ◆ www.sandiegocounty.gov/parks
- ◆ www.sdparcs.org

Follow us on Facebook, Twitter and Instagram at:

- ◆ www.facebook.com/CountyofSanDiegoParksandRecreation
- ◆ www.twitter.com/sandiegoparks
- ◆ www.instagram.com/sandiegoparks

Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Protect and preserve the region’s natural resources through the number of parkland acres owned and effectively managed	57,626	58,126	58,459	58.959	59,459
	Plant additional trees to decrease greenhouse gases in the environment ¹	3,641	3,500	5,000	4,000	4,000
	Increase the use of EV in Parks Fleet to decrease greenhouse gases in the environment where EV alternatives are available	N/A	17	17	23	32
	Maintain responsible stewardship of the numbers of miles of trails managed in the County Trails Program. ²	385	389	389	393	397
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	\$2.55	\$2.55	\$2.70	\$2.55	\$2.55

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Encourage reservations of our camping system and the number of nights booked for reservation	N/A	110,000	110,000	110,000	110,000
	Encourage connection to outdoors through use of our Trail System ³	N/A	1,100,000	1,100,000	1,200,000	1,200,000

Table Notes

- ¹ In Fiscal Year 2023–24, DPR planted an additional 1,000 trees with support from grants and partners.
- ² Starting Fiscal Year 2024–25, goal will be reported under Community instead of Sustainability initiative.
- ³ Starting Fiscal Year 2024–25, revised goal to show under Community instead of Empower initiative.

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

Staffing

Increase of 5.00 staff years

- ◆ Increase of 3.00 staff years in the Operations and Resource Management Divisions to support the Multiple Species Conservation Plan
- ◆ Increase of 2.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded park facilities.

Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$3.8 million due to negotiated labor agreements and the addition of 5.00 staff years, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—decrease of \$4.8 million
 - ◆ Decrease of \$3.5 million for the completion of the San Diego River Conservancy grant project
 - ◆ Decrease of \$1.0 million for completion of one-time maintenance projects
 - ◆ Decrease of \$0.3 million in contracts and professional services due to completion of contracted projects
- ◆ Expenditure Transfer & Reimbursements—Decrease of \$0.4 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 increase in expenditures. The central funding is supported by resources in County Finance Other.

- ◆ Operating Transfers Out—increase of \$1.1 million for major maintenance projects

Revenues

Net increase of \$0.5 million

- ◆ Taxes Current Property—increase of \$0.5 million due to projected taxes from property tax collections
- ◆ Revenue from Use of Money & Property—increase of \$0.1 million due to increase in deposit revenue for Park Land Dedication Ordinance funds and lease revenue
- ◆ Charges for Current Services—Increase of \$0.2 million due to anticipated increase in camping use and park and recreation fees
- ◆ Miscellaneous Revenues—decrease of \$3.3 million due to the completion of the San Diego River Conservancy grant project
- ◆ 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—decrease of \$0.2 million due to one-time labor payments
- ◆ Use of fund balance—increase of \$0.1 due to one-time funding for ADA Accessibility Improvements project. A total of \$1.1 million is budgeted.
 - ◆ \$0.7 million of Parks Special Districts Funds fund balance for increased operations and maintenance costs
 - ◆ \$0.4 million of Park Land Dedication Ordinance Fund fund balance for various parks expansion projects.
- ◆ General Purpose Revenue Allocation—increase of \$2.6 million primarily due to negotiated salary and benefit increases.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Parks and Recreation	285.00	299.00	304.00	1.7	304.00
Total	285.00	299.00	304.00	1.7	304.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Parks and Recreation	\$ 63,137,087	\$ 64,986,117	\$ 64,773,813	(0.3)	\$ 65,896,708
Park Land Dedication	1,135,700	3,149,600	3,149,600	—	3,149,600
Park Special Districts	4,918,568	5,188,520	5,535,742	6.7	5,530,384
Parks Community Facilities Districts	1,528,274	2,034,701	2,333,294	14.7	2,367,745
Fish and Wildlife Fund	—	—	46,000	—	46,000
Total	\$ 70,719,629	\$ 75,358,938	\$ 75,838,449	0.6	\$ 76,990,437

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 35,797,274	\$ 37,709,398	\$ 41,515,454	10.1	\$ 43,465,785
Services & Supplies	34,871,376	36,531,864	31,725,427	(13.2)	29,365,315
Other Charges	275,500	400,900	443,900	10.7	443,900
Expenditure Transfer & Reimbursements	(4,550,000)	(7,290,000)	(6,900,000)	(5.3)	—
Operating Transfers Out	4,325,479	8,006,776	9,053,668	13.1	3,715,437
Total	\$ 70,719,629	\$ 75,358,938	\$ 75,838,449	0.6	\$ 76,990,437

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 3,537,544	\$ 4,160,771	\$ 4,613,964	10.9	\$ 4,627,415
Taxes Other Than Current Secured	18,800	20,800	22,850	9.9	22,850
Licenses Permits & Franchises	750,000	2,500,000	2,500,000	—	2,500,000
Fines, Forfeitures & Penalties	250	250	26,250	10,400.0	26,250
Revenue From Use of Money & Property	1,253,008	1,517,100	1,574,600	3.8	1,569,600
Intergovernmental Revenues	3,530,342	3,130,342	3,135,342	0.2	3,135,342
Charges For Current Services	9,154,383	9,323,599	9,514,339	2.0	9,321,099
Miscellaneous Revenues	4,417,250	4,485,931	1,223,396	(72.7)	1,071,041
Other Financing Sources	2,790,479	3,266,776	3,753,668	14.9	3,715,437
Fund Balance Component Decreases	582,753	772,575	582,753	(24.6)	582,753
Use of Fund Balance	1,339,190	949,197	1,074,161	13.2	1,124,803
General Purpose Revenue Allocation	43,345,630	45,231,597	47,817,126	5.7	49,293,847
Total	\$ 70,719,629	\$ 75,358,938	\$ 75,838,449	0.6	\$ 76,990,437



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, such as 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. 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 318.00 team members (staff years) and a budget of \$58.0 million dedicated to serving the public and making this vision a reality.

2023–24 Anticipated Accomplishments



Equity

PDS applies an equity lens in program design and delivering services to provide opportunities for underserved communities in the unincorporated area. This includes conducting Community Needs Assessments in our Building Services, Code Compliance, and Sustainability programs to better understand the unique and evolving needs of the communities that we serve. This also includes developing programs and policies, such as the Socially Equitable Cannabis Program and housing-related programs, that will expand opportunities for previously marginalized communities and provide housing options to meet the needs of the unincorporated community.

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



- Reduced the cost of building new homes through the continuation of the Board directed Accessory Dwelling Unit (ADU) Fee Waiver pilot program with fees waived for 262 out of 354 ADU permits issued in Fiscal Year 2023–24 (92 ADU permits did not qualify for the program).
- Continued to modernize the County Grading, Clearing and Watercourses Ordinance by streamlining regulations related to grading for affordable 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.
- Through engagement with stakeholders, developed initial Sustainability Principles to guide the development of a Sustainable Land Use Framework to encourage development in areas with less environmental impacts while ensuring established communities remain thriving and resilient. Identified tools for Board consideration to facilitate a variety of housing types at various affordability levels close to transit, services, and infrastructure to support economic development opportunities through the Sustainable Land Use Framework effort.
- Initiated the Development Feasibility Analysis (DFA; formerly referred to as the parcel-by-parcel analysis) to better understand where and how much development can occur within four key communities with the least environmental impact. The DFA is also looking at what investments in infrastructure and place-making strategies can facilitate housing in these areas. This effort puts special focus on how to support affordable and workforce housing in these locations. The first phase of the project was completed and with work beginning on second phase.
- Reduced greenhouse gas emissions (GHGs) to help slow climate change, improved public health, and promoted sustainable development through the implementation of the Transportation Study Guide (TSG) that will reduce Vehicle

Miles Traveled (VMT). The TSG will promote infill development and facilitate active transportation, like walking and biking.

- Continued to partner with other jurisdictions to develop a VMT mitigation program to unlock some 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.
- Initiated work on Removing Barriers to Housing in collaboration with the Department of Public Works (DPW) and Department of Environmental Health and Quality (DEHQ) through various actions, including guaranteed plan review timelines, technology enhancements, process improvements, and support for permit applicants, to save time and increase certainty for housing development (market rate and affordable) in the unincorporated area. On track to implement Year 1 actions, including:
 - ◆ Implemented five of the 22 actions within the first six months and on track to implement an additional 10 actions by the end of the fiscal year.
 - ◆ Engaged with stakeholders on an ongoing basis throughout implementation.
 - ◆ Filled 29 of 37 positions to support the Removing Barriers to Housing initiative.
- Continued to increase opportunities for additional new housing to be constructed by streamlining the development process and reducing costs through development-related policy changes and updates.
 - ◆ Continued to identify ways to provide affordable housing to very low-, low-, and moderate-income households through program development, such as the Inclusionary Housing Ordinance. A draft ordinance was developed and released for public feedback. This ordinance will help make affordable housing units for families of lower and moderate incomes (0-120% of the Area Median Income) more attainable. The program includes incentives to reduce overall housing costs and facilitate the development of affordable housing.
 - ◆ Identified ways to facilitate the development of different housing types, like senior and assisted living housing, small lot subdivisions (smaller homes) and development on sites envisioned for affordable housing [Regional Housing Needs Assessment (RHNA) sites] through the Options for Streamlining Affordable and Attainable Housing program. This program included identifying options to streamline development through the preparation of an Environmental Impact Report (EIR) and opportunities to identify efficiencies between other related streamlining efforts.
 - ◆ Developed Objective Design Standards to streamline affordable housing projects by providing standards that are more clear and easier to understand. Clear standards create more cohesive design that contributes

to community character and reduces time and effort required for development permitting process. The project began and initial feedback was received from Community Planning and Sponsor Groups.

- ◆ Continued to implement the adopted and State Department of Housing and Community Development-certified General Plan Housing Element. Completed Housing Zoning Ordinance Amendments to align the County’s code with state laws to support affordable housing, density bonus, ADUs, and provision of emergency shelters.
- ◆ Identified ways to help reduce the high cost of housing construction within the County’s purview. As part of the Transformative Housing Solutions, PDS conducted 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 help address high housing costs while encouraging more environmentally friendly construction. This study also considers alignments with other efforts including the County’s Housing Blueprint.
- Economic Opportunity: Dismantle barriers to expanding entrepreneurial opportunities in traditionally underserved communities and businesses, especially communities of color and low-income.
 - Facilitated social equity through public engagement in the development of a Socially Equitable Cannabis Program to reduce barriers to opening cannabis businesses, including for individuals impacted by the criminalization of drug use. Ongoing efforts include stakeholder engagement, regulatory ordinance development, environmental analysis, and implementation of a license and permitting system for Board consideration in 2025.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Improved economic conditions for workers by requiring prevailing wage on work done under right-of-way permits as directed by the Board. In addition, required unpaid labor judgments to be resolved before occupancy is granted on select building permits.
 - Supported wineries by making it easier for smaller businesses with smaller environmental footprints to start up more quickly. Conducted stakeholder outreach and assessed ways to streamline permitting for wineries, which could include expansion of small wineries into rural residential and other zones.
 - Identified ways to provide social, environmental, and economic benefits to communities impacted by large-scale projects, such as renewable energy and large industrial facilities in the unincorporated areas, through the development of a formalized Community Benefits Agreements





(CBA) program. CBAs will ensure that impacts of projects are addressed early, minimized to the extent possible, and that project benefits are realized by the affected community, providing benefits that could lead to local infrastructure, local job hire, job training opportunities, and other benefits.



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 protection of buildings and the environment from the impacts of climate change (e.g., increased heat impacts, intensity of weather events) and reducing greenhouse gas emissions (GHGs) through the Climate Action Plan Update, conservation efforts, and programs to reduce dependence on fossil fuels. PDS align its resources to ensure long-term fiscal stability.

- Climate: Actively alleviate climate change through innovative and proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
 - Continued to prepare and update the Climate Action Plan (CAP) and Supplemental Environmental Impact Report (SEIR) to bring forward for Board consideration in 2024. 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 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. A draft of the updated CAP and SEIR was released for public review in Fiscal Year 2023–24.
 - 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 2023 through the implementation of the 2018 CAP’s 26 greenhouse gas reduction measures. The amount of emissions reduced in 2023 is the equivalent to taking over 50,000 gasoline-powered passenger vehicles off the road for one year.
 - As part of the CAP SEIR, continued to develop Smart Growth Alternatives for the Board’s consideration that would further reduce VMT from new development through focused stakeholder outreach and coordination with regional agencies and consultants on the identification of this information to socioeconomic data to help determine how to develop equity-based outcomes for

tion of best practices applicable to the unincorporated area. Smart Growth Alternatives were released for a public review in Fiscal Year 2023–24.

- Implemented the Electric Vehicle (EV) Roadmap, including efforts to transition the County’s fleet to electric vehicles, where possible, and evaluate County facilities for opportunities to site additional vehicle charging and leverage federal grant funding to support installations. The EV Roadmap also facilitates coordination with regional agencies, like SANDAG, to create vehicle purchasing incentive programs for low- to moderate-income residents and expand the County’s EV Consumer Guide to provide information on rebates and incentive available to residents to purchase electric vehicles and install charging infrastructure.
- Reduced dependence on fossil fuels by approving the installation of an estimated 60,000kW (8,082 solar photovoltaic permits) of residential renewable energy from solar photovoltaic permits in the unincorporated area.
- Implemented actions regarding VMT, 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.
- 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.
- The Regional Decarbonization Framework supports the achievement of a regional zero carbon goal by mid-century and provides examples of efforts that can be used by others in the region. The following actions supported the implementation of the Regional Decarbonization Framework within the unincorporated area, as well as supporting the climate action planning goals of the County.
 - ◆ Climate Smart Land Stewardship Program (previously named the Carbon Farming Program): Obtained \$777,290 in grant funds and identified pilot sites to 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: Expanded current tree planning efforts beyond open space preserves and parks by developing a program that promotes tree planting in urban environments and within underserved communities. In support of this program, PDS performed a tree canopy analysis and compared urban tree planting.



- ◆ Reduced 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.
 - ◆ Customers were not using the Green Building Incentive Program that reduces permit fees and expedites plan reviews in the past year, but the Building Division is working with the Long Range Planning division to help make changes that will encourage more use of the program in the coming years. With changes to the State requirements for new projects, recycling and re-use of building materials is required for more of our residential and commercial projects. New permitting requires responsible disposal of waste on construction sites to be eligible to refund of a deposit collected at permit issuance.
 - Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Implemented the Sustainable Groundwater Management Act (SGMA) to prepare for prolonged drought and safeguard vital groundwater basins in San Diego County and 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.
 - ◆ Implemented the South County Multiple Species Conservation Program Subarea Plan to permanently protect 98,379 acres of conservation land.
 - Continued to prepare a North County 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.
 - 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 58 acres of conservation easements and is expected to acquire an additional 296 acres in Fiscal Year 2023–24 based on applications that are in process or in negotiation. This will bring the total number of acres acquired to 354 acres. Overall, there are currently 1,290 acres in PACE easement acquisitions in process.
 - Continued 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 sensitive butterfly species are impacted.
 - Updated the Groundwater Ordinance Amendment and County Guidelines for Determining Significance for Groundwater Resources in Fiscal Year 2023–24. The updates reflect recent Sustainable Groundwater Management Act (SGMA) requirements for San Diego County and help support groundwater management in key basins.
 - Began implementation of the Native Landscape 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 modified Board policy G-15 to bring native plant requirements to County managed properties and initiated updates to the Design Manual to further promote native plant landscapes.
 - Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - PDS led the California Environmental Quality Act (CEQA) Roundtable, participated in and coordinated with the CEQA Practitioners team meetings in support of training, sharing best practices, and consistency across the departments. PDS participated in the Land Acquisitions Roundtable, supporting Department of Parks and Recreation (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 ensure departments are coordinating efforts to support sustainability, regional decarbonization, and greenhouse gas reductions to achieve organizational excellence.
 - Identified ways to increase green affordable housing development and rehabilitation through opportunities to expand incentives, reduce development costs, and remove procedural barriers, such as fee waivers, expedited plan review, and technical assistance.
 - 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 accomplishments:
- ◆ Continued incorporating information on sustainability policies, plans, and practices into presentations for all new employees, contractors, vendors, and consultants working in the facility.
 - ◆ Continued communication with employees about sustainability program updates, successes, and opportunities for improvement at least once a quarter. Examples included the *PDS Pulse* newsletter, quarterly





PDS “All Hands” staff meetings, Climate Action Plan newsletter, as well as other division- and team-level meetings.

- ◆ Continued collecting written or verbal suggestions and feedback from all employees on sustainability initiatives and programs, allowing the department to adapt and build on program initiatives. Suggestions were 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. This objective was not completed during Fiscal Year 2023–24 and will be completed during Fiscal Year 2024–25.

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

- ◆ Mid-term: Continued to 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: Begun investigating 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: Working towards implementing a five year plan to reduce greenhouse gas emissions 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.
- 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.
 - Adjusted the workspace to 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.
 - Developed a five year strategic plan to serve as a guide for the future to be able to help set internal goals for future services and align with operations to support adapting to

new or changing regulations, operations, resources, staffing, services, and community needs within the next five years, and how to get there.

- ◆ Hosted employee engagement sessions to solicit input and feedback from the team on the new department strategic plan during the drafting of the plan. Employee feedback was incorporated into the plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from the team.
- ◆ Focused on developing approaches and expanding engagement opportunities and participation that is meaningful and equitable for diverse community members.
- ◆ Worked towards building reciprocal relationships with community groups, organizations, and leaders to facilitate collaboration, expanding community networks, and building trust within the community.
- Resiliency: Ensure the capability to respond to and support recovery for the immediate needs of individuals, families, and the region.
 - Continued to expand participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development, communication and outreach, and customer and stakeholder engagement. Team LUEG is comprised of all six LUEG departments and the Office of Sustainability and Environmental Justice (OSEJ) and seeks to provide a “service before self” organization that works across departments to meet varying customer needs and ensure a positive customer experience. For example, inter-departmental collaboration efforts included establishing and utilizing the LUEG Policy, Outreach, and Data (POD) team to facilitate training, information sharing, and ongoing projects.
 - Facilitated strong collaboration through participation in the LUEG Compliance Team. This multi-disciplinary team brings together staff from several LUEG Departments to develop and implement comprehensive approaches to resolve large, complex compliance issues that may threaten the health and safety of the community. A recent case involving unpermitted grading within a floodplain was identified as a health safety risk for the community from potential flooding at several downstream properties. Through the LUEG Compliance Team, staff from PDS Code Compliance, Department of Public Works (DPW) Watershed Protection Program and DPW Flood Control were able to quickly complete a joint site visit and provide direction to the property owner to address the flooding hazard and comply with County grading, flood control, and stormwater regulations.



Community

PDS 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. 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 for participation and provides live translation services. Through collaboration, partnership, and meaningful conversations, PDS incorporate input and feedback to improve program and service delivery. PDS also support safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters.

- 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.
 - Enhanced access for non-native English-speaking residents by implementing a multilingual component (County threshold languages) 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 automated information and inspection scheduling abilities in multiple languages reduces language barriers for customers, makes information more accessible, and creates a means for effective communication.
 - Solicited community input to shape policy, by engaging with customers, community members, and stakeholders using engagement tools, such as portals, to both update community members on policies and programs under development, and to create feedback loops to document input that is incorporated into projects.
 - Promoted community and stakeholder participation in land development projects and policies by offering additional stakeholder sessions in all threshold languages and using simultaneous language translations in workshops discussions with community members.
 - Identified and cultivated relationships with diverse cultural and ethnic groups within the communities that we serve.
 - Improved accessibility through the review of privately initiated land development projects that obtained building permits by applying the California Building Code, which ensures new commercial buildings are fully compliant with the Americans with Disabilities Act (ADA).
 - Enhanced Geographic Information System (GIS) capabilities, in partnership with DPW, by creating community profiles to support staff’s understanding of communities’ demographics and needs when planning for projects and conducting outreach.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environment.
 - Collaborated with property owners to ensure new homes and developments are designed and constructed with living conditions that promote health, safety, and sustainability.
 - ◆ Provided plan check and construction inspection for an estimated 1,250 new homes.
 - ◆ Completed first round plan checks for residential building permits within an average of 31 working days. This objective was not achieved due to staffing shortages; however, we are working to meeting this objective with additional support from the Removing Barriers to Housing initiative, which includes staffing support along with other enhancements and process improvements to meet review times. First round plan check review averaged 21 days in Quarter 2, continuing to trend toward 15 days by the end of the fiscal year.
 - ◆ Worked towards goal of completing first round plan checks for Site Plans, Boundary Adjustments, and Major Use Permits (for cell sites) within 20 working days.
 - ◆ Completed first round plan checks for Grading Plans and Final Maps within 20 working days.
 - ◆ Conducted an estimated 44,000 construction inspections.
 - Worked 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.
 - Resolved 62% (84 of 136) of debris and waste complaints within six months of initial notice to the property owner.
 - Reviewed 100% (13,958 of 13,958) proposed building plans to ensure proper and safely designed structures.
 - Expanded commitment to 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 to achieve those goals to increase awareness and inclusivity when serving PDS’ diverse customers.
 - Reduced the urban heat island effect, increased climate resiliency, and reduced 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, explored opportunities to develop a tree adoption program to expand opportunities for planting trees on privately owned lands in unincorporated communities, with a focus on under-served areas.





- Supported vulnerable populations, including seniors, by collaborating with project applicants during the land development process as they worked to provide new group care facilities, senior housing, supportive housing, and other facilities that provide opportunities for increased well-being for residents.
- Supported communities through stakeholder collaboration while promoting compliance with health and safety standards by responding to code complaints to resolve violations.
 - ◆ Resolved 56% (1,403 of 2,505) of code cases opened per year.
 - ◆ Responded to complaints within 24 hours, 83% (3,477 of 4,179) of the time.
 - ◆ Reached 91% (2,087 of 2,292) voluntary compliance.
 - ◆ Investigated cases within five days, 75% (1,472 of 1,955) 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.
 - Supported 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 by adding new clean energy or related solutions.
 - Updated Phase I of the County’s Fire Safety Guidelines to ensure safe and livable communities. The updated guidelines establish new requirements for projects located in high and very high fire risk areas and develop enhanced evacuation standards that will be used to ensure safe and livable communities.
 - Prevented negative impacts to public safety due to land use impacts from illicit cannabis activities. To accomplish this, we collaborated with other enforcement agencies, both locally and statewide, ensuring safety concerns, such as unpermitted construction, were corrected in a timely manner. These enforcement efforts on illicit cannabis as well as oversight activities at legal cannabis retailers ensured a competitive legal cannabis market and access to safe, legal cannabis in the unincorporated region.
 - Removed abandoned and inoperable vehicles to prevent health and safety hazards, as well as unsightly environments generated. Resolved 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.

- 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.



Empower

PDS is focused on empowering its workforce and operations by providing opportunities for staff growth, training, and development, as well as ensuring excellence in customer service, and securing continuity in 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.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Worked to achieve organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial Employee Engagement survey, engaged in focus groups with employees to gather further feedback to support the development of an action plan to further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
 - Improved staff engagement and development through the expansion of mentorship opportunities within the department.
 - 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 “All Hands” staff meetings, such as through hosting a LGBTQ+ panel discussion, 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, including through our departmental Diversity & Inclusion (D&I) committee. 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.

- Engaged with employees through focus groups to solicit feedback, including the results of the Employee Engagement survey, to create a positive workplace experience under the County’s Employee Engagement initiatives, highlighting our workforce as our greatest asset.
- Engaged 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 and diversity, noteworthy projects, and shared resources. The newsletter helps bring PDS 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, when possible, 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.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Worked towards increasing customer access to permits and services, while decreasing costs, through expansion of online services including electronic plan review of permit applications processed through PDS, which is still in progress.
 - Increased idea sharing and best practices for long range planning by collaborating across departments to implement updates of the California Environmental Quality Act (CEQA), Sustainability Planning for Fleet and Facilities, and Land Acquisition Decision Making.
 - Maintained an average Permit Center counter wait time of 28 minutes or less. This objective was not achieved due to staffing vacancies.
 - Continued to inspire and foster an environment for our team members where they can be innovative and creative during transformative change.

- Uplifted 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 removed unwanted graffiti at 100 locations, in which over 80% of the communities served by this program are underserved communities.
- Restored communities by facilitating the removal of violations through self or County effectuated abatement. By working with our stakeholders to understand the importance of complying with Health and Safety standards and the impacts to their community, we have helped to encourage self-abatement. When circumstances don’t allow for self-abatement, the County effectuates an abatement to ensure those impacts are mitigated.
- Expanded services and programs for historically underserved communities. Conducted stakeholder engagement on the Environmental Justice Additional Criteria project to identify and assess social, environmental, and health data indicators to further refine and improve Environmental Justice criteria to assist in ensuring that services, programs, and opportunities are provided equitably while uplifting those who have historically been disenfranchised. 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.
- Continued 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.
- Worked with the Office of Sustainability and Justice (OSEJ) to increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.

Justice

PDS implements land use programs in a fair and equitable manner, in all communities throughout the unincorporated area, as well as environmental justice policies consistently and justly. PDS is focusing on enhanced outreach and community engagement, including in underserved communities, to ensure policy decisions are being made to address the needs of the communities and ensuring 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.

2024–26 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 among populations disproportionately impacted by social, political, and/or economic systems. 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, continuing efforts to increase the number of





homes built of various affordability levels, promote thriving communities, 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.
 - Continue with the second phase of the Development Feasibility Analysis to better understand where and how much development can occur in areas with the least environmental impact that are closer to jobs, transit, and services, and provide information about incentives investments in infrastructure, and place-making strategies to facilitate housing in these areas.
 - Continue efforts to 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 collaborative work with the DPW and DEHQ on Removing Barriers to Housing actions to save time and increase certainty for housing development to facilitate the production of housing in the unincorporated area. Actions include technology enhancements and streamlining efforts.
 - 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 increase affordable housing units for families of lower 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.
 - ◆ Continue to identify ways to facilitate the development of senior and assisted living housing, small lot subdivisions and development on sites envisioned for affordable housing (RHNA sites) through the Opportunities for Affordability and Attainable Housing Program. Continue to develop Objective Design Standards to facilitate the streamlining of affordable housing projects by providing standards that are more predictable and easier to understand. Clear standards create more cohesive design in communities that contributes to community character, and reduces the time and effort required in the development permitting process.

- ◆ Continue to implement the adopted and State-certified General Plan Housing Element.
- ◆ Continue to 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 in these studies will be used to develop policies and recommendations that can help address the high housing costs while encouraging environmentally friendly construction.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - Collaborate across the enterprise, such as with the Office of Equity and Racial Justice (OERJ) to facilitate social equity through public engagement in the development of a Socially Equitable 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 2025.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Support wineries by making it easier for smaller businesses with smaller environmental footprints to start up more quickly. Conduct stakeholder outreach and assess ways to allow for streamlining for wineries, which could include expansion of small wineries into rural residential and other zones.
 - In collaboration with the Office of Economic Development and Government Affairs (EDGA), explore opportunities for economic development within unincorporated communities, and work collaboratively with other departments, such as DPW and Housing and Community Development Services (HCDS), to support housing development, revitalization efforts, and creating prosperous and resilient places.



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 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 are preserved. PDS serves as one of the focal points for regional leadership in sustainability and collaboration with OSEJ, local, state, and federal agencies, 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 includes continually reviewing our practices to gain efficiencies and creating an operational plan and budget that is transparent and responsive to the community, with special focus on areas that have been historically underserved.
 - Pursue federal and state funding to support programming, such as for transportation-related and environmental sustainability and conservation programming, as well as exploring regional partnerships and cost-sharing opportunities for mutually beneficial initiatives, such as to facilitate housing in the unincorporated area.
 - Implement our five year strategic plans, with short-term objectives starting in the Fiscal Year 2024–25 operational plan and planning for mid- and long-term objectives to be able to ensure departmental sustainability, effectiveness, and resiliency for years to come, including:
 - ◆ Continue to expand and enhance equitable and meaningful community engagement and build stronger community relationships and partnerships.
 - ◆ Improve systems, processes and procedures, and tools to enhance innovation and responsiveness to the communities that we serve.
 - ◆ Continue to cultivate a team culture of inclusion and adaptability to enhance professional recruitment, growth, development, and sense of belonging to support staff and meet evolving workplace needs.
- Climate: Actively alleviate 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 establish actions to meet a goal of net zero carbon emissions by 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.
 - Support the General Plan through implementation of Planning and Sponsor Group policies, particularly through Community Plans and other neighborhood-level planning efforts. Help residents and businesses adapt to effects of

climate change (e.g., increased extreme heat events, drought, wildfire, and extreme precipitation events) by seeking grant funding and regional partnerships to improve community safety and 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 its implementation within the unincorporated area and advances the climate action planning goals of the County.
 - ◆ Climate Smart Land Stewardship Program (previously called the Carbon Farming Program): Support the agricultural industry by implementing 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: Continue expansion of tree planning efforts beyond open space preserves and parks by implementing a program that promotes tree planting in urban environments and within underserved communities.
- Initiate a program to incentivize publicly available electric vehicle charging stations on private property. This will support climate action planning and EV Roadmap implementation.
- Reduce the dependence on fossil fuels by approving the installation of 60,000 kW of residential renewable energy from solar photovoltaic permits.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - 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.
 - MSCP implementation to protect biodiversity and address climate change while supporting development through the implementation and expansion of the MSCP.
 - ◆ Implement the South County MSCP 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.
 - Progress the 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 for sensitive butterfly species impacted.





- Continue PACE program implementation to promote the long-term preservation of agricultural resources and to address climate change by preserving at least 443 acres of agricultural land. Under PACE, 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 through the Native Plant Landscape program, including providing guidance, education, and incentives to encourage the use of native plants in landscaped areas.
- PDS will continue to lead the internal CEQA Roundtable in support of training, sharing best practices, and consistency across the departments that prepare CEQA documents. PDS will continue to participate in the Land Acquisitions Roundtable to update acquisition criteria and ensure departmental coordination to better support sustainability, regional decarbonization, and greenhouse gas reductions to achieve organizational excellence.
- Continue to implement and evolve the PDS Departmental Sustainability Plan, collaborating with OSEJ to advance mid-term and long-term commitments that reduce the carbon footprint of County operations and programs, bolster environmental justice, and create positive ripple effects for our communities, residents, and businesses.

Short-term commitments that are ongoing:

- ◆ 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 least once a quarter. Examples include the PDS Pulse 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 are 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 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 contracts/agreements/task orders.

- ◆ Long-term: Investigate ways to provide educational opportunities, materials, and platforms for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County mission. Initial training information has been developed for staff onboarding and annual trainings.
- ◆ Long-term: Implement a five year plan to reduce GHGs 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 to and recover from the immediate needs for individuals, families, and the region.
 - Continue to expand departmental participation in “Team LUEG” to leverage interdepartmental efforts on 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 through a variety of formats to ensure engagement and participation helps drive program development and delivery, and allows 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.
 - Share information and resources with community partners and stakeholders on ways to participate in the state legislative process and to provide details on recently enacted housing bills and their impacts to enhance awareness and understanding.



- Expand and tailor approaches to support equitable and meaningful public engagement and participation from diverse community members and stakeholders in ways that “meet people where they are,” such as by working with trusted organizations within the community to help spread the word to community members about engagement and participation opportunities, like public meetings, workshops, and public comment periods for specific project draft documents.
- Continue to leverage GIS capabilities through the use of community profiles to support staff understanding of communities’ demographics and needs when planning for projects and conducting outreach.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Complete first round plan checks for Site Plans, Boundary Adjustments, and Major Use Permits (for cell sites), within 20 working days.
 - 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.
 - ◆ Conduct 40,000 construction inspections to ensure structures are built in accordance with approved building plans.
 - ◆ Review 15,000 proposed building plans to ensure structures are properly and safely designed.
 - Resolve 70% of debris and waste complaints within six months of initial notice to the property owner.
 - Inspect code compliance complaints within five business days 50% of the time.
 - Complete reviews for 100% affordable housing projects, housing projects in VMT Efficient and Infill areas and workforce housing projects within guaranteed review times.
 - Support vulnerable populations, including seniors, by collaborating with project applicants during the land development process as they work to establish new group care facilities, senior housing, supportive housing, and other facilities that provide opportunities for increased well-being for residents.
- 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 Phase 2 and begin Phase 3 of the County’s Fire Safety Guidelines to establish new requirements for projects located in high and very high fire risk areas and develop enhanced evacuation standards that will be used to ensure safe and livable communities.
- Increase accessibility of program and services by boosting the use of plain language in public-facing text such as the department website, outreach materials, and stakeholder engagement materials.

 **Empower**

PDS is focused on empowering its workforce by providing opportunities for staff growth, training, and development, as well as ensuring excellence in customer service and securing continuity of operations while fostering an environment for teams to be innovative during transformative change. PDS maintain 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 engage employees by holding multiple engagement meetings where information, ideas, and perspectives are shared as part of our everyday operations.

- 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 employees as they deliver services to the public. Using information from the 2022 biennial Employee Engagement survey, work with employees and collaborate with employee representative groups to develop action plans to further improve engagement, support, and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Help empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable to threshold languages, and accessible. Improve program information on public websites to maintain transparency and accountability.
- Innovation: Inspire and foster an environment for our team members where they can be innovative, and creative during transformative change.
 - Complete first round Land Development grading plan and final map reviews in 20 business days or less.
 - 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.
 - Expand services and programs to historically underserved communities. Support environmental justice efforts to facilitate relationship building and establishing trust with communities that have been historically disenfranchised

and burdened by social, environmental, and economic inequities. Conduct stakeholder engagement to identify and assess existing and additional social, environmental, and health data to support services, programs, and opportunities uplifting those who have historically been disenfranchised.

- Continue implementation of the General Plan and 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.

Related Links

For additional information about Planning & Development Services, refer to the website at:

◆ www.sandiegocounty.gov/pds




Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Reduce the dependence on fossil fuels by approving the installation of 60,000 kW of residential renewable energy from solar photovoltaic permits.	59,451	60,000	60,000	60,000	60,000
	Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program ¹	66	443	354	443	443
	Increase the production of housing by increasing the number of homes built in the unincorporated County	1,212	1,200	1,250	1,200	1,200
	Review proposed building plans to ensure structures are properly and safely designed	100% of 16,416 plans	100% of 15,000 plans	100% of 13,500 plans	100% of 15,000 plans	100% of 15,000 plans
	Conduct building inspections during construction to ensure structures are built in accordance with approved building plans	100% of 47,914 inspections	100% of 40,000 inspections	100% of 44,000 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	71%	70%	70%	70%	70%
	Inspect complaints within 5 business days 50% of the time	75%	80%	75%	80%	80%
	Average turnaround time for first review of residential building plans (in business days) ²	39	15	31	15	15
	Average Permit Center counter wait time (in minutes) ²	26	20	28	20	20

Table Notes

¹ Projected to be down due to delays in purchasing.

² The Fiscal Year 2023–24 actuals is projected to be exceeded due to staff vacancies.

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

Staffing

Net increase of 4.00 staff years

- ◆ 1.00 staff year in Building Services to support reduced plan check processing times and increase direct customer support in the land development permit process.
- ◆ 3.00 staff years in Code Compliance to support the implementation of the licensing component of the Socially Equitable Cannabis Program.
- ◆ Additionally, staff were transferred among divisions to manage operational needs.

Expenditures

Net decrease of \$1.3 million

- ◆ Salaries & Benefits—increase of \$1.4 million due to negotiated labor agreements, and the addition of 4.00; partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net decrease of \$2.0 million
 - ◆ Decrease of \$2.9 million in public liability insurance premium due to decreased litigation costs
 - ◆ Decrease of \$2.9 million in Special Departmental Expense for removal of one-time only funds for the Accessory Dwelling Unit (ADU) Fee Waiver Program
 - ◆ Decrease of \$1.0 million in Contracted Services associated with the completed one-time only funded projects related to the Purchase of Agricultural Conservation Easement (PACE) Program
 - ◆ Increase of \$4.7 million in Consultant Contracts for one-time only funded projects

- ◆ Increase in \$0.1 million in Interdepartmental Expense associated with San Diego Geographic Information Source (SanGIS) Joint Powers Authority
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.7 million for one-time only funded projects. Since this is a transfer of expenditures, it has a net effect of \$0.7 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net decrease of \$1.3 million

- ◆ Licenses Permits & Franchises—decrease of \$0.5 million to align with current fiscal year projections in permit revenue.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million to align with current fiscal year projections in fines revenue.
- ◆ Intergovernmental Revenues—decrease of \$0.6 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—decrease of \$1.5 million to align with current fiscal year projections in plan check revenue.
- ◆ Miscellaneous Revenue—decrease of \$0.1 million to align with current fiscal year projections.
- ◆ Fund Balance Component Decreases—decrease of \$0.1 million due to removal of one-time enterprisewide funding to offset one-time labor payments.
- ◆ General Purpose Revenue Allocation—increase of \$1.6 million to support salary and benefit increases noted above.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Administration	32.00	36.00	37.00	2.8	37.00
Long Range and Sustainability Planning	48.00	62.00	62.00	—	62.00
Project Planning	55.00	59.00	58.00	(1.7)	58.00
Land Development	28.00	31.00	30.00	(3.2)	30.00
Building Services	62.00	78.00	80.00	2.6	80.00
Code Compliance	34.00	35.00	38.00	8.6	38.00
LUEG GIS	9.00	9.00	9.00	—	9.00
SanGIS COSD	4.00	4.00	4.00	—	4.00
Total	272.00	314.00	318.00	1.3	318.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Administration	\$ 7,216,135	\$ 9,610,663	\$ 7,339,491	(23.6)	\$ 7,699,437
Long Range and Sustainability Planning	10,558,479	11,321,417	10,883,134	(3.9)	11,260,671
Project Planning	8,681,433	9,334,191	9,239,823	(1.0)	9,806,333
Land Development	6,073,428	6,852,932	7,112,215	3.8	7,382,834
Building Services	12,622,574	13,538,667	14,166,033	4.6	14,783,646
Code Compliance	5,479,788	5,746,805	6,188,047	7.7	6,501,036
LUEG GIS	1,580,536	1,824,028	1,804,419	(1.1)	1,891,973
SanGIS COSD	996,834	1,087,410	1,256,593	15.6	1,287,521
Total	\$ 53,209,207	\$ 59,316,113	\$ 57,989,755	(2.2)	\$ 60,613,451

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 42,944,563	\$ 48,851,230	\$ 50,290,902	2.9	\$ 53,112,084
Services & Supplies	24,834,845	24,911,901	22,893,976	(8.1)	13,002,345
Capital Assets Equipment	—	20,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	(14,570,201)	(14,467,018)	(15,195,123)	5.0	(5,500,978)
Total	\$ 53,209,207	\$ 59,316,113	\$ 57,989,755	(2.2)	\$ 60,613,451



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 6,655,410	\$ 7,520,112	\$ 7,073,019	(5.9)	\$ 7,357,505
Fines, Forfeitures & Penalties	384,886	384,886	239,886	(37.7)	212,386
Revenue From Use of Money & Property	10,000	10,000	10,000	—	10,000
Intergovernmental Revenues	2,337,870	1,456,890	885,350	(39.2)	684,611
Charges For Current Services	18,128,508	19,812,822	18,300,461	(7.6)	19,302,633
Miscellaneous Revenues	80,000	80,000	—	(100.0)	—
Fund Balance Component Decreases	422,070	550,145	422,070	(23.3)	422,070
Use of Fund Balance	1,105,237	—	—	—	—
General Purpose Revenue Allocation	24,085,226	29,501,258	31,058,969	5.3	32,624,246
Total	\$ 53,209,207	\$ 59,316,113	\$ 57,989,755	(2.2)	\$ 60,613,451



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.

DPW has 660 staff years and a budget of \$480.8 million to ensure these critical infrastructure and sustainability services are provided.



2023–24 Anticipated Accomplishments



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 accomplished the following:

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
 - Upgraded pedestrian pushbuttons at existing traffic signals with ADA-compliant devices and upgraded equipment at thirteen intersections in Fallbrook, Ramona, and Spring Valley communities 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.
 - Supported 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.

- Identified 20 road segments within the vehicle miles traveled efficient and infill areas and developed equity-based prioritization criteria for evaluating needed public improvements to 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.
- Initiated work on Removing Barriers to Housing in collaboration with Planning & Development Services and Department of Environmental Health and Quality through various actions, including guaranteed timelines, technology enhancements, process improvements, and support for applicants, to save time and increase certainty for housing development (market rate and affordable) to facilitate the production of housing in the unincorporated area. Successfully hired and onboarded all staff allocated to DPW (4 of 4) to support the Removing Barriers to Housing initiative and achieve Land Development review guaranteed timelines.
- 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, DPW began evaluating opportunities to replace historic markers, used to delineate property lines, in those communities. After initial review of 3 potential projects planned in underserved communities out of 8 total, those areas were determined to have been well-documented by private land surveys and subdivision mapping. Thus, the re-establishment of histori-

cal boundary lines in those areas would not have yielded benefit for public use or private development. The other 5 locations are current monument preservation projects.

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Continued 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.
 - ◆ Conducted four open house meetings to educate the public about the work DPW performs, engaged stakeholders to gather future input on capital project planning and prioritization, and obtained feedback on future communication preferences.
 - ◆ Leveraged the County’s Engage platform to broaden outreach and expand participation options achieving the second highest level of meeting registration of all time and the third highest number of downloads across all County projects on the platform.

 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 accomplished 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. Continued to improve transparency, accountability, and community engagement by improving access to online information, in the County’s established threshold languages, and plans to finalize long-range maintenance plans for all private road and landscape maintenance districts by Fiscal Year 2024–25.
 - Committed to ensuring 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.

- Reviewed office space needs and, in partnership with the Department of General Services (DGS), created a space consolidation plan to reduce DPW’s office space footprint. The implementation of teleworking saved a total of approximately 591,247 vehicle miles traveled (VMT) which equates to 171.74 metric tons of carbon emitted this fiscal year.
- Developed a 5-year strategic plan to serve as a guide for the future of DPW, helping set internal goals for future services, anticipating needs of changing communities and an evolving workforce, planning for adapting operations where regulations, resources, staffing, and service needs may change. The DPW 5-year strategic plan is supplemented with a Roadmap outlining short, mid-, and long-term goals to achieve objectives within the plan.
 - ◆ Hosted employee engagement sessions to solicit input and feedback from the team on the new department strategic plan during the drafting of the plan. Employee feedback was incorporated into the plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from the team.
- 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 reduction 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.
 - ◆ DPW had a goal to construct 10 priority traffic signals based on available Road Fund balance. Five traffic signals were constructed, and contracts were awarded for three more during this fiscal year. Design work is in progress on the remaining two signals. DPW also retimed traffic signals on three road segments and optimized timing to promote peak traffic flows with emphasis on pedestrian safety.
 - ◆ Constructed sidewalks in two underserved communities identified in the County’s Local Road Safety Plan to enhance pedestrian safety, accessibility, and walkability. Completed construction of new sidewalks along Rock Springs Road in Escondido and Apple Street in Spring Valley, adding 0.5 miles of sidewalk.
 - ◆ Constructed 1.5 miles of new bike lanes along County-maintained roads on Mapleview Street in Lakeside, and Bancroft Drive and Jamacha Boulevard in Spring Valley. The additional bike lanes will improve safety in these communities that have documented higher than expected collisions.



- To assist local jurisdictions with SB 1383 implementation and advancement of its goals to increase surplus edible food recovery and divert organic materials from the landfill, DPW chaired three regional working groups. These meetings provided a forum for representatives from local government, CalRecycle, haulers, non-profit organizations, and relevant businesses to discuss challenges and share best practices and resources. Translation and interpretation services are available for these meetings and materials upon request. DPW also coordinated with jurisdictions to compile data on regional organics processing and edible food recovery capacity.
- Moved toward more sustainable internal operations to contribute to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by continuing to implement strategies and commitments from the Countywide Departmental Sustainability Plans.

Short-term commitments for Fiscal Year 2023–24:

- ◆ Investigated options and cost for installation of solar panels and/or battery back-up for outlying facilities at Road Stations and wastewater facilities. DPW and DGS collaborated to evaluate new energy efficiency and sustainability opportunities to reduce overall energy use.
- ◆ Worked with DGS to plan the installation of electric vehicle (EV) charging equipment at DPW road stations. Phase I included installation of permanent EV charging equipment at the Spring Valley Road Station by June 2024. Phase II includes installation of EV charging equipment at the San Marcos and Ramona Road Stations by December 2024. In addition, a total of 6 portable solar EV charging stations were placed at road stations in Spring Valley (2), San Marcos (1), Ramona (1), Borrego (1), and Campo (1). DPW also worked with DGS and created plans for installation of fixed EV charging stations at the McClellan-Palomar Airport.
- ◆ Converted 21 fleet vehicles due for replacement in Fiscal Year 2023–24 to electric.
- ◆ Sent 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: Completed and began implementing 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: Continued to implement a 5-year plan to reduce GHG by increasing the department’s fleet to hybrid/electrified vehicles to 37% (148 out of 397) by Fiscal Year 2026–27. Recent Fleet conversion of 21

vehicles included mostly mid-sized Sports Utility Vehicle (SUVs) and trucks and some construction equipment, such as forklifts. By the end of Fiscal Year 2023–24, 51 total fleet vehicles have been converted to electric and are in service, which is ahead of the goal to convert 48 vehicles within this time frame.

To reduce GHG emissions, conserve limited landfill capacity, meet State recycling mandates, and promote sustainable management of resources, DPW implemented measures to achieve an 80% waste diversion goal by 2030.

- ◆ Completed annual score cards for 100% (8 of 8) of haulers to ensure they effectively implement franchise agreement waste diversion performance standards.
- ◆ Ensured 100% (8 of 8) of franchise waste and recycling haulers increased their annual diversion rate and/or worked with them to implement additional programs to progress towards their diversion goals.
- ◆ Mailed informational flyers to all properties in the unincorporated area and updated educational materials to increase recycling knowledge in the County’s established threshold languages.
- ◆ Completed 200 educational presentations on waste diversion and recycling to at least 15,000 students, residents and staff from businesses and multifamily complexes in the County’s established threshold languages to build and reinforce sustainability efforts in the community and support the achievement of the County’s Climate Action Plan goals.
- ◆ Completed 500 waste diversion and recycling technical assistance/ inspection site visits and/or contacts to assist and ensure generators’ compliance with state and local recycling regulations.
- Environment: Protect and promote our natural and agricultural resources, diverse habitats, and sensitive species.
 - Maintained 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. However, the Department received two new notices of violation in Fiscal Year 2023–24, which exceeded the target of zero, due to aging or damaged infrastructure. The issue for one NOV was repaired the same day and additional maintenance was done across the site to ensure future compliance and protection of public health and safety. The issue for the second NOV was resolved within 35 days by replacing the flare’s control panel.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - Continued to improve the quality of water in local streams, rivers, and bays, manage stormwater, and urban runoff from the County storm drain system.



- ◆ Made progress towards meeting State-mandated requirements to eliminate bacteria that threatens public health, by reducing the number of outfalls that were observed to show presence of sewage in dry weather runoff by 100% in all outfalls within the San Diego River watershed. Out of 274 outfalls screened in the San Diego River watershed, zero had exceeded the sewage detection threshold. Results are pending for the San Luis Rey River watershed but are expected to meet the annual goal.
- ◆ In partnership with the Department of Parks and Recreation, DPW is supporting projects in the Tijuana River Valley to help curb the flow of trash and bacteria into the area. DPW continued to monitor the County’s infrastructure and in the area to eliminate sources of pollution and is also working with State regulators to support development of a Restoration Plan for the Tijuana River Valley that will encourage Federal accountability.
- ◆ Reduced the number of outfalls that have persistent flows attributable to human-generated sources during dry weather conditions by 85% (652 of 766) outfalls. DPW Watershed Protection conducts over 1,200 outfalls inspections across the unincorporated areas of the county annually to eliminate sources of human-generated runoff. The percent reduction is based on the number of outfalls that are dry compared to those with flow during dry weather conditions.
- ◆ Continued to retrofit unincorporated community storm drains with trash capture devices to achieve 100% of trash reduction by 2030 per State mandate. By June 2024, three additional installed capture devices have achieved a cumulative 30% progress toward the 100% compliance target. These include the Los Coches, San Marino Drive and Estrella Park regional trash capture projects.
- To remove pollution from runoff, delivered stormwater capital projects, and programs to enhance water quality while simultaneously introducing community benefits.
 - ◆ Designed and constructed new green infrastructure projects, while considering potential to increase community benefits (e.g., active transportation, stormwater capture and reuse, trees and green spaces, etc.) through implementation of these projects.
- Completed four new green infrastructure projects. In the San Diego River Watershed, Mapleview Green Street Project (Lakeside) will incorporate biofiltration, as well as improved sidewalk and bike lane connectivity. The Los Coches Low Flow Diversion to Sanitary Sewer (Lakeside), will provide water quality improvement through the removal of trash and sediment, diversion of an estimated 130 million gallons of low flows to the sanitary sewer, and provide crosswalk improvements to improve mobility. In

the Carlsbad Watershed, San Marino Green Street (Lake San Marcos) will incorporate biofiltration basins and trash capture to address nutrients, and trash and sediment from entering Lake San Marcos. In the San Diego Bay Watershed, the Estrella Park Water Quality Project (Spring Valley) was also completed.

- Started construction on two additional green infrastructure projects. In the Santa Margarita Watershed, the Rainbow Green Street project (Rainbow) will incorporate subsurface treatment wetlands to help achieve compliance with the Rainbow Creek TMDL. In the San Dieguito Watershed, the Goldentop Water Quality Project (4S Ranch) will implement trash capture and a subsurface modular wetland to improve water quality.
- Initiated six new Preliminary Engineering Reports (PERs) for Green Streets/Green Infrastructure projects. These PERs will inform the design and construction schedule of stormwater capital projects that have multiple environmental and community benefits, including runoff treatment and urban greening of unincorporated areas while progressing the County’s compliance with regulatory mandates (TMDLs).
 - ◆ Out of the Fiscal Year 2023–24 goal to treat 500 acres, implemented projects on public and private property to capture or treat stormwater runoff from 245 acres in the unincorporated area by June 2024. Unexpected construction delays due to site conditions at the Los Coches Low Flow Diversion project impacted progress towards the annual goal.
 - ◆ Incentivized sales and rebates of rain barrels and cisterns, together with stormwater capture or treatment for private development, which added 3 acres of stormwater treatment.
 - ◆ Decreased amount of imported water use by distributing rain barrels and removing unused turf grass in unincorporated areas.
- Protected 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 accomplished 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, and the public during project planning, prioritization, and implementation.
 - ◆ Enhanced transparency and public access to information on DPW’s planned and ongoing capital improvements through a new website which allows users to view current and future projects and provide input to help determine infrastructure priorities in their communities.
 - ◆ Enhanced community engagement and transparency by improving online information about Special Districts budgets and other key information that may be of interest to property owners and the community. Continued work on completing long-range maintenance plans for each Permanent Road Division Zone with a goal of finalizing plans by the end of Fiscal Year 2024–25.
 - ◆ Enhanced GIS capabilities, in partnership with Planning & Development Services, by creating community profiles to support staff understanding of communities’ demographics and needs when planning for projects or conducting outreach.
- 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% (52 of 52) 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.
 - Protect lives and property by delivering a reliable and effective flood control program.
 - ◆ Proactively maintained 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 inspections of 2079 storm drain inlets, 56.6 miles of the County’s Municipal Separate Storm Sewer System

(referred to as the MS4, that is the underground pipes that transports storm runoff to a receiving water body or stream), and 4.5 miles of open channels.

- ◆ Developed a program to video all underground infrastructure in the flood control system. Researched additional cross-departmental coordination and additional resources (staff, equipment, training, contracts, and funding) needed for implementation in Fiscal Year 2024–25 with video inspections to begin in 2024–2026.
- ◆ Educated 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.
- ◆ Provided 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 X (Twitter) users’ selected language.
- ◆ Conducted 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.
- In January of 2024 the San Diego region experienced an unprecedented amount of rainfall that led to flooding in many communities, severely impacting the unincorporated area of Spring Valley. DPW teams supported the community through emergency response and recovery, including staffing the Emergency Operations Center once activated by the Office of Emergency Services, as well as the County’s Local Assistance Center to provide flood victims with recovery resources.
 - ◆ DPW Road Crews worked ahead, throughout, and after the January storms to ensure roadways remained safe to drive and culverts remained clear.
 - ◆ DPW crews were mobilized to clean and sanitize effects of sewer spills and increased the monitoring of sewer systems. Upon receiving alarm notifications of high-water level conditions, staff mobilized to sites and surveyed flow conditions upstream and downstream of maintenance holes and continuously monitored sewer flows. Cones and warning signs were placed in various to restrict access to any impacted roadways. Debris and any residual wastewater were removed by staff and transported to secure storage for disposal. Increased bacterial testing in various affected areas was done as well.
 - ◆ In response to the January 2024 rain event and in anticipation of more rain in February, DPW provided 233,000 sandbags and 1,825 tons of sand to support residents’ storm preparation.



- ◆ With support of a contractor, DPW collected and disposed of 35.96 tons of flood-damaged debris from unincorporated area residents, including furniture, flooring, and drywall, among other debris.
 - ◆ Among the flood-damaged debris, residents also needed to dispose of Household Hazardous Waste (HHW), such as electronics, batteries, paint, chemicals, and other materials that were damaged by the flooding. DPW’s Solid Waste and Recycling team collected and safely disposed of 24,761 lbs. of HHW with the assistance of a contractor.
 - ◆ DPW increased community messaging via social media posting to communicate with unincorporated area residents about how to dispose of flood-damaged debris, including establishing a hotline for residents to call to alert DPW of debris and HHW ready for pick up and disposal.
 - Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Ensured public infrastructure delivered by private developers met applicable standards and regulations and conducted regular field inspections of private development projects.
 - Increased awareness and support for County initiatives related to water resources and collaborated with unincorporated communities on water quality and water supply issues, protecting water quality and preserving water resources.
 - ◆ Hosted and encouraged the community to participate in over 30 watershed cleanup events throughout the unincorporated County, through the Watershed Warrior program facilitated by I Love A Clean San Diego.
 - ◆ Expanded outreach strategy efforts on the current stormwater capture incentives programs in unincorporated communities. Identified service gaps and ways the County can expand and enhance programs by identifying funding mechanisms and guidelines for future pilot programs.
 - ◆ Improved existing educational campaigns to enhance messaging related to water conservation, in the County’s established threshold languages.
 - ◆ To protect our watersheds, public health, and prevent improper disposal of household hazardous waste (HHW) such as paints, batteries, sharps, oils, pesticides, etc., DPW worked with contractors to collect 240,000 lbs. of HHW from unincorporated residents through the operation of a permanent HHW collection facility in Ramona, agreements with jurisdictions that operate similar facilities and battery and sharps collection sites.
- Staff also updated and performed educational presentations and outreach to inform the public how to properly manage HHW.
- ◆ Participated in the Project Clean Water (PCW) outreach initiative that educates San Diegans about local stormwater pollution prevention. The County leads this initiative in collaboration with the other 20 stormwater agencies in the county. Through multi-lingual messaging and by partnering strategically with numerous local non-governmental organizations, PCW empowers residents to take action to prevent pollution in storm drains, thereby improving the environment and water quality in streams, lakes, rivers, and the ocean.
 - ◆ Participated in the San Diego Integrated Regional Water Management Program (SDIRWM), which in Fiscal Year 2022–23 granted \$16.1 million from the second round of the Proposition 1, Implementation Grant Program and \$5 million from the Budget Act Urban and Multi-benefit Drought Relief Program for projects that will provide water quality and supply benefits to underserved and tribal communities in the region.
 - Reduced the cost of future private and public property land surveying by ensuring the accuracy of current surveys through detailed reviews of survey documents. Completed 100% of nearly 4,300 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.
 - Delivered safe and reliable operating environment to Airport users by proactively maintaining airfield infrastructure.
 - ◆ Sustained an efficient inspection and maintenance program that achieved a 99% runway availability rate at the five largest airports, which supports emergency responders, local, regional, and international businesses and aviators.
 - ◆ Applied for 100% of eligible Federal Aviation Administration (FAA) grant funds through Airport Capital Improvement Program (ACIP). These grants support infrastructure projects at County airports and are typically funded at a 90% funding level. The benefit of these infrastructure projects is to ensure that our runways, taxiways, aprons and other surfaces are meeting safety, efficiency and capacity standards.
 - Operated the public sewer infrastructure in unincorporated communities to ensure fewer sewer spills into lakes, rivers, and other surface waters.
 - Installed 18 new SmartCover monitors in Fiscal Year 2023–24 for a total of 72 countywide at critical sewer locations to provide early warning of potential sanitary sewer overflows (SSO).



- ◆ Cleaned 33% (125 of 377) miles of small diameter sewer lines and conducted 10 of 13 miles of closed-circuit TV (CCTV) inspections to help prevent sewer system overflows, including 2 miles of high-risk sewer mains in proximity to a water way or other critical community resources. Small diameter sewer line cleanings are on a three-year cleaning cycle for efficiency and quality control. CCTV inspections are on a seven-year cycle. CCTV inspections were impacted by staffing resources.
- ◆ The County Sanitation District reported three (3) SSOs, two of which were directly correlated to the January 2024 winter storm event. One event was related to root intrusion.
- Maintained safe and reliable drinking water supplies for underserved communities of Campo and Boulevard (Live Oak Springs).
 - ◆ Maintained the Live Oak Springs Water System to provide safe and reliable drinking water for approximately 300 residents in the community of Boulevard.
 - ◆ 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 completed a financial study to support the water customers of the Camp Lockett Redevelopment Plan. A report is being prepared regarding the financial study and will be available in Fiscal Year 2024–25.
- Operated 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. As of the end of Fiscal Year 2023–24, DPW completed construction of new groundwater well and treatment system and has initiated improvements for a secondary well, emergency generator, pump station upgrades, and electrical improvements.
- Maintained County roadway infrastructure in good condition to reduce impacts to pedestrians, bicyclists, and vehicles, enhance road safety, improve accessibility to transportation facilities, and promote multi-modal transportation activities.
 - ◆ Implemented 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 and maintained an average PCI of 68 for Fiscal Year 2023–24. The original goal to achieve a PCI of 69 for Fiscal Year 2023–24 was impacted by an increase in cost of materials and services.
 - ◆ Ensured roads were 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.
 - ◆ Reviewed the Local Road Safety Plan (LRSP) for alignment with the CalEnviroScreen 4.0 and Healthy Places Index and collision metrics to prioritize publicly funded pedestrian and bicycle infrastructure projects in underserved communities. The LRSP is updated biannually.
- Identified and cultivated relationships with a diverse set of community partners and stakeholders that represent the culture and ethnicities that make up the communities served, with an emphasis on community trusted partners that represent all County threshold languages.
- Conducted a community needs assessment analyzing the use of the Tell Us Now application to identify and inform efforts for increasing visibility, accessibility, and overall use of the application.
 - ◆ Completed the first phase of analysis, including analyzing data to determine locations of where reporting most frequently occurs through Tell Us Now and gaps where reporting may not be occurring, especially in underserved communities, as well as DPW team responsiveness and timeliness of resolving issues.
 - ◆ Completed benchmarking and review of other local jurisdictions that offer similar applications to determine features that may enhance the Tell Us Now user experience.
- Communications: Offered 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.
 - Translated 100% of public notices for County-initiated projects and programs 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.
 - Provided simultaneous Spanish interpretation for the virtual Capital Improvement Plan community meetings this year, that was recorded and posted for future access so that residents who were unable to attend have access to the information.
- Partnership: Facilitated meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

- Continued to participate in the East County Advance Water Purification, Regional Recycling Working Group, and Building Better Roads working group to benefit the region. DPW chairs the Regional Recycling Working Group and presented guidance to local jurisdictions on the process for conducting state-mandated organic material diversion capacity planning. DPW continued to support the East County Advance Water Purification project as a technical advisory committee member to support completion of this project that will create a sustainable and drought proof water supply for East County communities.
- DPW, together with the City of San Diego and the San Diego County Water Authority, continued to support Integrated Regional Water Management (IRWM) with resourcing and leadership time. IRWM helps connect underserved communities to State resources for multi-benefit water projects.
- DPW, together with the incorporated cities, the Port of San Diego and the San Diego Airport Authority, continued to collaborate on actions to enhance water quality in our local streams, rivers and bays through compliance activities in support of the regional municipal separate storm sewer system (MS4, i.e., stormwater) permit. This permit regulates pollution carried to water bodies by stormwater runoff.

 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 accomplished 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.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that further improved engagement in the department and continued to foster and develop an engaged and empowered workforce.

- ◆ Expanded opportunities for team members to share ideas and thoughts with DPW leadership by hosting opportunities for “Coffee with the Director”.
- ◆ Restarted DPW and Road Crew award ceremonies after events were paused due to the COVID-19 pandemic to recognize accomplishments of the DPW workforce.
- ◆ Began working on an expanded employee engagement plan to identify opportunities and actions to further engage the DPW team.
- 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; offered trainings to enhance education and awareness; sustained a workforce development team that is open to every employee (and who were encouraged to participate); and strongly supported staff participation in Employee Resource Groups, activities and events. This helped employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff became better prepared to maintain exceptional service levels for DPW’s diverse customers.
- Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk quarterly newsletter that highlighted DPW’s efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helped to bring DPW’s essential work into a common space that benefited other departments.
- Continued to foster an environment where teleworking and alternate work schedules are embraced and implemented to ensure customer service remained 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 public service.
 - ◆ Continued to engage management during leadership meetings through exposure to various topics that enhanced management skills. Supervisors also continued to work with their staff during regular development meetings to implement desired trainings and mentorship that enhanced their development and success.
 - ◆ Continued to attract new workforce through professional organizations and attending outreach recruiting events.
- Promoted employee professional development, technical competence, and leadership effectiveness through a training and safety program that ensured 100% of annual mandatory trainings to remain in compliance with policies, regulations, and maintain employee safety are completed.



- ◆ Supported staff development by providing opportunities to attend preparatory training for required licenses and certifications.
- ◆ Within the first year of their employment, 100% (52 of 52) 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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Increased accessibility of programs and services by boosting the use of plain language in public-facing text such as the department website, outreach materials, and stakeholder engagement materials.
 - Maintained 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. Secured State approval to reduce the San Marcos Financial Assurance from 30 years to 15 years, making additional funds in the Environmental Trust Fund available for post-closure maintenance.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Participated in internal roundtables to implement best practices for environmental review (CEQA), fleet, and water quality projects to achieve organizational excellence.
 - ◆ DPW chaired the Roundtable Forum for Water Sustainability to 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. Initiated development of a ‘One Water’ educational video.
 - ◆ DPW participated in the CEQA Roundtable and 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.

- 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.
 - 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.

2024–26 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 seven intersections to improve signal timing and support accessibility for all road users.
 - Develop Preliminary Engineering Reports (PER) to inform the design and construction for two road segments within underserved communities in VMT efficient/in-fill areas for infrastructure improvements.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Continue to 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.
 - Continue to 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



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.

incentivize future development of a range of housing types, including affordable housing, and housing more likely to be achievable to persons earning middle-income.

- Continue collaborative work with Planning & Development Services and Department of Environmental Health and Quality on Removing Barriers to Housing actions, including technology enhancements and streamlining efforts, to save time and increase certainty for housing development to facilitate the production of housing in the unincorporated area.
 - ◆ Continue to meet guaranteed review times for Land Development to support the guaranteed review times for permit applications.
 - ◆ Develop and implement an online system for right of way permit applications by the end of Fiscal Year 2024–25.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
 - To reduce private property owners’ cost for conducting land surveys, research potential areas, preferably in VMT-efficient and infill development areas, to perform surveys retracing historical land division lines and replace missing boundary markers upon which later surveys are based.
- 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.

County’s established threshold languages, and finalizing long-range maintenance plans for all private road and landscape maintenance districts in Fiscal Year 2024–25.

- Begin implementation of the DPW 5-year Strategic Plan and Roadmap, to advance short term and begin planning for mid- and long-term strategies to ensure the department’s solvency and resiliency for years to come.
 - Bolster grant application efforts to bring in additional funding to support DPW infrastructure projects that protect the environment, enhance communities, and maintain aging systems to increase longevity and safety.
- 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 5 priority traffic signals and optimize existing traffic signals on three road corridors by the end of 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.
 - Continue to implement the Airport Sustainability Management Plan for the County’s eight airports to reduce resource consumption, environmental impacts, and GHG emissions while promoting social responsibility.
 - Continue to implement and evolve the DPW Departmental Sustainability Plan, collaborating with OSEJ to advance mid-term and long-term commitments that reduce the carbon footprint of County operations and programs, bolster environmental justice, and create positive ripple effects for our communities, residents, and businesses.

 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. Continue to improve transparency, accountability, and community engagement by improving online information, in the

Short-term commitments for Fiscal Year 2024–25:

- ◆ DPW has collaborated with DGS to investigate options and cost for installation of solar panels and/or battery back-up for outlying facilities at Road Stations and wastewater facilities, and identify new energy efficiency and sustainability opportunities to reduce overall energy use. The evaluation determined that options for upgrading existing facilities to be more



energy efficient is a cost-effective and sustainable solution, and is more beneficial long-term for DPW facilities than installing a solar panel system. DPW will work with DGS to perform energy efficiency analyses of all DPW road station facilities to provide specific recommendations for the upgrades.

- ◆ Continue to work with DGS to plan and install electric vehicle (EV) charging equipment at DPW road stations in alignment with department implementation plans. Phase I included installation of permanent EV charging equipment at the Spring Valley Road Station by June 2024. Phase II includes installation of EV charging equipment at the San Marcos and Ramona Road Stations by December 2024.

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

- ◆ Mid-term: Continue to implement a 5-year plan to reduce GHG by increasing the department’s fleet to hybrid/electrified vehicles to 37% (148 out of 397) by Fiscal Year 2026–27. Fleet conversion will include mostly mid-sized Sports Utility Vehicle (SUVs) and trucks and some construction equipment, like forklifts, and is dependent on availability.
- ◆ Long-term: Develop the new North County Mitigation Site to offset wetland and habitat impacts from DPW projects. The goal is to have all approvals in place by Fiscal Year 2027–28 to allow the project to move forward with implementation of the mitigation site the following year.

To reduce greenhouse gas emissions, conserve limited landfill capacity, meet State recycling mandates, and promote sustainable management of resources, DPW implemented 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 meet their annual waste diversion goals or work with them to implement additional programs to meet their goals.
- ◆ Mail informational flyers in the County’s established threshold languages to all properties in the unincorporated area with updated educational materials to increase knowledge and encourage participation in recycling and organic material diversion programs.
- ◆ Complete 250 educational presentations to at least 18,000 attendees in the County’s established threshold languages.

- ◆ Complete 500 technical assistance/ inspection site visits and/or contacts to assist and ensure generators’ compliance with state and local recycling regulations.
- 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 100% compliance.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
 - 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 reduce sources of bacteria that pose a threat to public health, develop and implement a Human Source Identification and Abatement Workplan specifically targeted at identifying and abating human sources of bacteria within the San Diego River watershed.
 - ◆ Reduce the number of outfalls that have persistent flows attributable to human-generated activities during dry weather conditions by 85% (652 of 766). This goal is being modified in Fiscal Year 2024–25 to account for the inspection and classification procedure that identifies storm drains with persistent dry weather discharges. Per regulation, multiple inspections are required per outfall throughout the year to determine if flows are human-generated, natural in origin or exempted by another permit. This revised goal more accurately reflects current procedure and accomplishments based on field observations.
 - ◆ By 2030, retrofit storm drains and implement trash capture projects to comply with the State Trash Amendments mandate. In Fiscal Year 2024–25, complete trash capture device installations to meet 40% (3,212 of 8,030) gallons of trash captured per year of the 2030 target trash reduction load.
 - 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 public and private property to capture or treat stormwater runoff from an additional 250 acres in the unincorporated area by June 2025. This

objective has been modified to more accurately reflect design and construction schedules for upcoming green infrastructure projects in Fiscal Year 2024–25.

- ◆ Decrease amount of imported water use by distribution of 200 rain barrels and the removal of 50,000 square feet of water-intensive turf grass.
- 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 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 will complete the following:

- Engagement: Help empower the community in shaping the programs and services that affect them by offering meaningful ways to engage in County government through distribution of timely and diverse communications, while ensuring documents are relatable, translatable and accessible.
 - 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.
 - Build partnerships and improve strategies to increase connections with community members and residents to increase participation and engagement with projects that will impact them, including identifying and cultivating relationships with a diverse set of community partners and stakeholders that make up the communities we serve, with an emphasis on community trusted partners that represent all County threshold languages.

- ◆ 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 69 special districts. Enhance community engagement and transparency by providing information about planned projects, project scoping, and other key details with a goal of finalizing long-range maintenance plans in Fiscal Year 2024–25.
 - Continue to leverage GIS capabilities through the use of community profiles to support staff understanding of communities’ demographics and needs when planning for projects or conducting outreach.
- 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.
 - ◆ Begin implementation of a program to video all underground infrastructure in the flood control system.
 - ◆ 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.
 - ◆ Coordinate with the International Boundary and Water Commission to restore functionality of the Binational ALERT Flood Warning stations in the Tijuana River Valley Watershed in the U.S. and Mexico.
- 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, 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. Improve existing educational campaigns to enhance messaging related to water conservation, in the County’s established threshold languages.
 - ◆ Continue to expand outreach strategy efforts on the current stormwater capture and water-saving 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.



- ◆ To protect our watersheds, public health, and prevent improper disposal of household hazardous waste (HHW) such as paints, batteries, sharps, oils, pesticides, etc., work with contractors to collect 240,000 lbs. of HHW from unincorporated residents through the operation of a permanent HHW collection facility in Ramona, agreements with jurisdictions that operate similar facilities and battery and sharps collection sites.
- Reduce the cost of future private and public property land surveying by ensuring the accuracy of current surveys through detailed reviews of survey documents. Achieve 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 2 new SmartCover monitors at critical sewer locations to provide early warning of potential sanitary sewer overflows and hydrogen sulfate (smell) levels.
 - ◆ Clean 33% (125 of 377 miles) of small diameter sewer lines (15 inches and below) annually. Cleanings of these sewer lines are on a three-year cycle. Conduct 13 miles of closed-circuit TV (CCTV) inspections of small diameter sewer lines annually to help prevent sewer system overflows, identify defects, and facilitate proactive repairs. CCTV inspections are on a seven-year cycle.
- Maintain safe and reliable drinking water supplies for underserved communities of Campo and Boulevard (Live Oak Springs).
 - ◆ Maintain 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, improve accessibility to transportation facilities, and promote multi-modal transportation activities.
 - ◆ Implement the eighth year of a multi-year program to improve the County's average Pavement Condition Index (PCI) to 70, with a goal of achieving an average PCI of 69 by the end of Fiscal Year 2024–25.
 - ◆ 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 biannually by reviewing the latest version of CalEnviroScreen and Healthy Places Index and collision metrics to prioritize publicly funded pedestrian and bicycle infrastructure projects in underserved communities.
- Increase visibility, accessibility, and use of the Tell Us Now application for DPW-related requests from unincorporated area residents. DPW will continue to participate in LUEG-wide efforts to improve the Tell Us Now application to enhance capabilities for users, including the ability to receive updates and track progress on issues they have reported.
- 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.
 - Continued 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 resourcing 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. DPW inspires and fosters an environment for our team members where they can be innovative, and creative during transformative change. 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. Continue using information provided in the 2022 biennial employee engagement survey, work with employees and collaborate with the employee resource groups to develop action plans that further improve engagement.
 - 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; offer trainings to enhance education and awareness; sustain a workforce development team that is open to every employee (and who are encouraged to participate). 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.
 - Make meaningful improvement and focus on employee engagement so it is a part of everyday operations, listening to team members, having open and honest conversations and having activities they can participate to increase engagement. For example, engage in LUEG-wide communication efforts to keep the departments better connected

by contributing to LUEG Team Talk quarterly newsletter that highlighted DPW’s efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helps to bring DPW’s essential work into a common space that benefited 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 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, including reviewing DPW’s program websites to analyze readability and edit technical language into simpler terms as needed.
 - 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.
 - ◆ DPW will continue to 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 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 pol-



lution in waterways, reduce the need for new landfills, and combat climate change. In accordance with the County’s strategic initiative on justice, DPW will complete the following:

- 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.
 - Working with the Office of Sustainability and Environmental Justice, increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.

Related Links

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

- ◆ www.sandiegocounty.gov/dpw

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 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.)	89%	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.	N/A	100%	100%	100%	100%
	Maintain closed solid waste disposal facilities to protect public health and the environment with a goal of zero new notices of non-compliance/violation. ¹	N/A	0	2	N/A	N/A
	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 100% compliance. ²	N/A	N/A	N/A	100%	100%
	To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons	2	0	3	0	0

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
To ensure public safety, if any of the 208 eligible County bridges are inspected and identified as needing repair or replacement in the Federal Highway Bridge Program, timely request funding for a CIP project to proactively conduct any necessary work to maintain the safety for the traveling public.		100%	N/A	N/A	N/A	N/A
Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours 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 County's five largest airports which support emergency responders, local, regional, and international businesses and aviators		99%	95%	99%	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		68 PCI	69 PCI	69 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.		N/A	100%	100%	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.		N/A	100%	100%	100%	100%

Table Notes

¹ Goal discontinued after Fiscal Year 2023–24 and revised goal is added in Fiscal Year 2024–25

² Goal revised in Fiscal Year 2024–25 to state goal of 100% compliance instead of zero new notices of non-compliance/violation.

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

Staffing

Net increase of 32.00 staff years

- ◆ Increase of 21.00 staff years in the Road Program
 - ◆ Increase of 12.00 staff years to support Public Works Capital Improvement Program (CIP)
 - ◆ Increase of 8.00 staff year to support Road Crew Program
 - ◆ Increase of 1.00 staff year to support traffic engineering

- ◆ Net Increase of 20.00 staff years in General Fund Activities Program
 - ◆ Increase of 6.00 staff years to ensure compliance with stormwater Bacteria Total Maximum Daily Load (TMDL) requirements
 - ◆ Increase of 14.00 staff year due to a transfer from Inactive Waste Site Management to DPW General Fund (GF) Activities Program to support Closed Landfills operations
- ◆ Increase of 4.00 staff years in the Airports Program to support Airport operations



- ◆ Increase of 1.00 staff year in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste and 75% waste diversion by 2025
- ◆ Decrease of 14.00 staff years in Inactive Waste Site Management due to transfer to DPW GF Activities Program to support Closed Landfills operations.

Expenditures

Net increase of \$114.2 million

- ◆ Salaries & Benefits—net increase of \$8.5 million due to negotiated labor agreements and the addition of 32.00 staff years, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$59.1 million
 - ◆ \$38.4 million increase in contracted road services and consultant contracted services in the Road Program
 - ◆ \$12.8 million increase in professional & specialized services in one-time projects for Watershed Protection Programs and Closed Landfill Program
 - ◆ \$4.4 million increase in vehicle maintenance and fuel cost
 - ◆ \$2.9 million increase in program support cost related to information technology, administrative services, supplies, utilities and facility management
 - ◆ \$2.2 million increase for routine major maintenance improvements, trash and landscaping services
 - ◆ \$1.5 million increase in equipment rental use to maintain solid waste sites
 - ◆ \$0.8 million increase in contracted services to support Flood Control District maintenance and capital projects
 - ◆ \$0.2 million increase in contracted services to support airports operations
 - ◆ \$0.2 million increase in contracted services to support Sanitation District
 - ◆ \$2.3 million decrease in Public Liability Insurance Premium and other County Insurance
 - ◆ \$1.7 million decrease in traffic device maintenance contract services due to shift of work being performed by staff
 - ◆ \$0.3 million decrease in inter-departmental support from other County departments
- ◆ Other Charges—net increase of \$0.9 million
 - ◆ Increase of \$0.6 million due to right-of-way costs of Road Program projects.
 - ◆ Increase of \$0.2 million due to fleet depreciation in DPW Equipment Internal Service Funds
 - ◆ Increase of \$0.1 million due to structures depreciation in the Airports Program
- ◆ Capital Assets/Land Acquisition—net decrease of \$1.3 million
 - ◆ Decrease of \$1.8 million for capital projects in the Sanitation District

- ◆ Decrease of \$0.1 million for completion of public infrastructure construction for Harmony Grove Community Facility District
- ◆ Increase of \$0.6 million for capital projects in the Airports Program
- ◆ Capital Assets Equipment—net increase of \$1.9 million
 - ◆ Increase of \$2.0 million for the purchase on one-time vehicle and equipment purchases
 - ◆ Decrease of \$0.1 million due to completion of one-time fixed asset purchases
- ◆ Expenditure Transfer & Reimbursements increase of \$33.6 million associated with decrease in centralized General Fund support of the Watershed Protection Program. Since this is a transfer of expenditures, it has a net effect of a \$33.6 million increase in expenditures.
- ◆ Operating Transfers Out—net increase of \$11.5 million
 - ◆ Increase of \$11.6 million in Operating Transfers Out from the General Fund due to the one-time transfers from Watershed Protection Program to the Road Program, Flood Control District, and Sanitation District for capital projects
 - ◆ Decrease of \$0.1 million due to the completion of one-time purchase of vehicles

Revenues

Net increase of \$114.2 million

- ◆ Taxes Current Property—increase of \$0.4 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 \$18.4 million due to the reduction of TransNet-funded projects in the Road Fund
- ◆ Licenses, Permits, & Franchisees—increase of \$4.0 million due to the SDG&E Franchise Fee in the Road Program
- ◆ Revenue from Use of Money & Property—increase of \$1.5 million
 - ◆ \$1.3 million increase in vehicle usage rental revenue in the Equipment ISF Program
 - ◆ \$1.2 million increase in revenue from Interest on Deposits & Investments to align budget with historical actuals
 - ◆ \$0.1 million increase in solid waste site lease revenue
 - ◆ \$1.1 million decrease in revenue from rents, leases and landing fees in County Airports to align with historical actuals
- ◆ Intergovernmental Revenues—increase of \$5.2 million
 - ◆ Increase of \$5.9 million
 - ◆ \$4.9 million in the anticipated gas tax receipts from the Highway User’s Tax Account and Road Repair Accountability Act of 2017
 - ◆ \$0.7 million in federal grant funding due to capital projects in Airport Enterprise fund



- ❖ \$0.3 million in Federal Community Development Block Grant projects in the Road Fund
- ❖ Decrease of \$0.7 million
- ❖ \$0.4 million in Federal Highway Planning and Construction revenue due to Federal Highway Administration projects in the Road Fund
- ❖ \$0.3 million in State grant funding primarily due to the completion of capital projects in the Road Program
- ◆ Charges for Current Services—increase of \$5.4 million
 - ❖ Increase of \$5.7 million
 - ◆ \$1.7 million in sewer service charges in the Sanitation District
 - ◆ \$0.8 million for work funded by General Fund
 - ◆ \$0.7 million for work funded by Airport Enterprise Fund
 - ◆ \$0.6 million for work funded by Inactive Waste Fund
 - ◆ \$0.5 million for anticipated capital projects funded by Transportation Impact Fee (TIF)
 - ◆ \$0.4 million for work funded by Special Districts
 - ◆ \$0.3 million for work funded by Road Fund
 - ◆ \$0.3 million for work funded by Permanent Road District
 - ◆ \$0.2 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
 - ◆ \$0.2 million in Services to Property Owners mainly due to land development activities
 - ❖ Decrease of \$0.3 million
 - ◆ \$0.1 million in revenue for survey remonument services
 - ◆ \$0.1 million in road and street services
 - ◆ \$0.1 million for completion of public infrastructure reimbursements for Harmony Grove Community Facility District
- ◆ Miscellaneous Revenues—net decrease of \$4.5 million due to the change in funding source for the Closed Landfills Program
- ◆ Other Funding Sources—net increase of \$11.5 million
 - ❖ \$11.6 million increase for one-time transfers for General Fund Program for projects that require capitalization
 - ❖ \$0.1 million decrease in Equipment ISF Program due to completion of one-time vehicle and equipment purchases
- ◆ Use of Fund Balance—net Increase of \$63.9 million mostly due to increase funding for one-time capital projects. A total of \$119.8 million is budgeted.
- ❖ \$49.5 million for stormwater projects
- ❖ \$35.8 million to support road, culvert maintenance, and capital projects in the Road Fund
- ❖ \$8.5 million for depreciation expense and major maintenance in the Airports Program
- ❖ \$7.4 million for road maintenance in the Permanent Road Divisions
- ❖ \$6.8 for closed landfill major maintenance and capital projects
- ❖ \$5.6 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
- ❖ \$2.6 million for capital Improvement projects and depreciation expense in the San Diego County Sanitation District
- ❖ \$1.1 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
- ❖ \$1.0 million for asset management improvements in the Street Lighting District
- ❖ \$0.6 million for maintenance and capital projects in the Flood Control District
- ❖ \$0.3 million for maintenance costs in the Harmony Grove Community Facilities District
- ❖ \$0.2 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt
- ❖ \$0.2 million for landscaping services in County Services Areas 26 for Cottonwood Village and Monte Vista
- ❖ \$0.2 million for vehicle cost and Public Liability Insurance cost in Wastewater Management
- ◆ General Purpose Revenue Allocation—increase of \$8.4 million due to negotiated labor agreements and the addition of 20.00 new staff in the General Fund Activities Program to ensure compliance with the stormwater Bacteria TMDL requirements (2.00 staff years), water quality (4.00 staff years), and Closed Landfills program (14.00 staff years).

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

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Road Program	415.00	425.00	446.00	4.9	446.00
Solid Waste Management Program	25.00	28.00	15.00	(46.4)	15.00
General Fund Activities Program	79.00	81.00	101.00	24.7	101.00
Airports Program	39.00	41.00	45.00	9.8	45.00
Wastewater Management Program	52.00	53.00	53.00	—	53.00
Total	610.00	628.00	660.00	5.1	660.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Road Program	\$ 187,838,742	\$ 214,177,576	\$ 259,336,266	21.1	\$ 212,298,736
Solid Waste Management Program	10,386,196	15,870,758	6,717,693	(57.7)	6,530,570
General Fund Activities Program	22,993,546	24,007,805	94,150,329	292.2	38,586,241
Airports Program	26,649,020	25,452,916	27,749,027	9.0	27,925,964
Wastewater Management Program	12,614,245	11,442,592	12,633,100	10.4	13,237,093
Sanitation Districts	48,917,071	40,658,063	39,929,485	(1.8)	36,754,360
Flood Control	9,584,278	8,148,708	8,486,636	4.1	7,487,186
County Service Areas	384,748	416,327	580,786	39.5	422,869
Street Lighting District	2,360,430	2,480,670	2,994,231	20.7	3,063,917
Community Facilities Districts	1,020,195	1,184,937	1,312,853	10.8	1,047,841
Permanent Road Divisions	6,220,530	8,510,480	9,421,964	10.7	1,918,567
Equipment ISF Program	15,438,000	14,223,000	17,467,393	22.8	15,946,004
Total	\$ 344,407,001	\$ 366,573,832	\$ 480,779,763	31.2	\$ 365,219,348



Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 94,907,568	\$ 99,905,212	\$ 108,446,882	8.5	\$ 113,507,489
Services & Supplies	220,678,453	264,029,293	323,150,489	22.4	225,985,689
Other Charges	12,592,905	15,120,444	15,990,101	5.8	15,900,284
Capital Assets/Land Acquisition	19,766,478	9,994,362	8,621,000	(13.7)	6,151,170
Capital Assets Equipment	5,156,700	3,578,115	5,516,893	54.2	2,817,544
Expenditure Transfer & Reimbursements	(27,640,981)	(35,067,972)	(1,500,000)	(95.7)	—
Operating Transfers Out	18,945,878	9,014,378	20,554,398	128.0	857,172
Total	\$ 344,407,001	\$ 366,573,832	\$ 480,779,763	31.2	\$ 365,219,348

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 8,041,024	\$ 9,324,634	\$ 9,690,799	3.9	\$ 9,759,610
Taxes Other Than Current Secured	11,052,771	14,202,251	32,602,891	129.6	32,596,636
Licenses Permits & Franchises	6,000,000	6,010,000	10,010,000	66.6	10,010,000
Fines, Forfeitures & Penalties	80,458	80,458	20,734	(74.2)	20,734
Revenue From Use of Money & Property	27,013,122	30,064,657	31,605,093	5.1	33,113,398
Intergovernmental Revenues	140,872,153	144,696,784	149,855,754	3.6	155,325,094
Charges For Current Services	74,179,907	72,498,311	77,909,464	7.5	80,663,432
Miscellaneous Revenues	815,150	9,356,592	4,890,901	(47.7)	4,816,058
Other Financing Sources	18,945,878	9,014,378	20,554,398	128.0	857,172
Fund Balance Component Decreases	3,096,914	227,843	227,843	—	227,843
Use of Fund Balance	39,923,357	55,839,815	119,751,749	114.5	13,613,172
General Purpose Revenue Allocation	14,386,267	15,258,109	23,660,137	55.1	24,216,199
Total	\$ 344,407,001	\$ 366,573,832	\$ 480,779,763	31.2	\$ 365,219,348



County of San Diego

Finance and General Government Group

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Finance and General Government Group Summary & Executive Office

Mission Statement

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

Group Description

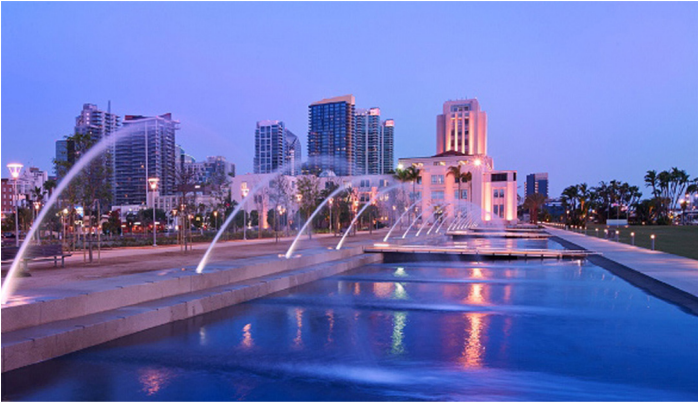
The Finance and General Government Group (FGG) provides critical infrastructure, essential support services, and public services that impact all San Diego County communities and residents. These public services include voter registration and elections, passport applications, vital records, marriage licenses,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

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

To ensure these critical services are provided, the Finance and General Government Group has 1,977.00 staff years and a budget of \$927.2 million.

Strategic Framework and Alignment

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



FGG Departments

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

Finance and General Government Group Priorities

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

- ◆ Promote a culture of ethical leadership and decision making across the enterprise by enhancing transparency.
- ◆ Align services to available resources to maintain fiscal stability. Provide modern infrastructure and innovative technology to maximize efficient use of resources and ensure superior service delivery to our customers.

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



Equity

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

Data shows that a disproportionate number of Black, Indigenous and People of Color (BIPOC) individuals are incarcerated for the criminalization of cannabis across the country and in San Diego county specifically, BIPOC individuals were arrested at higher rates from 2012-2017 for cannabis related incidents. As cannabis is legalized and permitted in San Diego County, the Social Equity Program will help guide the County’s approach to this new mar-

ket and paradigm shift for how cannabis is perceived and regulated. In support of the program, OERJ commissioned the development of a comprehensive Social Equity Assessment that included several outreach sessions to inform the Social Equity Program. In addition to the State grants awarded in 2023 by the Governor’s Office of Business and Economic Development, FGG will continue implementation and expand the program in Fiscal Year 2024–25 to help eligible applicants overcome barriers to entering the cannabis industry, including access to capital, navigating complex regulatory requirements, finding appropriate locations for business operations, developing business relationships, and obtaining technical support.

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

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

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





Sustainability

Resiliency is a key pillar of the County's Sustainability strategic initiative. On January 22, 2024, thousands of San Diego households were impacted by a severe atmospheric river that produced widespread flooding and caused severe damage to homes, businesses, and public infrastructure. More than a thousand families and households were displaced. FGG continues to support recovery efforts at all levels, including staffing Local Assistance Centers and the Emergency Operations Center, providing cost analysis and financial planning for various County aid and relief proposals, and coordinating County facility damage assessment, debris removal, temporary relocation of personnel and equipment, repairs and restoration, and property insurance claims.

The Zero Carbon Portfolio Plan (ZCPP) sets a lofty goal of a 90% reduction in County building greenhouse gas (GHG) emissions by 2030. It includes six measures covering green energy supply, building electrification, energy efficiency projects, proactive energy management, zero net energy buildings, and renewable energy. FGG invested \$2.5 million into the design phase of the ZCPP in Fiscal Year 2023–24 and will continue financial and operational support for ZCPP's Year 2 Planning in Fiscal Year 2024–25. In Fiscal Year 2023–24, ongoing sustainability efforts led by the Department of General Services (DGS) are expected to result in a 3.1% reduction of the County's total energy consumed, or Energy Use Intensity (EUI).

Combating climate change through innovative and sustainable fleet and facility design is a long standing FGG priority. The County's Electric Vehicle (EV) Roadmap was adopted in 2019 and included goals to increase EV use and to accelerate installation of charging stations and infrastructure. Since lack of charging infrastructure is a commonly cited barrier to the purchase of EVs, FGG has prioritized increasing the availability of EV charging stations both for County and public use. A total of 311 County chargers are currently active with plans for an additional 287 to be installed by Summer 2025. DGS is also well on its way to meeting the County's target of converting 501 vehicles in the County fleet to EVs by Fiscal Year 2027–28. It is anticipated that there will be 210 EVs in the County fleet by the end of this Fiscal Year 2023–24.

FGG departments have made great strides in implementing departmental sustainability plans, which include leveraging technology to minimize paper use, reducing vehicle miles traveled through telework and teleconferencing, installing water bottle fill stations to eliminate single use plastics, and providing resources and training to staff on sustainability best practices, including use of composting waste bins and accessing surplus property. Footprint reduction is also a critical component of FGG

sustainability plans, with several departments participating in a project to consolidate office space at the County Operations Center (COC). These efforts will make room to accommodate existing public health and human services staff and mitigate the need to construct or lease a new facility, which supports sustainability objectives and is more cost effective to the County. Construction and implementation of the COC Consolidation Project kicked off earlier this year and will continue over the next few years.

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



Community

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

Last year, FGG established the new Public Records Act (PRA) Unit under the Clerk of the Board to centrally manage PRA requests, improve access to public information, and leverage additional opportunities, including reduction of redundant requests, reduction of overall staff workload, and using trend analysis to inform future improvements. A new PRA Portal was launched this year

that will provide a single website and point of contact for all County PRA requests going forward. Public outreach and training for this new portal are currently underway.

The new vote center model implemented by the Registrar of Voters (ROV) to enhance civic engagement and increase voter access was put to the test this year in San Diego County with both a special election to fill the vacancy of the Fourth District Supervisor and the March 5, 2024 Presidential Primary Election. Next fiscal year, the ROV will turn its attention to the November 5, 2024 Presidential General Election while also working to modernize its technology infrastructure by continuing implementation of a new elections management system.

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



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

Once a member of the County workforce, FGG ensures that employees are set up for success. Our teams are engaged and valued for the important work that they do. FGG commissioned an independent consultant to conduct the most recent biennial employee engagement survey in 2022. The results showed that over 89% of employees said they had at least one person at work who they could rely on for guidance and support and know what was expected of them on the job. It also showed that there was room for improvement in employee involvement, including feeling safe to challenge the way things are done and that ideas from employees are valued. Each department has reviewed their engagement survey results begun implementation of action plans to make improvements to address feedback specific to their department. At an enterprise level, FGG further supported

the County workforce by adding new Office of Ethics and Compliance Investigators and conducting a business process review to help ensure internal personnel issues are resolved in a productive and beneficial manner. In Fiscal Year 2024–25, FGG will also lead negotiations with employee organizations to ensure fair and economically responsible agreements.

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

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



The County contracts for janitorial, landscaping, and security services for most of its facilities. In recognition of the County’s desire to enhance employment protections and ensure high continuity and quality of workers employed by the County’s property services contractors, the Board of Supervisors adopted Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Contracts*. FGG departments have substantially implemented the policy’s new contracting standards by





amending the County’s landscaping and security services contracts, and competitive solicitations are underway for janitorial services agreements. FGG also worked quickly to establish the Wage Theft Fund. The Wage Theft Fund protects contracted workers by implementing a process to file a complaint with the Office of Labor Standards and Enforcement to initiate an investigation, and by making funds available to pay validated claims.

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

Related Links

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

- ◆ www.sandiegocounty.gov/fg3

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

Staffing

No changes to staffing.

Expenditures

Net increase of \$1.6 million

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

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

Revenues

Net increase of \$1.6 million

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

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

No significant changes.





Group Staffing by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Finance & General Government Executive Office	42.50	43.00	43.00	—	43.00
Board of Supervisors	82.00	82.00	83.00	1.2	83.00
Assessor/Recorder/County Clerk	446.50	448.50	448.50	—	448.50
Treasurer-Tax Collector	123.00	124.00	125.00	0.8	125.00
Chief Administrative Office*	25.00	52.00	53.00	1.9	53.00
Auditor and Controller	233.50	234.50	236.50	0.9	236.50
County Communications Office	23.00	23.00	23.00	—	23.00
County Technology Office	17.00	17.00	18.00	5.9	18.00
Civil Service Commission	3.00	3.00	3.00	—	3.00
Clerk of the Board of Supervisors	30.00	30.00	30.00	—	30.00
County Counsel	165.00	185.00	185.00	—	185.00
General Services	427.00	430.00	430.00	—	430.00
Human Resources	131.00	137.00	137.00	—	137.00
Office of Evaluation, Performance and Analytics*	20.00	—	—	—	—
Purchasing and Contracting	74.00	77.00	77.00	—	77.00
Registrar of Voters	75.00	75.00	75.00	—	75.00
Citizens’ Law Enforcement Review Board	9.00	10.00	10.00	—	10.00
Total	1,926.50	1,971.00	1,977.00	0.3	1,977.00

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





Group Expenditures by Department					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Finance & General Government Executive Office	\$ 29,872,934	\$ 32,577,026	\$ 34,217,245	5.0	\$ 34,990,588
Board of Supervisors	15,087,396	16,392,037	17,499,288	6.8	17,506,955
Assessor/Recorder/County Clerk	81,115,147	89,266,846	86,736,559	(2.8)	82,292,801
Treasurer-Tax Collector	24,665,002	25,299,333	25,834,479	2.1	26,596,976
Chief Administrative Office*	11,633,833	10,221,898	9,861,046	(3.5)	10,272,963
Auditor and Controller	41,540,331	42,534,578	45,008,589	5.8	46,671,167
County Communications Office	5,641,821	5,671,965	4,793,175	(15.5)	4,427,905
County Technology Office	219,099,900	230,081,627	230,420,898	0.1	230,569,686
Civil Service Commission	620,299	636,155	679,181	6.8	697,035
Clerk of the Board of Supervisors	4,864,157	5,298,477	5,582,936	5.4	5,774,681
County Counsel	39,536,825	43,866,844	46,560,304	6.1	48,464,689
General Services	242,460,484	289,112,681	317,175,230	9.7	316,331,989
Grand Jury	772,301	780,724	789,302	1.1	789,302
Human Resources	35,128,278	36,576,622	37,079,761	1.4	38,200,580
Office of Evaluation, Performance and Analytics*	4,500,000	—	—	—	—
Purchasing and Contracting	17,354,517	19,125,584	22,277,392	16.5	21,645,990
Registrar of Voters	39,949,422	40,158,441	40,696,569	1.3	35,780,055
Citizens' Law Enforcement Review Board	1,798,883	1,976,018	2,021,071	2.3	2,086,948
Total	\$ 815,641,530	\$ 889,576,856	\$ 927,233,025	4.2	\$ 923,100,310

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Finance & General Government Executive Office	12.00	12.00	13.00	8.3	13.00
Office of Financial Planning	14.00	14.00	13.00	(7.1)	13.00
Economic Development & Government Affairs	16.50	17.00	17.00	—	17.00
Total	42.50	43.00	43.00	—	43.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Finance & General Government Executive Office	\$ 22,026,630	\$ 23,864,031	\$ 25,333,187	6.2	\$ 26,106,006
Office of Financial Planning	4,226,719	4,572,713	4,649,508	1.7	4,520,508
Economic Development & Government Affairs	3,619,585	4,140,282	4,234,550	2.3	4,364,074
Total	\$ 29,872,934	\$ 32,577,026	\$ 34,217,245	5.0	\$ 34,990,588

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 8,966,891	\$ 9,435,270	\$ 9,607,220	1.8	\$ 9,938,286
Services & Supplies	20,906,043	23,421,144	32,317,001	38.0	25,052,302
Expenditure Transfer & Reimbursements	—	(529,388)	(7,706,976)	1,355.8	—
Operating Transfers Out	—	250,000	—	(100.0)	—
Total	\$ 29,872,934	\$ 32,577,026	\$ 34,217,245	5.0	\$ 34,990,588





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 650,000	\$ 650,000	\$ 650,000	—	\$ 650,000
Intergovernmental Revenues	201,671	201,671	201,671	—	201,671
Charges For Current Services	1,614,137	1,984,342	2,342,927	18.1	2,342,927
Miscellaneous Revenues	80,000	80,000	80,000	—	80,000
Fund Balance Component Decreases	153,960	265,257	206,307	(22.2)	206,307
Use of Fund Balance	117,233	—	—	—	—
General Purpose Revenue Allocation	27,055,933	29,395,756	30,736,340	4.6	31,509,683
Total	\$ 29,872,934	\$ 32,577,026	\$ 34,217,245	5.0	\$ 34,990,588



Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county.



District 1

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

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

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

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

A supporter of environmental initiatives, Chairwoman Vargas is championing the “Gateway to the Californias,” a strategic vision to remediate, restore and transform the Tijuana River Valley into



a verdant and vibrant public space featuring green space, sports fields, spaces for public art, culture, entertainment and community. The “Gateway to the Californias is envisioned as a landmark space that embodies the community, cultures and spirit of San Diego County and the binational region.

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

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

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

Learn more by visiting www.SupervisorNoraVargas.com.

District 2

Supervisor Joel Anderson is honored to represent the residents of San Diego County’s Second Supervisorial District, encompassing the majority of East County and fifteen communities in the City of San Diego. The second largest of the County’s five districts, the Second District features approximately 1,500 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. The U.S./

Mexico Border is the southern boundary of the district, stretching to the mountains of the greater Julian area in its northern reaches and extending to the Imperial County line. Home to more than 620,000 residents, including more than 200,000 individuals who live in unincorporated communities, the Second District has forty percent of San Diego's unincorporated area residents – more than any other district. For this reason, many citizens depend on County government for nearly all local public services and have more contact with their County Supervisor than in more urban districts.

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

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

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

The Second District includes the unincorporated communities of 4S Ranch, Alpine, Barrett, Blossom Valley, Bostonia, Boulevard, Campo, Crest, Cuyamaca, Dehesa, Del Dios, Descanso, Dulzura, Eucalyptus Hills, Fernbrook, Flinn Springs, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Johnstown, Julian, Lake Hodges, Lake Morena, Lakeside, Morena Village, Mount Laguna, Pine Hills, Pine Valley, Potrero, Ramona, San Diego Country Estates, San Pasqual, Santa Fe Valley, Tecate, Tierra del Sol, Winter Gardens and Wynola, as well as the Tribal Governments of Barona, Campo, Capitan Grande, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Sycuan and Viejas. The Second District also includes the cities of El Cajon, Poway and Santee and the City of San Diego communities of Allied Gardens, Carmel Mountain Ranch, Del Cerro, Grantville, Kearny Mesa, MCAS

Miramar, Miramar Ranch, Rancho Bernardo, Sabre Springs, San Carlos, San Pasqual Valley, Scripps Ranch, Serra Mesa, Stonebridge and Tierrasanta.

Learn more by visiting www.SupervisorJoelAnderson.com.

District 3

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

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

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

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

Helping the homeless has been one of Supervisor Lawson-Remer's top priorities for District 3. Three years ago, the County had no shelter beds or safe parking areas it was supporting for those experiencing homelessness and the County now has about 900. With the passage of the Senior Shallow Rent Subsidy Program she championed, nearly 400 seniors at risk of becoming



homeless remain in homes. The demand for this program was very high, the County is working to grow it and has partnered with MIT to measure its effectiveness.

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

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

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

Learn more by visiting www.SupervisorTerraLawsonRemer.com.

District 4

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

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

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

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

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

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

Learn more by visiting www.SupervisorMonicaMontgomerySteppe.com.

District 5

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

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

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

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

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

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

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

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

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

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

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

Related Links

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

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Board of Supervisors District 1	16.00	16.00	16.00	—	16.00
Board of Supervisors District 2	16.00	16.00	16.00	—	16.00
Board of Supervisors District 3	16.00	16.00	16.00	—	16.00
Board of Supervisors District 4	16.00	16.00	16.00	—	16.00
Board of Supervisors District 5	16.00	16.00	16.00	—	16.00
Board of Supervisors General Offices	2.00	2.00	3.00	50.0	3.00
Total	82.00	82.00	83.00	1.2	83.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Board of Supervisors District 1	\$ 2,905,000	\$ 3,155,000	\$ 3,375,850	7.0	\$ 3,375,850
Board of Supervisors District 2	2,905,000	3,155,000	\$ 3,375,850	7.0	\$ 3,375,850
Board of Supervisors District 3	2,905,000	3,155,000	\$ 3,375,850	7.0	\$ 3,375,850
Board of Supervisors District 4	2,905,000	3,155,000	\$ 3,375,850	7.0	\$ 3,375,850
Board of Supervisors District 5	2,905,000	3,155,000	\$ 3,375,850	7.0	\$ 3,375,850
Board of Supervisors General Offices	562,396	617,037	620,038	0.5	627,705
Total	\$ 15,087,396	\$ 16,392,037	\$ 17,499,288	6.8	\$ 17,506,955



Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 13,642,184	\$ 14,341,197	\$ 15,259,799	6.4	\$ 15,684,186
Services & Supplies	1,445,212	2,050,840	2,239,489	9.2	1,822,769
Total	\$ 15,087,396	\$ 16,392,037	\$ 17,499,288	6.8	\$ 17,506,955

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fund Balance Component Decreases	\$ 290,264	\$ 393,644	\$ 287,680	(26.9)	\$ 287,680
Use of Fund Balance	250,000	—	—	—	—
General Purpose Revenue Allocation	14,547,132	15,998,393	17,211,608	7.6	17,219,275
Total	\$ 15,087,396	\$ 16,392,037	\$ 17,499,288	6.8	\$ 17,506,955



Assessor/Recorder/County Clerk

Mission Statement

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

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

Department Description

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

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

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



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

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

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

2023–24 Anticipated Accomplishments



Equity

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

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



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - A system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs was not completed in Fiscal Year 2023–24 due to reorganization of priorities and will continue into Fiscal Year 2024–25.
 - Providing educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County was not completed in Fiscal Year 2023–24 due to reorganization of priorities and will continue into Fiscal Year 2024–25.
 - Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement once a quarter.
 - Incorporated information on sustainability policies, plans, and practices into the department’s new employee orientation for all employees, contractors, vendors, and consultants working in the facility.
 - Enhanced sustainability through interdisciplinary collaboration and teamwork through ongoing collaboration was not completed in Fiscal Year 2023–24 due to reorganization of priorities and will continue into Fiscal Year 2024–25.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
 - Implemented a comprehensive sustainability and resiliency program, focusing on a successful generator load test and planned disaster recovery drill at the East County Office and Archives. This program aims to ensure seamless business operation using backup power systems and business processes during critical periods; ultimately fortifying our department and enhancing our ability to recover against unforeseen disruptions.
 - Partnered with National Black Contractors to promote innovative enhanced sustainability practices with San Diego based minority businesses.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 95%.

- Participated in three community home ownership shows to bring services to the community.
- Partnered with the San Diego Oasis to provide education seminars for the community on property tax savings.
- Partnered with the City of San Diego Council on a home ownership education and fair.
- Partnered with the Asian Business Association of San Diego and University of California San Diego (UCSD) Health to celebrate the rich Asian heritage and culture by issuing a commemorative red birth certificate envelope.
- Partnered with Governor’s Office and California Office of Small Business Advocate for a San Diego County small business leadership training.
- Created ARCC’s Black History Month honoree program to recognize individuals that have shown leadership in the community.
- Collaborated on an educational campaign with Yes in God’s Backyard (YIGBY) that led to the first affordable housing development on church property.
- Partnered with the People’s Association of Justice Advocates to support San Diego homeowners and residents affected by the 2024 winter storms.
- In a collaborative partnership with San Diego County programs, established Homeless Court Providers that offered resources and relief to those experiencing homelessness. These pop-up resource fairs rotate monthly and take place at various locations throughout the county. A wide range of resources are provided, including substance-use rehab programs, Child Support Services, birth certificates from the County Recorder/Clerk, Department of Motor Vehicles (DMV) services, the Department of Homeless Solutions and Equitable Communities’ Live Well benefits bus, the League of Women Voters, and much more.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Actively engaged in and contributed to local resource centers focused on aiding the community after flooding during winter storms. By providing access to information and free services available, we aim to build a more resilient community in the face of extensive recovery efforts.
 - Increased Owner Alert subscription to 45,000, which is a free real estate fraud notice service. Owner Alert sends an immediate notification to subscribed property owners anytime a document is recorded with ARCC transferring title to owner’s property.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.





- Increased community partnerships with qualified institutions, such as schools, 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 more than 16,500 resulting in a total annual savings exceeding \$26.0 million in property taxes making San Diego the #1 County Assessor's Office in the State of California.
- Provided second Saturday service at the San Marcos Office to increase services available outside normal business hours to obtain marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies in the branch offices of the department.
- Communications: Create proactive communication that is accessible and transparent.
 - Enhanced communication accessibility and transparency by streamlining the Recorder/County Clerk automated phone menu system. By reducing the average navigation time to under one minute and incorporating language accessibility features we improved overall customer satisfaction scores related to phone interactions, promoting a proactive and user-friendly communication experience.
 - Implemented a program to offer marriage translation services program to ensure that interpreter services are readily available for residents with limited English proficiency. By supporting interpretation of marriage license services for residents, we facilitate their access to marriage license services and thereby foster inclusivity and community engagement.
 - Implemented the Navigating Loss program focused on supporting constituents who have experienced a death. Developed and launched a guidance program that directs bereaved persons to appropriate resources, fostering a more empathetic and responsive environment for everyone.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Ensured 100% (143 of 143) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules, and regulations.
- Examined and processed 96% (251,409 of 261,884) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
- Completed Assessor Continuity of Operations plan to ensure our ability to respond to the communities in the region and maintain leadership in the event of an emergency.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Information provided in the 2023 ARCC employee engagement survey was used to improve engagement in the department and to foster an empowered workforce.
- Finalized the department's New Employee Recognition Program in support of employee retention and the successful adoption and integration of the department's mission.
- Held the department's first All-Team Event in support of employees' continued educational opportunities, leadership development, professional growth, and enhanced customer service training.
- Incorporated more employees in Statewide and national professional development conferences and training programs.
- Launched direct employee communications by providing weekly updates to all employees from the Executive Office and reinstated Recorder/County Clerk's Morale and Motivation Employee Newsletter.
- Executed a project management training program to ensure that our project managers undergo specialized training, equipping them with the fundamental project management skills needed to succeed.
- Partnered with the Sheriff's Department to equip staff with skills and understanding of the County's Blue Envelope Program to be able to provide better customer service and communication to customers with autism.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Processed 98.8% (8,571 of 8,677) of all claims for property tax exemptions for reassessment exclusions within 90 days of application receipt.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS).
 - Completed 100% (16,785 of 16,785) of the microfilm polysulfide treatment services project for the Recorder/County Clerk microfilm rolls (1990–2009) of Official Records.



Empower

2024–26 Objectives



Equity

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



Sustainability

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



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 95%.
 - Utilize modern technology to create high quality digital images of maps, ensuring improved accessibility for individuals to meet their informational requirements.
 - Establish a Hospital Association Outreach program to deliver essential services aimed at improving the well-being of our customers facing critical situations or nearing end of life, ensuring measurable enhancements in their quality of life and overall satisfaction.
 - Arrange and describe the historic records with permanent retention at the County Archives to facilitate discovery, access and use by the public.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
 - Increase community partnerships with qualified institutions, such as schools, 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 to 17,500 resulting in a total annual savings exceeding \$27.0 million in property taxes.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Examine and process 96% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - Complete the Assessor Continuity of Operations processes for the Assessor Division to expand on crisis management plan and encompass Disaster Recovery initiatives to ensure our ability to respond to the communities in the region in the event of an emergency.
 - Invest in our leadership team by creating supervisory trainings to help enhance their skills in workforce management.
 - Enhance customer service by offering a single-visit comprehensive service option for individuals seeking a marriage license and certificate, facilitating a streamlined process that benefits our constituents and supports their applications for necessary benefits and resources.
 - Enhance workforce capabilities and operational efficiency by implementing a comprehensive program that offers ongoing professional training opportunities for leadership and management personnel.
 - Provide training to frontline staff on assessment procedures and processes to enhance their knowledge and to ensure excellent customer service at our public counters.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Process 90% of Homeowner and Parent/Child claims for property tax exemption or reassessment exclusions within 90 days of application receipt.
 - Evaluate the workforce and identify individuals with bilingual capabilities. Establish a plan of action to maximize our internal language resources to improve and provide great customer service.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.





- Eliminate paper maps from all Assessor mapping processes and replace with all digital-format Geographic Information System (GIS) maps by connecting to Assessor Computer Assisted Mass Appraisal (CAMA) systems to provide appraisal and other staff pertinent parcel information in a geographic format, to combine data, analytics, and map visualization.
- Implement automation in providing a better phone customer service that will enable 80% of auditors available to answer real-time phone calls and respond to customer inquiries.

Related Links

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

◆ www.sdarcc.gov



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Satisfactory customer service rating ¹	99%	95%	95%	95%	95%
	Qualified disabled veterans and their surviving spouses for the Disabled Veterans’ Exemption ²	N/A	15,500	16,500	17,500	18,000
	Mandated assessments completed by close of annual tax roll ³	100% of 165,902	N/A	N/A	N/A	N/A
	Appraiser/audit staff current on all required training ⁴	100% of 144	100%	100% of 143	N/A	N/A
	Examine and process all documents submitted for eRecording within three hours of receipt ⁵	99.7% of 273,599	96%	96.0% of 261,884	96%	96%
	Processed 90% of all claims for property tax exemptions for reassessment exclusions within 90 days of application receipt. ⁶	N/A	90%	98.8% of 8,677	90%	90%

Table Notes

- ¹ The customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.
- ² The number of disabled veterans and their surviving spouses that qualified for the Disabled Veterans’ Exemption resulting in property tax savings.
- ³ Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes. Effective July 1, 2023, this will no longer be measured due to the goal being met or exceeded for several years.
- ⁴ Measures the number of appraiser/audit staff current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. Effective July 1, 2024, this will no longer be measured due to the goal being met or exceeded for several years.
- ⁵ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling, and financing of property.
- ⁶ Measures the timely processing of claims for property tax exemptions or reassessment exclusions.

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

Staffing

No changes in staffing.

Expenditures

Net decrease of \$2.5 million

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

Revenues

Net decrease of \$2.5 million

- ◆ Charges for Current Services—net decrease of \$3.3 million
 - ◆ Decrease of \$3.3 million in Recording and Filing Document fees due to fewer recording and filing documents resulting from the increased interest rates in the real estate market.
 - ◆ Decrease of \$1.3 million in the Micrographics Fee and Social Security Truncation trust funds due to reduced initial

software and contract costs related to the migration to cloud of the Integrated Recorder and Vital Records System, and completion of the space study in San Marcos Office.

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

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

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Property Valuation ID	281.75	280.75	279.75	(0.4)	279.75
Recorder / County Clerk	133.75	135.75	133.75	(1.5)	133.75
Management Support	31.00	32.00	35.00	9.4	35.00
Total	446.50	448.50	448.50	—	448.50

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Property Valuation ID	\$ 44,209,228	\$ 47,972,698	\$ 48,111,176	0.3	\$ 48,907,963
Recorder / County Clerk	26,909,689	31,853,011	29,111,952	(8.6)	23,636,944
Management Support	9,996,230	9,441,137	9,513,431	0.8	9,747,894
Total	\$ 81,115,147	\$ 89,266,846	\$ 86,736,559	(2.8)	\$ 82,292,801

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 60,244,408	\$ 63,281,444	\$ 62,892,878	(0.6)	\$ 65,617,816
Services & Supplies	20,795,739	25,985,402	21,593,681	(16.9)	16,674,985
Capital Assets Equipment	—	—	2,250,000	—	—
Operating Transfers Out	75,000	—	—	—	—
Total	\$ 81,115,147	\$ 89,266,846	\$ 86,736,559	(2.8)	\$ 82,292,801

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 850,000	\$ 2,576,228	\$ 2,576,228	—	\$ 2,576,228
Charges For Current Services	48,827,639	53,092,447	49,791,188	(6.2)	43,280,021
Fund Balance Component Decreases	1,524,090	1,711,400	1,315,213	(23.1)	1,315,213
Use of Fund Balance	1,157,761	—	—	—	—
General Purpose Revenue Allocation	28,755,657	31,886,771	33,053,930	3.7	35,121,339
Total	\$ 81,115,147	\$ 89,266,846	\$ 86,736,559	(2.8)	\$ 82,292,801



Treasurer-Tax Collector

Mission Statement

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

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by state law and the County Charter. These duties include banking, investment, disbursement, and accountability for up to \$17.4 billion in public funds invested in the County investment pool; the billing and collection of \$8.6 billion in secured and over \$300 million in unsecured property taxes for all local governments. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only ex-officio seat on the San Diego County Employees Retirement Association (SDCERA) Board.

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

2023–24 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 manage the provisions of banking services for local schools and County departments. Provide accurate record-keeping of funds on deposit and facilitated daily reconciliation of funds.
 - Continued to provide regular learning opportunities that address government finance issues by facilitating symposiums for local agencies, including the Summer 2023 Educational Symposium, the Fall 2023 Educational Symposium, and the Summer 2024 Educational Symposium. The San Diego Treasurer-Tax Collector (SDTTC) also hosted the 2024 California Association of Treasurer-Tax Collectors Annual Area V Meeting on March 22, 2024. This meeting brought together the Southern California Area V Region Treasurer-Tax Collectors, and/or their office representatives, for a day of learning and information sharing.



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



Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continued to fund the delivery of public services throughout the San Diego County region, invested public monies held in the Treasury and maximized interest earnings in collaboration with the objectives of safety and liquidity.
 - Achieved a collection rate of 98.9% for secured taxes. The year-to-date collection rate for unsecured taxes is currently 95.0%; the official unsecured tax collection rate will be available when fiscal year closes.
- Climate: Actively combat climate change through innovative or proven policies, waste reduction and other energy reducing measures.
 - Short-term: Continued to support teleworking and footprint reduction opportunities to increase productivity, reduce Vehicle Miles Traveled (VMT) for employees and community members, reduce energy use, and decrease office space.
 - Short-term: Continued to communicate and educate staff on SDTTC sustainability goals.
 - Mid-term: Reduced paper use by continuing to implement the following actions:
 - ◆ Increasing e-billing and e-check payments.
 - ◆ Encouraging digital transactions and digital signatures.
 - ◆ Offering and conducting virtual transactions.

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

- The Treasurer-Tax Collector's office used to offer in-house cash handling trainings to employees. The trainings will be discontinued in Fiscal Year 2024–25, as cash handling trainings are now conducted via a third-party.
- Continued to work towards goal of achieving enrollment in the Deferred Compensation 457 Plan of 51.5% of eligible County employees through June 30, 2024, and maintaining rate of 51.5% through June 30, 2025. Currently at 47%. In the last six months more than 500 regular employees have been added to payroll Counts. New employees enroll in the 401(a) plan at rate of two to one compared to the 457 plan. Combined 457 and 401(a) plan enrollment is around 71%.
 - ◆ Achieved an average participant contribution in the Deferred Compensation 457 Plan above \$195 per pay period by June 30, 2024.
 - ◆ Educated employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums during the fiscal year.
 - ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees, and collaborated with the employee representative groups, to develop action plans that further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintained program and fiscal integrity through reports, disclosures, and audits.
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continue the development of the Integrated Property Tax System (IPTS), aimed at improving property assessment, tax collection and apportionment activities in the County.



Community

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



Empower

- Workforce: Continue to invest and support our workforce and operations by providing support services and excellent customer service to ensure operations continue to run at the highest level.
 - Continued to seek the next generation of talent by recruiting and hiring through the SDTTC's Student Worker Program.
 - Broadened the Countywide base of employees who are planning for financial security during retirement.
 - Met the daily liquidity needs of Investment Pool participants, ensuring payroll and other operational and capital needs are covered.

2024–26 Objectives



Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Safeguard the investment of public funds for over 200 public agencies and the County and efficiently manage the provisions of banking services for local schools and County departments. Provide accurate record-keeping of funds on deposit and facilitated daily reconciliation of funds.





- Provide learning opportunities that address government finance issues by facilitating symposiums for local agencies, including the Summer 2024 Educational Symposium, the Fall 2024 Educational Symposium, and the Spring, Summer, and Fall Symposiums of 2025–26.
- Continue to provide tax payment options free of charge and online, making it easier for everyone to pay, regardless of location, transportation, or physical constraints.
- Continue to recruit and hire through the SDTTC’s Student Worker Program. The program provides opportunities for full time college students interested in finance, business administration or public administration to gain experience working in a government office environment.



Sustainability

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

- ◆ Continue to meet targets for reduction, reuse, recycling, composting and more, including:
 - ◆ Keeping bottle and can recycling receptacles in break rooms.
 - ◆ Continuing to service food composting receptacles in break rooms.
 - ◆ Adhering to, and updating as necessary, the plan and timeline to meet targets within the zero-waste goal.



Community

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



Empower

- Workforce: Continue to invest and support our workforce and operations by providing support services and excellent customer service to ensure operations continue to run at the highest level.
 - Seek next generation of talent by recruiting and hiring through SDTTC’s Student Worker Program.
 - Broaden Countywide base of employees who are planning for financial security during retirement.
 - Meet the daily liquidity needs of Investment Pool participants, ensuring payroll and other operational and capital needs are covered.
 - Continue to work towards goal of achieving enrollment in the Deferred Compensation 457 Plan of 51.5% of eligible County employees through June 30, 2025, and maintaining rate of 51.5% through June 30, 2026.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$195 per pay period by June 30, 2025, and maintaining the participant contribution at \$195 through June 30, 2026.
 - ◆ Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
 - ◆ Continue to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2026.



- Strive for organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, continue to work with employees, and collaborate with the employee representative groups, to develop action plans that further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
- In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continue the development of IPTS, aimed at improving property assessment, tax collection and apportionment activities in the County.

Related Links

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

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




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Secured Taxes Collected (% of total) ¹	98.9% of \$8.1 billion	99.0%	98.9% of \$8.6 billion	99.0%	99.0%
	Unsecured Taxes Collected (% of total) ¹	94.2% of \$315.8 million	97.0%	95.0% of \$318.9 million	97.0%	97.0%
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ²	4.7	4.7	4.8	4.7	4.7
	The Investment Pool met the liquidity needs of participants (Y/N) ³	YES	YES	YES	YES	YES
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	49.0% of 1,100	51.5%	51.5% of 1,150	51.5%	51.5%
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$227	\$195	\$195	\$195	\$195
	Number of newly trained Cash Handlers for the County and other government entities ⁵	40	140	0	N/A	N/A

Table Notes

- ¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.
- ² The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- ³ The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- ⁴ The 457(b) IRS contribution limit increased by 10% from 2022 to 2023, whereas the limit increased by only 5% in 2022 from 2021, and 0% in 2021 from 2020. Increased base pay and equity pay increases in 2022 were not known at the time contribution projections were estimated and have since increased total employee compensation.
- ⁵ This measure will be discontinued in Fiscal Year 2024–25. The Treasurer-Tax Collector no longer provides in-house cash handling trainings. The Treasurer-Tax Collector used to host at least one Cash Handler training class per year. The goal of 140 trained was not met due to decline in interest as more entities conduct internal training per their set procedures or pursue other online training opportunities that have been available.





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

Staffing

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

Expenditures

Net increase of \$0.5 million

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

Revenues

Net increase of \$0.5 million

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

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

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

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Treasury	21.00	20.00	21.00	5.0	21.00
Deferred Compensation	4.00	5.00	4.00	(20.0)	4.00
Tax Collection	82.00	83.00	84.00	1.2	84.00
Administration - Treasurer/ Tax Collector	16.00	16.00	16.00	—	16.00
Total	123.00	124.00	125.00	0.8	125.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Treasury	\$ 6,214,644	\$ 6,160,403	\$ 6,101,289	(1.0)	\$ 6,268,249
Deferred Compensation	648,549	948,208	805,744	(15.0)	843,233
Tax Collection	12,850,126	13,987,841	14,553,814	4.0	15,006,125
Administration - Treasurer/ Tax Collector	4,951,683	4,202,881	4,373,632	4.1	4,479,369
Total	\$ 24,665,002	\$ 25,299,333	\$ 25,834,479	2.1	\$ 26,596,976

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 16,437,201	\$ 17,156,909	\$ 17,678,264	3.0	\$ 18,535,605
Services & Supplies	8,709,502	8,142,424	8,156,215	0.2	8,061,371
Expenditure Transfer & Reimbursements	(481,701)	—	—	—	—
Total	\$ 24,665,002	\$ 25,299,333	\$ 25,834,479	2.1	\$ 26,596,976





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fines, Forfeitures & Penalties	\$ 644,150	\$ 644,150	\$ 644,150	—	\$ 694,150
Charges For Current Services	14,910,551	15,326,886	15,275,976	(0.3)	15,482,128
Miscellaneous Revenues	500,000	510,000	610,000	19.6	625,000
Fund Balance Component Decreases	441,145	447,075	392,282	(12.3)	392,282
Use of Fund Balance	253,467	—	—	—	—
General Purpose Revenue Allocation	7,915,689	8,371,222	8,912,071	6.5	9,403,416
Total	\$ 24,665,002	\$ 25,299,333	\$ 25,834,479	2.1	\$ 26,596,976



Chief Administrative Office

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

Department Description

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

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

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

2023–24 Anticipated Accomplishments



Equity

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



- Continued to lead the implementation of equity resources and tools regarding contracting, budget planning, and capital project planning process (Capital Improvement Needs Assessment (CINA)), to align County services and programs to serving and expanding opportunities in traditionally underserved communities of color and low income.
- Using a Life Course Framework, began an analysis to identify gaps and systemic barriers that boys and men of color face from infancy through adulthood. The analysis will provide a set of recommendations to uplift boys and men of color in San Diego County.
- Completed and launched the County's Equity Indicators Report, which provides a baseline understanding of where inequitable outcomes exist in San Diego County across ten themes and thirty-four indicators. This report will help drive the strategies and interventions to address these disparities in quality of life and improve outcomes for all.
- Provided dedicated labor standards advice line services for businesses and workers who need assistance with understanding labor rights and obligations.
- Implemented a Workplace Justice Fund that will help workers within underserved communities recover wages owed from employers.



Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Reported annually on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies. This includes developing our latest Good Faith Restaurants Owners Program, which works with restaurants that currently have wage theft judgments issued against their business to help them come into compliance with these judgments and educate them on labor standards compliance.

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



Community

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

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



Empower

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





were conducted for COR IIs in Fiscal Year 2023–24. Trainings have also been provided to departments upon request.

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

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
 - Continued to lead the development and implementation of the County’s Social Equity Program for Commercial Cannabis. Launched the Social Equity Entrepreneurs Program in Spring 2024. The program provides verified applicants with various benefits including expungement services, grant program, business and technical assistance, one-on-one mentoring, and legal assistance.
 - The Office of Equity and Racial Justice partnered with the Office of the Public Defender to implement a client advocate program to support youth in exiting the criminal legal system. The program is inclusive of capacity building for public defenders and provides holistic services to the youth receiving public defense. The program began operating July 1, 2023 and will have served close to 100 youth by the end of Fiscal Year 2023–24.
 - Continued working with the County of San Diego Leon L. Williams Human Relations Commission Public Safety Subcommittee. The subcommittee decided not to hold a town hall on jail deaths, but focus on San Diego’s fentanyl crisis. In July 2023, they met with the San Diego Sheriff to discuss the Impact of Fentanyl in San Diego County and Public Safety Response.
- Restorative: Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well as provide inclusive opportunities for justice involved individuals to contribute to the region.

- Worked with County partners to research avenues for alternatives to incarceration, exploring employment education and outreach to include a website detailing the Fair Chance Act and information relating to San Diego County.

2024–26 Objectives



Equity

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



Sustainability

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



Community

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





Empower

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



Justice

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

Related Links

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

- ◆ www.sandiegocounty.gov/cao

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

Staffing

Net increase of 1.00 staff year

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

Expenditures

Net decrease of \$0.4 million

- ◆ Salaries & Benefits—net increase of \$1.3 million primarily due to negotiated labor agreements and the addition of 1.00 staff year, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—net increase of \$0.8 million primarily due to costs associated with the Uplift Boys and Men of Color and cannabis social equity programs.
- ◆ Expenditure Transfer & Reimbursements—increase of \$2.5 million primarily associated with the prior transfer of the Office Evaluation, Performance and Analytics into the Chief Administrative Office and the transition of \$2.0 million from the American Rescue Plan Act (ARPA) revenue to central one-time funding, and \$0.5 million for the Uplift Boys and Men of Color program. 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.

Revenues

Net decrease of \$0.4 million

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

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Executive Office	7.00	7.00	8.00	14.3	8.00
Office of Ethics & Compliance	6.00	11.00	12.00	9.1	12.00
Office of Equity and Racial Justice	7.00	8.00	8.00	—	8.00
Office of Evaluation, Performance and Analytics	20.00	20.00	20.00	—	20.00
Office of Labor Standards and Enforcement	5.00	6.00	5.00	(16.7)	5.00
Total	45.00	52.00	53.00	1.9	53.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Executive Office	\$ 2,601,481	\$ 2,272,349	\$ 2,759,821	21.5	\$ 2,834,106
County Memberships and Audit	758,264	764,144	764,144	—	764,144
Office of Ethics & Compliance	1,297,221	1,617,492	2,146,571	32.7	2,226,961
Office of Equity and Racial Justice	5,728,758	2,052,001	2,572,932	25.4	2,631,071
Office of Evaluation, Performance and Analytics	4,500,000	2,017,009	360,000	(82.2)	524,192
Office of Labor Standards and Enforcement	1,248,109	1,498,903	1,257,578	(16.1)	1,292,489
Total	\$ 16,133,833	\$ 10,221,898	\$ 9,861,046	(3.5)	\$ 10,272,963

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 9,471,290	\$ 9,908,748	\$ 11,226,573	13.3	\$ 11,638,490
Services & Supplies	6,962,543	2,813,150	3,634,473	29.2	3,134,473
Expenditure Transfer & Reimbursements	(300,000)	(2,500,000)	(5,000,000)	100.0	(4,500,000)
Total	\$ 16,133,833	\$ 10,221,898	\$ 9,861,046	(3.5)	\$ 10,272,963





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget*	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 2,000,000	\$ 2,050,000	\$ 50,000	(97.6)	\$ 50,000
Charges For Current Services	127,831	288,146	312,318	8.4	312,318
Fund Balance Component Decreases	108,884	195,526	221,694	13.4	221,694
Use of Fund Balance	6,611,209	—	—	—	—
General Purpose Revenue Allocation	7,285,909	7,688,226	9,277,034	20.7	9,688,951
Total	\$ 16,133,833	\$ 10,221,898	\$ 9,861,046	(3.5)	\$ 10,272,963

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



Auditor and Controller

Mission Statement

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

Department Description

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

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

2023–24 Anticipated Accomplishments

Sustainability

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



- Short-term: Determined that some of the functions in the Administrative Services Division were opportunities for increased paperless operation. The increased use of electronic submissions for invoices and other claims has resulted in reduced paper usage.
- Short-term: Provided quarterly trainings to employees about sustainability topics.
- Mid-term: Implemented procedures to replace items with durable/re-usable items based on the tracking of supply purchases.
- Long-term: The Central Payroll Division continues to review and convert eligible payroll forms to an electronic format. This year, the conversion of the W-2 form delivery process was completed and employees were offered the option of having their W-2 delivered electronically instead of via the mail.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Earned the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2022, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report (ACFR) and the Award for Outstanding Achievement in Popular Annual Financial Reporting (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.

- Submitted 100% (of 1,431) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Achieved an Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) of 6.41%, 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 residents who pay for obligations/services received and taxpayers who fund those that are unpaid.
- Completed the discovery phase of the ORR’s collection management system, Revenue Plus Collector System (RPCS), which is nearing the end of vendor support. The discovery phase has resulted in identifying system requirements, finalizing a Statement of Work, and setting milestones and timelines for the conversion to the new replacement system, RevQ. RPCS is used by ORR to establish and manage accounts, collect and post payments, and generate collection reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency.
- Validated 100% (of 80) of audit recommendations reported as implemented within 10 business days. The Office of Audit and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
- Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (of 10) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
- Processed 95% (263,150 of 277,000) of County invoices within five business days after receipt from departments. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Developed and implemented policies, procedures, and processes for the new subscription-based information technology agreements accounting and reporting as required by GASB Statement 96.
- Submitted timely the County's Cost Allocation Plan to California State Controller's Office (SCO) and Single Audit Report to Federal Audit Clearinghouse and SCO.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provided five customer service trainings to all A&C staff to enhance customer service skills and techniques.
 - Continued to support financial literacy in the County by developing A&C curriculum and conducting 20 trainings that focus on core competencies of employees in accounting functions.
 - Successfully upgraded the County's Oracle Financials Application, including decommission of old servers and completion of project closure activities. The upgraded application went live in November 2023 with minimal service disruption.
 - Migrated from the current DocuSign Signature Application (DSA) to the DocuSign Online Cloud Service. This upgrade provided the County with new features on how to use eSignature and DocuSign templates. A formal transfer of knowledge was provided for the County departments to set up their remaining forms as needed.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, we worked with employees by conducting focus groups and collaborated with the County's employee engagement consultant to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

2024–26 Objectives



Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Provide opportunities for county teleworking employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at their own homes.
 - Short-term: Identify additional office functions which may have opportunities for paperless operation (e.g. billing, scheduling, payroll, etc.).
 - Short-term: Complete annual waste audit by on-site personnel or third party. Collect data to look for opportunities to increase diversion, prevent or reduce waste.
 - Mid-term: Implement procedures to replace items that were tracked with durable/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, 2023, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Fiscal Year ending June 30, 2024. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining a AAA rating from the three major rating agencies.
 - The Office of Revenue and Recovery will conduct quarterly outreach efforts directed at County departments to assist in the management and collection of accounts receivable, enhancing fiscal stability, and recovery of outstanding departmental costs and fees.
 - Perform application security upgrades of the County of San Diego's Annual Comprehensive Financial Reports, Counties Financial Transaction Report (CFTR) and Local Fiscal Government Affairs (LGFA) to continue operating, meeting the current configurations and the County security standards.



Empower

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

Related Links

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

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


Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	County invoices processed within five days of receipt from departments	95% of 277,452	100%	95% of 277,000	100%	100%
	Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,431	100%	100% of 1,431	100%	100%
	Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days ¹	100% of 50	100%	100% of 80	100%	100%
	Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ²	7.50%	6.25%	6.41%	6.25%	6.25%
	Trainings conducted that focus on core competencies for employees in accounting functions ³	N/A	20	20	20	20

Table Notes

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

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

Staffing

Increase of 2.00 staff years

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

Expenditures

Net increase of \$2.5 million

- ◆ Salaries & Benefits—increase of \$1.6 million primarily due to negotiated labor agreements and the addition of 2.00 staff years, partially offset by salary adjustments to reflect normal staff turnover.

- ◆ Services & Supplies—increase of \$0.9 million primarily due to increased Public Liability Internal Service Fund costs.

Revenues

Net increase of \$2.5 million

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





- ◆ General Purpose Revenue—increase of \$2.4 million primarily due to negotiated labor agreements, staffing changes and Public Liability Internal Service Fund costs noted above.

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Audits	22.00	22.00	23.00	4.5	23.00
Controller Division	101.50	101.50	103.50	2.0	103.50
Revenue and Recovery	82.00	80.00	82.00	2.5	82.00
Administration	17.00	20.00	17.00	(15.0)	17.00
Information Technology Mgmt Services	11.00	11.00	11.00	—	11.00
Total	233.50	234.50	236.50	0.9	236.50

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Audits	\$ 4,083,212	\$ 4,271,259	\$ 4,693,494	9.9	\$ 4,889,983
Controller Division	15,401,940	16,139,629	16,715,333	3.6	17,507,250
Revenue and Recovery	10,506,264	10,613,120	11,304,089	6.5	11,784,233
Administration	4,054,912	3,655,346	4,345,491	18.9	4,456,564
Information Technology Mgmt Services	7,494,003	7,855,224	7,950,182	1.2	8,033,137
Total	\$ 41,540,331	\$ 42,534,578	\$ 45,008,589	5.8	\$ 46,671,167

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 31,066,946	\$ 31,335,812	\$ 32,969,376	5.2	\$ 34,650,788
Services & Supplies	10,638,143	11,363,524	12,203,971	7.4	12,185,137
Other Charges	50,000	50,000	50,000	—	50,000
Expenditure Transfer & Reimbursements	(214,758)	(214,758)	(214,758)	—	(214,758)
Total	\$ 41,540,331	\$ 42,534,578	\$ 45,008,589	5.8	\$ 46,671,167





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 1,052,101	\$ 1,302,101	\$ 1,050,000	(19.4)	\$ 1,050,000
Charges For Current Services	6,321,311	6,435,132	6,963,429	8.2	6,950,129
Miscellaneous Revenues	320,000	195,000	195,000	—	195,000
Fund Balance Component Decreases	821,830	937,364	729,838	(22.1)	729,838
Use of Fund Balance	729,702	—	—	—	—
General Purpose Revenue Allocation	32,295,387	33,664,981	36,070,322	7.1	37,746,200
Total	\$ 41,540,331	\$ 42,534,578	\$ 45,008,589	5.8	\$ 46,671,167



Citizens' Law Enforcement Review Board

Mission Statement

To increase public confidence in and accountability of peace officers employed by the Sheriff's 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.

2023–24 Anticipated Accomplishments

Equity

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



- Analyzed overall trends related to deaths in custody, to determine whether trends suggest deficiencies in Sheriff's Department and Probation Department policies and procedures.
- Analyzed 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: Reviewed staff telework schedules and determined a footprint reduction plan for CLERB.
 - Short-term: Provided semi-annual trainings to CLERB employees about sustainability topics, including recycling and power usage.
 - Mid-term: Assessed department purchasing trends and identified areas to improve selections for greater sustainability.
 - Long-term: Continued hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.

Community

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

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

Empower

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

Justice

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

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

2024–26 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Analyze overall trends related to deaths in custody, to determine whether trends suggest disparate and disproportionate treatment, as they pertain to demographics.
 - Analyze overall trends pertaining to discrimination allegations.
 - Analyze overall trends pertaining to the treatment of transgender persons in the custody of the Sheriff’s 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: Provide quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.
- Mid-term: Assess department purchasing trends and identify areas to improve selections for greater sustainability.
- Long-term: Continue hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.



Community

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



Empower

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

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



Justice

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

Related Links

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

- www.sandiegocounty.gov/clerb

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

Table Notes

¹ Estimated actuals for 2023–24 is less than the adopted target due to a request by the Sheriff's Department to reduce the number of new policy recommendations to allow time to address recommendations from prior years.

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

Staffing

- ◆ No change in staffing.

Expenditures

No significant change overall.

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

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

Revenues

No significant changes.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Law Enforcement Review Board	9.00	10.00	10.00	—	10.00
Total	9.00	10.00	10.00	—	10.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Law Enforcement Review Board	\$ 1,798,883	\$ 1,976,018	\$ 2,021,071	2.3	\$ 2,086,948
Total	\$ 1,798,883	\$ 1,976,018	\$ 2,021,071	2.3	\$ 2,086,948

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 1,525,475	\$ 1,701,031	\$ 1,811,956	6.5	\$ 1,880,578
Services & Supplies	273,408	274,987	209,115	(24.0)	206,370
Total	\$ 1,798,883	\$ 1,976,018	\$ 2,021,071	2.3	\$ 2,086,948

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fund Balance Component Decreases	\$ 24,804	\$ 45,173	\$ 34,488	(23.7)	\$ 34,488
Use of Fund Balance	23,685	—	—	—	—
General Purpose Revenue Allocation	1,750,394	1,930,845	1,986,583	2.9	2,052,460
Total	\$ 1,798,883	\$ 1,976,018	\$ 2,021,071	2.3	\$ 2,086,948



Civil Service Commission

Mission Statement

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

Department Description

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

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

2023–24 Anticipated Accomplishments

Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Resolved 55% (12 of 22) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
 - Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a month.
 - Short-term: Reduced use of paper by relying on electronic (PDF) documents and double-sided printing.
 - ◆ Reduced paper usage by approximately 50%.
 - Mid-term: Continued to assess department purchasing trends and identify areas to improve selections for greater sustainability.
 - ◆ Purchased 100% recyclable paper products when available.
 - Long-term: Continued looking for ways to expand opportunities to deliver virtual customer service to reduce vehicle miles traveled by employees, customers, and the public.



- ◆ Approximately 95% of public meeting attendees were virtual, thereby reducing miles traveled.

Community

- Communications: Create proactive communication that is accessible and transparent.
 - Distributed 100% (14) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Provided staff (1 of 3 – 33%) who can assume response and recovery roles during a disaster such as a wildfire (Local Assistance Centers, 211 operators).

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Participated in ongoing training in areas of sustainability, human resources, technology, workplace safety, finance, and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
 - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.

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

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



Community

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



Empower

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

2024–26 Objectives



Sustainability

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



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

Related Links

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

- www.sandiegocounty.gov/civilservice




Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Personnel disputes resolved without need of an evidentiary hearing ¹	61% of 18	55%	55% of 22	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 7	95%	100% of 14	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: 2023–24 to 2024–25

Staffing

No change in staffing.

Expenditures

Net increase of \$0.1 million

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

Revenues

Net increase of \$0.1 million

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

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

No significant changes.



Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Civil Service Commission	\$ 620,299	\$ 636,155	\$ 679,181	6.8	\$ 697,035
Total	\$ 620,299	\$ 636,155	\$ 679,181	6.8	\$ 697,035

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 525,966	\$ 549,879	\$ 574,465	4.5	\$ 592,319
Services & Supplies	94,333	86,276	104,716	21.4	104,716
Total	\$ 620,299	\$ 636,155	\$ 679,181	6.8	\$ 697,035

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Charges For Current Services	\$ 44,556	\$ 45,030	\$ 49,793	10.6	\$ 49,793
Fund Balance Component Decreases	14,256	15,413	12,280	(20.3)	12,280
Use of Fund Balance	9,526	—	—	—	—
General Purpose Revenue Allocation	551,961	575,712	617,108	7.2	634,962
Total	\$ 620,299	\$ 636,155	\$ 679,181	6.8	\$ 697,035



Clerk of the Board of Supervisors

Mission Statement

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

Department Description

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

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

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

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



2023–24 Anticipated Accomplishments



Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Identified opportunities to transition paper forms or documents to electronic formats that allow online submission and retention of electronic records, including piloting online speaker slips and customer survey cards, and after implementing mandated electronic filing in January 2023, received over 96% (4,626 of 4,818) of Form 700s electronically.
 - Implemented a Departmental Sustainable Purchasing Policy, identified sustainable alternatives to frequently purchased supplies, provided training to staff on preferred supplies that are recyclable or made from recycled materials, and established data tracking to audit purchases to ensure compliance.
 - Expanded opportunities for the delivery of virtual services to reduce vehicle miles traveled by clients/customers through developing online training for Form 700 filing officials, offering online orientation sessions for new members of boards, commissions, and committees in-lieu of in-person training, mandating online filing for Statements of Economic Interests (Form 700s), and identifying a solution to provide online speaker slips for Board of Supervisors meetings that can be submitted in advance of the meeting.
 - Coordinated training for department staff about recycling guidelines and best practices.
 - Provided biannual training sessions to new Board of Supervisors staff that includes utilizing electronic resources to access Board of Supervisors agenda materials.



Community

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



Empower

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Received customer survey cards from 70% (6,017 of 8,595) of the customers served in Fiscal Year 2023–24, exceeding the benchmark of 40%, with an average rating of 4.93 out of 5.0 in all six categories. The department identified new ways to recognize and motivate staff to seek customer feedback which resulted in an increase in customer survey cards received.
 - Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 99% (5,302 of 5,356) of Appeal Applications within seven days of receipt, exceeding the benchmark of 98%.
 - Surpassed the department's benchmark of an average of 10 minutes per passport application by undergoing intensive process reengineering resulting in serving customers at a rapid speed of 8.5 minutes per passport application.
 - Implemented an employee development and coaching series by providing quarterly training sessions and offering opportunities for monthly one-on-one coaching sessions to provide additional career support and learning opportunities for staff.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, the department developed a departmental employee engagement plan and implementation

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



Justice

- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Provided access to Board of Supervisors' actions by making 100% (71 of 71 regular and special district meetings) of the draft Statements of Proceedings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
 - Partnered with other County departments to collect and provide data on County boards, commission and committee members to support the County's outreach and engagement efforts.

2024–26 Objectives



Equity

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



Sustainability

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



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



Community

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



Empower

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

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



Justice

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

Related Links

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

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

Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ¹	100% of 4,399	98%	99% of 5,356	98%	98%
	Average transaction time for processing passport applications ²	9.5 minutes	10 minutes	8.5 minutes	10 minutes	10 minutes
	Statements of Economic Interests (Form 700s) filed electronically ³	93% of 4,162	85%	96% of 4,818	90%	90%
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories ⁴	4.96	4.90	4.93	4.90	4.90
	Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 85 meetings	100%	100% of 71 meetings	100%	100%

Table Notes

- ¹ During Fiscal Year 2023–24, total applications received were 5,356. Target varies with volume: 1-5,000 received = 98%, 5,001-10,000 received = 95%, 10,001 or more received = 85%. Additionally, this metric was moved to the Equity Strategic Initiative as it advances opportunities for economic growth.
- ² This metric was moved to the Community Strategic Initiative as the program enhances the community through increasing the well-being of residents and our environments by allowing residents to apply for passports for travel.
- ³ Percentage of 2024 Annual Form 700 Filings that were filed electronically. The department mandated electronic filing which resulted in a significant increase of filings submitted electronically. Additionally, this measure was moved to from Sustainability to Empower. Previously, the goal was to reduce paper usage by mandating electronic filing. The goal is now more appropriate under Empower as Form 700s help to maintain fiscal integrity.
- ⁴ Scale of 1-5, with 5 being “excellent”.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.3 million

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

Revenues

Net increase of \$0.3 million

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

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Legislative Services	8.00	8.00	8.00	—	8.00
Public Services	18.00	18.00	18.00	—	18.00
Executive Office	4.00	4.00	4.00	—	4.00
Total	30.00	30.00	30.00	—	30.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Legislative Services	\$ 1,473,764	\$ 1,723,396	\$ 1,795,847	4.2	\$ 1,881,325
Assessment Appeals	—	—	85,000	—	85,000
Public Services	2,466,296	2,556,040	2,652,815	3.8	2,727,273
Executive Office	924,097	1,019,041	1,049,274	3.0	1,081,083
Total	\$ 4,864,157	\$ 5,298,477	\$ 5,582,936	5.4	\$ 5,774,681

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 3,946,601	\$ 4,344,002	\$ 4,306,940	(0.9)	\$ 4,503,990
Services & Supplies	917,556	954,475	1,275,996	33.7	1,270,691
Total	\$ 4,864,157	\$ 5,298,477	\$ 5,582,936	5.4	\$ 5,774,681

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Charges For Current Services	\$ 687,000	\$ 640,000	\$ 643,007	0.5	\$ 643,007
Miscellaneous Revenues	10,500	11,500	12,050	4.8	12,050
Fund Balance Component Decreases	101,498	114,349	97,463	(14.8)	97,463
General Purpose Revenue Allocation	4,065,159	4,532,628	4,830,416	6.6	5,022,161
Total	\$ 4,864,157	\$ 5,298,477	\$ 5,582,936	5.4	\$ 5,774,681





County Communications Office

Mission Statement

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

Department Description

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

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

2023–24 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.
 - Increased the number of translations and interpretations by 10% (200 over 2,000 base).



- Developed a more robust data tracking tool to collect translation and interpretation data by group, department and office.

Sustainability

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

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Developed and facilitated a community engagement assessment guided by the framework established by the International Association for Public Participation (IAP2) to

assess process design and implementation across the organization with considerations for equity, diversity, and accessibility. The assessment will identify evaluation criteria to measure both the outputs and outcomes of the County’s community engagement efforts including performance indicators.

- Used the assessment to create a community engagement strategy to establish guidelines for a comprehensive and consistent approach to community engagement across the enterprise. The plan included input from partners and the public, particularly underrepresented communities, to play meaningful roles in discussions and decision-making, building trust and serving as a catalyst for meaningful change.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Organized two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Provided timely and relevant information to the public about County and community programs and services through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 365 items.
 - Provided County and partner information as well as opportunities for engagement through social media. Increased number of followers on Facebook, Instagram and Twitter by 10% (29,690 over 296,901 base).
 - Conducted annual review and update of the equitable and inclusive language plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop

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

- Invested in our workforce and operations by providing resources and information on the County’s intranet site, posting 200 content items, such as articles, videos and trainings.
- Developed an enterprisewide training for employees informed by best practices staff input to raise awareness about language access efforts and resources so that departments can provide consistent translation and interpretation services consistent across the organization.
- Participated in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.

 Justice

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

2024–26 Objectives

 Equity

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

 Sustainability

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





- Short-term: Share clear and accessible information about County and community sustainability efforts to encourage active involvement in efforts to combat climate change and protect and enjoy the natural environment.
- Short-term: Extend department hybrid teleworking schedule through Fiscal Year 2024–25 to reduce vehicle miles traveled.
- Short-term: Provide training to ensure IT management policies (how to set computers and printers to turn off/sleep, print double sided, etc.) are implemented by all staff to reduce energy use and waste.
- Mid-term: Provide department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
- Long-term: Purchase EV production vehicle to contribute to the reduction of greenhouse gases.



Community

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

- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Provide timely and relevant information to the public about County and community programs and services through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items.
 - Provide County and partner information as well as opportunities for engagement through social media. Increase number of followers on Facebook, Instagram and Twitter by 10%.
 - Conduct annual review and update of the equitable and inclusive language plan led by the Communications Office and informed by departments, community input, best practices and data to provide expanded access to County programs, services and information.



Empower

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



Justice

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

- Share clear and accessible information about regional efforts to reduce disparities and disproportionality across the justice system as well as promote opportunities for restorative and environmental justice to build trust and promote transparency.

Related Links

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

◆ www.countynewscenter.com




Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Increase number of translations and interpretations by 10% ¹	N/A	10%	10% (200 over 2,000 base)	10%	10%
	Coordinate two regional Public Information Officers meetings per fiscal year	2	2	2	2	2
	News items (article or video) posted on County News Center	353	365	365	365	365
	Increase in followers of County social media sites ²	2% (6,708 over 290,193 base)	10%	10% (29,690 over 296,901 base)	10%	10%
	Articles, videos and information posted on department's intranet site ³	390	200	200	200	200
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2

Table Notes

- ¹ New performance measure added for Fiscal Year 2023–24 based on Fiscal Year 2022–23 baseline of 1,200 translations.
- ² Social media percentage decrease in Fiscal Year 2022–23 was due to reduction in posts and engagement related to COVID-19 response.
- ³ While it is the department’s goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.9 million

- ◆ Services & Supplies—net decrease of \$1.1 million primarily due to removal of prior year one-time expenditures for CNC TV studio.
- ◆ Capital Assets Equipment—increase of \$0.2 million due to new one-time capital expenditures for CNC TV studio.

Revenues

Net decrease of \$0.9 million

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

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Communications Office	23.00	23.00	23.00	—	23.00
Total	23.00	23.00	23.00	—	23.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Communications Office	\$ 5,641,821	\$ 5,671,965	\$ 4,793,175	(15.5)	\$ 4,427,905
Total	\$ 5,641,821	\$ 5,671,965	\$ 4,793,175	(15.5)	\$ 4,427,905

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 3,751,171	\$ 3,965,899	\$ 3,997,019	0.8	\$ 4,172,424
Services & Supplies	2,245,650	1,731,466	626,156	(63.8)	605,481
Capital Assets Equipment	195,000	324,600	520,000	60.2	—
Expenditure Transfer & Reimbursements	(550,000)	(350,000)	(350,000)	—	(350,000)
Total	\$ 5,641,821	\$ 5,671,965	\$ 4,793,175	(15.5)	\$ 4,427,905

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 1,262,000	\$ 1,546,100	\$ 571,000	(63.1)	\$ 46,500
Fund Balance Component Decreases	95,996	116,415	92,268	(20.7)	92,268
Use of Fund Balance	567,240	—	—	—	—
General Purpose Revenue Allocation	3,716,585	4,009,450	4,129,907	3.0	4,289,137
Total	\$ 5,641,821	\$ 5,671,965	\$ 4,793,175	(15.5)	\$ 4,427,905





County Counsel

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of the County to better serve the residents of San Diego County.

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision-making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

To ensure these critical services are provided, the County Counsel has 185.00 staff years and a budget of \$46.6 million.

2023–24 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.

- Completed 100% (1) of all draft Environmental Impact Report reviews in 40 days or less.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Conducted 50 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews. This performance measure was exceeded due to pending litigation that had the potential to impact land use development coming to resolution, and the appointment of a Fifth Board member, land use development saw an uptick in planning and strategy to move projects forward necessitating more internal coordination.
 - Completed 100% (30) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - Completed 100% (1,627) of all advisory assignments for County departments by the agreed upon due dates.
 - Prevailed in 98% (585 of 597) of Juvenile Dependency petitions contested in Superior Court.
 - Prevailed in 96% (221 of 230) of Juvenile Dependency appeals and writs filed.
 - Prevailed in 90% (81 of 90) of court decisions in all lawsuits filed against the County.
 - Achieved 100% (1) 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% (98 of 103) 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 and its efforts towards composting to promote a culture of reusing and repurposing items.
 - Short-term: Identified opportunities and participated in carbon footprint reduction activities such as holding virtual meetings and implementing hybrid in-office/teleworking schedules.
 - Mid-term: Initiated planning to reduce paper use within at least one department division by establishing a system of scanning its active case files. Department will continue working with vendor to solidify an efficient approach to this project, including scanning closed worker’s compensation files first.
 - Mid-term: Assisted departments in finding legal solutions which allow greater economic and/or energy savings.
 - Long-term: Gathered department’s business requirements to identify one or more robust electronic document management systems to implement as long-term business resources. Department working group has been meeting weekly with Peraton to identify and develop business requirements to be used towards this project.
 - Long-term: Gathered department’s business requirements to identify an electronic discovery system for the litigation services area. As business requirements are developed for the electronic document management system, we will be able to develop electronic discovery system requirements. This system will follow the document management system.

Government Claim Forms were translated into the eight threshold languages to increase access and understandability by the public.

 Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Conducted 36 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
 - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
 - Provided 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.
 - Continued to develop and implement a five year succession plan to train and prepare future Office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology.
 - Developed cross-functional team relations and leverage strengths to promote operational continuity through ongoing organizational restructuring.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
 - Established 25 in-house trainings for new and current employees.

 Community

- Communications: Create proactive communication that is accessible and transparent.
 - Evaluated public-facing Claims webpage for opportunities to increase ease of access and understandability by public.



 Justice

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

2024–26 Objectives

 Equity

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

 Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.

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

- Mid-term: Implement office-sharing program balancing remote work and operational need for in-person activities using a hoteling application to identify flexible, usable workspace for staff to promote and implement maximum staff efficiency while minimizing carbon footprint.
- Long-term: Promote and educate staff on energy efficiency office practices such as working with lower or no lights, continue promotion of recycling and green-cycling efforts, use of energy efficient appliances and personal devices, and reduced energy consumption.



Community

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



Empower

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

resource databases for common issues, strengthen team support structures, and keep current with changing legal technology.

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



Justice

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
 - Conduct at least three meetings between County Counsel's Office and the Sheriff's 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		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Draft Environmental Impact Report reviews completed in 40 days or less	0	100%	100% (1 of 1)	100%	100%
	Success rate in Juvenile Dependency petitions contested in Superior Court	98% (627 of 637)	98%	98% (585 of 597)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	95% (235 of 248)	96%	96% (221 of 230)	96%	96%
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (35 of 35)	100%	100% (30 of 30)	100%	100%
	Advisory assignments for all County departments completed by the due date	100% (1,587 of 1,587)	100%	100% (1,627 of 1,627)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	98% (85 of 87)	90%	90% (81 of 90)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (144 of 144)	95%	95% (98 of 103)	95%	95%
	Success rate in County cases against other parties	100% (11 of 11)	95%	100% (1 of 1)	95%	95%
	Number of internal meetings to evaluate new and ongoing land use projects ¹	35	30	50	N/A	N/A
	Number of meetings with LUEG departments and internal meetings to evaluate new and ongoing LUEG projects ²	N/A	N/A	N/A	28	28
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services ³	30	30	36	40	40
	Number of risk mitigation education sessions provided by County Counsel	63	40	40	40	40
	Number of in-house trainings for new and current employees ⁴	19	5	25	5	5
	Number of designated staff to complete Financial Literacy online LMS training ⁵	1	N/A	N/A	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 ⁶	5	5	13	5	5

Table Notes

¹ This performance measure goal was exceeded due to pending litigation that had the potential to impact land use development coming to resolution, and the appointment of a Fifth Board member, land use development saw an uptick in planning and strategy to move projects forward necessitating more internal coordination. This performance measure is being discontinued effective Fiscal Year 2024–25 as it was revised to include meetings with LUEG departments.

² This is a performance measure added in Fiscal Year 2024–25 to revise the discontinued measure above to include meetings with LUEG departments.

³ This performance measure was exceeded due to a higher number of projects and contracts directed by the Board of Supervisors as well as a few unexpected contract disputes that necessitated additional coordination with DPC and DGS.

⁴ This performance measure was exceeded. County Counsel provided more in-house trainings due to several new litigators joining the office, and County Counsel’s renewed emphasis on improving all litigators’ trial skills and experience.

⁵ This performance measure was discontinued effective Fiscal Year 2023–24 as staff have completed this training.

⁶ This performance measure was exceeded due to several new attorneys joining the Sheriff’s Department as legal advisors and several new litigators joining County Counsel. These new personnel benefited from additional communications between the two offices to provide greater efficiency during the litigation discovery process and enhance better litigation outcomes.

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

Staffing

No changes in staffing.

Expenditures

Net increase of \$2.7 million

- ◆ Salaries & Benefits—increase of \$1.3 million primarily due to negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.
- ◆ Services & Supplies—increase of \$1.5 million primarily due to increases in various operational services and supplies, including improvements to technology services and systems.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million primarily due to an increase in anticipated costs for program services provided on health and human services

areas. Since this is a transfer of expenditures, it has the effect of a \$0.1 million decrease in expenditures. The funding is supported by resources in HHSA.

Revenues

Net increase of \$2.7 million

- ◆ Charges for Current Services—increase of \$1.9 million primarily due to an anticipated increase in reimbursable staff costs for public liability and workers' compensation legal services.
- ◆ General Purpose Revenue—net increase of \$0.8 million primarily for negotiated labor agreements noted above.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Counsel	165.00	185.00	185.00	—	185.00
Total	165.00	185.00	185.00	—	185.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
County Counsel	\$ 39,536,825	\$ 43,866,844	\$ 46,560,304	6.1	\$ 48,464,689
Total	\$ 39,536,825	\$ 43,866,844	\$ 46,560,304	6.1	\$ 48,464,689

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 39,574,749	\$ 44,956,087	\$ 46,277,232	2.9	\$ 48,481,625
Services & Supplies	2,424,268	3,640,733	5,130,581	40.9	4,830,573
Expenditure Transfer & Reimbursements	(2,462,192)	(4,729,976)	(4,847,509)	2.5	(4,847,509)
Total	\$ 39,536,825	\$ 43,866,844	\$ 46,560,304	6.1	\$ 48,464,689

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Charges For Current Services	\$ 18,037,017	\$ 20,069,000	\$ 22,037,218	9.8	\$ 22,783,721
Miscellaneous Revenues	1,000	1,000	1,000	—	1,000
Fund Balance Component Decreases	798,793	1,051,857	994,235	(5.5)	994,235
Use of Fund Balance	382,357	—	—	—	—
General Purpose Revenue Allocation	20,317,658	22,744,987	23,527,851	3.4	24,685,733
Total	\$ 39,536,825	\$ 43,866,844	\$ 46,560,304	6.1	\$ 48,464,689



County Technology Office

Mission Statement

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

Department Description

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

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

2023–24 Anticipated Accomplishments



Equity

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



Sustainability

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



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

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

and other systems. It is a mission critical system to support the businesses access to certain applications. Effort is in progress with the patch update and migration to the cloud on schedule to be completed by June 2024 and December 2024 respectively.

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

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



Community

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





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



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Effectively managed the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction.
 - ◆ Anticipated to achieve 93% overall rating from Service Desk users for delivery of IT services based on the average customer satisfaction rating for the period. This is less than the goal of 98%, however, the 93% overall rating is above 90% which is considered excellent in a controlled environment such as the County's where the customer based is defined and there is higher than average transactional interaction levels.
 - ◆ 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.
 - Improved the usability of IT Service Request platform as follows:
 - ◆ Implemented enhancements to streamline the process for requesting IT services (i.e., Access Requests, Install/Move/Add/Remove). Effort is in progress and is on schedule to be completed by Summer 2024.
 - ◆ Extended the search of IT knowledgebase in IT Service Request Platform to enterprise SharePoint Online intranet platform. Effort is in progress and is anticipated to be completed by Summer 2024.
 - Continued to provide onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center. A total of 1,726 end user interactions are anticipated in Fiscal Year 2023–24.

- Developed and deployed an agile development process to shorten the systems development life cycle and provide continuous delivery with high software quality. Agile methodology, KANBAN, was used for two projects in Fiscal Year 2023–24 with both projects realizing a shortened timeline to implement their solutions.
- Continued to deliver IT Project Management Mentor program to increase County departments’ ability to achieve IT project goals and outcomes by delivering projects on schedule and within budget.
- Continued to deliver IT Academy program to increase County departments’ ability to achieve their business goals by level setting the knowledge base for staff working with IT Outsourcing Provider. 50 employees are anticipated to complete the IT Academy in Fiscal Year 2023–24.
- Leveraged artificial intelligence to quickly draft plain language content and search-engine friendly metadata for the top 200 public-facing service pages. Effort is in progress and is on schedule to complete by Summer 2024.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Supported Emergency Operations Center and Local Access Center with technology and leadership for coordination, setup, and daily activities for the following: Hurricane Hilary (August 2023), Potrero (Coyote) Fire (August 2023) and Winter Storm (January – February 2024).
- Supported the Migrant Center effort with technology and leadership for coordination, setup, and daily activities.
- Facilitated 15 web content trainings and 3 plain language trainings to enable web content authors and administrators to improve the customer experience of their websites.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Hosted Innovation Day 2023, which highlighted emerging technologies in artificial intelligence, cybersecurity, automation, and sustainability. The event had over 170 attendees and included vendor demos and presentations.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
 - Continued effort to establish an interface between JELS and the new Court Odyssey system. This will automate Court Minute Order receipt by the County, including the

Sheriff’s Department, resulting in faster release of individuals held in the County jail system. Effort is in progress and will complete after Odyssey system is implemented. The Court anticipates implementation will occur in early Fall 2024.

- Continued to expand JELS Minute Order Project to North County and Central Courts. This will eliminate paper document deliveries to District Attorney (DA), Probation, Public Defender (PD), and the Office of Revenue and Recovery in North County and Central Courts. Effort is in progress and anticipated to be complete in Winter 2024.
- Continued effort to establish automatic interface between JELS and the Child Welfare Services (CWS) Electronic Records Management System (ERMS). This will eliminate scanning of historical CWS documents into ERMS. Effort is pending the re-platform of CWS ERMS and is anticipated to be completed in Winter 2024.
- Developed and implemented an electronic Document Exchange between JELS and County School Districts. This will eliminate the exchange of paper documents between schools and DA, CWS, Probation and PD on Juvenile Delinquency and Dependency cases. Effort is in progress and is on schedule to be completed by Summer 2024.
- Effort to establish an Electronic Media Center for Juvenile Delinquency justice partners is on hold pending outcome of similar effort with District Attorney.

- Re-platform the County’s public facing website to remain on a highly available and vendor supported solution.
- Migrate Justice Electronic Library System (JELS) to the cloud. This effort will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate costs associated with hardware refresh and any potential transition costs.
- Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
 - ◆ Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Continue to patch the Identity Access Management (IDAM) platform to remain on supported technology and meet requirement for IDAM upgrade. IDAM manages authentication for external partners, ERPs, and other systems. It is a mission critical system to support the businesses access to certain applications.
- Continue to strengthen the security posture of the County as follows:
 - ◆ Pilot the ServiceNow Security Operations module to prove that security incidents and vulnerabilities lifecycle can be consolidated into one system. This will facilitate real-time visibility and prioritization-based value and exploitation status, which will result in more efficient and effective responses to security incidents and vulnerabilities.
 - ◆ Pilot the ServiceNow Integrated Risk Management module to prove that a real-time view of compliance and risk across the enterprise is feasible. This will facilitate management of the lifecycle for risks assessments, due diligence, and risk response with business partners and vendors.
 - ◆ Implement a centralized solution to manage and audit privileged access to protect County against cyberthreats by monitoring, detecting, and preventing unauthorized privileged access to critical resources.
 - ◆ Continue to implement backup protection solution for cloud infrastructure to ensure restoration can be performed in the case of malware/ransomware type of event.
- Provide technical coordination and oversight for the Enterprise Resource Planning (ERP) re-platform assessment efforts.
- Continue to deploy a data-driven, sustainable process with supporting systems and resources to help County users with application investments and decision-making, including consolidation decisions for applications which provide the same or similar business capabilities. This process will decrease technical obsolescence, create operational effi-

2024–26 Objectives



Equity

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



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Continue to replace core components (Documentum, CARA) that make up the County’s Enterprise Document Processing Platform (EDPP).
 - Continue to migrate EDPP to the cloud. This is a multi-year effort that will ultimately reduce the County’s footprint in the IT Outsourcer’s physical data center and eliminate costs associated with hardware refresh and any potential transition costs.



iciencies for applications users providing business services and increase technical subject matter expertise and supportability. This phase of the effort aims to achieve the following objectives: eliminate risk by creating plans to address end-of-life applications, lower IT operating costs by getting rid of redundant and obsolete applications, align business applications to business capabilities, and create roadmaps to anticipate and support future business strategies.

- Complete five IT initiatives intended to enhance technology and plan for future technology needs.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Long-term: Continue effort to develop and publish a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper forms to electronic forms.



Community

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



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction.
 - ◆ Achieve 98% overall rating from Service Desk users for delivery of IT services.
 - ◆ Achieve a Best-in-Class rating using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner’s IT Customer Satisfaction survey.

- Provide onsite and in-person technical support for County employees with Tech Bar services at the County Operations Center.
- Continue to deliver IT Academy program to increase County departments’ ability to achieve their business goals by level setting the knowledge base for staff working with IT Outsourcing Provider.
- Develop a Digital Experience Champions program to help build, grow, and sustain the County’s digital transformation efforts.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Host Innovation Day to highlight emerging technologies that can be leveraged by departments.



Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
 - Establish an interface between JELS and the new Court Odyssey system. This will automate Court Minute Order receipt by the County, including the Sheriff’s Department, resulting in faster release of individuals held in the County jail system.
 - Continue to expand JELS Minute Order Project to North County and Central Courts. This will eliminate paper document deliveries to District Attorney (DA), Probation, Public Defender (PD), and the Office of Revenue and Recovery in North County and Central Courts.
 - Continue to establish automatic interface between JELS and the Child Welfare Services (CWS) Electronic Records Management System (ERMS). This will eliminate scanning of historical CWS documents into ERMS.
 - Continue to establish an Electronic Media Center for Juvenile Delinquency justice partners.
 - Establish an External Portal so that County contractors participating in Juvenile Delinquency and Dependency cases can provide documents electronically and securely. This will allow County and Court staff quick and complete access to those reports/documents critical to the management of Juveniles in our court and dependency systems.

Related Links

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

- ◆ www.sandiegocounty.gov/cto



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

Table Notes

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

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

Staffing

Increase of 1.00 staff year to support enterprise IT operations.

Expenditures

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

- ◆ Salaries & Benefits—net increase of \$0.2 million primarily due to negotiated labor agreements and 1.00 staff year as noted above.
- ◆ Services & Supplies—net decrease of \$0.7 million primarily associated with the transfer of Open Data Portal contract administration to the Office of Evaluation and Performance Analytics under the Chief Administrative Office.

- ◆ Expenditure Transfer & Reimbursement—net decrease of \$0.4 million due to a \$2.9 million decrease associated with one-time costs for IT projects funded in the prior year, offset by a \$2.5 million increase for the ERP Cloud Migration Project requirements development. Since this is a transfer of expenditures, it has a net effect of \$0.4 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

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

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





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

No significant change.

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

Expenditures

Net increase of \$0.5 million

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

Revenues

Net increase of \$0.5 million

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

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

No significant change.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
CTO Office	17.00	17.00	18.00	5.9	18.00
Total	17.00	17.00	18.00	5.9	18.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
CTO Office	\$ 10,482,858	\$ 10,712,561	\$ 10,576,486	(1.3)	\$ 10,725,274
Information Technology Internal Service Fund	208,617,042	219,369,066	219,844,412	0.2	219,844,412
Total	\$ 219,099,900	\$ 230,081,627	\$ 230,420,898	0.1	\$ 230,569,686

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 4,381,915	\$ 4,736,879	\$ 4,963,498	4.8	\$ 5,118,485
Services & Supplies	219,517,985	228,194,748	227,957,400	(0.1)	225,451,201
Expenditure Transfer & Reimbursements	(4,800,000)	(2,850,000)	(2,500,000)	(12.3)	—
Total	\$ 219,099,900	\$ 230,081,627	\$ 230,420,898	0.1	\$ 230,569,686

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Charges For Current Services	\$ 200,493,255	\$ 210,936,027	\$ 210,181,208	(0.4)	\$ 210,181,208
Miscellaneous Revenues	100,000	100,000	100,000	—	100,000
Other Financing Sources	8,651,879	9,221,791	10,500,000	13.9	10,500,000
Fund Balance Component Decreases	98,524	120,317	101,800	(15.4)	101,800
Use of Fund Balance	62,686	—	—	—	—
General Purpose Revenue Allocation	9,693,556	9,703,492	9,537,890	(1.7)	9,686,678
Total	\$ 219,099,900	\$ 230,081,627	\$ 230,420,898	0.1	\$ 230,569,686



General Services

Mission Statement

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

Department Description

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

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

2023–24 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.
 - Completed construction of the Southeastern Live Well Center in fall 2023.
 - Continued construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) with completion estimated early in Fiscal Year 2024–25.
 - Began construction of the Public Health Lab and continued construction of the Ramona Family Resource Live Well Center with completion estimated in Fiscal Year 2024–25.
 - Began construction of the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2025–26 and continued construction design of the Edgemoor Psychiatric Unit with construction completion estimated in Fiscal Year 2026–27.
 - Expanded the Free4ME program by installing more than 1,000 tampon and menstrual pad dispensers in over 300 County-owned and leased facilities.



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



Sustainability

- Economy: Align the County’s available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Completed capital projects with less than 5% construction budget growth.
 - Completed 97% (63 of 65 projects) of Major Maintenance Implementation Plan and capital projects within estimated budget.

- Completed design and began construction of the County Operations Center consolidation project to reduce enterprise space requirements for the Government Without Walls/Footprint Reduction Initiative.
- Successfully lobbied and provided technical expertise for the chapter of Senate Bill 706 to support Progressive Design Build (PDB) Capital projects. PDB a qualifications-based process or best value selection, followed by a process whereby the owner then progresses towards a design and contract price with the team.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Continued to coordinate with the Department of Purchasing and Contracting to enter into negotiations with existing janitorial, landscaping, and security contractors to amend their contract(s) to incorporate the new terms under Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*, and if negotiations are unsuccessful, to issue competitive solicitations that will incorporate the contracting standards.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
 - Short-term: Reduced annual building Energy Use Intensity by 3.1%, comparing calendar year 2023 to calendar year 2022. This goal will be discontinued in Fiscal Year 2024–25 and replaced in a future year with a measure to reduce annual natural gas use by completing electrification projects in existing buildings.
 - Short-term: Continued to expand electric vehicle (EV) infrastructure and electrify the fleet. A total of 311 County chargers are active with plans for an additional 287 estimated to be installed by June 2025.
 - Long-term: Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2023. Achieved a 1% reduction in total greenhouse gas emissions compared to the prior calendar year.
 - The goal to reduce the number of light-duty vehicles by 1% was not met. No underutilized (UU) vehicles were turned in by client departments and this segment of the fleet experienced a 5.7% increase due to new vehicle orders. This goal will be amended in Fiscal Year 2024–25 to focus on UU vehicles used less than 3,000 miles annually.
 - Converted 14% of replacement eligible light-duty vehicles to zero-emission vehicles (ZEV). The goal was not met due to market availability impacting vehicle orders.
 - Delivered 66 battery electric vehicles (BEV)/Plug-in Hybrid EV (PHEV) to client departments. Partnered with 12 departments to purchase 102 BEV/PHEV for delivery in Fiscal Year 2024–25.



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Completed construction of the East Otay Mesa Fire Station in fall 2023.
 - Provided migrant crisis support at the Iris and Oceanside Transit Centers, as well as collaborated with South Bay Community Services to activate the Polk center.
 - Assisted County and CAL FIRE teams in the pivotal transition from the Unified Service Area to the new County Fire Ground Ambulance Service Area with the procurement, inspection, and maintenance of over 28 ambulances.
 - Participated in the January 22, 2024 Severe Storm response and recovery efforts led by the Emergency Operation Center with flood mitigation efforts at County facilities, sand-bag distribution to fire stations, setting up the Spring Valley Library Local Assistance Center/Day of Service event and negotiating a lease for a non-profit volunteer group to distribute critical supplies.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Supported the Department of Parks and Recreation’s effort to acquire 7 properties for over 1,100 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 Rancho San Diego Library Expansion and Julian Library Community Room.
 - Completed procurement and began design of the Casa de Oro Library with completion estimated in 2026.
 - Began construction of the San Diego County Animal Shelter in Santee with completion estimated in 2025.



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Continued design, relocation, and construction for the County Administration Center (CAC) Renovations.
 - Coordinated with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
 - ◆ Successfully moved two departments as part of the County Operations Center Consolidation effort.





- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Processed standard vehicle orders on an average of one week.
 - Delivered a fleet dashboard for client departments to view live data on vehicle orders.
 - On track to implement vehicle telematics to inform maintenance, vehicle acquisition, and EV transition phases in Fiscal Year 2024–25.
 - Continued to conduct research to begin development of a smartphone application for fleet services.
 - Ensured efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center.
 - Continued to partner with departments and develop opportunities for community engagement in the capital project planning process in alignment with Board Policy G-16, *Capital Facilities Planning*.
- Complete construction of the Public Health Lab and Ramona Family Resource Live Well Center.
- Continue construction of the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2025–26 and the Edgemoor Psychiatric Unit with completion estimated in Fiscal Year 2026–27.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
 - Support the implementation of the County Housing Blueprint and facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency (HHS).
 - Support HHS in the establishment of solutions for persons experiencing homelessness, including conducting due diligence on six emergency shelter sites and completion of construction at the Magnolia safe parking facility in the Lakeside Community Plan Area.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
 - Continue to enhance Strategic Facilities Planning Framework to assess and evaluate equitable service distribution across the region.
 - Facilitate department evaluation of metrics for existing facility conditions and program requirements.
 - Manage gap analysis and recommendations in location, equity, and condition.

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.
 - Completed construction of the Youth Transition Campus (Phase II).
 - Continued construction at the Hall of Justice and George Bailey Detention Facility.

2024–26 Objectives

Equity

- Health: Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
 - Assist Behavioral Health Services with the establishment of regionally distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.
 - Complete construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) early in Fiscal Year 2024–25.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
 - Complete capital projects with less than 5% construction budget growth.
 - Complete 97% of Major Maintenance Implementation Plan and capital projects within estimated budget.
 - Continue construction of the County Operations Center consolidation project to reduce enterprise space requirements for the Government Without Walls/Footprint Reduction Initiative with completion estimated in Fiscal Year 2024–25.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
 - Continue to coordinate with the Department of Purchasing and Contracting to issue competitive solicitations for janitorial services to incorporate the new terms under Board Policy B-74, *Contracting Standards for Janitorial, Landscaping, and Security Services Contracts*.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

- Short-term: Reduce natural gas use by completing electrification projects in existing buildings.
- Short-term: Continue to expand EV infrastructure and electrify the fleet.
- Long-term: Prepare GHG inventories of County operations for calendar years 2024 and 2025. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
- Reduce underutilized vehicles used less than 3,000 miles annually by 10%.
- Convert 20% of replacement eligible light-duty vehicles to zero-emission vehicles (ZEV).



Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
 - Begin design of the Jacumba Fire Station in Fiscal Year 2024–25.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Support the Department of Parks and Recreation’s effort to acquire property for active and passive park development.
 - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
 - Complete design and begin construction of the Casa de Oro Library with completion estimated in 2026.
 - Continue construction of the San Diego County Animal Shelter in Santee with completion estimated in 2025.



Empower

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



Justice

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

Related Links

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

- ◆ www.sandiegocounty.gov/general_services




Performance Measures		2022–23	2023–24	2023–24	2024–25	2025–26
		Actuals	Adopted	Estimated Actuals	Recommended	Recommended
	Major Maintenance Implementation Plan and capital projects completed within estimated budget	100% of 62	97% of 50	97% of 65	97% of 50	97% of 50
	Energy Use Intensity (EUI) decrease ¹	3.5%	1.5%	3.1%	N/A	N/A
	County operations greenhouse gas (GHG) emissions reduction ²	-1%	1%	1%	1%	1%
	Light-duty vehicle reduction ³	N/A	1%	-5.7%	N/A	N/A
	Underutilized vehicles used under 3,000 miles annually reduction ⁴	N/A	N/A	N/A	10%	10%
	Conversion to zero-emission light-duty vehicles ⁵	N/A	20%	14%	20%	20%

Table Notes

- ¹ EUI is calculated by taking the total energy consumed (natural gas and electricity) in one calendar year (measured in kBtu) and dividing it by total gross square feet of all County properties with energy accounts. This measure will be discontinued in Fiscal Year 2024–25 as it is not tied to a future goal or objective. This measure will be replaced in a future year with a measure to reduce annual natural gas use by completing electrification projects in existing buildings.
- ² Data on GHG emissions is tracked annually by calendar year and verified by a third party every three years. The goal to achieve a 1% reduction was not met in calendar year 2022, reported under Fiscal Year 2022–23, due to the discontinuation of the San Diego Gas & Electric EcoChoice Program which provided 100% renewable power to all non-direct access County facility accounts, and due to the malfunction of emissions controls at the Bonsall landfill for several months.
- ³ This measure will be discontinued in Fiscal Year 2024–25 and replaced with a new measure to focus on underutilized vehicles used less than 3,000 miles annually. The goal was not met in Fiscal Year 2023–24 due to this segment of the fleet experiencing a 5.7% increase due to new vehicle orders required by County departments. Additionally, no underutilized vehicles were turned in by County departments.
- ⁴ This is a new measure for Fiscal Year 2024–25. It is tied to the Sustainability goal related to combating climate change. This measure will report the reduction of underutilized vehicles used less than 3,000 miles annually.
- ⁵ This measure is tied to the Sustainability goal related to combating climate change and will report the percentage of replacement eligible light-duty vehicles converted to zero-emission vehicles (ZEV). The overall plan spans five years with an anticipated 100% conversion of light-duty vehicles by 2028 barring any manufacturing, procurement, or other contractual delay. The goal was not met in Fiscal Year 2023–24 due to market availability impacting vehicle orders.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$28.1 million

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



GENERAL SERVICES

- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.5 million associated with the General Fund support for the Zero Carbon Portfolio Plan. Since this is a transfer of expenditures, it has the net effect of \$1.5 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Operating Transfers Out—net decrease of \$0.5 million
 - ◆ Decrease of \$1.5 million due to one-time expenditures in Fiscal Year 2023–24 for the Zero Carbon Portfolio Plan.
 - ◆ Increase of \$1.0 million in transfers to the Fleet Management and Major Maintenance Internal Service Funds.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million to align with projected revenue for third-party recoveries related to accident repairs.
- ◆ Other Financing Sources—net decrease of \$0.8 million
 - ◆ Decrease of \$1.5 million due to the completion of one-time projects associated with the Zero Carbon Portfolio Plan.
 - ◆ Increase of \$0.7 million associated with the transfer from the Major Maintenance Internal Service Fund and acquisition of new vehicles.
- ◆ Use of Fund Balance—increase of \$5.3 million for a total budget of \$18.5 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.

Revenues

Net increase of \$28.1 million

- ◆ Intergovernmental Revenues—increase of \$0.1 million due to payments related to facilities occupied by State courts.
- ◆ Charges for Current Services—increase of \$23.6 million associated with the cost of services provided to client departments.

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

No significant changes.





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Facilities Management Internal Service Fund	359.00	362.00	363.00	0.3	363.00
Fleet Management Internal Service Fund	68.00	68.00	67.00	(1.5)	67.00
Total	427.00	430.00	430.00	—	430.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Facilities Management Internal Service Fund	\$ 176,893,651	\$ 217,178,046	\$ 236,685,738	9.0	\$ 236,421,217
Fleet Management Internal Service Fund	62,020,622	69,384,635	77,939,492	12.3	77,360,772
General Fund Contribution to GS ISF's	3,546,211	2,550,000	2,550,000	—	2,550,000
Total	\$ 242,460,484	\$ 289,112,681	\$ 317,175,230	9.7	\$ 316,331,989

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 61,314,674	\$ 65,147,307	\$ 69,662,282	6.9	\$ 72,507,324
Services & Supplies	146,076,395	186,279,452	203,527,831	9.3	201,068,268
Other Charges	15,443,334	15,418,334	15,506,334	0.6	15,506,334
Capital Assets Equipment	12,620,000	15,404,181	20,579,630	33.6	20,000,000
Expenditure Transfer & Reimbursements	—	(2,500,000)	(1,000,000)	(60.0)	—
Operating Transfers Out	7,006,081	9,363,407	8,899,153	(5.0)	7,250,063
Total	\$ 242,460,484	\$ 289,112,681	\$ 317,175,230	9.7	\$ 316,331,989



Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 1,357,262	\$ 1,277,262	\$ 1,277,262	—	\$ 1,277,262
Intergovernmental Revenues	3,761,728	4,301,728	4,401,728	2.3	4,401,728
Charges For Current Services	211,391,528	255,680,679	279,307,457	9.2	280,042,936
Miscellaneous Revenues	1,652,674	935,424	835,000	(10.7)	835,000
Other Financing Sources	8,992,595	10,692,588	9,828,783	(8.1)	8,250,063
Residual Equity Transfers In	258,486	500,000	500,000	—	500,000
Use of Fund Balance	11,602,313	13,175,000	18,475,000	40.2	18,475,000
General Purpose Revenue Allocation	3,443,898	2,550,000	2,550,000	—	2,550,000
Total	\$ 242,460,484	\$ 289,112,681	\$ 317,175,230	9.7	\$ 316,331,989



Grand Jury

Mission Statement

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

Department Description

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

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

2023–24 Anticipated Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: The Grand Jury conducted 12.5% of Grand Jury interviews via teleconference. This was short of the 75% target due to staffing changes and information technology issues that are being resolved.
 - Mid-term: The Grand Jury has modified processes to make requests submissions electronic versus paper, unless the individual specifically requests the item be provided via hardcopy.
 - Long-term: The Grand Jury continued to work towards the goal of being a zero-waste department by Fiscal Year 2025–26 by reducing use of paper hardcopies and continuing to encourage recycling and composting when possible.



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Reviewed and investigated 100% (of 25) 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 12 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2024–26 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
 - Short-term: Conduct at least 75% of Grand Jury interviews via teleconference.
 - Mid-term: Add electronic video capabilities to reduce paper handouts.
 - Long-term: By Fiscal Year 2025–26, the Grand Jury aims to be a zero-waste department. This will be done through resource reduction, reuse, recycling, composting and other activities.



Community

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



Justice

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

Related Links

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

- ◆ www.sandiegocounty.gov/grandjury

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

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

No significant changes.



Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Grand Jury	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302
Total	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302
Total	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Purpose Revenue Allocation	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302
Total	\$ 772,301	\$ 780,724	\$ 789,302	1.1	\$ 789,302



Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Responsibilities include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits, training programs, and equity, diversity, and inclusion lead for County employees.

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



2023–24 Anticipated Accomplishments



Equity

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



Sustainability

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

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



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Attended 53 outreach events to promote County job opportunities and recruit and attract a diverse workforce, including veterans and individuals who identify as neurodivergent, exceeding the goal of 25 due to increase in job fairs, hiring halls, and same-day hiring events.
- Communications: Create proactive communication that is accessible and transparent.

- Advertised 100% (of 450) of executive and external recruitments in diverse publications, social medial platforms, and employee resource groups in an effort to reach all communities to enhance and attract a diverse workforce and candidate pool.

 Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Developed content and coordinated the Dynamic Management Seminars training program for 35 future County leaders to provide an increased awareness of the GMS disciplines, County framework, and services by County experts.
 - Implemented new functionality in PeopleSoft, the County’s human resources information system, to allow employees to designate non-binary as an additional gender choices.
 - Attained a 98% (48 of 49) satisfaction rate on recruitment surveys to improve services and provide the best customer service to departments.
 - Partnered with County Counsel on investigations training for the County human resources community to support 107 human resources professionals in achieving organizational excellence.
 - Facilitated meaningful conversations, shared programming, and other opportunities maximizing resources and staff development through internal community partnerships.
 - ◆ Collaborated with Employee Resources Groups (ERGs) to facilitate fireside chats, shared programming, and community partnerships that empower our workforces and benefit the region.
 - Empowered diversity, equity, and inclusion initiatives through ongoing collaboration, education, and support of D&I Champions through quarterly D&I Digests, Showcases, and Lunch and Learn sessions.
 - Procured and successfully implemented health savings accounts and employee discount contracts for the 2024 benefits plan year.
 - Partnered with 29 vendors to host lunch and learn sessions to ensure employees have opportunity to learn about benefits programs and make informed choices during benefits open enrollment period, exceeding the goal of two.
 - Provided four benefits administration roundtable presentations to human resources departmental staff to ensure support and resources are available to staff.
 - Offered four Mental Wellbeing Roundtable forums and four Resiliency Reboot programs to support employees’ mental wellbeing.

- Reduced number of days to hire employees by 50% in all County departments by coordinating 20 same day hiring events by June 30, 2025 (10 events per fiscal year).
- Achieved a 97% (603 of 622) overall satisfaction rating on in-person and webinar training provided by Talent Development.
- Consulted, collaborated, and assisted with 26 departmental training requests to strengthen Talent Development’s consultant role with County departments.
- Developed and administered an ongoing survey to engage and solicit learning opportunities from employees and utilize survey results to offer additional monthly trainings, redesign curriculum, and develop new training curriculum.
- Enhanced marketing and development of classes, academies, and eLearnings in an effort to accommodate additional offerings and meet training demands.
- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- DHR created an Employee Engagement Survey Hub in SharePoint as a resource for departments to access survey results and submit departmental action plans.
- Reduced countywide vacancy rate to 7%.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Completed the go-live and project closure of PeopleSoft upgrade, the enterprise human resources system.
 - Expanded workforce analytics dashboards to allow departments to track budget impacts of vacancies, retirement trends, workers’ compensation trends, and other real time reports.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Continued preparing County’s human resources information system to transition to cloud-based infrastructure.
 - Streamlined human resources information system’s functionality by creating SMART HR forms and templates to decrease time spent on entries, while improving overall accuracy of entries and transactions.
 - Led efforts to prepare and obtain Cost Commission approval of new insurance internal service fund, which is a proven best practice for organizational excellence.
 - Conducted six interactive roundtable meetings with County human resources staff to expand departmental knowledge in all Human Resources processes, procedures, initiatives, and new innovations.





- Created and launched eLearning versions of Performance Appraisals for Supervisors and Workers’ Compensation for Supervisors courses to ensure employees may access and use as just-in-time resources.

- Advertise 100% of executive and external recruitments in diverse publications, social media platforms, and employee resource groups in an effort to reach all communities to enhance and attract a diverse workforce and candidate pool.

2024–26 Objectives



Equity

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



Sustainability

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



Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
 - Attend 25 outreach events each fiscal year to promote County job opportunities and recruit and attract a diverse workforce, including veterans and individuals who identify as neurodivergent.
- Communications: Create proactive communication that is accessible and transparent.



Empower

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

Related Links

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

- ◆ www.sandiegocounty.gov/hr

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

Table Notes

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

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.5 million

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



has the effect of \$1.7 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of \$0.5 million

- ◆ Charges for Current Services—decrease of \$0.8 million in Cost Allocation Plan amounts for reimbursement of insurance premium costs that were transferred to the newly established Insurance Internal Service Fund.
- ◆ Miscellaneous Revenues—increase of \$0.5 million due to reimbursement from the Employee Benefits Internal Services Fund for its portions of the Employee Benefits and Workers' Compensation divisions.

- ◆ Fund Balance Component Decreases—decrease of \$0.1 million due to one-time costs to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of \$0.6 million is budgeted. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue—increase of \$0.9 million primarily for negotiated labor agreements.

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

No significant changes.



HUMAN RESOURCES

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Department of Human Resources	131.00	137.00	137.00	—	137.00
Total	131.00	137.00	137.00	—	137.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Department of Human Resources	\$ 35,128,278	\$ 36,576,622	\$ 37,079,761	1.4	\$ 38,200,580
Total	\$ 35,128,278	\$ 36,576,622	\$ 37,079,761	1.4	\$ 38,200,580

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 21,232,732	\$ 23,262,036	\$ 23,867,295	2.6	\$ 24,995,661
Services & Supplies	14,828,379	13,752,552	15,398,684	12.0	13,491,137
Expenditure Transfer & Reimbursements	(932,833)	(437,966)	(2,186,218)	399.2	(286,218)
Total	\$ 35,128,278	\$ 36,576,622	\$ 37,079,761	1.4	\$ 38,200,580





Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 250,000	\$ —	\$ —	—	\$ —
Charges For Current Services	1,193,920	2,932,151	2,089,581	(28.7)	2,093,241
Miscellaneous Revenues	12,700,424	12,916,457	13,445,546	4.1	13,769,129
Fund Balance Component Decreases	552,031	618,739	554,080	(10.5)	554,080
Use of Fund Balance	293,849	—	—	—	—
General Purpose Revenue Allocation	20,138,054	20,109,275	20,990,554	4.4	21,784,130
Total	\$ 35,128,278	\$ 36,576,622	\$ 37,079,761	1.4	\$ 38,200,580



Purchasing and Contracting

Mission Statement

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

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter, Code of Administrative Ordinances, and Board of Supervisor Policies; conducting procurement and support services with the highest standards of ethics, integrity, and compliance with applicable laws and regulations. DPC implements best-practice procurement processes to provide outstanding department customer service, while engaging with the community and suppliers to maintain a competitive business environment and deliver best-value goods and services. The County of San Diego has a portfolio of over 3,000 contracts valued at over \$15.0 billion, with an annual procurement spend of \$2.0 billion. The Department is also responsible for the 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 77.00 staff years and a budget of \$22.3 million.

2023–24 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 or hosted at least 10 community engagement activities that focus on minority and small businesses. Continue collaboration with local business associations, community organizations and public agencies.
 - Continued to advance opportunities for economic growth and development to all businesses within the community to offer goods and services that the county needs, by partnering with the San Diego Regional Economic Development



Corporation (EDC), Small Business Development Center (SBDC) and the San Diego, Orange, Imperial APEX Accelerator (formerly PTAC).

- Increased accessibility to procurement and contracting opportunities by participating in or hosting 24 supplier outreach events both in-person and virtually; and provided information to assist businesses engage in the County contracting process.
- Achieved 24% (316 of 1,318) 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.
 - Continued assessment of countywide agreements and engagement with vendors to identify opportunities to increase sustainability. Solicited and awarded a contract that provides mulch products that comply with State of California SB1383 Compost/Mulch requirements. Solicited and awarded a new contract with a new provider for property realization, with maximum diversion from landfills by accomplishing Repositioning within the County; Reuse by county programs; Repurposing through an advanced recycling program.
 - Engaged with Departments to include sustainability requirements into their future solicitations and contracts, consistent with the County's sustainability goals and framework.



Community

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



Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
 - Provided procurement and contracting knowledge by offering 18 Contracting Officer Representatives (COR) training sessions, 35 other procurement and contracting classes, 24 sessions for P-Card, and three travel trainings co-hosted with the Auditor and Controller.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collabo-

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

- ◆ Provided opportunities for staff to attend professional workshop sessions in public works and conferences offered by the California Association of Public Procurement Officials (CAPPO) and the National Procurement Institute (NPI), to learn of current industry practices and resources.
- ◆ Held session on February 14, 2024 to gather input from team leads on internal procurement processes and onboarding of newly hired staff. Created an On-Boarding manual for all new procurement staff.
- ◆ Offered onboarding trainings for new staff providing opportunity to learn and get integrated to the department culture and peers.
- ◆ The Department’s employee engagement group has held quarterly appreciation events and activities to promote staff morale.
- ◆ The Department provides regular procurement specific topic trainings, including bi-monthly system and user trainings.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
 - Rolled out successfully the new electronic supplier registration BuyNet (Powered by iValua).
 - Maintained percentages of competitively awarded contracts and depth of response to solicitations.
 - ◆ Exceeded goal of 90% competitively awarded contracts (measured as the percentage of the value of contracts eligible for competition that are competitively procured) with 97% (\$3.0 billion of \$3.1 billion) awarded competitively.
 - ◆ Achieved 42% (204 of 485) of solicitations receiving at least three vendor responses. Lower than anticipated percentage is the result of suppliers being very selective on which business opportunities to pursue due to their limited capacity after the pandemic.
 - Achieved Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for at least 90% of RFPs with 97% (123 of 127) completed within 180 days.

2024–26 Objectives



Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.





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



Sustainability

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



Community

- Communications: Create proactive communication that is accessible and transparent.
 - Collaborate with departments across the County enterprise to ensure community service providers and organizations have access to procurement information and contracting opportunities.
 - Develop a community engagement model with a small business liaison to improve outreach to small and minority-owned businesses and community-based organizations.



Empower

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

Related Links

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

- ◆ www.sandiegocounty.gov/purchasing



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 Recommended
	Participate/host vendor outreach events ¹	41	24	24	N/A	N/A
	Provide quarterly procurement technical assistance workshops for small, minority, community-based, and other organizations, and conduct outreach to promote awareness of workshops. ¹	N/A	N/A	N/A	4	4
	Participate/host community engagement activities ¹	N/A	10	10	20	20
	Percent of new contract awards to Small Business enterprises	N/A	20%	24% of 1,318	20%	20%
	Percentage of total contract value competitively awarded (for those eligible) ²	94% of \$3.1 billion	90%	97% of \$3.1 billion	90%	90%
	Percentage of competitive solicitations receiving at least 3 vendor responses ³	48% of 523	60%	42% of 485	60%	60%
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁴	80% of 178	90%	97% of 127	90%	90%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁴	93% of 1,328	N/A	N/A	N/A	N/A

Table Notes

- ¹ These equity measures reflect the County’s strategic efforts to inform and educate local businesses in areas where concentrated minority groups or people of color live or operate their businesses. These outreach events and educational workshops have the intent to minimize gaps caused by economical or racial inequalities, providing local businesses opportunity to respond with proposals for goods and services to the County of San Diego. In Fiscal Year 2023–24, outreach activities were broken into two categories, vendor outreach events and community engagement activities. These categories differentiate in that vendor outreach events include in-person events where DPC attends and has direct interaction with the community and virtual educational webinars for the community; versus broad community engagement activities, including participation on regional outreach advisory committees where DPC engages with local community organizations such as the Small Business Development Center and the APEX Accelerator. In Fiscal Year 2024–25, these performance measures have been realigned to reflect the scope of our outreach activities and the department is adding the quarterly procurement technical assistance workshops as a separate measure.
- ² This measure reflects the percentage of the value of contracts competitively awarded. As a benchmark, 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 measure demonstrates the efficiency of the solicitation process. Lower than anticipated percentages are the result of suppliers being very selective on which business opportunities to pursue due to their limited capacity after the pandemic.
- 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.





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

Staffing

No change in staffing.

Expenditures

Net increase of \$3.2 million

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

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

Revenues

Net increase of \$3.2 million

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

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

No significant changes.

Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Content/Records Services	2.00	2.00	2.00	—	2.00
Purchasing ISF	72.00	75.00	75.00	—	75.00
Total	74.00	77.00	77.00	—	77.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Content/Records Services	\$ 1,120,906	\$ 1,192,801	\$ 2,852,597	139.2	\$ 1,641,114
Purchasing ISF	16,233,611	17,932,783	19,424,795	8.3	20,004,876
Total	\$ 17,354,517	\$ 19,125,584	\$ 22,277,392	16.5	\$ 21,645,990

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 11,994,117	\$ 13,030,059	\$ 13,293,529	2.0	\$ 13,885,469
Services & Supplies	4,504,412	5,190,174	7,781,640	49.9	6,558,298
Other Charges	855,988	905,351	1,202,223	32.8	1,202,223
Total	\$ 17,354,517	\$ 19,125,584	\$ 22,277,392	16.5	\$ 21,645,990

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 60,000	\$ 60,000	\$ 180,000	200.0	\$ 180,000
Charges For Current Services	10,686,906	16,097,234	14,965,169	(7.0)	19,057,212
Miscellaneous Revenues	1,100,000	900,000	730,000	(18.9)	730,000
Use of Fund Balance	5,507,611	2,068,350	6,402,223	209.5	1,678,778
Total	\$ 17,354,517	\$ 19,125,584	\$ 22,277,392	16.5	\$ 21,645,990



Registrar of Voters

Mission Statement

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

Department Description

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

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



2023–24 Anticipated Accomplishments

Sustainability

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

Community

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

- Ensured that 100% (of 6,000) of the valid voter registrations received by the close of registration (15 days prior to the March 5, 2024 Presidential Primary Election) are processed by the seventh day before Election Day to facilitate seamless access to the democratic process.
- Provided continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the March 5, 2024 Presidential Primary Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.
- Processed 100% (of 1,760) Technical Inspector poll worker applications received 29 days before election day in seven days or less to ensure timely poll worker assignments and fully staffed vote centers.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Partnered with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the March 5, 2024 Presidential Primary Election. The goal is to recruit a minimum of 35 local hospitals to participate in this program through partnerships and innovation.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Managed all updates for the March 5, 2024 Presidential Primary Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar’s websites, and election information mailers 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.
 - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County’s services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
 - Reported 90% (of 520,000) of eligible mail ballots (those received by the Registrar’s office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the March 5, 2024 Presidential Primary Election.
 - Reported 80% (of 830,000) 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.

2024–26 Objectives

Sustainability

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

Community

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

- Ensure that 100% of the valid voter registrations received by the close of registration (15 days prior to the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election) are processed by the seventh day before Election Day to facilitate seamless access to the democratic process.
- Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers.
- Process Technical Inspector poll worker applications received 29 days before election day in seven days or less to ensure timely poll worker assignments and fully staffed vote centers.
- Collaborate with the San Diego County Sheriff's Department to provide voting opportunities to justice-involved individuals that are detained during the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
 - Partner with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election. The goal is to recruit a minimum of 35 local hospitals to participate in this program through partnerships and innovation.
- Communications: Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.
 - Manage all updates for the November 5, 2024 Presidential General Election and June 2, 2026 Gubernatorial Primary Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar’s websites, and election information mailers are completed to facilitate civic engagement through increased access for communities to use their voice, their vote, and their experience to impact change.

Empower

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



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

Related Links

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

◆ www.sdvote.com



Performance Measures		2022–23 Actuals	2023–24 Adopted	2023–24 Estimated Actuals	2024–25 Recommended	2025–26 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 3,273	100% of 15,000	100% of 6,000	100% of 15,000	100% of 15,000
	Provide continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers, sufficient to fill 100% of board positions at all vote centers, including bilingual poll workers ²	96% of 217 sites	100% of 217 sites	100% of 218 sites	100% of 230 sites	100% of 217 sites
	Technical Inspectors poll worker applications received 29 days before election day will be processed in 7 days or less to ensure timely poll worker assignments and fully staffed vote centers ³	N/A	100% of 2,500 applications	100% of 1,760 applications	100% of 2,500 applications	100% of 2,500 applications
	Partner with local hospitals to participate in emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the election	37 of 37 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities	35 of 35 hospital facilities
	Report 90% of eligible mail ballots received by the Registrar's office by the Sunday before Election Day in the first Election Night Results Bulletin released after 8:00 pm ⁴	99.9% of 522,424	90% of 550,000	90% of 520,000	95% of 550,000	95% of 550,000
	Mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting available to the public ⁵	100% of 869,321	80% of 950,000	80% of 830,000	80% of 950,000	80% of 950,000

Table Notes

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

ballots simultaneously with provisional ballots is a labor intensive process that requires additional review and verification. The ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night. In Fiscal Year 2022–23, this performance measure exceeded the goal since it was an election with a one-card ballot election, while the goal was based on 2-card ballots.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.5 million

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

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

Revenues

Net increase of \$0.5 million

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

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

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





Staffing by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Registrar of Voters	75.00	75.00	75.00	—	75.00
Total	75.00	75.00	75.00	—	75.00

Budget by Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Registrar of Voters	\$ 39,949,422	\$ 40,158,441	\$ 40,696,569	1.3	\$ 35,780,055
Total	\$ 39,949,422	\$ 40,158,441	\$ 40,696,569	1.3	\$ 35,780,055

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 19,958,211	\$ 23,044,480	\$ 17,273,245	(25.0)	\$ 17,237,073
Services & Supplies	19,910,211	21,513,961	24,923,324	15.8	18,542,982
Capital Assets Equipment	381,000	—	—	—	—
Expenditure Transfer & Reimbursements	(300,000)	(5,200,000)	(1,500,000)	(71.2)	—
Operating Transfers Out	—	800,000	—	(100.0)	—
Total	\$ 39,949,422	\$ 40,158,441	\$ 40,696,569	1.3	\$ 35,780,055

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 5,950,501	\$ 7,909,785	\$ 6,163,883	(22.1)	\$ 2,909,785
Charges For Current Services	6,506,993	4,531,993	6,625,000	46.2	4,531,993
Miscellaneous Revenues	45,000	45,000	40,000	(11.1)	40,000
Fund Balance Component Decreases	239,217	284,637	225,664	(20.7)	225,664
Use of Fund Balance	214,221	—	—	—	—
General Purpose Revenue Allocation	26,993,490	27,387,026	27,642,022	0.9	28,072,613
Total	\$ 39,949,422	\$ 40,158,441	\$ 40,696,569	1.3	\$ 35,780,055



County of San Diego

Capital Program

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program Capital Improvement Needs Assessment (CINA) that is guided by Board Policy G-16, *Capital Facilities Planning*, which is described in more detail below. The CINA maintains a forward-looking perspective on the County's current capital facilities and the anticipated capital needs in the near- and long-term. To provide a formal groundwork for budgeting and accounting of capital assets that result from the CINA the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes administration and control, and allowable uses of the Capital Program Funds (defined below). The CINA and Capital Program funds do 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 Funds are 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 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 proj-



ects which are considered routine maintenance but require capitalization and are funded through the originating departmental operating budget.

County Health Complex Fund

The County Health Complex Fund provides centralized budgeting and accounting 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 provides centralized budgeting and accounting 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 provides centralized budgeting and accounting for the acquisition and construction of County library facilities.

Multiple Species Conservation Program Fund

This fund provides centralized budgeting and accounting for the acquisition and improvement of land related to the Multiple Species Conservation Program (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 General Services (GS) as steward for the management and planning of the County's capital facilities. GS 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 will 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 Inpatient Facility
- ◆ Alpine Local Park Acquisition
- ◆ Borrego Springs Shadeway
- ◆ Boulder Oaks Preserve Trails and Improvements
- ◆ Boulder Oaks Animal Shelter PH 1
- ◆ Butterfield Ranch Acquisition
- ◆ Calavo Park
- ◆ Casa De Oro Library Park Amenities
- ◆ Collier Park Community Garden
- ◆ County Administration Center (CAC) Renovations
- ◆ Descanso Fire Station 45 Apparatus Bay
- ◆ Dos Picos Park Small Playground Equipment Replacement
- ◆ Dos Picos Playground Equipment
- ◆ East County Crisis Stabilization Unit (CSU) Hub/Network Plan
- ◆ East Otay Mesa Fire Station #38
- ◆ Edgemoor Psychiatric Unit
- ◆ East Region Community Based Care Facility
- ◆ El Monte River Valley
- ◆ Emergency Operations Center Sheriff Communication Center Mechanical System Renovation (MSRP) Project
- ◆ Emergency Vehicle Operations Course*
- ◆ Eucalyptus County Park New Playground Shade Structure
- ◆ Felicita County Park Electrical and Sewer
- ◆ Fiscal Year 17-18 Parks Playground Equipment
- ◆ Flinn Springs Playground Shade Structure
- ◆ Four Gee Park
- ◆ Goodland Acres Park New Playground Shade Structure
- ◆ Guajome County Park Camping Cabins
- ◆ Hall of Justice MSRP
- ◆ Health Service Complex
- ◆ Heise Park Playground Equipment
- ◆ Heritage Park Building
- ◆ Hidden Meadows Park Acquisition
- ◆ Hilton Head Playground Shade Structure
- ◆ I-15/76 Sheriff Station Acquisition
- ◆ Ildica Park Development*
- ◆ 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 Park Parking Lot Improvements
- ◆ Lamar Playground Shade Structure
- ◆ Liberty Park Playground Shade Structure
- ◆ 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 Valley Regional Park Heritage Staging Area Zone A
- ◆ 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 Station
- ◆ 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
- ◆ Santa Maria Creek Greenway Acquisition
- ◆ 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
- ◆ Stowe Trail Acquisition
- ◆ 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 Rehabilitation
- ◆ 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
- ◆ Vista Detention Facility Modernization
- ◆ 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.

* Project scheduled to close June 30,2024, and will no longer be displayed in the Operational Plan.

2024–25 CAO Recommended Budget at a Glance: Capital Program

The Fiscal Years 2024–25 CAO Recommended Operational Plan Program totals \$132.9 million which includes \$64.3 million in new appropriations for various capital projects, \$60.0 million for Major Maintenance projects required to be capitalized for financial reporting purposes and \$8.6 million in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to long-term financings executed to help fund construction. The following table provides a list of capital appropriations in Fiscal Year 2024–25.

Capital Program Appropriations Summary	
Project	Fiscal Year 2024–25 Appropriations
Hall of Justice (HOJ) Major Systems Renovation Project (MSRP)	\$ 30,000,000
Stowe Trail	4,400,000
Lindo Lake Improvements Phase 2	4,000,000
Sycamore Canyon Trails	3,600,000
Calavo Park	2,500,000
Mira Mesa Epicentre	2,500,000
Casa de Oro Library	1,080,000
Butterfield Ranch/Star Valley Development	1,000,000
Encinitas Landfill Park Conversion	1,000,000
Dictionary Hills Trails	880,000
Capital Outlay Fund Total	\$ 50,960,000
Ramona Sheriff Station	5,000,000
Vista Detention Facility Modernization	500,000
Ramona Fire Station 80 Expansion and Remodel	250,000
San Diego County Fire Training Tower	150,000
Justice Total	\$ 5,900,000
Central Jail CCTV Replacement	17,000,000
George Bailey Detention Facility maintenance improvements	10,000,000
Las Colinas ADA Upgrade	6,500,000
Remaining Major Maintenance Capital Outlay Fund Projects	26,480,000
Major Maintenance Capital Outlay Fund Total	\$ 59,980,000
Multiple Species Conservation Program (MSCP) Land Acquisition	7,500,000
MSCP Total	\$ 7,500,000
Edgemoor Development Fund	\$ 8,606,965
Edgemoor Development Fund Total	\$ 8,606,965
Total Capital Program	\$ 132,946,965



Capital Appropriations: Fiscal Year 2024–25

The Fiscal Years 2024–26 CAO Recommended Operational Plan includes \$64.3 million in new appropriations for various capital projects in the Capital Program for Fiscal Year 2024–25. This amount excludes \$60.0 million appropriated in Fiscal Year 2024–25 Major Maintenance Capital Outlay Fund to support costs associated with Major Maintenance projects funded by departmental operating budgets and required to be capitalized for financial reporting purposes. This amount also excludes \$8.6 million appropriated in Fiscal Year 2024–25 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.

Butterfield Ranch/Star Valley Development

Fiscal Year 2024–25 Appropriations: \$1,000,000
Project Number: 1026477
Estimated Total Project Cost: \$34,000,000
Funding Source(s): General Purpose Revenue \$1,000,000
Scope: Planning study to assess how anticipated amenities should be allocated at Butterfield Ranch and Star Valley. Both sites are being considered for an Intergenerational Center. Site specific design and environmental analysis will be performed in subsequent years.
Current Status: Planning
Anticipated Construction Completion: TBD



Calavo Park

Fiscal Year 2024–25 Appropriations: \$2,500,000
Project Number: 1022858
Estimated Total Project Cost: \$19,204,000
Funding Source(s): General Purpose Revenue \$2,500,000
Scope: Design and environmental analysis of a new park on Calavo Drive in Spring Valley to include sport field and courts, all-wheel skate area, community garden, picnic areas, playgrounds, and other recreation amenities.
Current Status: Pre-Construction*
Anticipated Construction Completion: Summer 2025

*Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.

Casa De Oro Library

Fiscal Year 2024–25 Appropriations: \$1,080,000
Project Number: 1026157
Estimated Total Project Cost: \$22,830,000
Funding Source(s): County Library Fund \$1,080,000
Scope: Land acquisition, environmental, design and construction of a new library.
Current Status: Construction
Anticipated Construction Completion: Winter 2025



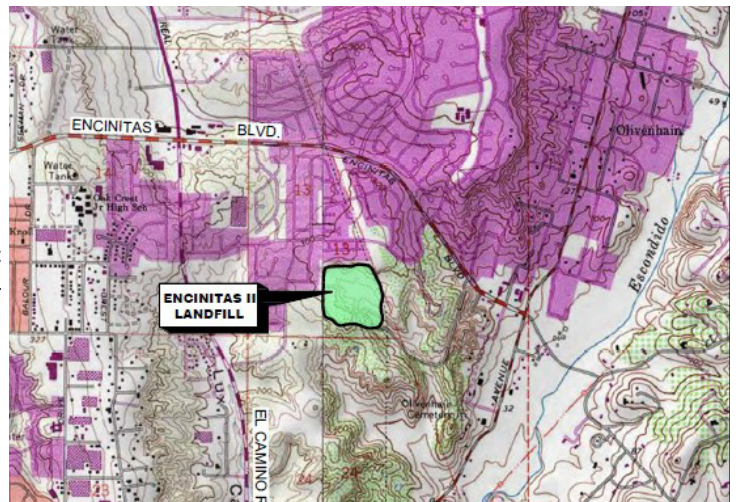
Dictionary Hills Trails

Fiscal Year 2024–25 Appropriations: \$880,000
Project Number: 1026819
Estimated Total Project Cost: \$3,960,000
Funding Source(s): General Purpose Revenue \$880,000
Scope: Design, environmental analysis and construction for trails identified in the Public Access Plan.
Current Status: Planning
Anticipated Construction Completion: Summer 2027



Encinitas Landfill Park Conversion

Fiscal Year 2024–25 Appropriations: \$1,000,000
Project Number: 1026820
Estimated Total Project Cost: \$11,000,000
Funding Source(s): General Purpose Revenue \$1,000,000
Scope: Develop a site specific feasibility study to consider public access and passive park amenities at the former site of the Encinitas II Landfill.
Current Status: Planning
Anticipated Construction Completion: TBD



**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*





Hall of Justice (HOJ) Major Systems Renovation Project (MSRP) phased

Fiscal Year 2024–25 Appropriations: \$30,000,000

Project Number: 1023733

Estimated Total Project Cost: \$86,120,000

Funding Source(s): Judicial Council of California (\$12,072,000) and General Fund fund balance (\$17,928,000)

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 2026

Lindo Lake Improvements Phase 2

Fiscal Year 2024–25 Appropriations: \$4,000,000

Project Number: 1025566

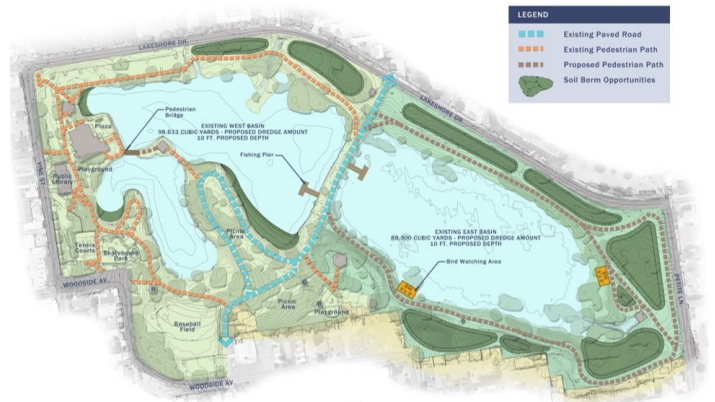
Estimated Total Project Cost: \$19,950,000

Funding Source(s): General Purpose Revenue \$4,000,000

Scope: Design, environmental analysis, and construction to restore Lindo Lake by deepening the lakebed.

Current Status: Construction

Anticipated Construction Completion: Spring 2026



Mira Mesa Epicentre

Fiscal Year 2024–25 Appropriations: \$2,500,000

Project Number: 1024823

Estimated Total Project Cost: \$10,500,000

Funding Source(s): General Purpose Revenue \$2,500,000

Scope: Design, environmental analysis and construction of upgrades to the existing Mira Mesa Youth and Community Center.

Current Status: Pre-Construction*

Anticipated Construction Completion: Spring 2026



*Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.

Multiple Species Conservation Program (MSCP) Land Acquisition

Fiscal Year 2024–25 Appropriations: \$7,500,000

Project Number: 1015029

Estimated Total Project Cost: \$225,420,846

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



Ramona Fire Station 80 Expansion and Remodel

Fiscal Year 2024–25 Appropriations: \$250,000

Project Number: 1026821

Estimated Total Project Cost: \$2,500,000

Funding Source(s): Fire Mitigation Fees \$250,000

Scope: Design, environmental and construction to expand and remodel the living quarters of station #80 to meet County Fire Station standards.

Current Status: Planning

Anticipated Construction Completion: Summer 2028

Ramona Sheriff Station

Fiscal Year 2024–25 Appropriations: \$5,000,000

Project Number: 1026160

Estimated Total Project Cost: \$41,519,449

Funding Source(s): General Fund fund balance \$5,000,000

Scope: Design, environmental and construction of new Sheriff Station on existing site in Ramona, CA.

Current Status: Pre-Construction

Anticipated Construction Completion: Summer 2027



**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*



San Diego County Fire Training Tower

Fiscal Year 2024–25 Appropriations: \$150,000

Project Number: 1026822

Estimated Total Project Cost: \$1,650,000

Funding Source(s): Fire Mitigation Fees \$150,000

Scope: Design, environmental construction of training tower at existing San Diego County Fire Training Site.

Current Status: Planning

Anticipated Construction Completion: Summer 2028

Stowe Trail

Fiscal Year 2024–25 Appropriations: \$4,400,000

Project Number: 1026154

Estimated Total Project Cost: \$4,500,000

Funding Source(s): General Purpose Revenue \$4,400,000

Scope: Acquisition of Stowe Trail to provide regional trail connectivity to Sycamore Canyon/Goodan Ranch County Preserve and Trans County Trail.

Current Status: Pre-Acquisition

Anticipated Construction Completion: Summer 2025



**Project in Pre-Construction phase. Anticipated completion date is an estimate and may be subject to change.*



Sycamore Canyon Trails

Fiscal Year 2024–25 Appropriations: \$3,600,000

Project Number: 1021908

Estimated Total Project Cost: \$4,200,000

Funding Source(s): General Purpose Revenue \$3,600,000

Scope: Implementation of public access plan including construction of new trails, improvements to existing trails, construction of a new staging area, and erosion repairs.

Current Status: Pre-Acquisition

Anticipated Construction Completion: Summer 2025

Vista Detention Facility Modernization

Fiscal Year 2024–25 Appropriations: \$500,000

Project Number: 1026161

Estimated Total Project Cost: \$314,500,000

Funding Source(s): Criminal Justice Construction Fund \$500,000

Scope: Planning, environmental, design and construction of Vista Detention Facility modernization.

Current Status: Planning

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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Capital Outlay Fund	\$ 78,000	\$ 80,843,147	\$ 50,960,000	(37.0)	\$ —
Major Maintenance Capital Outlay Fund	43,639,746	13,586,200	59,980,000	341.5	—
County Health Complex Fund	31,000,000	145,143,150	—	(100.0)	—
Justice Facility Construction Fund	2,892,600	3,000,000	5,900,000	96.7	—
Library Projects Fund	—	—	—	—	—
Multiple Species Conservation Fund	7,500,000	7,500,000	7,500,000	—	—
Edgemoor Development Fund	8,735,061	8,831,564	8,606,965	(2.5)	8,832,900
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 245,800	\$ 310,800	\$ 265,775	(14.5)	\$ 265,775
Other Charges	—	—	—	—	—
Capital Assets Equipment	—	—	—	—	—
Capital Assets/Land Acquisition	163,032,346	250,072,497	124,340,000	(50.3)	—
Operating Transfers Out	8,489,261	8,520,764	8,341,190	(2.1)	8,567,125
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900

CAPITAL PROGRAM: ALL FUNDS SUMMARY

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 537,973	\$ 388,792	\$ 422,175	8.6	\$ 459,906
Intergovernmental Revenues	22,997,721	36,869,721	12,763,427	(65.4)	710,156
Charges For Current Services	11,250,000	13,300,000	—	(100.0)	—
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	130,282,346	207,122,774	119,761,363	(42.2)	5,672,277
Use of Fund Balance	6,699,367	1,222,774	—	(100.0)	1,990,561
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900

Revenue Detail					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Interest on Deposits & Investments	\$ 200,000	\$ 50,000	\$ 83,383	66.8	\$ 121,114
Rents and Concessions	337,973	—	—	—	—
Base Lease Revenue	—	338,792	338,792	—	338,792
State Aid Other State	1,000,000	24,000,000	—	(100.0)	—
Behavioral Health Realignment	20,000,000	—	—	—	—
Other Intergovernmental Revenue	—	12,072,000	12,072,000	—	—
Fed Treasury 21.027 ARPA CSLFRF	1,000,000	—	—	—	—
Federal HHS 93.778 Medical Assistance Program	997,721	797,721	691,427	(13.3)	710,156
Charges in Parkland Dedication Funds	—	2,000,000	—	(100.0)	—
Institutional Care Hospital	11,000,000	11,300,000	—	(100.0)	—
Other Services to Government	250,000	—	—	—	—
Operating Transfer From General Fund	125,533,746	59,454,200	110,288,000	85.5	—
Operating Transfer From Other/ Special District	—	—	900,000	—	—
Operating Transfer From Library Fund	1,356,000	—	1,080,000	—	—
Operating Transfer From Prop 172	2,892,600	1,000,000	—	(100.0)	—
Reimbursement from SANCAL - Bond Proceeds	—	140,246,297	—	(100.0)	—
Gain on Sale of Fixed Assets	500,000	6,422,277	7,493,363	16.7	5,672,277
Use of Fund Balance	6,699,367	1,222,774	—	(100.0)	1,990,561
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900

Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	78,000,000	80,843,147	50,960,000	(37.0)	—
Capital Assets Equipment	—	—	—	—	—
Operating Transfers Out	—	—	—	—	—
Total	\$ 78,000,000	\$ 80,843,147	\$ 50,960,000	(37.0)	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 2,000,000	\$ 12,072,000	\$ 12,072,000	—	\$ —
Charges For Current Services	250,000	2,000,000	—	(100.0)	—
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	75,750,000	66,771,147	38,888,000	(41.8)	—
Total	\$ 78,000,000	\$ 80,843,147	\$ 50,960,000	(37.0)	\$ —

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	43,639,746	13,586,200	59,980,000	341.5	—
Total	\$ 43,639,746	\$ 13,586,200	\$ 59,980,000	341.5	\$ —

CAPITAL PROGRAM: ALL FUNDS DETAIL

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Other Financing Sources	43,639,746	13,586,200	59,980,000	341.5	—
Total	\$ 43,639,746	\$ 13,586,200	\$ 59,980,000	341.5	\$ —

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	31,000,000	114,143,150	—	(100.0)	—
Total	\$ 31,000,000	\$ 114,143,150	\$ —	(100.0)	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Intergovernmental Revenues	\$ 20,000,000	\$ 24,000,000	\$ —	(100.0)	\$ —
Charges For Current Services	11,000,000	11,300,000	—	(100.0)	—
Other Financing Sources	—	109,843,150	—	(100.0)	—
Total	\$ 31,000,000	\$ 114,143,150	\$ —	(100.0)	\$ —



Justice Facility Construction Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —		\$ —
Capital Assets/Land Acquisition	2,892,600	3,000,000	5,900,000	96.7	—
Capital Assets Equipment	—	—	—	—	—
Total	\$ 2,892,600	\$ 3,000,000	\$ 5,900,000	96.7	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	—	\$ —
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	2,892,600	3,000,000	5,900,000	96.7	—
Total	\$ 2,892,600	\$ 3,000,000	\$ 5,900,000	96.7	\$ —

Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	—	\$ —
Capital Assets/Land Acquisition	—	—	—	—	—
Capital Assets Equipment	—	—	—	—	—
Total	\$ —	\$ —	\$ —	—	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Other Financing Sources	\$ —	\$ —	\$ —	—	\$ —
Total	\$ —	\$ —	\$ —	—	\$ —

Multiple Species Acquisition Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 245,800	\$ 310,800	\$ 265,775	(14.5)	\$ 265,775
Operating Transfers Out	8,489,261	8,520,764	8,341,190	(2.1)	8,567,125
Total	\$ 8,735,061	\$ 8,831,564	\$ 8,606,965	(2.5)	\$ 8,832,900

Budget by Categories of Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 537,973	\$ 388,792	\$ 422,175	8.6	\$ 459,906
Intergovernmental Revenues	997,721	797,721	691,427	(13.3)	710,156
Miscellaneous Revenues	—	—	—	—	—
Other Financing Sources	500,000	6,422,277	7,493,363	16.7	5,672,277
Use of Fund Balance	6,699,367	1,222,774	—	(100.0)	1,990,561
Total	\$ 8,735,061	\$ 8,831,564	\$ 8,606,965	(2.5)	\$ 8,832,900





Capital Improvement Needs Assessment: Fiscal Years 2024–29

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 General Services (GS) as steward for the management and planning of the County’s capital facilities. The policy establishes a strategy for GS to manage and plan for current and long-term capital needs that results in the development of the Capital Improvement Needs Assessment (CINA), a planning document that includes a comprehensive list of capital projects over a five year period that require funding.

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. Capital projects include new County buildings, new infrastructure, land acquisitions, and major systems renovations that directly support existing County services and programs for our residents.

The development of the CINA involves the following annual process:

Annual Capital Improvement Needs Assessment Process

August	Call for Projects - departments submit capital priorities based on programmatic and operational 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 and level of available funding.
September	Groups will review and prioritize the capital priorities and forward to the Facilities Planning Board for consideration. The Facility Planning Board consists of the Director of the Office of Financial Planning, the Group Finance Directors, and the Director of GS. This review and prioritization will result in a Preliminary CINA which reflects the County’s facility priorities using the below methodology: <ul style="list-style-type: none"> ◆ Promotes sustainability, ◆ Advances equity, ◆ Empowers the workforce and promotes transparency, accountability and innovation, ◆ Strengthen community engagement and quality of life, and ◆ Promotes justice
October	Preliminary CINA posted on GS website - 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.
December	The draft CINA which incorporates public comment is provided to the Group General Managers, and Chief Financial Officer for review and comment before it is presented to the Chief Administrative Officer, and Board Offices.
January	The draft CINA is presented to the Chief Administrative Officer and Board Offices before presenting to the Board of Supervisors.
March	Final CINA is presented to the Board of Supervisors for approval and in turn refers it to the CAO for determining project timing and funding action as the Capital Improvement 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 by 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 deliv-

ery 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), 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 may be financed by non-County sources, such as Statewide bonds and State and federal grants.

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, Capital Facilities Planning. The CINA, a planning document that includes land acquisitions, new infrastructure, major systems renovations, and capital improvements over a five year period, is reviewed and revised annually. The total estimated cost of these priority projects for Fiscal Years 2024–25 through 2028–29 is \$2.1 billion, of which \$64.3 million is funded (excludes Major Maintenance Capital Outlay Fund and Edgemoor Development Fund). Estimated Project Costs in the below table 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. A description of Current Status in the below table is described at the end of the end of this section.

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 2024-29			
Project Title	Current Status	Estimated Project Cost	Project Description
4S Ranch Library Expansion	Pre-Construction	\$ 14,300,000	Design, environmental and expansion of the community room to allow for cultural events and educational programming.
Boulder Oaks Preserve Trails and Improvements	Pre-Construction	4,400,000	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 includes: construction of new trails and trail amenities such as additional signage, shade and picnic areas.
Butterfield Ranch/Star Valley Development	Planning	34,000,000	Planning study to assess how anticipated amenities should be allocated at Butterfield Ranch and Star Valley. Both sites are considered for an Intergenerational Center. Site specific design and environmental analysis will be performed in subsequent years.
Calavo Park	Pre-Construction	19,204,000	Design, environmental and construction of a new park on Calavo Drive in Spring Valley to include sport field and courts, all-wheel skate area, community garden, picnic areas, playgrounds, and other recreation amenities.
Casa de Oro Library	Construction	22,830,000	Land acquisition, environmental, design and construction of a new library.
Central Region Behavioral Health Community-Based Care	Planning	70,000,000	Design, environmental, 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.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.



Capital Improvement Needs Assessment: Fiscal Years 2024-29			
Project Title	Current Status	Estimated Project Cost	Project Description
Descanso Fire Station 45	Pre-Construction	25,875,340	Potential land acquisition, design, environmental and construction of a new fire station to replace Station #45.
Dictionary Hill Trails	Planning	3,960,000	Design, environmental analysis and construction for trails identified in the Public Access Plan, which is currently underway.
East County Road Maintenance Station & Fleet Garage	Planning	11,000,000	Rehabilitation of fleet garage to provide the necessary infrastructure to maintain county vehicles which are geographically located in this area.
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.
Encinitas Landfill Park Conversion	Planning	11,000,000	Project to develop a site specific feasibility study to consider public access and passive park amenities at the former site of the Encinitas II Landfill. Fiscal Year 2024–25 request to include, which will include regulatory permitting, in-depth site specific geo-tech analysis and inventory.
EV Roadmap	Construction	12,160,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicles.
Green Fleet Action Plan (GFAP)	Planning	350,000,000	The 2023 County Green Fleet Action Plan (GFAP) outlines a series of actions and measures to operate a 100% zero-emissions fleet, market permitting, by 2045. It aligns with the GHG emissions reduction targets in the County's Climate Action Plan and from the California Air Resources Board. This project includes planning and implementation of a medium and heavy duty vehicle electrification strategy for the County fleet.
Hall of Justice (HOJ)	Pre-Construction	86,120,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Hidden Meadows Park	Pre-Construction	10,700,000	Acquisition, design, environmental and construction of a new approximately two acre County park.
I-15 and SR-76 Sheriff Station	Pre-Construction	94,775,864	Design, environmental, and construction of a Sheriff station with a helipad (Type 1 capable) and County Fire Protection District apparatus staging on owned site in North County San Diego.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.



CAPITAL IMPROVEMENT NEEDS ASSESSMENT: FISCAL YEARS 2024–29

Capital Improvement Needs Assessment: Fiscal Years 2024-29			
Project Title	Current Status	Estimated Project Cost	Project Description
Keys Creek Preserve	Planning	4,180,000	Design, environmental and construction of Via Piedra Rd to create a staging area driveway that safely connects with public road W. Lilac Rd. Amenities to include parking space, fencing, benches, signage, kiosks, and trash receptacles.
Lindo Lake Improvements Phase 2	Pre-Construction	19,950,000	Design, environmental analysis, and construction to restore Lindo Lake by deepening the lakebed. Construction will occur in two phases. Phase 1 is complete.
Maintenance Buildings for Storage and Security Systems	Planning	4,510,000	Design, environmental analysis and construction of 3 maintenance buildings/storage buildings for replacement parts for park playgrounds and other assets. Buildings will be geographically dispersed in north, south and east county.
Mira Mesa Epicentre	Pre-Construction	10,500,000	Design, environmental analysis, and construction of upgrades to the existing Mira Mesa Youth and Community Center.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Acquisition	225,420,846	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. The Multiple Species Conservation Program preserves San Diego's unique native habitats, supports climate action plan and sustainability initiatives. The County acquires natural lands for the preservation of wildlife and to provide appropriate public access and conservation programs for the enjoyment of future generations.
Otay Valley Regional Park (OVRP): Active Recreation Site 3, Area A, Area B, Area C	Pre-Construction	75,177,5530	Design, environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.
Potts Trail	Construction	1,556,265	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.
Ramona Fire Station 80 Expansion and Remodel	Planning	2,500,000	Design, environmental and construction to expand and remodel the living quarters of station #80 to meet County Fire Station Standards.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.





Capital Improvement Needs Assessment: Fiscal Years 2024-29			
Project Title	Current Status	Estimated Project Cost	Project Description
Ramona Grasslands Preserve Phase 1, 2 & 3	Pre-Construction	7,408,500	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	Planning	35,750,000	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 Sheriff Station	Pre-Construction	41,519,449	Design, environmental and construction of new Sheriff Substation on existing site in Ramona, CA.
San Diego Botanic Gardens Master Plan	Pre-Construction	15,700,000	Design, environmental and construction of new visitor center, parking lots, new gardens, greenhouse and nursery.
San Diego County Fire Training Tower	Planning	1,650,000	Design, environmental and construction of training tower at existing San Diego County Fire Training Site.
San Diego County Psychiatric Hospital Conversion to Subacute Care	Planning	82,086,520	Design and construction to convert the San Diego County Psychiatric Hospital (SDCPH) site to include subacute care and identify the optimal array of new services which will likely include a smaller psychiatric acute inpatient unit, a crisis stabilization unit (CSU) adult residential facility (ARF), and other long-term care components.
San Dieguito Local Park	Pre-Construction	19,210,000	Acquisition, design, environmental analysis and construction of a new local park in San Dieguito. Project will be partially funded with PEI.
San Luis Rey River Park (SLRRP) Acquisition and Improvement	Pre-Construction	71,717,483	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	6,600,000	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. Connects to the RICC.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.

Capital Improvement Needs Assessment: Fiscal Years 2024-29			
Project Title	Current Status	Estimated Project Cost	Project Description
Santa Ysabel East-West Trail (Cauzza)	Pre-Construction	6,105,000	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	Planning	26,730,000	Possible land acquisition, design, environmental, and construction of a new and larger facility library in Santee.
South Lane Park Improvements	Pre-Construction	3,675,000	Construction improvements to existing park.
SR-94 Safe Passage	Pre-Construction	3,475,000	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.
Stormwater Program	Construction	267,665,809	Design and construct large-scale (regional) green infrastructure projects and other stormwater projects identified to meet statewide stormwater mandates.
Stowe Trail	Pre-Acquisition	4,500,000	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	Construction	7,775,000	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.
Sycamore Canyon Trails	Pre-Construction	4,200,000	Implementation of public access plan, including construction of new trails, improvements to existing trails, construction of a new staging area, and erosion repairs.
Sycuan Kumeyaay Village Dehesa Road/ Sloane Canyon Road Trail	Pre-Construction	15,235,000	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.
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.

* Projects listed above in BOLD are County-owned structures identified as aged facilities.



Capital Improvement Needs Assessment: Fiscal Years 2024-29

Project Title	Current Status	Estimated Project Cost	Project Description
Vista Detention Facility Modernization	Planning	314,500,000	Planning, environmental, design and construction of Vista Detention Facility modernization. VDF is a booking, intake and detention facility serving the North County Region. It is approximately 185,000 square feet with an 800 bed capacity.
		\$ 2,107,557,629	

* 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.





Operating Impact of Capital Program: Fiscal Years 2024–26

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, and necessary additional staffing (staff years). The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2024–26.

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
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	July 2024	\$ 750,000	\$ —	—	\$ —
County Operations Center Parking Garage Addition	Operating impact for this facility will include \$0.3 in operations, maintenance, contracted services and utility costs to operate the 240,505 square feet garage.	35,000,000	September 2024	—	336,653	—	336,653
Ramona HHSA Community Resource Center	Operating impact for this facility will include \$0.6 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 7,400 square feet facility.	15,000,000	November 2024	550,000	167,857	—	167,857
Magnolia Safe Parking	Operating impact for this location will be \$0.7 million in operations, maintenance, contracted services and utility costs to operate.	3,175,057	December 2024	—	749,790	—	749,790
Bancroft Safe Parking	Operating impact for this location will be \$0.9 million in operations, maintenance, contracted services and utility costs to operate.	3,725,057	April 2025	—	941,000	—	941,000
County Public Health Laboratory	Operating impact for this facility will include \$1.1 million in FF&E costs and \$0.3 million in operations, maintenance, contracted services and utility costs to operate the 52,000 square feet facility.	92,100,000	May 2025	1,072,500	310,601	—	310,601
2024–25 Total Operating Impact		\$ 176,600,114		\$ 2,372,500	\$ 2,505,901	0.0	\$ 2,505,901

2025–26 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 County Crisis Stabilization Unit	Operating impact for this facility will include \$0.5 million in FF&E costs and \$0.9 million in operations, maintenance, contracted services and utility costs to operate the 14,300 square feet facility.	\$ 28,750,000	August 2025	\$ 500,000	\$ 896,571	—	\$ 896,571
San Diego Animal Shelter	Operating impact for this facility will include \$1.0 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 20,000 square feet facility.	37,573,133	December 2025	1,000,000	227,743	—	227,74
Casa de Oro Library	Operating impact for this facility will include \$1.0 million in FF&E costs and \$0.2 million in operations, maintenance, contracted services and utility costs to operate the 12,000 square feet facility.	22,830,000	April 2026	1,000,000	194,292	2.25	194,292
2025–26 Total Operating Impact		\$ 89,153,133		\$ 2,500,000	\$ 1,318,606	2.25	\$ 1,318,606



County of San Diego

Finance Other

Finance Other	591
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Lease Payments-Bonds	595
.....	

Finance Other

Description

Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for 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 2024–25 and 2025–26.

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 by memorandum to the Office of Economic Development and Governmental Affairs (EDGA), and grant agreements must be approved by the individual Board offices, County Counsel and EDGA as outlined in Board Policy B-58. The funding level for Fiscal Year 2024–25 is budgeted at \$5.3 million, which reflects anticipated TOT revenues compared to \$5.5 million in Fiscal Year 2023–24.

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 by memorandum to the Office of Economic Development and Governmental Affairs (EDGA), and

grant agreements must be approved by the individual Board offices, County Counsel and EDGA as outlined in Board Policy B-72. The funding level for Fiscal Year 2024–25 is budgeted at \$10.0 million which will be 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 2024–25, \$50.3 million is budgeted in the Contributions to Capital program as follows:

- ◆ \$17.9 million for the Hall of Justice Major Systems Renovation project (MSRP)
- ◆ \$7.5 million for the Multiple Species Conservation Project Land Acquisition
- ◆ \$5.0 million for the Ramona Sheriff Station
- ◆ \$4.4 million for the Stowe Trail
- ◆ \$4.0 million for the Lindo Lake Improvements Phase 2
- ◆ \$3.6 million for the Sycamore Canyon Trails
- ◆ \$2.5 million for the Mira Mesa Epicentre
- ◆ \$2.5 million for the Calavo Park
- ◆ \$1.0 million for the Encinitas Landfill Park Conversion
- ◆ \$1.0 million for the Butterfield Ranch/Star Valley Development and
- ◆ \$0.9 million for the Dictionary Hills Trail

Other funding sources to support the Capital Program's \$132.9 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 2025–26.

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 2024–25, is a net decrease of \$0.1 million from the Fiscal Year 2023–24 Adopted Operational Plan as a result of an increase in penalty assessment funding and interest earnings which are used to offset debt service payments.

The Fiscal Year 2025–26 payments are estimated at \$25.0 million which is a net decrease of \$0.7 million from the Fiscal Year 2024–

25 CAO Recommended Operational Plan primarily due to the final debt service payment for the 2019 Justice Facilities Refunding and 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 \$128.1 million, the major components of the Countywide General Expenses program in Fiscal Year 2024–25 include:

- ◆ \$88.8 million to support one-time department operational expenses. Details of these projects are included in the Groups & Departments' financial section primarily in the Expenditure Transfer & Reimbursement account. These one-time activities are supported by General Purpose Revenue to reduce the use of General Fund Reserves. These General Purpose Revenues are planned to be allocated to departments on an ongoing basis in the future to address fixed cost increases and/or to mitigate revenue shortfalls.
- ◆ \$15.0 million appropriation for contingencies pursuant to Government Code §29084, Transfers and revisions to the appropriation for contingencies may be made by formal action of the Board of Supervisors, by a four-fifths vote (Government Code §29125).
- ◆ \$14.0 million for contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- ◆ \$5.1 million to address capital, IT and emergency response efforts enterprisewide.
- ◆ \$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).
- ◆ \$1.9 million for the next phase of the Electric Vehicle Roadmap.
- ◆ \$1.3 million for appropriations of 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.
- ◆ \$0.05 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 2025–26 appropriations are estimated at \$111.1 million which includes unavoidable cost increases required to sustain service levels, anticipated increases in the County's

retirement contributions resulting from any changes in valuation assumptions adopted by the Retirement Board, and for future capital projects.

Countywide Shared Major Maintenance

In Fiscal Year 2024–25, appropriations totaling \$2.0 million are budgeted including \$1.0 million for major maintenance projects at County facilities that are shared by departments from multiple groups and \$1.0 million for ADA Accessibility Improvement in the Department of Parks and Recreation. The funding level for Fiscal Year 2025–26 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, 2023, the total reported liability for the fund was \$212.2 million, with total assets of \$224.8 million, resulting in a positive net position of \$12.6 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 \$4.3 million as of June 30, 2024. Appropriations for Fiscal Year 2024–25 total \$58.7 million for the Workers' Compensation Internal Service Fund, this reflects a \$4.7 million increase from the Fiscal Year 2023–24 Adopted Budget due to a combination of anticipated increase in Excess Workers' Compensation 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 bud-

geted staffing levels. Budgeted appropriations for Fiscal Year 2024–25 are \$3.9 million which reflects a relatively minimal increase (0.2%) from the Fiscal Year 2023–24 Adopted Budget.

Insurance Internal Service Fund

The Insurance Internal Service Fund (ISF) is a new ISF set to begin on July 1, 2024, to report the County's insurance activities. Beginning Fiscal Year 2024–25, this fund will support insurance premiums for Mexican Auto (non-emergency and emergency), Government Crime Bonds, Property, U.S. Custom Bonds, Cyber Liability, Aircraft, and Airport.

Mexican Auto (non-emergency and emergency) provides coverage for County vehicles that are driven into Mexico for departments that have official business in Mexico. Government Crime Bonds provides Countywide coverage for illegal acts committed by employees while on the job. Property insurance covers countywide real and personal property, boiler and machinery, flood, and earthquake. U.S. Custom Bonds provides coverage to the Palomar Airport. Cyber Liability provides countywide comprehensive electronic information and security liability. Aircraft provides coverage for Sheriff helicopters and Airport provides coverage for all aspects of airports and/or liability of aircraft.

Appropriations for Fiscal Year 2024–25 total \$10.4 million.

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 2024–25 and \$0.6 million are budgeted for Fiscal Year 2025–26.

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, as of July 1, 2023, the County now has general liability excess insurance with a self-insured retention of \$5.0 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, 2023, was \$142.7 million with current assets of \$69.9 million resulting in a negative net position of \$72.8 million. To address the unfunded actuarial liability that is driving the negative net position, \$6.4 million was budgeted in Fiscal Year 2023–24, and \$2.0 million is budgeted in Fiscal Year 2024–25. Collections of the unfunded liability are amortized over a ten-year period subject to annual review.

Appropriations for Fiscal Year 2024–25 total \$70.8 million for the Public Liability Internal Service Fund, which reflects a \$5.6 million decrease from the Fiscal Year 2023–24 Adopted Operational Plan primarily due to an anticipated decrease 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). The remaining principal and interest payments are structured as level debt service in the amount of \$81.5 million annually. See the Debt Management Policies and Obligations section of this document for more information on the POBs,

Finance Other Appropriations/Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Community Enhancement	\$ 5,390,086	\$ 5,459,241	\$ 5,265,490	(3.5)	\$ 5,328,145
Neighborhood Reinvestment Program	10,000,000	10,708,261	10,000,000	(6.6)	10,000,000
Contributions to Capital Program	84,160,000	45,868,000	50,308,000	9.7	0
Lease Payments: Capital Projects	24,031,204	25,723,612	25,657,309	(0.3)	24,987,537
Countywide General Expenses	124,366,769	132,648,757	128,146,545	(3.4)	111,085,425
Countywide Shared Major Maintenance	2,000,000	24,811,177	2,000,000	(91.9)	2,000,000
Employee Benefits Internal Service Funds (ISF)					
<i>Workers Compensation Employee Benefits ISF</i>	48,426,168	54,075,189	58,735,552	8.6	58,735,552
<i>Unemployment Insurance Employee Benefits ISF</i>	3,807,784	3,939,525	3,946,374	0.2	3,946,374
Insurance ISF	—	—	10,380,721	100.0	10,380,721
Local Agency Formation Commission Administration	514,281	582,443	617,716	6.1	617,716
Public Liability ISF	42,019,120	76,413,160	70,771,524	(7.4)	70,771,524
Pension Obligation Bonds	81,411,260	81,494,299	81,500,054	0.0	81,495,400
Total	\$ 426,126,672	\$ 461,723,664	\$ 447,329,285	(3.1)	\$ 379,348,394





Lease Payments-Bonds

Budget by Program					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Lease Payments-Bonds	\$ 24,031,204	\$ 25,723,612	\$ 25,657,309	(0.3)	\$ 24,987,537
Total	\$ 24,031,204	\$ 25,723,612	\$ 25,657,309	(0.3)	\$ 24,987,537

Budget by Categories of Expenditures					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Services & Supplies	\$ 2,001	\$ 2,000	\$ —	(100.0)	\$ —
Other Charges	24,029,203	25,721,612	25,657,309	(0.2)	24,987,537
Total	\$ 24,031,204	\$ 25,723,612	\$ 25,657,309	(0.3)	\$ 24,987,537

Budget by Categories of Revenues					
	Fiscal Year 2022-23 Adopted Budget	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Recommended Budget	% Change	Fiscal Year 2025-26 Recommended Budget
Revenue From Use of Money & Property	\$ 770,242	\$ —	\$ —	—	\$ —
Other Financing Sources	10,689,261	8,520,764	9,965,340	17.0	8,770,143
Fund Balance Component Decreases	800,000	—	—	—	—
General Purpose Revenue Allocation	11,771,701	17,202,848	15,691,969	(8.8)	16,217,394
Total	\$ 24,031,204	\$ 25,723,612	\$ 25,657,309	(0.3)	\$ 24,987,537



County of San Diego

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	19,847.50	20,387.25	20,459.25	0.4	20,459.25

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 2,953,437,041	\$ 3,182,892,418	\$ 3,344,211,236	5.1	\$ 3,493,600,358
Services & Supplies	2,872,987,518	3,268,750,643	3,495,579,318	6.9	3,078,103,167
Other Charges	750,111,076	888,209,016	907,319,456	2.2	903,906,708
Capital Assets/Land Acquisition	186,858,491	290,583,615	153,156,169	(47.3)	58,009,642
Capital Assets Software	50,000	1,249,000	50,000	(96.0)	50,000
Capital Assets Equipment	58,841,644	53,328,368	58,118,003	9.0	44,592,391
Expenditure Transfer & Reimbursements	(143,218,519)	(161,471,926)	(138,116,273)	(14.5)	(57,141,555)
Operating Transfers Out	680,401,781	642,348,229	663,259,071	3.3	529,178,698
Total	\$ 7,359,469,032	\$ 8,165,889,363	\$ 8,483,576,980	3.9	\$ 8,050,299,409

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 927,205,477	\$ 982,475,162	\$ 1,046,698,591	6.5	\$ 1,082,174,698
Taxes Other Than Current Secured	618,418,363	672,761,779	741,391,275	10.2	765,669,728
Licenses Permits & Franchises	57,939,426	65,683,257	70,279,276	7.0	72,546,414



APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Fines, Forfeitures & Penalties	44,213,710	44,442,268	44,937,836	1.1	40,564,568
Revenue From Use of Money & Property	46,526,927	88,560,420	110,387,261	24.6	106,604,380
Intergovernmental Revenues	3,514,704,482	3,934,991,333	4,112,048,281	4.5	3,939,286,906
Charges For Current Services	1,144,100,193	1,244,403,659	1,283,262,540	3.1	1,290,644,128
Miscellaneous Revenues	75,360,042	127,224,211	106,374,487	(16.4)	91,645,877
Other Financing Sources	642,008,768	765,163,924	622,882,497	(18.6)	485,430,449
Residual Equity Transfers In	258,486	500,000	500,000	—	500,000
Fund Balance Component Decreases	55,671,258	51,364,450	68,330,135	33.0	43,628,421
Use of Fund Balance	233,061,900	188,318,900	276,484,801	46.8	131,603,840
Total	\$ 7,359,469,032	\$ 8,165,889,363	\$ 8,483,576,980	3.9	\$ 8,050,299,409





Public Safety Group

Staffing					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	8,015.00	8,065.00	8,077.00	0.1	8,077.00

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 1,395,293,819	\$ 1,504,752,396	\$ 1,543,925,578	2.6	\$ 1,612,969,454
Services & Supplies	492,190,093	549,368,062	607,224,524	10.5	543,792,967
Other Charges	146,623,471	150,806,772	162,527,544	7.8	160,482,457
Capital Assets/Land Acquisition	—	25,000,000	100,000	(99.6)	—
Capital Assets Software	50,000	50,000	50,000	—	50,000
Capital Assets Equipment	23,765,712	17,336,040	14,267,248	(17.7)	7,493,615
Expenditure Transfer & Reimbursements	(37,693,957)	(38,836,252)	(56,212,066)	44.7	(24,514,623)
Operating Transfers Out	480,672,449	474,927,548	467,125,605	(1.6)	416,841,255
Total	\$ 2,500,901,587	\$ 2,683,404,566	\$ 2,739,008,433	2.1	\$ 2,717,115,125

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 8,505,477	\$ 13,101,000	\$ 13,868,000	5.9	\$ 13,991,300
Taxes Other Than Current Secured	72,398	2,715,000	2,751,555	1.3	2,753,555
Licenses Permits & Franchises	1,380,119	1,225,005	1,361,334	11.1	1,351,125
Fines, Forfeitures & Penalties	20,758,505	17,016,506	16,312,250	(4.1)	11,246,561
Revenue From Use of Money & Property	1,779,053	1,904,725	2,343,315	23.0	2,246,315
Intergovernmental Revenues	702,250,762	755,432,116	769,906,508	1.9	727,196,119
Charges For Current Services	204,773,587	200,933,725	220,755,382	9.9	227,002,148
Miscellaneous Revenues	19,454,247	31,778,582	25,744,413	(19.0)	21,645,797
Other Financing Sources	440,946,992	471,019,813	416,695,955	(11.5)	416,612,367
Fund Balance Component Decreases	33,605,940	37,124,666	33,605,940	(9.5)	33,605,940
Use of Fund Balance	97,645,073	88,391,993	59,238,132	(33.0)	6,911,569
General Purpose Revenue Allocation	969,729,434	1,062,761,435	1,176,425,649	10.7	1,252,552,329
Total	\$ 2,500,901,587	\$ 2,683,404,566	\$ 2,739,008,433	2.1	\$ 2,717,115,125



Health and Human Services Agency

Staffing					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	7,879.50	8,233.50	8,243.50	0.1	8,243.50

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 965,026,057	\$ 1,042,919,452	\$ 1,140,648,837	9.4	\$ 1,191,238,924
Services & Supplies	1,419,581,863	1,608,324,705	1,717,509,836	6.8	1,552,331,549
Other Charges	393,986,449	497,525,102	513,571,646	3.2	513,571,646
Capital Assets Software	—	1,199,000	—	(100.0)	—
Capital Assets Equipment	15,901,232	15,901,232	13,876,232	(12.7)	13,876,232
Expenditure Transfer & Reimbursements	(44,872,406)	(39,104,924)	(28,680,947)	(26.7)	(16,104,793)
Operating Transfers Out	65,494,754	71,147,565	84,141,187	18.3	81,391,776
Total	\$ 2,815,117,949	\$ 3,197,912,132	\$ 3,441,066,791	7.6	\$ 3,336,305,334

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Other Than Current Secured	\$ 2,323,479	\$ 2,419,502	\$ 2,406,790	(0.5)	\$ 2,406,790
Licenses Permits & Franchises	791,772	791,772	791,772	—	791,772
Fines, Forfeitures & Penalties	4,010,721	3,210,721	3,260,721	1.6	3,260,721
Revenue From Use of Money & Property	2,919,407	2,919,407	2,919,407	—	2,919,407
Intergovernmental Revenues	2,439,978,846	2,776,120,220	2,940,666,821	5.9	2,812,384,671
Charges For Current Services	107,761,855	107,081,752	104,486,965	(2.4)	105,608,673
Miscellaneous Revenues	33,017,533	63,906,825	56,161,101	(12.1)	45,419,722
Other Financing Sources	20,489,331	20,545,584	30,971,250	50.7	30,971,250
Fund Balance Component Decreases	2,370,714	2,370,714	27,370,714	1,054.5	2,370,714
Use of Fund Balance	19,042,024	13,414,702	34,906,688	160.2	77,616,688
General Purpose Revenue Allocation	182,412,267	205,130,933	237,124,562	15.6	252,554,926
Total	\$ 2,815,117,949	\$ 3,197,912,132	\$ 3,441,066,791	7.6	\$ 3,336,305,334





Land Use and Environment Group

Staffing					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	2,026.50	2,117.75	2,161.75	2.1	2,161.75

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 285,082,634	\$ 305,023,531	\$ 323,975,250	6.2	\$ 339,951,861
Services & Supplies	331,032,435	381,284,540	435,517,426	14.2	321,565,061
Other Charges	13,011,955	15,772,844	17,213,645	9.1	16,457,755
Capital Assets/Land Acquisition	19,766,478	9,994,362	8,621,000	(13.7)	6,151,170
Capital Assets Equipment	5,978,700	4,362,315	6,624,893	51.9	3,222,544
Expenditure Transfer & Reimbursements	(50,610,672)	(64,218,662)	(27,917,799)	(56.5)	(6,323,654)
Operating Transfers Out	25,652,357	22,149,154	31,958,066	44.3	4,572,609
Total	\$ 629,913,887	\$ 674,368,084	\$ 795,992,481	18.0	\$ 685,597,346

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 55,426,650	\$ 59,525,892	\$ 62,186,870	4.5	\$ 64,184,415
Taxes Other Than Current Secured	11,724,806	14,908,948	33,339,073	123.6	33,361,352
Licenses Permits & Franchises	48,887,350	54,847,490	61,228,288	11.6	64,217,667
Fines, Forfeitures & Penalties	809,311	809,311	614,587	(24.1)	587,087
Revenue From Use of Money & Property	28,381,130	31,696,757	33,294,693	5.0	34,797,998
Intergovernmental Revenues	171,567,281	174,665,318	181,131,964	3.7	186,395,193
Charges For Current Services	123,914,708	124,939,840	130,448,258	4.4	132,399,663
Miscellaneous Revenues	6,378,664	15,344,423	6,420,377	(58.2)	6,193,179
Other Financing Sources	21,736,357	15,107,954	25,078,066	66.0	4,572,609
Fund Balance Component Decreases	5,295,978	3,090,936	2,088,189	(32.4)	2,386,475
Use of Fund Balance	51,375,653	65,846,081	131,634,758	99.9	22,931,244
General Purpose Revenue Allocation	104,415,999	113,585,134	128,527,358	13.2	133,570,464
Total	\$ 629,913,887	\$ 674,368,084	\$ 795,992,481	18.0	\$ 685,597,346



Finance and General Government Group

Staffing					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	1,926.50	1,971.00	1,977.00	0.3	1,977.00

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Salaries & Benefits	\$ 308,034,531	\$ 330,197,039	\$ 335,661,571	1.7	\$ 349,440,119
Services & Supplies	481,022,080	536,176,032	567,869,575	5.9	539,850,056
Other Charges	16,349,322	16,373,685	16,758,557	2.4	16,758,557
Capital Assets Equipment	13,196,000	15,728,781	23,349,630	48.5	20,000,000
Expenditure Transfer & Reimbursements	(10,041,484)	(19,312,088)	(25,305,461)	31.0	(10,198,485)
Operating Transfers Out	7,081,081	10,413,407	8,899,153	(14.5)	7,250,063
Total	\$ 815,641,530	\$ 889,576,856	\$ 927,233,025	4.2	\$ 923,100,310

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Licenses Permits & Franchises	\$ 2,112,000	\$ 4,122,328	\$ 3,147,228	(23.7)	\$ 2,622,728
Fines, Forfeitures & Penalties	644,150	644,150	644,150	—	694,150
Revenue From Use of Money & Property	2,067,262	1,987,262	2,107,262	6.0	2,107,262
Intergovernmental Revenues	13,216,001	15,765,285	11,867,282	(24.7)	8,613,184
Charges For Current Services	520,842,644	588,059,067	610,584,271	3.8	607,750,634
Miscellaneous Revenues	16,509,598	15,694,381	16,048,596	2.3	16,387,179
Other Financing Sources	17,644,474	19,914,379	20,328,783	2.1	18,750,063
Residual Equity Transfers In	258,486	500,000	500,000	—	500,000
Fund Balance Component Decreases	5,265,292	6,317,166	5,265,292	(16.7)	5,265,292
Use of Fund Balance	27,782,860	15,243,350	24,877,223	63.2	20,153,778
General Purpose Revenue Allocation	209,298,763	221,329,488	231,862,938	4.8	240,256,040
Total	\$ 815,641,530	\$ 889,576,856	\$ 927,233,025	4.2	\$ 923,100,310





Capital Program

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 245,800	\$ 310,800	\$ 265,775	(14.5)	\$ 265,775
Capital Assets/Land Acquisition	163,032,346	250,072,497	124,340,000	(50.3)	—
Operating Transfers Out	8,489,261	8,520,764	8,341,190	(2.1)	8,567,125
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 537,973	\$ 388,792	\$ 422,175	8.6	\$ 459,906
Intergovernmental Revenues	22,997,721	36,869,721	12,763,427	(65.4)	710,156
Charges For Current Services	11,250,000	13,300,000	—	(100.0)	—
Other Financing Sources	130,282,346	207,122,774	119,761,363	(42.2)	5,672,277
Use of Fund Balance	6,699,367	1,222,774	—	(100.0)	1,990,561
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900



Finance Other

Expenditures					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Services & Supplies	\$ 148,915,247	\$ 193,286,504	\$ 167,192,182	(13.5)	\$ 120,297,759
Other Charges	180,139,879	207,730,613	197,248,064	(5.0)	196,636,293
Capital Assets/Land Acquisition	4,059,667	5,516,756	20,095,169	264.3	51,858,472
Operating Transfers Out	93,011,879	55,189,791	62,793,870	13.8	10,555,870
Total	\$ 426,126,672	\$ 461,723,664	\$ 447,329,285	(3.1)	\$ 379,348,394

Revenues					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Revenue From Use of Money & Property	\$ 2,757,168	\$ 3,611,419	\$ 7,464,821	106.7	\$ 7,464,821
Charges For Current Services	173,457,399	207,989,275	214,887,664	3.3	215,783,010
Other Financing Sources	10,909,268	31,453,420	10,047,080	(68.1)	8,851,883
Fund Balance Component Decreases	9,133,334	2,460,968	—	(100.0)	—
Use of Fund Balance	30,516,923	4,200,000	25,828,000	515.0	2,000,000
General Purpose Revenue Allocation	199,352,580	212,008,582	189,101,720	(10.8)	145,248,680
Total	\$ 426,126,672	\$ 461,723,664	\$ 447,329,285	(3.1)	\$ 379,348,394





Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 863,273,350	\$ 909,848,270	\$ 970,643,721	6.7	\$ 1,003,998,983
Taxes Other Than Current Secured	604,297,680	652,718,329	702,893,857	7.7	727,148,031
Licenses Permits & Franchises	4,768,185	4,696,662	3,750,654	(20.1)	3,563,122
Fines, Forfeitures & Penalties	17,991,023	22,761,580	24,106,128	5.9	24,776,049
Revenue From Use of Money & Property	8,084,934	46,052,058	61,835,588	34.3	56,608,671
Intergovernmental Revenues	164,693,871	176,138,673	195,712,279	11.1	203,987,583
Charges For Current Services	2,100,000	2,100,000	2,100,000	—	2,100,000
Miscellaneous Revenues	—	500,000	2,000,000	300.0	2,000,000
Total	\$ 1,665,209,043	\$ 1,814,815,572	\$ 1,963,042,227	8.2	\$ 2,024,182,439







Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	%	Fiscal Year 2025–26 Recommended Budget
				Change	
General Fund	\$ 5,654,012,679	\$ 6,211,533,771	\$ 6,593,494,851	6.1	\$ 6,353,304,079
Special Revenue Funds	725,575,179	791,181,355	781,804,283	(1.2)	726,163,517
Capital Project Funds	171,767,407	258,904,061	132,946,965	(48.7)	8,832,900
Debt Service County Family	81,411,260	81,494,299	81,500,054	0.0	81,495,400
County Proprietary Enterprise Funds	45,136,591	44,181,232	49,278,494	11.5	50,129,055
County Proprietary Internal Service Funds	574,576,904	673,708,205	718,048,598	6.6	715,052,566
County Service Areas	26,609,062	30,517,705	51,486,856	68.7	52,144,360
Miscellaneous Special Districts	15,519,486	12,465,356	13,308,070	6.8	12,047,886
Community Facilities Districts	5,591,469	6,799,638	6,116,147	(10.1)	5,885,586
Permanent Road Divisions	6,220,530	8,510,480	9,421,964	10.7	1,918,567
Sanitation Districts	45,319,793	38,799,585	38,078,782	(1.9)	35,233,577
Miscellaneous Local Agencies	7,728,672	7,793,676	8,091,916	3.8	8,091,916
Total	\$ 7,359,469,032	\$ 8,165,889,363	\$ 8,483,576,980	3.9	\$ 8,050,299,409

Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	%	Fiscal Year 2025–26 Recommended Budget
				Change	
General Fund	\$ 2,018,582,221	\$ 2,171,518,242	\$ 2,261,811,715	4.2	\$ 2,248,502,848
Sheriff's Asset Forfeiture Program	150,000	1,500,000	3,300,000	120.0	—
Sheriff's Asset Forfeiture - U.S. Treasury	1,450,000	1,000,000	2,200,000	120.0	—
Sheriff's Asset Forfeiture - State	100,000	100,000	1,000,000	900.0	—
District Attorney Asset Forfeiture Program Fed	1,000,000	1,000,000	2,000,000	100.0	1,000,000
District Attorney Asset Forfeiture Program - U.S. 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	4,526,225	6,317,225	7,387,709	16.9	7,590,319
Probation Incarcerated Peoples' Welfare	2,000	2,000	2,000	—	2,000



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Public Safety Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Prop 172 Special Revenue	438,770,494	461,969,992	398,690,714	(13.7)	398,784,885
SDCFPD Fire Mitigation	—	—	400,000	—	—
SD County Fire Protection Dist	4,136,545	11,654,245	9,491,575	(18.6)	9,491,575
SDCFPD Mt Laguna	17,600	20,000	18,000	(10.0)	18,000
SDCFPD Palomar	61,800	75,000	73,000	(2.7)	73,000
SDCFPD Descanso	59,000	120,000	57,000	(52.5)	57,000
SDCFPD Dulzura	12,600	53,000	13,000	(75.5)	13,000
SDCFPD Tecate	13,000	62,000	11,000	(82.3)	11,000
SDCFPD Potrero	17,000	66,000	16,000	(75.8)	16,000
SDCFPD Jacumba	17,700	40,000	18,000	(55.0)	18,000
SDCFPD Rural West	1,314,000	1,575,000	450,000	(71.4)	450,000
SDCFPD Yuima	150,000	55,000	52,000	(5.5)	52,000
SDCFPD Julian	254,000	110,000	110,000	—	110,000
SDCFPD Ramona Fire MED SRV ZN	—	2,600,000	2,600,000	—	2,600,000
CSA 135 Del Mar 800 MHZ Zone B	44,241	43,668	43,495	(0.4)	43,495
CSA 135 Poway 800 MHZ Zone F	165,500	160,500	221,000	37.7	136,279
CSA 135 Solana Beach 800 MHZ Zone H	56,500	50,000	39,615	(20.8)	39,615
CSA 135 Borrego Springs FPD 800 MHZ Zn K	8,550	8,550	8,550	—	8,550
County Service Area 17	5,804,149	7,937,395	8,300,000	4.6	8,600,000
County Service Area 69	9,151,061	260,000	250,000	(3.8)	255,000
SDCFPD Ambulance Service Area	—	—	23,174,593	—	24,174,593
SDCFPD CFD 04-01 Special Tax A	5,000	105,000	5,000	(95.2)	5,000
SDCFPD EOM CFD 09-01 Special Tax A	120,000	—	—	—	—
SDCFPD EOM CFD 09-01 Special Tax B	2,918,000	3,475,000	2,465,000	(29.1)	2,465,000
SHF Jail Stores Commissary Enterprise	5,923,326	7,335,724	8,946,367	22.0	9,015,998
Penalty Assessment	3,621,075	3,128,950	3,128,950	—	3,128,950
Criminal Justice Facility	1,194,869	812,075	850,000	4.7	—
Courthouse Construction	1,005,131	—	1,624,150	—	203,018
Total	\$ 2,500,901,587	\$ 2,683,404,566	\$ 2,739,008,433	2.1	\$ 2,717,115,125



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Health and Human Services Agency					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Fund	\$ 2,792,076,639	\$ 3,174,805,818	\$ 3,407,460,251	7.3	\$ 3,302,698,794
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	25,514,624	66.6	25,514,624
Co Successor Agy Redev Obligation Ret Fund	2,323,479	2,332,230	2,406,790	3.2	2,406,790
Co Successor Agy Gillespie Fld Debt Srv	1,536,607	1,545,358	1,619,918	4.8	1,619,918
Co Successor Agy Gillespie Fld Interest Acct	361,607	295,358	224,918	(23.8)	224,918
Co Successor Agy Gillespie Fld Principal Acct	645,000	680,000	715,000	5.1	715,000
Co Successor Agy Gillespie Fld Debt Srv Reserve	—	30,000	30,000	—	30,000
Co Successor Agy Gillespie Fld Turbo Redemption	530,000	570,000	680,000	19.3	680,000
Co Successor Agy USDRIP	550,000	550,000	550,000	—	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,536,607	1,545,358	1,619,918	4.8	1,619,918
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	—	216,872
Total	\$ 2,815,117,949	\$ 3,197,912,132	\$ 3,441,066,791	7.6	\$ 3,336,305,334

Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Fund	\$ 242,135,781	\$ 254,888,695	\$ 331,741,834	30.2	\$ 280,255,695
Road Fund	187,568,742	213,907,576	259,161,266	21.2	212,123,736
San Diego County Lighting Maintenance District 1	2,360,430	2,480,670	2,994,231	20.7	3,063,917
County Library	58,755,409	66,512,541	66,556,577	0.1	67,614,815
Inactive Waste Site Management	6,165,355	9,239,842	7,216	(99.9)	7,216
Waste Planning and Recycling	4,206,172	6,616,247	6,695,808	1.2	6,508,685
Duck Pond Landfill Cleanup	14,669	14,669	14,669	—	14,669
Parkland Ded Area 4 Lincoln Acres	300	2,014,200	2,014,200	—	2,014,200
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



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
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	74,647	242,466	238,114	(1.8)	58,109
PRD 8 Magee Road Pala	57,560	365,037	129,430	(64.5)	47,645
PRD 9 Santa Fe Zone B	185,519	209,774	247,397	17.9	27,477
PRD 10 Davis Drive	17,808	37,566	48,224	28.4	11,545
PRD 11 Bernardo Road Zone A	74,736	89,299	104,823	17.4	19,813
PRD 11 Bernardo Road Zone C	6,531	7,771	11,644	49.8	5,457
PRD 11 Bernardo Road Zone D	37,010	39,372	46,969	19.3	9,535
PRD 12 Lomair	84,918	113,944	139,750	22.6	25,419
PRD 13 Pala Mesa Zone A	303,261	478,079	519,691	8.7	140,089
PRD 13 Stewart Canyon Zone B	69,385	62,063	81,973	32.1	31,688
PRD 16 Wynola	108,270	131,810	163,406	24.0	30,972
PRD 18 Harrison Park	91,437	106,629	93,585	(12.2)	52,264
PRD 20 Daily Road	201,799	241,642	269,114	11.4	129,857
PRD 21 Pauma Heights	163,173	548,212	648,089	18.2	88,533
PRD 22 West Dougherty St	5,017	3,566	5,974	67.5	2,487
PRD 23 Rock Terrace Road	19,704	18,254	24,397	33.7	7,742
PRD 24 Mt Whitney Road	69,012	87,078	98,178	12.7	10,714
CSA 26 Rancho San Diego	369,937	390,728	394,744	1.0	394,744
CSA 26 Cottonwood Village Zone A	238,880	247,486	346,057	39.8	264,339
CSA 26 Monte Vista Zone B	138,716	161,689	227,577	40.7	151,378



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
SD Landscape Maintenance Zone 1	184,470	189,667	193,173	1.8	193,173
Landscape Maintenance Dist Zone 2 - Julian	143,575	114,833	109,441	(4.7)	109,441
PRD 30 Royal Oaks Carroll	47,816	51,549	63,120	22.4	9,392
PRD 38 Gay Rio Terrace	71,170	77,407	81,687	5.5	12,411
PRD 45 Rincon Springs Rd	35,898	41,950	35,672	(15.0)	11,633
PRD 46 Rocosco Road	127,652	185,217	241,246	30.3	57,365
PRD 49 Sunset Knolls Road	62,563	64,618	73,113	13.1	7,186
PRD 50 Knoll Park Lane	42,173	46,014	58,806	27.8	9,824
PRD 53 Knoll Park Lane Extension	152,578	174,411	201,794	15.7	20,831
PRD 54 Mount Helix	103,278	115,349	134,189	16.3	18,531
PRD 55 Rainbow Crest Rd	271,909	317,919	99,127	(68.8)	61,631
PRD 60 River Drive	69,728	90,758	113,974	25.6	21,701
PRD 61 Green Meadow Way	199,110	228,152	231,514	1.5	15,192
PRD 63 Hillview Road	401,016	400,050	436,331	9.1	44,179
PRD 70 El Camino Corto	50,178	46,219	40,119	(13.2)	10,690
PRD 75 Gay Rio Dr Zone A	64,298	86,836	108,115	24.5	22,766
PRD 75 Gay Rio Dr Zone B	83,125	113,657	56,638	(50.2)	30,962
PRD 76 Kingsford Court	27,292	35,347	48,151	36.2	11,773
PRD 77 Montiel Truck Trail	177,244	201,990	221,868	9.8	20,378
PRD 78 Gardena Way	103,688	91,679	111,410	21.5	12,660
PRD 80 Harris Truck Trail	76,963	255,988	301,289	17.7	23,893
CSA 81 Fallbrook Local Park	580,235	631,738	686,411	8.7	686,411
CSA 83 San Dieguito Local Park	890,210	920,825	1,040,570	13.0	1,040,570
CSA 83A Zone A4S Ranch Park 95155	1,155,037	1,235,669	1,261,027	2.1	1,235,669
PRD 88 East Fifth St	16,489	37,713	47,466	25.9	7,456
PRD 90 South Cordoba	44,125	53,166	63,679	19.8	10,711
PRD 94 Roble Grande Road	130,481	224,516	248,293	10.6	38,482
PRD 95 Valle Del Sol	347,176	379,735	428,718	12.9	37,154
PRD 99 Via Allondra Via Del Corvo	67,895	94,456	116,985	23.9	24,397
PRD 101 Johnson Lake Rd	101,026	102,089	131,931	29.2	27,752
PRD 101 Hi Ridge Rd Zone A	64,354	99,915	218,734	118.9	35,654
PRD 102 Mountain Meadow	106,402	198,423	222,674	12.2	62,731
PRD 103 Alto Drive	158,738	162,999	176,224	8.1	23,127
PRD 104 Artesian Rd	23,163	34,717	27,120	(21.9)	16,486
PRD 105 Alta Loma Dr	87,286	100,353	113,487	13.1	19,129
PRD 105 Alta Loma Dr Zone A	94,213	105,277	117,945	12.0	17,827



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
PRD 106 Garrison Way Et Al	57,468	58,324	98,795	69.4	30,900
PRD 117 Legend Rock	190,137	267,191	460,538	72.4	158,667
CSA 122 Otay Mesa East	7,152	7,152	7,152	—	7,152
PRD 123 Mizpah Lane	50,753	56,810	67,194	18.3	10,456
PRD 125 Wrightwood Road	31,301	40,364	51,091	26.6	10,416
PRD 126 Sandhurst Way	13,918	15,681	19,127	22.0	4,387
PRD 127 Singing Trails Drive	34,980	49,546	58,381	17.8	17,576
CSA 128 San Miguel Park Dist	1,225,904	1,317,060	1,502,376	14.1	1,502,376
PRD 130 Wilkes Road	116,527	64,570	91,036	41.0	27,446
PRD 133 Ranch Creek Road	144,761	181,315	235,442	29.9	45,593
PRD 134 Kenora Lane	26,792	26,846	38,781	44.5	12,017
CSA 136 Sundance Detention Basin	22,500	22,500	23,500	4.4	24,000
CSA 138 Valley Center Park	369,200	388,000	348,000	(10.3)	368,000
San Diego County Flood Control District	9,379,578	7,944,008	8,280,836	4.2	7,280,836
Blackwolf Stormwater Maint ZN 349781	11,500	11,500	11,500	—	11,500
Lake Rancho Viejo Stormwater Maint ZN 442493	158,700	158,700	158,800	0.1	158,850
Ponderosa Estates Maint ZN 351421	12,000	12,000	12,000	—	12,000
Harmony Grove Cap Proj	100,000	100,000	—	(100.0)	—
Other Services - Harmony Grove Fund	360,881	374,462	408,705	9.1	410,466
Flood Control - Harmony Grove Fund	91,650	236,650	390,000	64.8	92,666
Fire Protection - Harmony Grove Fund	467,464	473,625	514,148	8.6	544,709
Improvement - Harmony Grove Fund	200	200	—	(100.0)	—
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	482,659	506,100	516,100	2.0	526,300
Horse Crk Rdg CFD 13-01 B-Special Tax	197,375	217,530	221,823	2.0	226,201
Horse Crk Rdg CFD 13-01 C-Special Tax	147,094	150,023	153,010	2.0	156,057
Meadowood Prk CFD 19-01 A-Special Tax	52,641	112,000	272,000	142.9	278,410
Meadowood FCD CFD 19-01 B-Special Tax	31,183	71,528	137,000	91.5	139,700
Meadowood Fire CFD 19-01 C-Special Tax	24,552	54,911	102,000	85.8	104,000
Hillside Meadows Maint CFD 17-01	—	115,780	115,780	—	115,780
Sweetwtr PI Maint CFD 19-02 Special Tax	103,000	133,000	135,640	2.0	138,333
Park Cir Maint CFD 10-03 Special Tax	63,000	207,059	216,771	4.7	219,066
PIPER OTAY CFD 22-01 TAX A	—	20,000	20,400	2.0	20,808
PIPER OTAY CFD 22-01 TAX B	—	20,000	16,000	(20.0)	16,320
PRD 1003 Alamo Way	24,931	19,789	—	(100.0)	—
PRD 1005 Eden Valley Lane	11,363	107,629	114,957	6.8	8,124



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
PRD 1008 Canter	13,827	15,684	20,248	29.1	5,708
PRD 1010 Alpine High	72,129	105,773	150,340	42.1	47,426
PRD 1011 La Cuesta	88,855	96,411	110,648	14.8	10,615
PRD 1012 Millar Road	82,722	88,789	99,069	11.6	10,135
PRD 1013 Singing Trails	67,153	73,207	83,256	13.7	13,671
PRD 1014 Lavender Point Lane	27,241	30,288	36,063	19.1	6,660
PRD 1015 Landavo Drive	49,067	78,125	94,037	20.4	15,119
PRD 1016 El Sereno Way	79,806	93,863	89,369	(4.8)	9,014
PRD 1017 Kalbaugh-Haley-Toub St	57,985	39,244	61,415	56.5	31,387
Survey Monument Preservation Fund	270,000	270,000	175,000	(35.2)	175,000
Grazing Lands	8,700	—	—	—	—
Special Aviation	50,000	50,000	50,000	—	50,000
County Fish and Game Propagation	18,000	28,000	46,000	64.3	46,000
Airport Enterprise Fund	26,599,020	25,402,916	27,699,027	9.0	27,875,964
Liquid Waste Enterprise Fund	12,614,245	11,442,592	12,633,100	10.4	13,237,093
CWSMD-Zone B (Campo Hills Water)	403,000	488,500	507,500	3.9	512,040
Campo WSMD-Zone A (Rancho Del Campo Water)	884,278	879,278	409,278	(53.5)	419,553
LIVE OAK SPRINGS WTR SYS CSA 137	2,310,000	490,700	933,925	90.3	589,190
San Diego County Sanitation District	45,319,793	38,799,585	38,078,782	(1.9)	35,233,577
DPW Equipment Internal Service Fund	6,245,000	6,640,000	7,641,000	15.1	8,815,960
DPW ISF Equipment Acquisition Road Fund	7,308,000	5,893,000	8,463,873	43.6	6,171,750
DPW ISF Equipment Acquisition Inactive Waste	110,000	245,000	248,000	1.2	66,000
DPW ISF Equipment Acquisition Airport Enterprise	300,000	160,000	393,000	145.6	168,000
DPW ISF Equipment Acquisition General Fund	50,000	50,000	76,520	53.0	79,294
DPW ISF Equipment Acquisition Liquid Waste	1,425,000	1,235,000	645,000	(47.8)	645,000
Total	\$ 629,913,887	\$ 674,368,084	\$ 795,992,481	18.0	\$ 685,597,346



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Finance and General Government Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Fund	\$ 350,755,698	\$ 364,519,525	\$ 370,485,991	1.6	\$ 367,827,919
Information Technology Internal Service Fund	208,617,042	219,369,066	219,844,412	0.2	219,844,412
Purchasing Internal Service Fund	17,354,517	19,125,584	22,277,392	16.5	21,645,990
Fleet Services Internal Service Fund	11,243,745	12,388,100	13,044,262	5.3	13,044,262
Fleet ISF Equipment Acquisition General	29,333,411	32,362,383	37,425,424	15.6	36,846,704
Fleet ISF Materials Supply Inventory	19,924,577	23,211,935	25,738,198	10.9	25,738,198
Fleet ISF Accident Repair	1,518,889	1,422,217	1,731,608	21.8	1,731,608
Facilities Management Internal Service Fund	160,324,301	169,713,651	207,606,738	22.3	207,342,217
Major Maintenance Internal Service Fund	16,569,350	47,464,395	29,079,000	(38.7)	29,079,000
Total	\$ 815,641,530	\$ 889,576,856	\$ 927,233,025	4.2	\$ 923,100,310

Capital Program

Capital Program					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Capital Outlay Fund	\$ 78,000,000	\$ 80,843,147	\$ 50,960,000	(37.0)	\$ —
Major Maint Capital Outlay Fund	43,639,746	13,586,200	59,980,000	341.5	—
Capital MSCP Acquisition Fund	7,500,000	7,500,000	7,500,000	—	—
County Health Complex Capital Outlay Fund	31,000,000	145,143,150	—	(100.0)	—
Justice Facility Construction Capital Outlay Fnd	2,892,600	3,000,000	5,900,000	96.7	—
Edgemoor Development Fund	8,735,061	8,831,564	8,606,965	(2.5)	8,832,900
Total	\$ 171,767,407	\$ 258,904,061	\$ 132,946,965	(48.7)	\$ 8,832,900





Finance Other

Finance Other					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
General Fund	\$ 250,462,340	\$ 245,801,491	\$ 221,995,060	(9.7)	\$ 154,018,823
Pension Obligation Bonds	81,411,260	81,494,299	81,500,054	0.0	81,495,400
Employee Benefits Internal Service Fund	52,233,952	58,014,714	62,681,926	8.0	62,681,926
Insurance Internal Service Fund	—	—	10,380,721	—	10,380,721
Public Liability Internal Service Fund	42,019,120	76,413,160	70,771,524	(7.4)	70,771,524
Total	\$ 426,126,672	\$ 461,723,664	\$ 447,329,285	(3.1)	\$ 379,348,394





Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Public Safety Executive Office	\$ 79,378,434	\$ 86,154,814	\$ 86,783,793	0.7	\$ 92,405,456
District Attorney	248,217,633	293,886,220	263,988,265	(10.2)	274,998,234
Sheriff	1,150,652,581	1,205,571,771	1,263,628,087	4.8	1,250,652,222
Animal Services	9,720,040	9,894,202	11,291,522	14.1	11,441,237
Child Support Services	53,814,497	57,218,788	57,218,788	—	57,218,788
Office of Emergency Services	9,581,610	10,486,729	11,958,230	14.0	10,897,869
Medical Examiner	14,776,414	17,521,632	21,190,505	20.9	21,741,630
Probation	261,343,834	278,868,008	321,393,911	15.2	304,128,652
Public Defender	126,927,934	129,649,426	137,237,189	5.9	137,492,074
San Diego County Fire	64,169,244	82,266,652	87,121,425	5.9	87,526,686
Total	\$ 2,018,582,221	\$ 2,171,518,242	\$ 2,261,811,715	4.2	\$ 2,248,502,848

Health and Human Services Agency					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Self-Sufficiency Services	\$ 647,198,095	\$ 786,018,439	\$ 812,153,773	3.3	\$ 828,733,753
Aging & Independence Services	238,543,105	281,656,156	304,806,525	8.2	314,701,298
Behavioral Health Services	899,482,616	1,021,065,711	1,156,628,861	13.3	1,125,323,571
Child and Family Well-Being	442,378,091	456,858,494	479,010,650	4.8	492,606,220
Public Health Services	221,548,394	228,243,782	236,791,482	3.7	241,259,206
Medical Care Services Department	44,008,645	50,397,921	55,000,096	9.1	53,339,998
Administrative Support	160,705,317	169,072,255	173,412,124	2.6	99,227,304
Housing & Community Development Services	84,310,684	99,433,017	90,918,035	(8.6)	69,255,607
Homeless Solutions and Equitable Communities	53,901,692	82,060,043	98,738,705	20.3	78,251,837
Total	\$ 2,792,076,639	\$ 3,174,805,818	\$ 3,407,460,251	7.3	\$ 3,302,698,794



APPENDIX C: GENERAL FUND BUDGET SUMMARY

Land Use and Environment Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Land Use and Environment Executive Office	\$ 11,455,253	\$ 11,660,031	\$ 15,139,422	29.8	\$ 12,889,434
Agriculture, Weights and Measures	30,956,817	31,035,957	32,144,967	3.6	33,739,496
Department of Environmental Health and Quality	60,383,871	63,882,672	67,543,548	5.7	68,530,365
Parks and Recreation	63,137,087	64,986,117	64,773,813	(0.3)	65,896,708
Planning & Development Services	53,209,207	59,316,113	57,989,755	(2.2)	60,613,451
Public Works	22,993,546	24,007,805	94,150,329	292.2	38,586,241
Total	\$ 242,135,781	\$ 254,888,695	\$ 331,741,834	30.2	\$ 280,255,695

Finance and General Government Group					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Finance & General Government Executive Office	\$ 29,872,934	\$ 32,577,026	\$ 33,596,495	3.1	\$ 33,939,838
Board of Supervisors	15,087,396	16,392,037	18,120,038	10.5	18,557,705
Assessor / Recorder / County Clerk	81,115,147	89,266,846	86,736,559	(2.8)	82,292,801
Treasurer - Tax Collector	24,665,002	25,299,333	25,834,479	2.1	26,596,976
Chief Administrative Office	11,633,833	10,221,898	9,861,046	(3.5)	10,272,963
Auditor and Controller	41,540,331	42,534,578	45,008,589	5.8	46,671,167
County Communications Office	5,641,821	5,671,965	4,793,175	(15.5)	4,427,905
County Technology Office	10,482,858	10,712,561	10,576,486	(1.3)	10,725,274
Civil Service Commission	620,299	636,155	679,181	6.8	697,035
Clerk of the Board of Supervisors	4,864,157	5,298,477	5,582,936	5.4	5,774,681
County Counsel	39,536,825	43,866,844	46,560,304	6.1	48,464,689
General Services	3,546,211	2,550,000	2,550,000	—	2,550,000
Grand Jury	772,301	780,724	789,302	1.1	789,302
Human Resources	35,128,278	36,576,622	37,079,761	1.4	38,200,580
Office of Evaluation, Performance and Analytics	4,500,000	—	—	—	—
Registrar of Voters	39,949,422	40,158,441	40,696,569	1.3	35,780,055
Citizens' Law Enforcement Review Board	1,798,883	1,976,018	2,021,071	2.3	2,086,948
Total	\$ 350,755,698	\$ 364,519,525	\$ 370,485,991	1.6	\$ 367,827,919





Finance Other					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Community Enhancement	\$ 5,390,086	\$ 5,459,241	\$ 5,265,490	(3.5)	\$ 5,328,145
Neighborhood Reinvestment Program	10,000,000	10,708,261	10,000,000	(6.6)	10,000,000
Lease Payments-Bonds	24,031,204	25,723,612	25,657,309	(0.3)	24,987,537
Contributions to Capital Program	84,160,000	45,868,000	50,308,000	9.7	—
Countywide General Expense	126,366,769	157,459,934	130,146,545	(17.3)	113,085,425
Local Agency Formation Commission Administration	514,281	582,443	617,716	6.1	617,716
Total	\$ 250,462,340	\$ 245,801,491	\$ 221,995,060	(9.7)	\$ 154,018,823

Total All Group/Agency

Total All Groups/Agency					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Total	\$ 5,654,012,679	\$ 6,211,533,771	\$ 6,593,494,851	6.1	\$ 6,353,304,079

Financing Sources

Financing Sources by Category					
	Fiscal Year 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Recommended Budget	% Change	Fiscal Year 2025–26 Recommended Budget
Taxes Current Property	\$ 863,273,350	\$ 909,848,270	\$ 970,643,721	6.7	\$ 1,003,998,983
Taxes Other Than Current Secured	604,297,680	652,805,601	702,893,857	7.7	727,148,031
Licenses Permits & Franchises	51,189,426	57,173,257	57,769,276	1.0	60,036,414
Fines, Forfeitures & Penalties	40,058,414	40,964,685	40,651,902	(0.8)	37,772,766
Revenue From Use of Money & Property	12,512,993	49,679,549	65,829,252	32.5	60,602,335
Intergovernmental Revenues	2,967,581,393	3,355,356,108	3,551,387,981	5.8	3,374,039,969
Charges For Current Services	460,360,073	468,726,631	473,245,347	1.0	471,307,296
Miscellaneous Revenues	64,706,706	107,699,385	94,441,068	(12.3)	79,642,827
Other Financing Sources	467,062,387	517,915,835	442,444,053	(14.6)	441,127,037
Total Revenues	\$5,531,042,422	\$6,160,169,321	\$6,399,306,457	3.9	\$6,255,675,658
Fund Balance Component Decreases	\$52,802,187	\$51,364,450	\$68,330,135	33.0	\$43,628,421
Use of Fund Balance	70,168,070	—	125,858,259	—	54,000,000
Total Financing Sources	\$ 5,654,012,679	\$ 6,211,533,771	\$ 6,593,494,851	6.1	\$ 6,353,304,079



Appendix D: Operational Plan Abbreviations and Acronyms

AB: Assembly Bill
A&C: Auditor and Controller
ACAO: Assistant Chief Administrative Officer
ADA: Americans with Disabilities Act
AIS: Aging & Independence Services
AOT: Assisted Outpatient Treatment
APS: Adult Protective Services
ARC: Approved Relative Caregiver
ARCC: Assessor/Recorder/County Clerk
ARCSS: Adult Reintegration and Community Supervision Services
ARI: Advanced Recovery Initiative
ARPA: American Rescue Plan Act
ARRA: *American Recovery and Reinvestment Act of 2009*
AWM: Agriculture, Weights and Measures
BEA: Bureau of Economic Analysis
BHS: Behavioral Health Services
BIPOC: Black, Indigenous and People of Color
BPR: Business Process Reengineering
CAC: County Administration Center
CAL FIRE: California Department of Forestry and Fire Protection
CAO: Chief Administrative Officer
CAP: Climate Action Plan, Community Action Partnership
CARE: *Community Assistance, Recovery and Empowerment (CARE) Act*
CCO: County Communications Office
CDBG: Community Development Block Grant
CDC: Centers for Disease Control and Prevention
CDPH: California Department of Public Health
CEC: California Energy Commission
CEQA: California Environmental Quality Act
CERS: California Electronic Reporting System
CERT: Community Emergency Response Team
CFM: Certified Farmers Market
CHIP: Community Health Improvement Plans, Community Health and Injury Prevention
CHVP: California Home Visiting Program



CINA: Capital Improvement Needs Assessment
CIP: Capital Improvement Program
CLERB: Citizens' Law Enforcement Review Board
CMS: Centers for Medicare and Medicaid
CNC TV: County News Center Television
CoC: Continuum of Care
COC: County Operations Center
COF: Capital Outlay Fund
COPs: Certificates of Participation
COVID: Corona Virus Disease
CPI: Consumer Price Index
CPI-U: Consumer Price Index for All Urban Consumers
CSA: County Service Area
CSAC: California State Association of Counties
CSU: Crisis Stabilization Unit
CTO: County Technology Office
CUPA: Certified Unified Program Agency
CFWB: Child and Family Well-Being
D&I: Diversity & Inclusion
D&I EC: Diversity & Inclusion Executive Council
DA: District Attorney
DAS: Department of Animal Services
DCAO: Deputy Chief Administrative Officer
DCSS: Department of Child Support Services
DEHQ: Department of Environmental Health and Quality
DGS: Department of General Services



APPENDIX D: OPERATIONAL PLAN ABBREVIATIONS AND ACRONYMS

DHR: Department of Human Resources	GWOW: Government Without Walls
DMV: Department of Motor Vehicles	HACSD: Housing Authority of the County of San Diego
DO: Department Objective	HAVA: Help America Vote Act
DPC: Department of Purchasing and Contracting	HCDS: Housing and Community Development Services
DPR: Department of Parks and Recreation	HCV: Hepatitis C virus, Housing Choice Voucher
DPW: Department of Public Works	HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness
DTT: Documentary Transfer Taxes	HHSA: Health and Human Services Agency
EDGA: Office of Economic Development and Government Affairs	HOME: Home Investment and Partnership Grant
EDI: Equity, Diversity & Inclusion	HOPTR: Homeowner's Property Tax Relief
EDPP: Enterprise Document Processing Platform	HOPWA: Housing Opportunities for Persons with Aids
EFC: Extended Foster Care	HPI: Healthy Places Index
EIR: Environmental Impact Report	HRC: Human Relations Commission
EMS: Emergency Medical Services	HUD: U.S. Department of Housing and Urban Development
EOC: Emergency Operations Center	IHOT: In-Home Outreach Team
ERAF: Educational Revenue Augmentation Fund	IHSS: In-Home Supportive Services
ERG: Employee Resource Groups	IPTS: Integrated Property Tax System
ERP: Enterprise Resource Planning	ISF: Internal Service Fund
ESG: Emergency Solutions Grant	IT: Information Technology
EUI: Energy Use Intensity	IT ISF: Information Technology Internal Service Fund
EWG: Enterprisewide Goal	JEDI: Justice, Equity, Diversity & Inclusion
EV: Electric Vehicle	JELS: Justice Electronic Library System
FEMA: Federal Emergency Management Agency	JPA: Joint Powers Agreement
FF&E: Furniture, fixtures and equipment	LEED: Leadership in Energy and Environmental Design
FGG: Finance and General Government Group	LMS: Learning Management
FPB: Facilities Planning Board	LRBs: Lease Revenue Bonds
FSP: Full Service Partnerships	LTC: Long-Term Care
FTE: Full-time equivalent	LUEG: Land Use and Environment Group
FY: Fiscal Year	LWSD: <i>Live Well San Diego</i>
GAAP: Generally Accepted Accounting Principles	M: million
GASB: Governmental Accounting Standards Board	MAA: Medi-Cal Administrative Activities
GDP: Gross Domestic Product	MASLs: Minimum Acceptable Service Levels
GFOA: Government Finance Officers Association	MCRT: Mobile Crisis Response Teams
GHG: Greenhouse gas	MCS: Medical Care Service
GIS: Geographic Information System	MECAP: Medical Examiners and Coroners Alert Project
GM: General Manager	MMCOF: Major Maintenance Capital Outlay Fund
GMS: General Management System	MMIP: Major Maintenance Improvement Plan
GO: General Obligation (bonds)	MSCP: Multiple Species Conservation Program
GPR: General Purpose Revenue	





NACo: National Association of Counties
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
OFFP: 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
PACE: Purchase of Agricultural Conservation Easement
PB: Performance Budgeting System
PCC: Polinsky Children’s Center
PCE: Personal Consumption of Expenditures
PDS: Planning & Development Services
PEI: Prevention and Early Intervention
PERT: Psychiatric Emergency Response Team
PHS: Public Health Services
PLDO: Parkland Dedication Ordinance
POB: Pension Obligation Bond
PROP: Proposition
PSG: Public Safety Group
PV: Photovoltaic
QA: Quality Assurance
RCFE: Residential Care Facilities for the Elderly
RCS: Regional Communications System
RFP: Request for Proposal
RLA: Resident Leadership Academies
ROV: Registrar of Voters
S&S: Services & Supplies
SANCAL: San Diego County Capital Asset Leasing Corporation
SANDAG: San Diego Association of Governments
SanGIS: San Diego Geographic Information Source
SB: Senate Bill
SDAIM: San Diego Advancing and Innovating Medi-Cal
SDCERA: San Diego County Employees’ Retirement Association
SDCFA: San Diego County Fire Authority

SDCL: San Diego County Library
SDCPH: San Diego County Psychiatric Hospital
SDG&E: San Diego Gas and Electric
SME: Subject Matter Expert
SNF: Skilled Nursing Facilities
SSS: Self-Sufficiency Services
TABS: Tax Allocation Bonds
TB: Tuberculosis
TIF: Transportation Impact Fee
TMDL: Total Maximum Daily Load
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
USDRIP: Upper San Diego River Improvement Project
UST: Underground Storage Tanks
VASH: Veterans Affairs Supportive Housing program
VLF: Vehicle License Fees
WCIRB: Workers’ Compensation Insurance Rating Bureau
YDCSS: Youth Development and Community Support Services





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.

Annual Comprehensive Financial Report: The annual audited financial statement of the County.

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.

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 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 (Supervisory District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year that includes expenditures and the means of financing them. The County’s annual budget is contained within the Operational Plan and is voted upon by the Board of Supervisors.

Business Process Reengineering (BPR): The fundamental rethinking and redesign of business processes to achieve improvements in critical measures of performance, such as cost, quality, service and/or speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents California’s 58 county governments before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that provides cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Costs incurred to construct facilities, purchase fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond one year.

Capital Improvement Needs Assessment (CINA): An annually updated five year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from the lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.





Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of one fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California State law, the federal tax law treats the lease obligation as if it were a debt.

Change Letter: Change Letters are recommended changes to the CAO Recommended Operational Plan submitted by the CAO and/or members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Recommended Operational Plan or as a result of changes in State or federal funding.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to residents and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; 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), and 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 Engagement: 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.

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.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Continuous Collaboration: The component of the County GMS that ensures that all are working together across County departments to serve the community with the most effective, efficient, and accessible service. This allows the County to pursue goals, solve problems, share information and leverage resources as an enterprise.

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 chan-



nel 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.

Employee Investment and Engagement: The final component of the County GMS that ensures employees are engaged and committed to excellence across the organization.

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 at least one of the five Strategic Initiatives, 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 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.

Evaluation and Accountability: The component of the County 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.

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 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.

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.

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. 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 (HHS).

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 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.

Multiple Species Conservation Program (MSCP): A program intended to preserve a network of habitat and open space in the San Diego region, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NACo): An organization that represents the interests of counties across the nation to elected federal representatives and throughout the federal bureaucracy.

Nonspendable Fund Balance: The portion of net resources that cannot be spent either because of its form or due to requirements that it must be maintained intact.

Objective: A measurable target that must be met on the way to implementing a strategy and/or attaining a goal.

Objects (Line Items): A summary classification (or "roll-up" account) of expenditures and revenues based on type of goods or services (Salaries & Benefits, Services & Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures & Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the recommended means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational 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 & 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 Groups and Departments support the five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice.

Strategic Initiatives: Provide the framework for the County to set measurable goals. 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 five 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 GMS.

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 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.

